Piramal

23rd June, 2021

BSE Limited
1st Floor, New Trading Ring,
Rotunda Building, P.J. Towers,
Dalal Street, Fort,
Mumbai- 400 001
BSE scrip code: 500302

National Stock Exchange of India Limited
Exchange Plaza, 5th floor,
Plot No. C/1, G-Block,
Bandra-Kurla Complex, Bandra (E),
Mumbai – 400 051
NSE symbol: PEL

Sub: Annual Report for FY 2020–21 and Notice of the 74th Annual General Meeting of the Company

Dear Sir / Madam,

Enclosed please find the Annual Report of the Company for the financial year ended 31st March, 2021 including the Notice of the 74th Annual General Meeting of the Company scheduled to be held on Friday, 16th July, 2021, for your records.

Kindly take the above on record and oblige.

Thanking you,

Yours truly,
For Piramal Enterprises Limited

BIPIN SINGH
Digitally signed by BIPIN SINGH
Date: 2021.06.23 19:21:44 +05'30'

Bipin Singh
Company Secretary

Encl.: a/a

PIRAMAL ENTERPRISES LIMITED

Annual Report 2020-21

Since 1988:

22% CAGR	28% CAGR	24% Annualised returns
Annual Revenues over the last 33 years[1]	Net Profit over the last 33 years[1,2]	To shareholders over the last 33 years[3]

Notes: (1) FY1988 Revenue and PAT numbers were for the year ending June 30, 1988.
(2) Normalised Net profit
(3) As on Mar 31, 2021; assumes re-investment of dividend in the stock

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₹77,119 Cr.

Total Assets
(as of March 31, 2021)

₹35,139 Cr.

Net worth
(as of March 31, 2021)

₹7,335 Cr.

Total capital returned to shareholders (since sale of Domestic Formulations business to Abbott in 2010)

PIRAMAL ENTERPRISES AT A GLANCE

Piramal Enterprises Limited (PEL) is one of the large companies in India, with a presence in Financial Services and Pharmaceuticals. PEL's consolidated revenues were US$1.7 Billion in FY 2021, with ~37% of revenues generated from outside India.

Financial Services: The Company offers a wide range of financial products and solutions, with presence across both retail and wholesale financing. As of March 31, 2021, the Financial Services business had loan book of ₹44,668 Crore.

Within retail lending, the Company is building a multi-product platform and offers home loans, loans for small businesses and loans for working capital to customers in affordable housing and mass affluent segments across Tier I, II and III cities. The business is 'digital at the core' and its modular structure has the ability to add multiple products such as loans for two-wheelers, education and purchase finance. The Company is in the process of acquiring Dewan Housing Finance Corporation Limited (DHFL). The acquisition of DHFL fits well into the Company's strategy to diversify the loan book and helps achieve scale its Retail lending business.

Within wholesale lending, the business provides financing to real estate developers, as well as corporate clients. The real estate platform provides financing solutions to developers, which includes Construction Finance. In Corporate Lending, the business provides customised funding solutions to companies across non-real estate sectors, such as infrastructure, renewable energy, auto components etc.

The Company has also formed strategic partnerships with leading financial institutions such as CPPIB, APG and Ivanhoe Cambridge, etc. across various investment platforms. It has built a Distressed Asset Investing platform with Bain Capital Credit (IndiaRF) which invests in equity and/or debt across non-real estate sectors. PEL also has equity investments in Shriram Group, a leading financial conglomerate in India.

Pharma: PEL has a differentiated business model that is diversified across three segments: Contract Development and Manufacturing Organization (CDMO), Complex Hospital Generics (CHG) and India Consumer Healthcare. Through end-to-end manufacturing capabilities across 14 global facilities and a large global distribution network spanning over 100 countries, PEL sells a portfolio of niche differentiated pharma products and provides an entire pool of pharma services.

PEL's CDMO business offers integrated solutions across the drug lifecycle - ranging from discovery clinical development to commercial manufacturing of Active Pharmaceutical Ingredients (APIs) and Formulations. The Complex Hospital Generics business markets niche inhalation anaesthesia, injectable anaesthesia, intrathecal spasticity and pain management and select antibiotics. PEL's Consumer Healthcare business is among the leading players in India in the self-care space, with established brands in the Indian consumer healthcare market. The Pharma Business has a joint venture with Allergan, a leader in ophthalmology in the Indian formulations market.

In October 2020, the company raised fresh equity from The Carlyle Group for a 20% stake in Piramal Pharma.

HIGHLIGHTS OF THE COMPANY

6,638
Employees

22%
Revenue CAGR for 33 years

28%
Normalised Net Profit CAGR for 33 years

24%
Annualised shareholder returns over the last 33 years[1]

(1) Total shareholder returns are as on March 31, 2021. Assumes re-investment of dividend in the stock.

CORE VALUES

KNOWLEDGE	ACTION	CARE	IMPACT
Expertise We strive for a deeper understanding of our domain.	**Entrepreneurship** We are empowered to act decisively and create value.	**Trusteeship** We protect and enhance the interests of our customers, community, employees, partners and shareholders.	**Performance** We strive to achieve market leadership in scale and profitability, wherever we compete.
Innovation We aspire to do things creatively.	**Integrity** We are consistent in our thought, speech and action.	**Humility** We aspire to be the best, yet strive to be humble.	**Resilience** We aspire to build businesses that anticipate, adapt and endure for generations.

At Piramal Group, our core values of Knowledge, Action, Care and Impact are integral to our guiding philosophy. These values represent our deeply held beliefs and define us at the individual as well as organisational levels. We encourage a deep understanding of these core values and believe in institutionalising them across the organisation to build the distinctive Piramal culture.

We stay true to our purpose of 'Doing Well and Doing Good' by following three basic tenets:

Serving People
We aim to serve our customers, community, employees, partners and all other stakeholders by putting their needs and well-being first.

Making a Positive Difference
We aim to make a positive difference through our products, services, customer-centric approach and innovation-led research.

Living Our Values
We live by our values in our everyday actions, decisions and conduct, at a personal as well as a professional level.

CORPORATE STRUCTURE

The Company focuses on two core business verticals – Financial Services & Pharma

Piramal Enterprises
FY 2021 Revenues: ₹12,809 Crore

Financial Services **FY 2021 Revenue contribution 55%**	Pharma **FY 2021 Revenue contribution 45%**
WHOLESALE LENDING	CDMO
RETAIL LENDING	COMPLEX HOSPITAL GENERICS
ALTERNATIVE ASSETS	INDIA CONSUMER HEALTHCARE
INVESTMENTS IN SHRIRAM	JOINT VENTURE WITH ALLERGAN

BUSINESS AT A GLANCE

Financial Services

	Business Description	Loan Book / AUM


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Wholesale Lending

Loans to residential & commercial real estate developers, as well as a few corporates in select sectors

₹39,365 Crore[1]


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Retail Lending

Multi-product retail lending platform, 'digital at the core'; commenced disbursements in Nov-2020; the acquisition of DHFL fits well into the diversification strategy and helps achieve scale

₹5,303 Crore


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Alternative AUM

Various investment platforms and JVs including: strategic partnerships with CDPQ, APG, CPPIB; JV with Bain Capital Credit for a distressed asset investment platform

Off-balance sheet funds


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Investments in Shriram

20% stake in SCL[2]

~10% stake in SCUF[2]

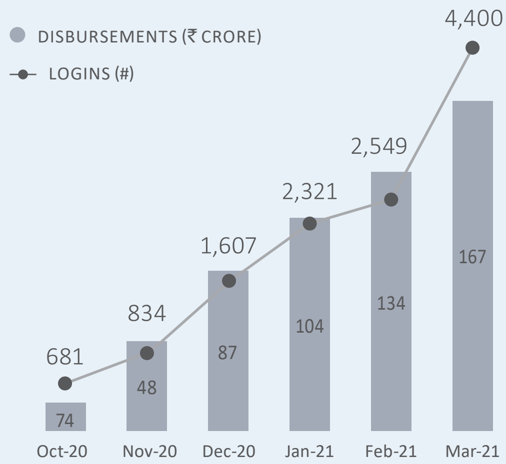
₹4,598 Crore

Book value of investments

Notes: (1) Does not include assets taken over, as well as PEL's share in AIFs totalling ₹4,223 Crore
(2) SCL: Shriram Capital Limited and SCUF: Shriram City Union Finance

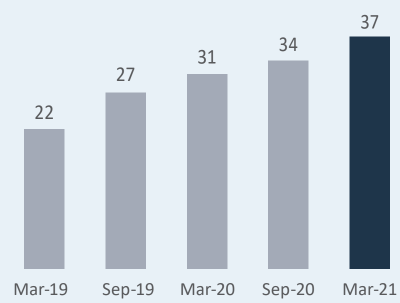
MONTHLY DISBURSEMENTS SINCE LAUNCH

Under the new retail lending business



CAPITAL ADEQUACY RATIO

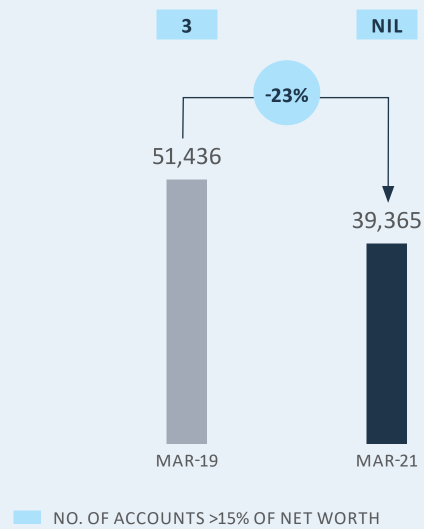
(%)[1]



Note: (1) Based on internal calculations

WHOLESALE LOAN BOOK

(₹ CRORE)



Pharma

Business Description | Revenue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Contract Development and Manufacturing Organisation (CDMO)

₹3,616 Crore

Global CDMO business with presence across the drug lifecycle including discovery, development, clinical and commercial manufacturing of APIs and formulations


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Complex Hospital Generics

₹1,669 Crore

Global complex hospital generics business with a presence in inhalation anaesthesia, injectable anaesthesia and pain management, injectable intrathecal therapy and other injectables


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India Consumer Healthcare

₹501 Crore

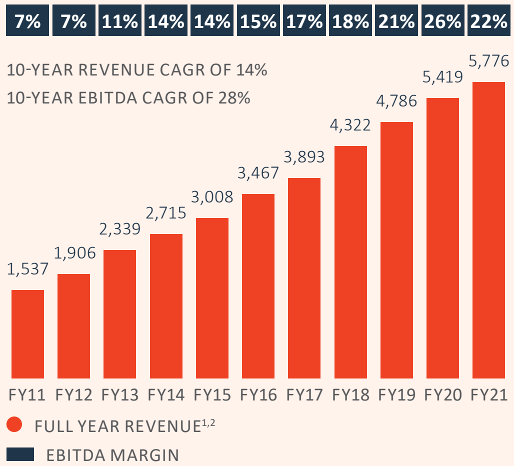
India Consumer healthcare business in India with a portfolio of multiple brands in attractive segments and a nationwide sales & marketing infrastructure

JV with Allergan (49% stake)

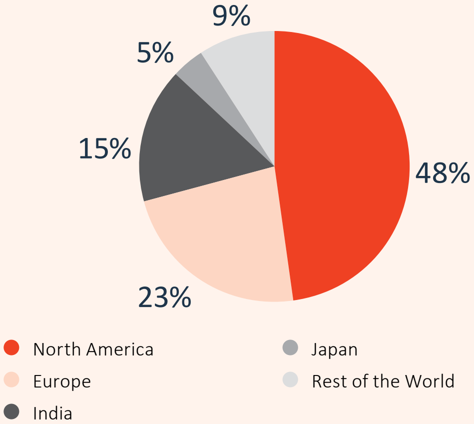
₹365 Crore

A market leader in the fast growing ophthalmology category in India with the medication for diseases such as glaucoma, dry eye, infections and inflammations

PHARMA PERFORMANCE
(₹ CRORE)



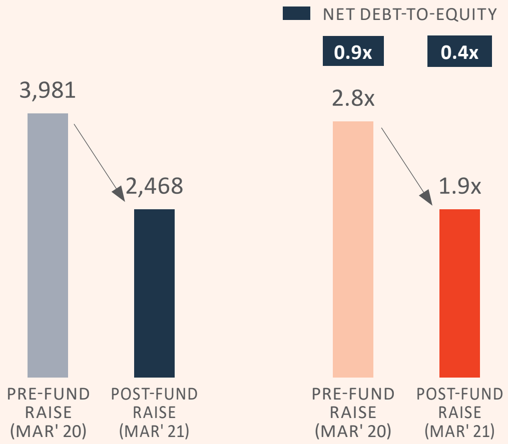
GEOGRAPHICAL BREAKDOWN OF REVENUE (%)



BALANCE SHEET STRENGTHENING POST FUND RAISE (₹ CRORE)

Net Debt (Pharma)

Net Debt-to-EBITDA (Pharma)



Significant balance sheet strengthening through deleveraging for future growth opportunities.

Strengthened the balance sheet by raising >₹18,000 Crore through several equity transactions in the last 2 years

- Preferential allotment to CDPQ of ₹1,750 Crore
- Rights Issue of ₹3,650 Crore
- Sale of DRG for a gross consideration of ~₹6,950 Crore, in February 2020, amidst the COVID-19 crisis in the U.S.
- Shriram Transport stake sale for ₹2,300 Crore
- Fresh equity investment of ₹3,523 Crore from The Carlyle Group for a 20% stake in Piramal Pharma
- As a result, PEL's net debt-to-equity reduce to 0.9x times as of March 2021 vs. 2.0x times as of March 2019
  - Shareholders' Equity increased by 29% to ₹35,139 Crore in the last 2 years
  - 45% reduction in Net Debt by ₹24,968 Crore in the last 2 years

Improved borrowing mix by raising long-term borrowings of >₹33,000 Crore in the last 2 years

- Utilized this borrowing to replace most of the short-term Commercial Paper (CP) borrowings.
  - Exposure to CPs has declined by more than 90% to ₹1,675 Crore as of March 2021 from ₹18,017 Crore in September 2018
- As a result, PEL now has a much stronger ALM profile with significant positive gaps across all the buckets.

Delivered a resilient performance in FY 2021, despite headwinds due to COVID-19

- FY 2021 revenues at ₹12,809 Crore were broadly stable YoY
  - Financial Services revenues for FY 2021 were ₹7,033 Crore, down 8% YoY, due to reduction in the wholesale loan book, which was in line with our stated strategy
  - Pharma revenues for FY 2021 were ₹5,776 Crore, up 7% YoY, driven by strong performance in CDMO and India Consumer Healthcare business
- Normalized Net Profit[1] of ₹2,627 Crore for FY 2021 was in line with ₹2,615 Crore in FY 2020

Notes: (1) Normalized net profit excludes:
(a) impact of profit/loss from discontinued operations (DRG);
(b) reversal of Deferred Tax Assets (DTA) and Minimum Alternate Tax (MAT) credit; and
(c) additional conservative provision (net of taxes) on account of COVID-19

Taken several steps towards creating two separate listed entities

- Sold or exited non-core businesses / investments (such as DRG and stake in Shriram Transport)
- Brought Pharma businesses together under Piramal Pharma Limited
- Strengthened the balance sheets of both businesses to enable them to stand independently in future
- Created separate Board and Management teams for both businesses

Continued organic build-up of the multi-product retail lending platform, since its launch in Nov-2020

- Increased product portfolio from 2 to 7 products in FY 2021 and plan to add more products in FY 2022
- Healthy traction witnessed across product categories, since launch in November 2020
- Expanded presence from 14 to 40 locations during the year
- Formed partnerships with select FinTech and Consumer Tech firms
- On-boarded top-quality talent

Acquisition of DHFL fits well into PEL's overall Retail Lending strategy

- Piramal's resolution plan for DHFL received the approvals from COC in Jan-2021, the RBI in Feb-2021 and the CCI in Apr-2021. The NCLT approval was received in Jun-2021.
- The acquisition of DHFL will enable the Retail Lending business to
  - – Achieve scale and leverage the platform to cross-sell
  - – Significantly increase loan book diversification
  - – Lower cost of borrowings, as the acquisition is funded by low-cost NCDs

Note: COC - Committee of Creditors; CCI - Competition Commission of India; NCLT - National Company Law Tribunal

Made further progress in rationalizing the wholesale lending book and making it more granular

- 23% reduction in the wholesale loan book over the last 2 years to ₹39,365 Crore as of March 2021
- Exposure to top-10 accounts reduced by 28% (or ₹5,095 Crore) since March 2019
- No exposures were >15% of net worth of the Financial Services business as of March 2021

Conservative provisioning at 6.3% of overall loan book and robust capital adequacy of 37%

- Continue to maintain conservative provisions at 6.3% of loan book (₹2,797 Crore), despite reduction in wholesale loan book in FY 2021
  – Provisions against the wholesale book is much higher at 6.8% as of March 2021
- Capital adequacy at 37% - amongst the highest across major NBFCs in the country
  – Financial Services Net Debt-to-Equity at 1.8x times in March 2021 vs. 3.9x in March 2019

Strategic capital raise in the Pharma Business

- One of the largest PE deals in the Indian pharma sector with The Carlyle Group
- Fresh equity capital raise of US$490 million for a 20% stake in Piramal Pharma Limited, valuing the Pharma Business at an enterprise value (EV) of US$2,775 million
- Affirmation of the strength of our ability to build new, attractive, scalable and sustainable businesses
- Significant Balance Sheet strengthening by deleveraging for future growth opportunities

CDMO revenue grew by 15% to ₹3,616 Crore

- Strong order book for development service, despite COVID environment
- Over 50 new customers added during the year; supported five NCE approvals
- Patent development program saw a 3x increase in number of phase III molecules from 10 in FY17 to 30 in FY21
- An 8x increase in order book of integrated projects from FY17 to FY21

India Consumer Healthcare revenue grew by 20% to ₹501 Crore

- Strong growth in Powerbrands and launched 15+ new products and 35+ SKUs including COVID related products
- Established e-commerce as growth vertical with significant use of analytics, delivering 3x growth in FY21
- Leveraged technology for implementing 100% field automation and launched distributor management system
- Invested in brand building through brand ambassadors for key products

Investing organically and inorganically across all our Pharma businesses

- **CDMO:** Announced investment of $32 Million in Riverview facility
- **CDMO:** Acquired solid oral dosage facility in Sellersville, Pennsylvania
- **CDMO:** Agreed to acquire Hemmo Pharmaceuticals for ₹775 Crore
- **Complex Hospital Generics:** Acquired 49% remaining stake in Convergence Chemicals
- **India Consumer Healthcare:** Launched 15+ new products and 35+ SKUs, including COVID related

Dear Shareholders,

My warm greetings to all of you. I hope you and your loved ones are safe and in good health.

The COVID-19 pandemic has been a health and safety as well as an economic crisis that has deeply affected the lives of millions around the world, including members of our PEL family, their relatives and friends.

Although the regulators took swift action to support the economy, no amount of monetary or fiscal stimulus could make up for the personal loss faced by many of us. I wish strength and fortitude to all of us who felt the pandemic more acutely.

After the outbreak of the pandemic in March 2020, we adapted quickly across our operations to support all stakeholders during this unprecedented time.

- Multiple preventive measures were taken to ensure employee health and safety
- Extensive communication with all our employees on COVID-19 to create awareness on essential information (such as health & travel advisory, survivor stories etc.) and ensure continuous engagement
- Working with clients to deal with the immediate impacts of the pandemic
- Using technology to seamlessly deliver on our pre-defined performance goals
- Avoiding any material supply or manufacturing delays that could have hampered patients' access to our medicines
- Helping communities by supporting healthcare systems, distributing food and medical supplies, providing humanitarian relief in emergencies, etc.

I am pleased to see PEL's agile adaption to the uncertainty and our commitment to deliver a resilient performance. Our efforts resulted in revenues of ₹12,809 Crore and normalised net profit of ₹2,627 Crore, broadly stable year-over-year.

To establish a strong foundation for our long-term success, we have now significantly strengthened our balance sheet and are making our business model even more resilient to tide over multi-year business cycles.

Balance sheet strengthening

To strengthen our balance sheet, we have raised ~₹ 18,000 Crore of equity capital through several milestone transactions, increasing our equity base by 29% to ₹35,139 Crore and reducing our net debt by 45% to ₹30,154 Crore over the last two years. Thereby, bringing the net debt-to-equity down from 2x times to 0.9x times in this period.

Financial Services – Delivering on Transformation Agenda

In our Financial Services business, we made significant progress in executing on five major transformations.

Transformation no. 1 - From a 'wholesale-led' to a 'well-diversified' Financial Services business model: This transformation is being undertaken through executing on three major strategies:

- **Organic build-up of a new age, technology driven, multi-product retail lending business:** While pivoting our focus from 'affluent' housing loans towards 'mass affluent' and 'affordable' housing loans in the 'Bharat' market, we launched a multi-product retail lending business in November 2020. Since then, the business witnessed a healthy growth traction. During the year, we also launched multiple retail lending products, formed few partnerships with Fintech and Consumer Tech firms, on-boarded top-quality talent and built a technology driven platform, which is digital at its core, for our future expansion into retail financing.

- **Targeting to achieve significant growth through the completion of DHFL acquisition:** Post creation of the digital retail-lending platform, the DHFL acquisition will enable us to significantly grow our retail loan book – a book size that would have otherwise taken many more years to accomplish through the organic route. The scale of acquisition will materially change our business mix towards a well-diversified loan book. In addition, the acquisition will provide us an India-wide infrastructure with a large branch network as well as a sizable customer base that can leverage our technology-driven multi-product retail lending platform for our future growth.

  I am pleased to inform that our resolution plan for DHFL received an overwhelming vote of confidence by the COC, reflecting the Group's credibility and balance sheet strength. The acquisition process has been progressing well with the NCLT approval obtained in June 2021.

- **Rationalising the size of our large wholesale book to diversify the business mix:** In line with our strategy to make our loan book well-diversified, we have consciously reduced our large wholesale portfolio by 23% in the last two years. Going forward, we continue to churn our wholesale book and make it even more granular.

With all these measures the share of retail is expected to move towards nearly half of the loan book in the near term and to nearly two-third of the loan book in medium-to-long term.

Note: COC - Committee of Creditors; NCLT - National Company Law Tribunal

The Company is relatively optimistic for FY2022 and is in a stronger position to tap organic and inorganic growth opportunities across both the sectors that we operate in operate in. Simultaneously, post the completion of DHFL acquisition, we will be better positioned to finalise the demerging plan to create two large listed entities in Financial Services and Pharma sectors.

Our resolution plan for DHFL received an overwhelming vote of confidence by the COC, reflecting the Group's credibility and balance sheet strength. The share of retail is expected to move towards nearly half of the loan book in the near term and nearly two-third of the loan book in medium-to-long term.

Transformation no. 2 - 'Concentrated' exposures to 'Granular' exposures: Our top-10 exposures have reduced 28% since March 2019 from ₹18,404 Crore to ₹13,309 Crore in March 2021. None of the accounts now exceed 15% of net worth and only four accounts are >7% of the net worth of the Financial Services business. Further, we expect most of our exposures to fall below 7% of net worth by the end of FY2022.

Transformation no. 3 - From 'High Leverage' to 'High Capital Adequacy': Through various capital raising and deleveraging initiatives, the Financial Services business is now more than adequately capitalised with a capital adequacy ratio of 37% as of March 2021 as compared with 22% in March 2019. The Financial Services net debt-to-equity of 1.8x makes our business amongst the least levered across sizable NBFCs/HFCs in India. We believe that Financial Services has adequate capital for growth initiatives over next 3 to 5 years, including the DHFL acquisition.

Transformation no. 4 - From 'short term borrowings' to 'stable, long term borrowings': We raised ~₹33,000 Crore of long-term borrowings over the last two years and replaced most of our short-term commercial paper borrowings. As a result, we now have a much stronger asset-liability (ALM) profile, with significant positive gaps across all buckets. The Company also held ₹7,025 Crore of cash and cash equivalents as of end-FY 2021, which is over 15% of our loan book size, serving as a healthy liquidity buffer.

Transformation no. 5 - From 'regulatory' provisioning to 'conservative' provision coverage: At the onset of the COVID-19 pandemic in March 2020, we conducted a stressed case scenario analysis and created an incremental provision of ₹1,903 Crore. The total provisions of ₹2,797 Crore as on 31 March 2021 is equivalent to 6.3% of the overall loan book. In fact, the provisioning against the wholesale loan book is even higher at 6.8% as of March 2021. Despite the year impacted by pandemic, over 90% of our total provisions remains unutilised and maintained conservatively against our loan book. This reflects our ability to absorb any impact on our loan book due to future contingencies.

Resilient asset quality

While the sectors to which we lend to faced headwinds during H1 FY 2021, due to COVID-related lockdowns, the environment during H2 FY 2021 played out much better than envisaged in the stressed case scenario analysis. The Real Estate sector, contributing to 88% of our wholesale loan book, saw healthy revival since October 2020, driven by pent-up demand, changing customer preferences for owned/larger homes and government initiatives (including stamp duty cuts in Maharashtra). In fact, developer sales and collections across major cities surpassed pre-COVID levels in H2 FY 2021.

In Q3 FY 2021, we invoked one-time restructuring for loans worth ₹1,741 Crore. The increased momentum in the real-estate market was reflected in the fact that there was just one Real Estate exposure that got restructured. The other three corporate deals were from Hospitality, Auto Components and Infrastructure sectors that got impacted by COVID. Also, no new account was restructured in Q4 FY 2021.

Our GNPA ratio increased to 4.5% as of March 2021 from 2.4% in March 2020 primarily due to some movements from Stage-2 to Stage-3 and lower base effect, as our wholesale loan book size reduced in line with our stated diversification strategy.

While the outlook for the business environment gradually improved, the second wave of COVID-19 emerged in India in April and May 2021 and its economic impact remains uncertain. Although our clients are better prepared to address the challenges, we continue to remain vigilant across our portfolio to mitigate any potential risks by supporting our clients to ensure construction progress across the projects in our portfolio. Also, given our loan book is secured in nature, we believe that our provisions should be enough to take care of future contingencies that may arise due to COVID-19.

Outlook for our Financial Services business

I am pleased to inform you that we have already made significant progress in executing a large part of this transformation agenda over the last two years. Now, with the completion of DHFL acquisition, we will also deliver on our stated strategy of making our loan book well-diversified and granular.

Our near-term focus will be to effectively integrate DHFL with our Financial Services organisation, ensure that the collections and asset quality of the combined entity remain healthy and generate synergies by cross-selling our innovative products to the large customer base through the India-wide branch network, leveraging our digital multi-product platform.

With strong capital adequacy, we remain well-positioned to build a high-quality diversified Financial Services enterprise, focused on calibrated and consistent growth through multiple products/opportunities with adequate liquidity, strong asset liability mix; and effective cost as well as risk management systems.

Pharma – Continued strong performance despite Pandemic; investing for the future

The role of pharmaceutical industry has become even more important because of the ongoing pandemic. Pharmaceutical and healthcare companies play a vital role in ensuring the global supply of critical drugs amid rapidly changing environment, while also planning for new vaccines and therapeutics. In such uncertain times, the pharmaceutical industry has emerged as one of the most important, safest, and resilient industries.

Today, securing supply chain and ensuring business continuity while maintaining a strong focus on quality and compliance is of utmost importance. The pharma companies that are able to prepare for these changes quickly and proactively will emerge stronger as the impact of pandemic reduces.

Our teams have been working on a project to broaden our vendor base and secure alternative suppliers for nearly two years attempting to mitigate supplier concentration and location risks in the event of an unexpected contingency in the future. The Pharma business teams have demonstrated agility in their actions and decisions by taking several measures to navigate the current challenges posed by unprecedented environment.

Continuing to deliver in line with our long-term performance track-record

The Company has consistently delivered strong performances, leveraging its differentiated business model and strong quality track record over the last 10 years.

- Pharma revenue has grown 3.8 times since the Abbott deal at a CAGR of 14% from ₹1,537Crore in FY2011 to ₹5,776 Crore in FY 2021
- EBITDA has gone up 13 times at a CAGR of 28% from ₹110 Crore in FY2011 to ₹1,283 Crore in FY 2021, improving the EBITDA margin from 7% in FY2011 to 22% in FY 2021
- We have successfully cleared all 36 US FDA inspections, 234 other regulatory inspections and 1,229 customer audits over the last 10 years without receiving any 'Official Action Indicated (OAI)'reflecting our commitment towards excellence in quality and compliance.

Continuing with long-term track record, our Pharma business delivered strong performance in FY 2021, demonstrating the strength of our business model as well as the agility of our teams to deliver resilient performance.

CDMO – Continued strong performance despite the pandemic; Growing order book

Our uniquely positioned CDMO business with capabilities across drug lifecycle as well as in niche areas, such as Injectables, HPAPI, Anti-body Drug Conjugation among others, grew 15% during the year on back of a strong growing order book. Over 50 new customers were added during the year. Also, our ability to provide integrated offerings gained significant traction among our customers. There has been 8x increase in our order book of integrated projects from FY2017 to FY 2021 with 40% of the order book from integrated projects in FY 2021. In addition, patent development program saw 3x increase in number of phase III molecules from 10 in FY2017 to 30 in FY 2021 and commercial products under patent saw an increase from 11 to 19 in the past 2 years.

India Consumer Healthcare – Robust performance despite slowdown reflecting agility

Our India Consumer Healthcare business delivered 20% growth during the year. We launched 15+ new products and 35+ SKUs, which include multiple COVID care products such as Tri-activ, Sanitizer Spray, Liquid Disinfectant and Oximeters demonstrating the agility of the business to leverage opportunity amongst severe challenges. The business established e-commerce as a growth vertical, delivering 3x growth in FY 2021 with significant use of analytics. We are now able to sell our products across 22 e-commerce platforms.

Complex Hospital Generics – COVID 19 impact on Surgeries globally; Gaining market share

The Complex hospital generics business was impacted by volatility in the demand of surgical products globally. Despite this impact, the business gained/maintained market share for products across major markets and won multiple contracts. For instance, we are now the largest sevoflurane supplier in the US for H2 FY 2021. In addition, our operations and manufacturing continues uninterrupted, and we achieved cost savings during the year.

Carlyle capital raise – Provided growth capital; Important step towards future demerging

In late 2019, we embarked on a search for a like-minded investing partner for strategic growth capital in Pharma. This was also an important step planned towards the eventual demerger and separate listing of our Pharma and the Financial Services businesses. Accordingly, all our Pharma businesses have been integrated under a subsidiary of PEL, which is Piramal Pharma Limited.

In June 2020, Carlyle Group agreed to invest fresh equity capital of US$ 490 million for a 20% stake in Piramal Pharma Limited—making it one of the largest private equity deals in the Indian pharma sector. The deal valued our Pharma business at enterprise value of US$ 2,775 million. We look forward to leveraging Carlyle's deep expertise and global strengths to boost our growth plans.

Balance sheet strengthening post Carlyle capital raise

These funds have helped further strengthen our balance sheet for our Pharma business. The Net Debt-to-Equity for the Pharma business now stands at 0.4x post the fund raise versus 0.9x as of March 2020 and the Net Debt-to-EBITDA now stands at 1.9x post-fund raise compared with 2.8x as of March 2020.

> Each of the Pharma businesses has a compelling plan for organic growth with multiple acquisition opportunities. We believe that we will continue to deliver in line with our long-term growth track record through organic initiatives. In addition, we will target few more acquisitions to further boost our growth.

Investing the capital across businesses

The strengthened balance sheet has also accelerated organic and inorganic growth plans across all our Pharma businesses. The investments made by us during the year include:

CDMO:

- US$32 million capacity expansion at Riverview facility in Potent and Non-Potent API development and manufacturing
- Acquired solid oral dosage facility in Sellersville, Pennsylvania in June 2020
- Agreed to acquire Hemmo Pharmaceuticals in March 2021, adding peptide API development and manufacturing capabilities to our CDMO business, for an upfront consideration of ₹775 Crore and milestone linked earn-outs.

Complex Hospital Generics

- We completed the acquisition of 49% remaining stake in Convergence Chemicals

India Consumer Healthcare

- Consumer products business has also been investing in marketing and promotion to further improve the brand recall of their key products.

Outlook for the Pharma business

Each of the Pharma businesses has a compelling plan for organic growth with multiple acquisition opportunities. We believe that we will continue to deliver in line with our long-term growth track record through organic initiatives. In addition, we will target few more acquisitions to further boost our growth. Our focus is to invest across our businesses to further enhance their growth and return on capital employed (ROCE) will gradually improve through better absorption of fixed costs as we deliver on our growth targets.

Future- ready organisation structure

Building leaders for the future

Top Talent Programs: To deliver on PEL's strategic priorities, we continue to invest in our key talent who are valuable contributors to our success. Our Top Talent programs aim to provide high-potential employees with personalised skill development journeys and differentiated careers in line with their aspirations. Today, we have 171 high-potential employees who have been identified and groomed to become future leaders. The ASCEND platform trains high-potential employees at the middle-management level. They undergo a 24-month structured development intervention which includes learning labs, individualised coaching, application of learning through strategic business improvement projects and access to Harvard management resources. 99 employees have been part of the ASCEND journey. The IGNITE program identifies high-potential young leaders from junior management, who undergo a 15-month long development journey that includes multiple aspects of functional and leadership learning, live functional projects and the New Leader Program by Harvard Business Publishing. 72 young leaders have been part of the IGNITE journey.

Leadership Development: The Group is investing in building capability of its senior leadership team, especially in the wake of the uncertain times, where leaders play an increasingly critical role in building a sustainable organisation. Towards this, we undertook several leadership capability development initiatives focused on building a culture of coaching, dealing with ambiguity and combating unconscious bias in decision-making. These programs witnessed the participation of around 50 senior leaders from the Global Pharma business.

Re-aligned teams with future plans

The Company hired top talent from external or internal talent pools for key positions across existing and new businesses (including Retail Financing). The rich experience of teams and agility of young talent has been instrumental in the development of an innovative, multi-product retail lending platform. The employee base of Retail Finance doubled to almost a 1,000 employees, amidst the COVID pandemic, in line with their growth plans. In some of the existing businesses, the company also focused on re-aligning teams in line with the future plans.

Re-designed structure to become future ready

This year, we transformed the structure of corporate office to make it more strategic and leaner. The business-specific roles moved to the individual businesses to further empower the businesses and make them more independent as well as ready for the demerger in future.

Doing Well and Doing Good

COVID pandemic also necessitated a complete transformation in our Foundation activities. I am glad to report that we pivoted our programmes and retrained our staff, thereby expanded our activities, partnerships and impact.

We refocused our partnership with Niti Aayog's "Aspirational Districts Programme" that serves 112 districts with the lowest Human Development Index in India on COVID relief.

- We leveraged our network with various Governments and 150 Non-profit organizations to run the 'Surakshit Dada Dadi Nana Nani Abhiyaan' across 112 Aspirational Districts and supported 2.9 Million senior citizens affected by Covid through over 150,000+ volunteers.
- We trained our staff in 28 of the most difficult districts to become an extended arm of the district administration and support contact tracing, set up isolation centres and educate communities on COVID safety precautions.

Additionally, our Health initiatives reinvented their services to support states during the pandemic.

- Our health helplines in 7 states expanded their offerings to serve over 1 million poor every month with critical information including on COVID testing, quarantine protocols and isolation practices
- Our mobile medical vans served the most marginalized communities (with lack of easy access to Primary Health Centre) by conducting in-village testing and COVID advisory.

Our education initiatives also completely redesigned their programmes since schools were closed for most of the year.

- Across 7 states we trained 600,000+ teachers to use digital tools to teach their children, create content and ensure mental well being of their students.
- We reinvented our education programme to serve 187,000+ young girls who were silent victims of the pandemic and ran the 'Saksham Bitiya Abhiyaan' in communities through over 16,000 young women volunteers.

As our nation battles the second wave, we have committed to invest ₹1 billion towards COVID Relief in aspirational districts in Partnership with Niti Aayog. We will also set up 100 COVID Care centres in tribal and rural blocks across India that currently have poor access to health services and provide 2 million families across 112 Aspirational Districts with home care support, addressing those who are asymptomatic, or have mild symptoms to reduce pressure on over-burdened health system.

It is a testament to the Foundation's ability to be agile and respond to the nations' needs that many international foundations including the Bill and Melinda Gates Foundation (BMGF) and the Rockefeller Foundation have chosen to expand their investment in our activities. The Foundation is now poised more than ever before to support our overall aspiration of "Doing Well and Doing Good"

In closing

I am pleased with the progress we made during the year. Our performance results of FY 2021 reflect the resilient approach despite major transformations undertaken by the Company to build a solid foundation for our long-term success.

Within Financial Services, we have made significant progress on our strategic priorities and the DHFL acquisition will enable us to radically transform our business model to a well-diversified one, across wholesale and retail financing. This will create a solid platform that should tide over multi-year business cycles, thereby deliver sustained growth and profitability for a long period.

The Pharmaceuticals sector is amongst the safest sectors and acts as an effective hedge in such periods of uncertainty. The Carlyle Group's recent strategic investment confirms the business's underlying strength and provides us with a war chest for the next phase of our growth plans. We are excited to be in the process of execution on our investment plans now.

The Company is relatively optimistic for FY2022 and is in a stronger position to tap organic and inorganic growth opportunities across both the sectors we operate in. Simultaneously, post the completion of DHFL acquisition, we will be better positioned to finalise the demerging plan for the two large listed entities in Financial Services and Pharma sectors. I am confident that these businesses will emerge as two strong companies, which will have a good runway for growth in the long term.

While acknowledging the potential headwinds due to the COVID-19 pandemic, as well as the progress made on the key strategic priorities for both our business, the Board has recommended, subject to your approval, a dividend of ₹33 per share. As a result, the total dividend payout stands at ₹ 788 Crore for FY 2021 compared to ₹316 Crore in FY 2020.

I would like to thank all stakeholders—including our shareholders, employees, customers and partners— who are the driving force behind our businesses. We will continue to execute on our strategic priorities, which will significantly improve our earnings predictability and continue to create long-term value for all our stakeholders.

Please take care of yourself and your family, and stay safe.

Best regards,

Ajay G. Piramal
Chairman

STRENGTHENED THE BALANCE SHEET

Capital raising initiatives

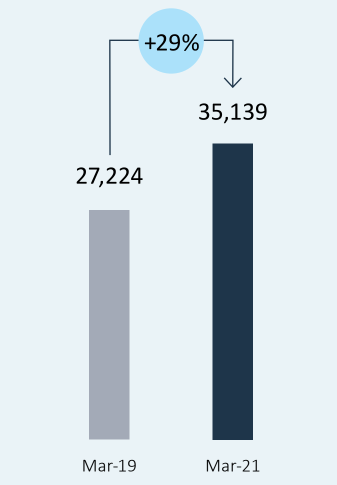
Strengthening the Balance Sheet has been a top priority for the Company, even more so during challenging times

- Raised >₹18,000 Crore of equity in the last 2 years, despite a highly volatile business environment

Gross inflows over the last 2 years	Amount (in ₹ Crore)
Stake sale in STFC	2,300
Rights issue	3,650
Preferential Allotment	1,750
Sale of DRG	6,950
Pharma fund raise	3,523
Equity & other inflows	**18,173**

EQUITY [1]

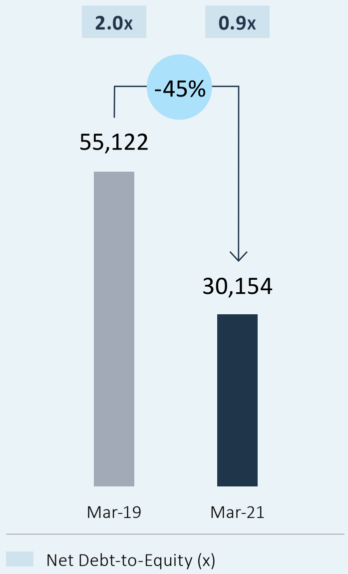
(₹ CRORE)



Notes: (1) Includes non-controlling interest

NET DEBT

(₹ CRORE)



Equity allocation

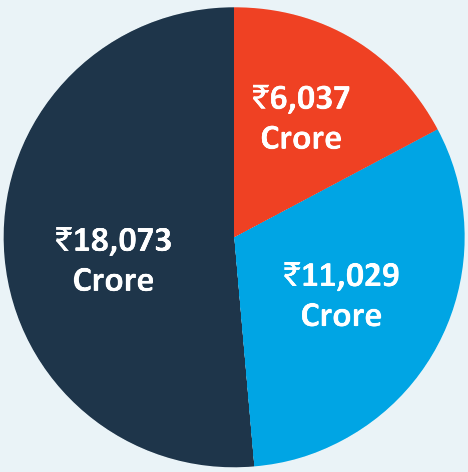
As of March 31, 2021, the Company had a total equity of ₹35,139 Crore, with **adequate growth capital for both the Financial Services and Pharma businesses.**

OVERALL EQUITY AS OF MARCH 31, 2021

(%)

Total Equity[2]: ₹35,139 Crore

Financial Services (Lending): 51%
Capital Adequacy Ratio of 37%. In addition, provisions of ₹2,797 Crore (equivalent to 6.3% of the loan book)



Pharma[1]: 17%
Built a differentiated business, valued at an EV of USD 2.7 billion

Unallocated equity[2]: 31%
Includes investments in Shriram, cash and bank balances

Notes:
(1) Includes Non-controlling Interest of ₹1,121 Crores
(2) Equity as reported. It does not include DTA of ₹1,258 Crores, which got reversed in Q4 FY 2021

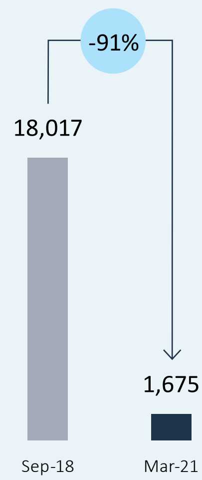
STRENGTHENED LIABILITIES PROFILE

Shifted borrowing mix towards long-term funding sources

- **Raised >₹33,000 Crore of long-term borrowings (≥1-year tenure) over the last 2 years, which replaced most of the short-term Commercial Paper (CP) borrowings.**
- **Exposure to CPs has declined by more than 90% to ₹1,675 Crore as of March 2021 from ₹18,017 Crore in September 2018**

CP EXPOSURE

(₹ CRORE)

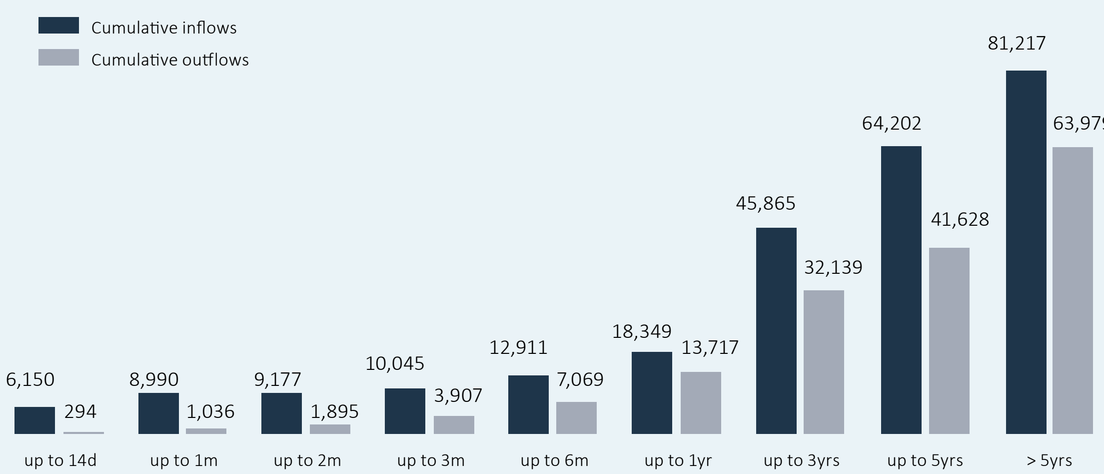


Thereby, improving the ALM profile, with a strong liquidity position

- **We now have a much stronger ALM profile with significant positive gaps across all the buckets.**
  - The Company held ₹ 7,025 Crore of cash and cash equivalents as of March 2021, i.e. over 15% of our loan book

ASSET-LIABILITY PROFILE (AS ON MAR 31, 2021)[1]

(₹ CRORE)



Cumulative GAP[2] (%)

up to 14d	up to 1m	up to 2m	up to 3m	up to 6m	up to 1yr	up to 3yrs	up to 5yrs	> 5yrs
+1,992%	+768%	+384%	+157%	+83%	+34%	+43%	+54%	+27%

Notes:
(1) ALM excluding Pharma Business and Shriram Investments
(2) Cumulative GAP (%) = Net flows (i.e. cumulative inflows – cumulative outflows) as a % of cumulative outflows

We are executing on five major transformations in Financial Services

#1: From a 'Wholesale-led business model' to a 'Well-diversified Financial Services business'

	Mar-2019	Mar-2021	Key Drivers
Wholesale-Retail loan book mix (%)	91:9	Nearly 50:50 (expected in near term post DHFL-acquisition)	• Organic build-up of Retail Lending • DHFL acquisition • Rationalising the wholesale book

#2: From 'Concentrated' exposures to 'Granular' exposures

	Mar-2019	Mar-2021	Key Drivers
No. of accounts >15% of net worth	3	NIL	• Reducing large single borrower exposures • Incrementally smaller ticket sizes in retail lending

#3: From 'High Leverage' to 'High Capital Adequacy'

	Mar-2019	Mar-2021	Key Drivers
Net Debt-to-Equity	3.9x	1.8x	• With several capital raise initiatives, the Company has adequate growth capital for the next 3-5 years

#4: From 'Regulatory provisioning' to 'Conservative Provision Coverage'

	Mar-2019	Mar-2021	Key Drivers
Total provisions as a % of loan book	1.9%	6.3%	• Maintaining provisions of ₹2,797 Crore, sufficient to meet any future contingencies due to COVID-19

#5: From 'Short term liabilities' to 'Stable, long term borrowings'

	Mar-2019	Mar-2021	Key Drivers
Exposure to CPs	~₹18,000 Crore[1]	₹1,675 Crore	• Raised >₹33,000 Crore of stable, long-term funds, which were used to replace CPs

Note: (1) Exposure to CPs as of September 2018

INVESTING IN PHARMA

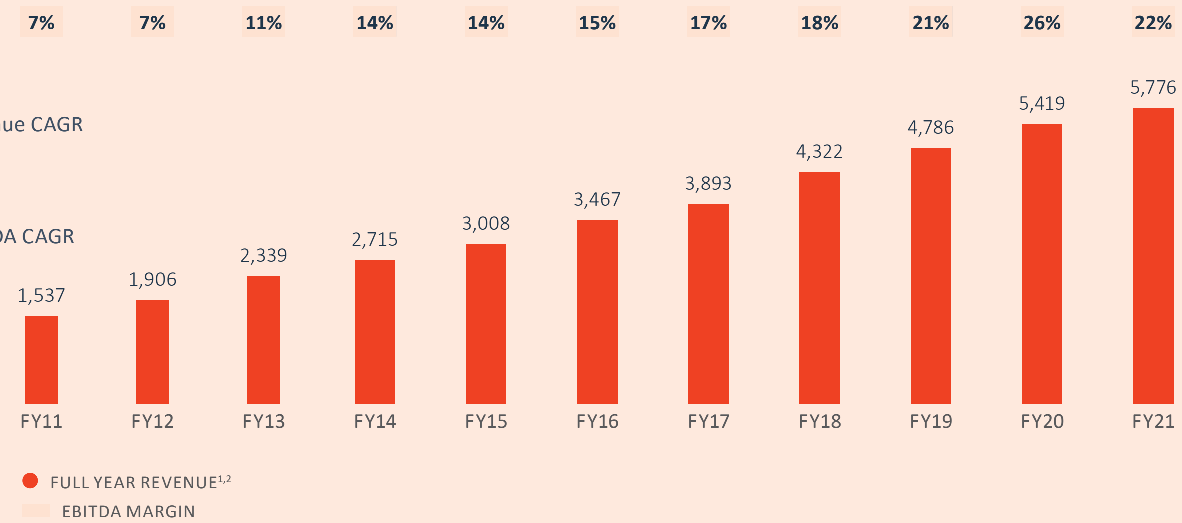
The business has delivered a resilient performance, despite the COVID-19 volatility

PEL's Pharma business has consistent track-record of revenue growth and significant improvement in profitability over the past decade.

(₹ CRORE)

14%
10-year revenue CAGR

28%
10-year EBITDA CAGR



Notes: (1) Pharma includes CDMO, Complex Hospital Generics and India Consumer Healthcare and certain Foreign exchange income/loss
(2) FY2016 - FY 2021 results have been prepared based on IND AS, prior periods are IGAAP

Capital Raise and Investing Initiatives during the year

- USD 490m raised as fresh equity for a 20% stake in the Pharma business from The Carlyle Group
- The deal further strengthens the business' balance sheet and will help accelerate organic and inorganic growth plans

Investing in both organic and inorganic growth initiatives

CDMO

- Acquired solid oral dosage facility in Sellersville, Pennsylvania
- Investment of $32 million in Riverview facility for additional capacity in Potent and Non-Potent API development and manufacturing
- Agreed to acquire Hemmo Pharmaceuticals, a peptide API development and manufacturing capabilities for an upfront consideration of ₹775 Crore and milestone linked earn-outs

Complex Hospital Generics

- Completed acquisition of Navin Fluorine's 49% remaining stake in Convergence Chemicals. Starting material required for anesthetics production

India Consumer Healthcare

- Investing into brand promotion activities to further improve the brand recall of their key products
- Launched 15+ new products and 35+ SKUs during the year, including multiple COVID care products

PEL'S EVOLUTION AND PLAN FOR FUTURE

Evolution over the last 33 years

1988	2010	2020 onwards	
Nicholas Laboratories	**Pharma Healthcare**	**Piramal Enterprises**	
	Domestic Formulations	**Financial Services[1]**	**Piramal Pharma**
	Pharma Solutions	Wholesale Lending	CDMO
	Critical Care	Retail Lending	Complex Hospital Generics
	OTC	Alternative AUM	India Consumer Healthcare
	India NCE	Other Investments	JV with Allergan
	Diagnostic Services		

(1) PEL holds 20% stake in Shriram Capital Ltd. and ~10% stake in Shriram City Union Finance

Progressing towards the next phase of evolution

Divested non-strategic investments / businesses to simplify the structure with focus on two core sectors

- Stake sale in Shriram Transport for ~INR 2,300 Cr. In June 2019
- Sale of DRG for a gross consideration of ~₹6,950 Crore in Feb 2020

Strengthened the Balance Sheet for future growth

Capital raise initiatives that strengthened the balance sheet included:

- Preferential allotment to CDPQ of ~₹1,750 Crores in Dec-2019
- Rights Issue of ~₹3,650 Crores in Jan-2020

Strengthening teams across businesses to deliver on future growth plans

- Hired top talent from external and internal talent pools for key positions across existing and new businesses (including Retail Financing) in FY21
- Re-designed the structure of the Corporate Office, making it more strategic and leaner in FY21

Brought investing partner in Pharma business to accelerate organic and inorganic growth

- Pharma businesses integrated under Piramal Pharma Limited, a subsidiary of PEL
- $490m as fresh equity for a 20% stake from The Carlyle Group
- Creation of the Board of Piramal Pharma Limited

Transforming Financial Services with DHFL acquisition, to deliver sustained growth and profitability

Acquiring DHFL for a total consideration of ₹ 34,250 Crores; to help diversify loan book and achieve scale in retail lending

- COC approval with 94% votes in Jan-2021
- RBI and CCI approvals in Feb-2021 and Apr-2021, respectively
- NCLT approval in Jun-2021

PROMOTER’S COMMITMENT

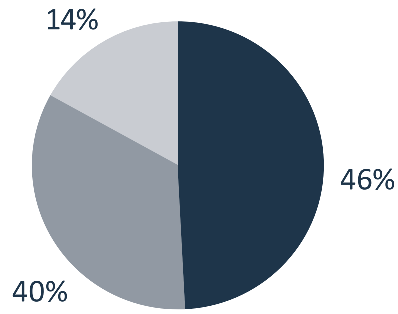
Promoters have significantly contributed towards building and evolving the company over the last 30+ years and thereby creating long-term value for the Company’s stakeholders.

Also, they remained committed and invested in both the fund raises by the Company over the last few years, demonstrating their strong conviction in the Company's fundamentals, as well as its long-term growth trajectory.

The promoters’ holding in the Company stood at ~46% as of March 31, 2021.

PEL SHAREHOLDING MIX

As of March 2021 (%)



- Promoter Group
- Institutional Investors
- Public & Others

STRATEGIC PARTNERS AND TOP INVESTORS

OUR STRATEGIC PARTNERS

CDPQ

apg

BainCapital CREDIT

CPP INVESTMENT BOARD

Allergan

THE CARLYLE GROUP GLOBAL ALTERNATIVE ASSET MANAGEMENT

Ivanhoé Cambridge Caisse de dépôt et placement du Québec

IFC

SHRIRAM Group

OUR TOP INVESTORS

CDPQ	EAST BRIDGE CAPITAL	LIC OF INDIA
WELLINGTON MANAGEMENT	NORGES BANK	STATE STREET GLOBAL ADVISORS
NUVEEN – A TIAA COMPANY	STICHTING PENSIOENFONDS	GIC (SINGAPORE)
KOTAK MAHINDRA MUTUAL FUND	VANGUARD	ABU DHABI INVESTMENT AUTHORITY
TT INTERNATIONAL FUND	ICICI PRUDENTIAL AMC	FIDELITY
BLACKROCK	ABERDEEN ASSET MANAGEMENT	SOCIETE GENERALE
DIMENSIONAL FUND ADVISORS	THE MASTER TRUST BANK OF JAPAN	NOMURA

PROACTIVE MEASURES AGAINST COVID-19

Financial Services

Impact of the second wave of COVID-19 on the NBFC sector

- Since mid-March 2021, several states imposed restrictions or lockdowns, which impacted business activity
- Collection efficiency of NBFCs, which had started improving from September 2020, started to deteriorate again due to impact on cash flows/income of clients during the second COVID-19 wave
- NBFCs started to again witness a slowdown in disbursements and loan book growth
- As a result, the pace of consolidation in the NBFC sector has increased. NBFCs with strong capital and on-balance sheet buffers are now better prepared to deal with the second wave of COVID-19

PEL's response

Stress testing the portfolio: Conducted a 'Scenario Analysis' to assess the potential risks across our portfolio in March 2020

Creating incremental conservative provisions: Based on the outcome of the 'Scenario Analysis' made an incremental provision of ₹1,903 Crore in Q4 FY 2020

Prudently utilizing these provisions during the year: Throughout FY 2021, utilized merely ₹166 Crore (i.e. less than 10% of the incremental provision created at the beginning of the year)

As of March 2021, provisions stood at ₹2,797 Crore (6.3% of overall loan book), with provisioning against wholesale loans being even higher at 6.8%.

Provisions are sufficient to meet any future contingencies due to the impact of 2nd wave of COVID.

Supporting clients and partners: Offered one-time loan restructuring, to loans worth ₹1,741 Crores as per regulatory guidelines

Pharma

The Pharma business is well-positioned despite pandemic-related challenges

- Contribution of the Pharma sector was even more critical in the times of health emergencies
- Playing an important role by enabling the supply of key medicines across the world
- This makes it one of the safest and most resilient industries in such periods of uncertainty

PEL's response

Demand for our Pharma products and services

- Shift away from perceived higher risk production areas to our facilities in 'safer geographies' led to higher demand
- Significantly increased demand in pain management and health and hygiene products

Operations

- PEL's activities are deemed to be 'essential' services by relevant governments around the world
- Ran multiple shifts at sites, while putting business continuity plans in place
- PEL's contingency plans enabled it to meet customer demand through its facilities

Securing supply chain

- Secured alternate vendors outside of China to de-risk supplies and proactively covered the stocks required for key materials in CDMO business
- Maintained alternate sources and appropriate inventory for key starting materials in Complex Hospital Generics

Safety of employees

- Invested in communicating with our employees, while closely monitoring their health
- Kept the work environment clean and sanitary, instituting appropriate changes to transportation arrangements and visitor policies at sites; non-manufacturing facility-based roles globally transitioned to enable working from home

BOARD OF DIRECTORS

Ajay Piramal
Chairman
Non Executive Director, Tata Sons
Awarded “Asia Business Leader Of The Year” By CNBC Asia in 2017

Dr. Swati Piramal
Vice-Chairperson
Eminent Scientist
Awarded Padma Shri

Nandini Piramal
Executive Director, PEL
Chairperson, Piramal Pharma Ltd.
Leads HR, Quality and Information Technology

Anand Piramal
Non Executive Director, PEL
Founded Piramal Realty
Leads Retail Finance and Piramal Alternatives

N Vaghul
Former Chairman, ICICI Bank

Deepak M Satwalekar
Former MD & CEO, HDFC Standard Life

S Ramadorai
Former Vice Chairman, TCS

Gautam Banerjee
Senior MD & Chairman, Blackstone, Singapore

Suhail Nathani
Managing Partner, Economic Law Practice (ELP)

Kunal Bahl
CEO & Co-founder, Snapdeal
Chairman, CII National e-commerce Committee

Anjali Bansal
Founder & Chairperson, Avaana Group;
Former Non-executive Chairperson, Dena Bank;
Former Partner & MD, TPG; Former India CEO, Spencer Stuart

Vijay Shah
Non Executive Director, PEL
Director, PGP Glass Pvt. Ltd.
25+ Years with Group

Rajesh Laddha
Executive Director, PEL & Group CFO
Treasury & Strategic Initiatives
Former MD & CEO, Shriram Capital Ltd.

Khushru Jijina
Executive Director, Financial Services at PEL
Managing Director, Piramal Capital & Housing Finance Ltd

Independent Directors

MANAGEMENT TEAM

Peter DeYoung
CEO, Piramal Global Pharma, Piramal Pharma Limited

Harinder S. Sikka
Group Director, Strategic Business, Piramal Group

Jairam Sridharan
CEO, Retail Financing Business

Nitish Bajaj
CEO, India Consumer Healthcare

Shantanu Nalavadi
MD, India Resurgence Asset Management Business Pvt. Ltd. (IndiaRF)

Vivek Valsaraj
CFO, Piramal Enterprises Limited

S.K. Honnesh
Group General Counsel, Piramal Group

Vikram Bector
President & Chief Human Resources Officer, Piramal Group

Viral Gandhi
President & Group CIO, Piramal Group

Read more about the Board & Management Team, refer to page no. 112

Delivering to Our Employees

Employee well-being: PEL fosters the entrepreneurial spirit as well as the general well-being of its employees. Flexi Work policies, crèche facilities, Second Innings and flexible maternal and paternal leaves help us to contribute to this goal.

Leadership development: The Piramal Leadership Series is a collection of flagship leadership programmes aimed at a specific group of potential leaders at various stages of their careers. The 'IGNITE' programme prepares junior management for mid-management roles; 'ASCEND' identifies and grooms high-performing middle-management employees for senior leadership positions.

These programmes are designed to help workers empower themselves with vital leadership skills in order to fulfil long-term market needs. Employees also benefit from Young Talent initiatives and Business Management Trainee programmes which enable them to better understand their job environment and community.

Learning & Development: Piramal Learning University continues to nurture a world-class integrated learning ecosystem for employees, providing access to 20,000+ world-class Skillsoft courses, videos, audiobooks and e-books

Business continuity: Ensured business continuity during COVID-19, by effectively allowing remote working and implementing healthier standards to ensure safety of employees at our plants and other locations, which continued to remain operational.

Delivering to Our Customers

PEL has evolved from being product-centric to customer-centric, while improving processes, communications and project management. This enables the Company to better understand and predict customer needs. While the Company continues to rely on the quality and uniqueness of its products and services, it is able to differentiate itself across end-to-end customer experience.

PEL's Key Customer Base

Pharma

- Positioned as partner of choice for top Pharma companies
- Over 5,500 hospital customers in the US and distribution reach to over 100 countries across the globe, in the Complex Hospital Generics
- Over 2.5 Lakh outlets in India Consumer Healthcare

Financial Services

As part of PEL' multi-product Retail Lending strategy, we aim to address the diverse financing needs of 'budget customers of Bharat', which comprises of consumers and small businesses in mid-town India (Tier II/III cities). The DHFL acquisition will give PEL an opportunity to serve its ~1 million customers (life-to-date) through a network of 250+ branches.

In Wholesale Lending, PEL has long-standing relationships with 150+ real estate developers in major cities of India, as well as corporate borrower groups in selected sectors.

Process

Voice of customers, employees, processes, and businesses are gauged to gain an insight into Customer Experience (CX).

Voice of Business
- Know Your Customer
- Text Analysis
- Integrated Project Surveys
- CSI[1]-Action Plan

Voice of Customer

Quantitative:
- CSI[1] Analysis
- NPS[2]
- CSE

Qualitative:
- Call Quality

CX INSIGHTS[5]

Voice of Process
- Customer Journey Mapping
- Customer Experience Auditing
- Site Visits

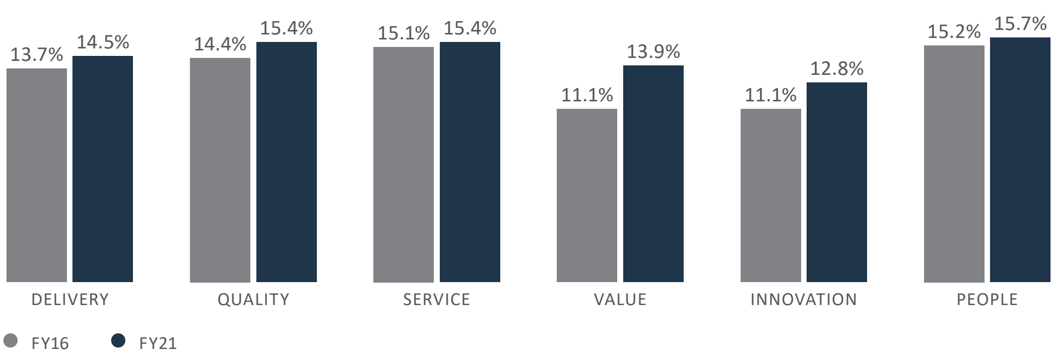
Voice of Employee
- IPSAT[3]
- Workshops
- Reward & Recognition

Internal   External

Notes:
(1) CSI - Customer Satisfaction Index
(2) NPS - Net Promoter Score
(3) IPSAT - Internal Partner Satisfaction
(4) CC - Core Competencies
(5) Pertains to CDMO business

Customer Satisfaction Index (CSI) Score

PEL's customer satisfaction surveys have been designed to understand the importance of delivery, quality, service, people, innovation and value in the minds of the customers engaged with the Company in the CDMO business. In FY21, the survey process was further strengthened and automated by securing responses from customers centrally.



Overall CSI Score:
CSI FY 2021 — 88%
CSI FY 2016 — 81%

Number of Respondents:
FY 2021 — N = 208
FY 2016 — N = 52

N: Number of Respondents

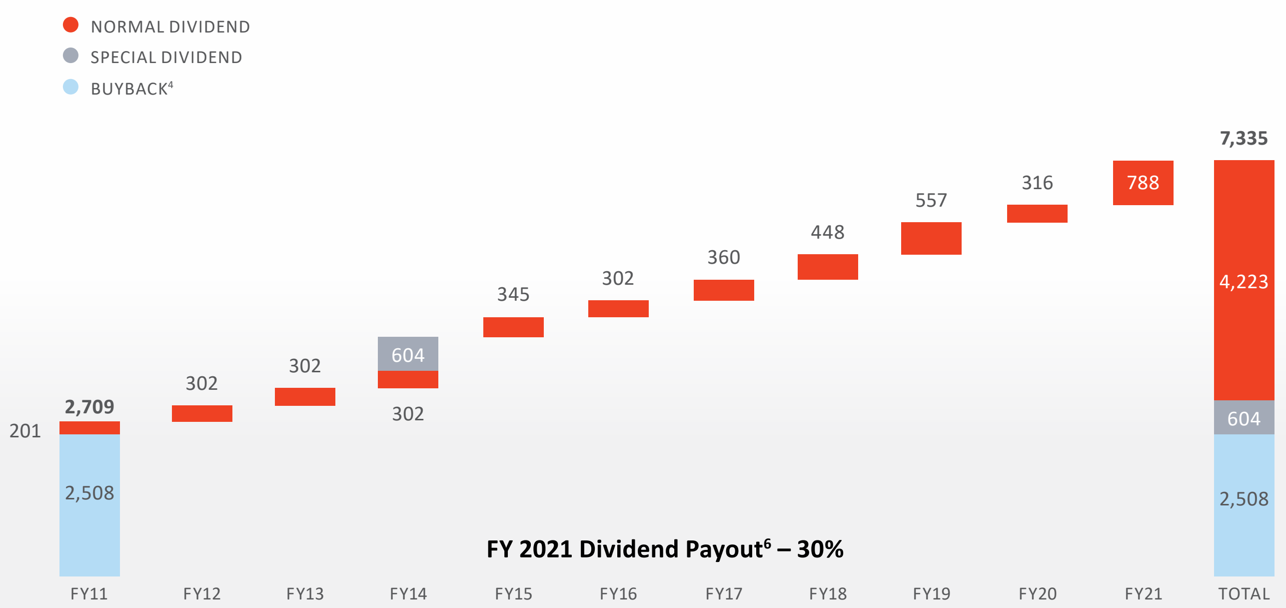
Delivering to Our Investors

The Company has a strong track record of generating superior shareholder returns over the last three decades, delivering annualized shareholder returns of 24% over the last 33 years. Further, the Company has returned ₹7,335 Crore to shareholders since sale of Domestic Formulations business to Abbott in 2010.

Strong medium and long-term performance

	LAST 33 YEARS[1]	POST ABBOTT DEAL[2]
Annual Revenues	22% CAGR	21% CAGR
Annual Net Profit[3]	28% CAGR	42% CAGR

₹7,335 CRORE[5] RETURNED TO SHAREHOLDERS SINCE SALE OF DOMESTIC FORMULATIONS BUSINESS IN 2010
(₹ Crore)



Notes:
(1) FY 1988 Revenue and PAT numbers were for the year ending June 30, 1988
(2) For the period of FY 2012 – FY 2021
(3) Normalized Net Profit
(4) Of the buy back of 41.8 million shares shown in FY11, buyback of 0.7 million shares happened in FY12
(5) Doesn't include amount paid under Dividend Distribution Tax
(6) Recommended by the Board for approval at the AGM

Delivering to Our Society

VISION

Piramal Foundation is committed to transforming health, education, water and social sector ecosystems through high impact solutions, thought leadership and partnerships.

Key Achievements

Piramal Swasthya

- We reached more than 12 crore people in India through our 35 programmes in health care services in 21 states
- Collaborated with NITI Aayog, to provide support and bring about transformation in Health & Nutrition indicators in 25 aspirational districts across 7 states in India

Education

- Collaborated with 4 state governments to build institutional capabilities of state level education institutions
- 2.9 Million Senior citizens in 112 Aspirational Districts were supported under Surakshit Dada-Dadi Nana-Nani Abhiyaan
- 1.6 Lakh+ girl children were supported under Saksham Bitiya Abhiyaan, to build back equal education for girl child.
- Built digital teaching capabilities of over 9 lakh teachers to ensure continuity in learning for 1 crore+

COVID-19 Helpline

- Piramal Swasthya operates the '104' toll-free health information helplines in public private partnership with eight state governments across India
- A total of 19.1 lakh calls were received and 12.4 lakh calls were made from this health helpline during March 2020 - April 2021

Employee Social Impact

- Over 2,348 volunteering hours by Piramal Group employees

Outcome of CSR initiatives

Healthcare

21
Footprint across states

>12 Crore
beneficiaries

135
Medical Mobile Vans

80+
Telemedicine Centres

Education

1 Crore+
Digital teaching

1.2 Lakh
Teachers being capacitated

4
States

5,023
Schools set up

1.2 Lakh
Dropped out students enrolled back

439
Call Centre Seats

Piramal Enterprises
FY2021 Revenues: ₹12,809 Crores

Financial Services
FY2021 Revenue contribution 55%

- WHOLESALE LENDING
- RETAIL LENDING
- ALTERNATIVE ASSETS
- INVESTMENTS IN SHRIRAM

Pharma
FY2021 Revenue contribution 45%

- CDMO
- COMPLEX HOSPITAL GENERICS
- INDIA CONSUMER HEALTHCARE
- JOINT VENTURE WITH ALLERGAN

Total operating income breakup
(₹Crore or as stated)

Net Sales break-up	FY2021	FY2020	YoY Change (%)	% Sales for FY2021
Financial Services	**7,033**	**7,649**	**-8%**	**55%**
Pharma	**5,776**	**5,419**	**7%**	**45%**
CDMO	*3,616*	*3,154*	*15%*	*28%*
Complex Hospital Generics	*1,669*	*1,853*	*-10%*	*13%*
India Consumer Healthcare	*501*	*418*	*20%*	*4%*
Total	**12,809**	**13,068**	**-2%**	**100%**

Note: Pharma revenue includes foreign exchange gains/losses

BALANCE SHEET PERFORMANCE

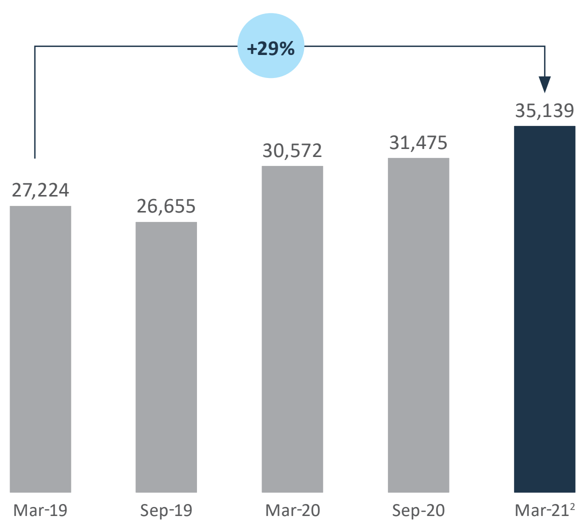
In the past two years, the Company has taken several measures to strengthen its balance sheet.

- ~ ₹1,750 Crore were raised from preferential allotment to CDPQ
- ~₹3,650 Crore were raised through the Rights Issue
- ~₹6,950 Crore were brought in from the sale of the Healthcare Insights & Analytics business
- ~₹2,300 Crore from the sale of the stake in Shriram Transport Finance (STFC)
- ₹3,523 Crore of fresh equity investment for a 20% stake in Piramal Pharma

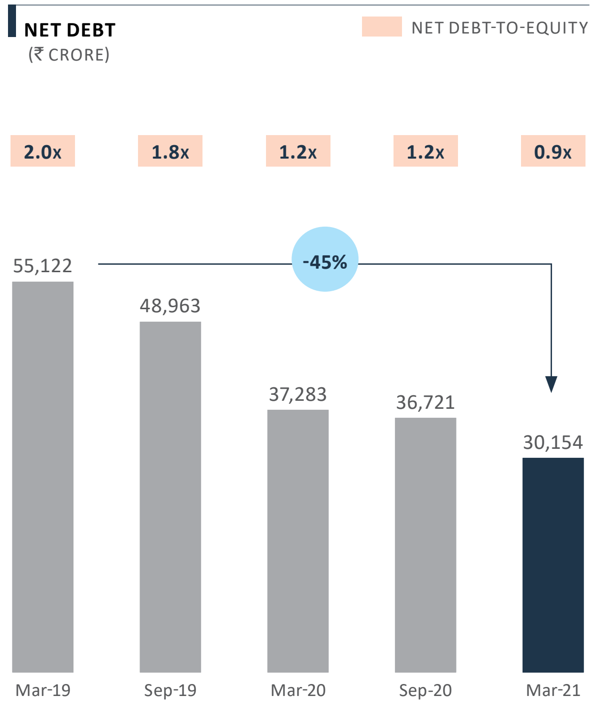
As a result, PEL's net debt-to-equity reduced to 0.9x times as of March 2021 vs. 2.0x times as of March 2019

- Shareholders' Equity increased by 29% to ₹ 35,139 Crore[1] in the last 2 years
- 45% reduction in Net Debt by ₹ 24,968 Crore in the last 2 years

EQUITY[1]
(₹ CRORE)



NET DEBT
(₹ CRORE)



Note:

(1) Includes non-controlling interest

(2) Equity as reported, it does not include Deferred Tax Asset (DTA) of ₹ 1,258 Crore, which got reversed in Q4 FY21

Consolidated Balance Sheet
(IN ₹ CRORE)

Particulars	As on March 31, 2021	As on March 31, 2020
Equity Share Capital	45	45
Other Equity	33,973	30,526
Non-Controlling Interests	1,121	-
Borrowings (Current & Non-Current)	39,369	42,055
Deferred Tax Liabilities (Net)	223	8
Other Liabilities	2,192	1,965
Provisions	196	310
Total	**77,119**	**74,909**
PPE, Intangibles (Under Development), CWIP	6,084	5,794
Goodwill on Consolidation	1,114	1,139
Financial Assets		
Investment	22,029	19,443
Others	29,205	31,854
Other Non-Current Assets	1,444	1,144
Deferred Tax Asset (Net)	937	2,372
Current Assets		
Inventories	1,299	1,061
Trade Receivable	1,545	1,324
Cash & Cash Equivalents & Other Bank balances	7,025	4,771
Other Financial & Non-Financial Assets	6,437	6,006
Total	**77,119**	**74,909**

Note: The above numbers have been regrouped from IND AS Financial Statements for Presentation purposes only

Equity
The net worth as on March 31, 2021 was ₹ 35,139 Crore as compared to ₹ 27,224 Crore as on March 31, 2019. During FY2021, the increase in net worth was primarily driven by the fresh equity investment of ₹ 3,523 Crore for a 20% stake in the Pharma business and earnings during the year. However, this increase was partly offset by the DTA reversal of ₹ 1,258 Crore in Q4 FY2021.

Financial Services business has an equity base of ₹18,073 Crores and the Pharma business has an equity base of ₹6,037 Crores. In addition there is an unallocated equity pool of ₹ 11,029 Crore, comprising of investments in Shriram, cash and bank balances, etc.

Borrowings
Total borrowings decreased to ₹ 39,369 Crore as on March 31, 2021, compared to ₹ 42,055 Crore as on March 31, 2020. Net debt declined to ₹ 30,154 Crore as on March 31, 2021 from ₹ 37,283 Crore as on March 31, 2020 and from ₹ 55,122 Crore as on March 31, 2019. The reduction in net debt over the last two years was primarily on account of deleveraging in the Financial Services business. At the PEL-level, net debt-to-equity ratio decreased from 2.0x on March 31, 2019 to 0.9x on March 31, 2021.

Loan Book
Loan book declined to ₹ 44,668 as on March 31, 2021 as compared to ₹ 50,963 Crore as on March 31, 2020, primarily due to the reduction in the wholesale loan book. This is aligned with the Company's stated strategy to make the book more granular and diversified.

Profit and Loss
PEL delivered a resilient performance in FY2021 despite a challenging business environment due to the COVID-19. Consolidated revenues stood at ₹ 12,809 Crore in FY2021 vis-à-vis ₹ 13,068 Crore in FY2020. Revenues generated in foreign currencies constituted 38% of the Company's FY2021 revenues.

PROFIT & LOSS (P&L) PERFORMANCE

Financial Services:

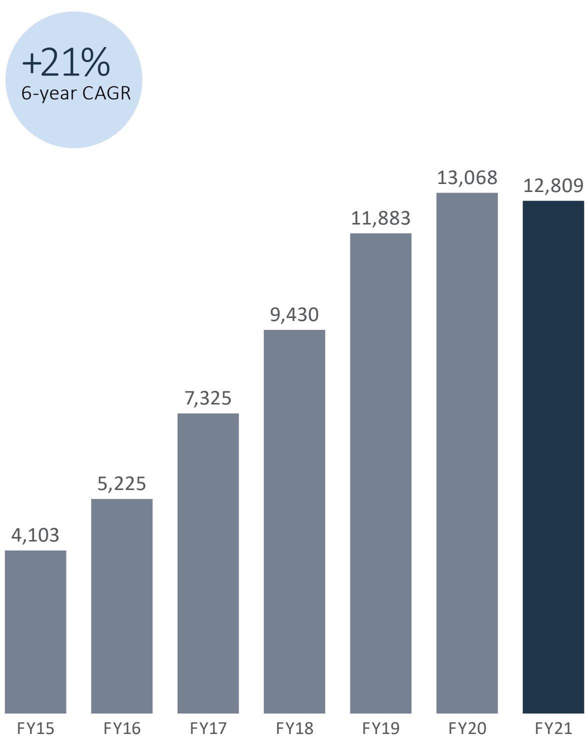
Income from the Financial Services business declined 8% YoY to ₹ 7,033 in FY2021 as compared to ₹ 7,649 Crore in the previous year. The YoY revenue decline was primarily due to the reduction in the wholesale loan book, in line with our stated strategy.

Pharma:

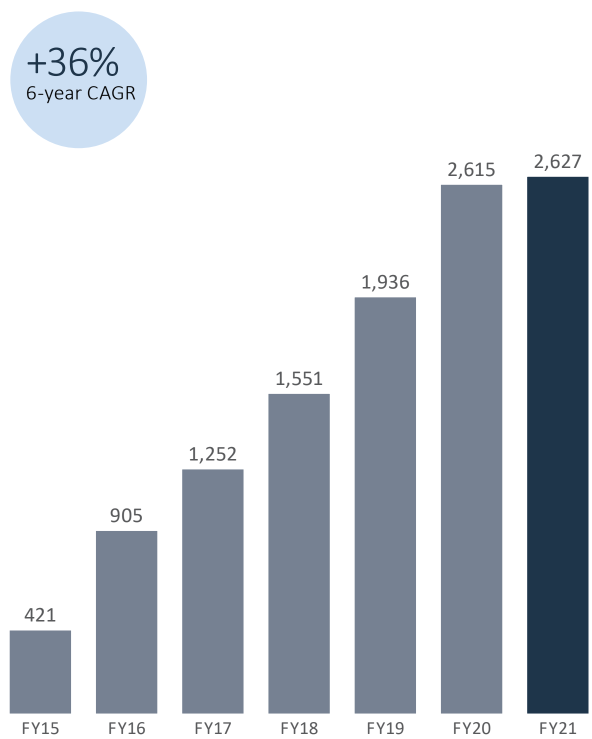
Revenues for the Pharma business increased by 7% YoY to ₹ 5,776 Crore in FY2021 from ₹ 5,419 Crore in FY2020. The increase was driven by strong growth in Pharma CDMO and India Consumer Healthcare, partly offset by a decline in Complex Hospital Generics due to demand volatility in the wake of COVID-19. Pharma revenues grew at a CAGR of 14% over the last ten years and contributed 45% to PEL's overall consolidated revenues in FY2021.

Revenue and Net Profit

TOTAL REVENUES[1,2]
(₹ CRORE)



NORMALISED NET PROFIT[3]
(₹ CRORE)



Notes:

1) FY2015 results have been prepared based on IND GAAP and FY2016 onwards on IndAS basis

2) Revenue for prior period excludes revenue from Healthcare Insights & Analytics (DRG)

3) Normalised Net Profit (excluding exceptional gains/losses) – FY2015 excludes gain on sale of Vodafone investment; FY2019 excludes loss on sale of Imaging business; FY2020 excludes impact of profit/loss from discontinuing operations (DRG), reversal of DTA and MAT credit, and additional conservative provision (net of taxes) on account of COVID-19; FY2021 excludes the impact of DTA reversal of ₹ 1,258 Crore and other one-off items

Consolidated P&L Statement

(₹ CRORE OR AS STATED)

	FULL YEAR ENDED		
Particulars	**31-Mar-21**	**31-Mar-20**	**% Change**
Net Sales	12,809	13,068	-2%
Non-operating other income	364	491	-26%
Total income	**13,173**	**13,559**	**-3%**
Other Operating Expenses	5,335	4,926	8%
Impairment on financial assets[1]	10	1,875	-99%
OPBIDTA	7,828	6,758	16%
Interest Expenses	4,209	5,321	-21%
Depreciation	561	520	8%
Profit / (Loss) before tax & exceptional items	3,058	918	233%
Exceptional items (Expenses)/Income	59	0	-
Income tax – Current tax	785	203	287%
DTA reversal / other one-time tax adjustments	1,258	1,758	-28%
Profit / (Loss) after tax (before prior period items)	1,074	-1,043	-
Share of Associates[2]	338	490	-31%
Net Profit / (Loss) after Tax from continuing operations	1,413	-553	-
Profit / (Loss) from Discontinued operations[3]	0	574	-100%
Net Profit after Tax	1,413	21	-
Normalized Net Profit[4]	**2,627**	**2,615**	**0%**

(1) In FY2020, the Company created additional provisions of ₹ 1,903 Crore to deal with any contingencies arising from COVID-19.

(2) Income under share of associates primarily includes our share of profits at Shriram Capital and profit under JV with Allergan.

(3) Profit / (Loss) from Healthcare Insights & Analytics business, sold in January 2020 accounted for as discontinued operations.

(4) Normalized profit excludes: (i) impact of profit/loss from discontinuing operations; (ii) reversal of Deferred Tax Assets (DTA) and Minimum Alternate Tax (MAT) credit; and (iii) additional conservative provision (net of taxes) on account of COVID-19; and (iv) other one-off items, including MTM gains / losses.

Finance Costs

Finance costs for the year declined 21% YoY to ₹ 4,209 Crore in FY2021 from ₹ 5,321 Crore in FY2020, driven by a reduction in overall borrowings, as well as a decline in average cost of borrowings, particularly for the Financial Services business.

Depreciation and amortization

Depreciation and amortization expense for the year increased to ₹ 561 Crore as compared to ₹ 520 Crore in FY2020, primarily due to higher depreciation at Pharma overseas entities, on account of additions to plant & machinery, capitalization of intangible assets, and foreign exchange movements.

Taxation

Current Tax expenses were ₹ 785 Crore in FY2021 vis-à-vis ₹ 203 Crore in FY2020, due to a yoy increase in profit before taxes. However, both FY2021 and FY2020 were further impacted by one-time tax adjustments.

- In FY2021, pursuant to goodwill being taken out of the purview of tax depreciation by Finance Bill enacted in March 2021, the Company de-recognized DTA of ₹ 1,258 Crore created earlier on certain tax deductible goodwill.
- In FY2020, the Company had re-measured the opening balance of DTA including Minimum Alternate Tax as on April 1, 2019 and accounted for a one-time charge of ₹ 1,758 Crore.

Net Profit after Tax

Reported net profit after tax for FY2021 stood at ₹ 1,413 Crore compared to ₹ 21 Crore in FY2020, as the prior year was impacted by several one-time, non-recurring items including MAT credit reversal and incremental provision in the Financial Services business in response to COVID-19.

Normalised Net Profit

Excluding the impact of one-time charges, the normalised net profit of ₹ 2,627 Crore in FY2021 was stable versus ₹ 2,615 Crore in FY2020. This reflected the resilient performance of Company despite a challenging business environment due to COVID-19.

Dividend

The Board has recommended a dividend of ₹ 33 per share for the approval of the shareholders in the Annual General Meeting. The total dividend payout on this account would be ₹ 788 Crore for FY2021 versus ₹316 Crores for FY2020.

FINANCIAL SERVICES

PEL's Financial Services offers a wide range of financial products and solutions with presence across both retail and wholesale financing. As of March 31, 2021, the Financial Services business's loan book stood at ₹44,668 Crore.

BUSINESS OVERVIEW

Over the past few years, the Company has consistently diversified its exposure across both wholesale and retail financing through its presence in the following sub-segments:

Wholesale Lending

- Loans for residential and commercial real-estate developers as well as corporates in select sectors

Retail Lending

- A multi-product retail lending platform that is 'digital at the core'
- The platform was launched and commenced disbursements in November 2020
- DHFL acquisition will lead to significant growth and scale of operations

Alternatives

- Comprises of various alternative investment platforms and JVs including: Strategic partnerships with CDPQ; Ivanhoe Cambridge; APG; CPPIB and a JV with Bain Capital Credit for a distressed asset investment platform

Investments in Shriram Group

- Includes 20% stake in Shriram Capital Ltd. (SCL) and ~10% stake in Shriram City Union Finance (SCUF)

Overview of the Financial Services business

As on March 31,2021

FINANCIAL SERVICES

Loan Book
₹44,668 Crore

FY21 Total Income
₹7,033 Crore

Wholesale Lending

Loan Book[1]
₹39,365 Crore

Loans to residential & commercial real estate developers and corporates

Retail Lending

Loan Book
₹5,303 Crore

Multi-product Retail Lending platform launched in Nov-2020; DHFL acquisition to add significant size and scale

Alternatives

Marquee partners:

CDPQ, APG, Bain Capital Credit, CPPIB, Ivanhoé Cambridge

Investments in Shriram

20% stake in Shriram Capital

~10% stake in Shriram City Union Finance

Notes:
(1) Wholesale loan book does not include assets taken over, as well as PEL's share in AIFs totalling ₹ 4,223 Crore

Market Scenario – Financial Services

The Indian economy witnessed contraction in FY2021. This was characterised by a slowdown in corporate and public revenues, increased unemployment and low demand. Fortunately, timely expansionary monetary policies ensured abundant liquidity supporting India's financial system.

Non-Banking Financial Companies (NBFCs) reported healthy loan book growth of 18% CAGR[1] between FY2014 to FY2018. However, the sector began facing prolonged macroeconomic uncertainty due to a succession of events including: liquidity tightening (since September 2018) post IL&FS crisis, slowdown in GDP growth in FY2019 & 2020 and the ongoing COVID-19 pandemic beginning March 2020.

Consequently, the NBFC sector witnessed moderate growth in recent years with some companies seeing a reduction in their loan book or assets under management (AUM).

(1) Source: CRISIL

In order to navigate the situation, well-governed NBFCs took several steps such as:

- Strengthened risk management framework and underwriting policies
- Improved collection processes and strengthened collection teams
- Focused on safer asset classes, especially secured lending products such as housing
- Embraced digitisation and new modes of payments
- Proactively raised capital and deleveraged the balance sheet
- Created buffers in the form of on-balance sheet liquidity and provisions for loan losses

In addition, the Reserve Bank of India (RBI) and the Government took several measures in response to the COVID-19 pandemic to support the financial services industry and provide liquidity support to NBFCs and Housing Finance Companies (HFCs). Some of these initiatives included moratorium on loan repayments, one-time restructuring of loans, backstop facilities on short term liabilities and partial credit guarantees.

While the second wave of COVID-19 aggravated the existing uncertainty in the NBFC sector, its impact is expected to be limited. Stronger NBFCs are relatively better placed now to deal with the second wave of COVID-19, as they have improved the resilience of their balance sheet and the deterioration in asset quality remains limited, given sectors such as real estate construction, infrastructure, mining, etc. continue to remain operational.

Going forward, the 'retailisation' trend across NBFCs is expected to gain ground. Also, NBFCs are increasingly leveraging co-lending and partnerships to drive growth, while focusing on strengthening asset quality and tightening underwriting standards. With Indian consumers going digital at an unprecedented pace, 'digitisation' across the customer life cycle is likely to increase significantly. NBFCs with strong parentage will continue to have better access to funding. Moreover, the sector will continue to witness consolidation as NBFCs with strong capital base, low leverage and high on-balance sheet liquidity will continue to gain market share.

STRATEGIC TRANSFORMATION UNDERWAY

Executing on five major transformations within Financial Services

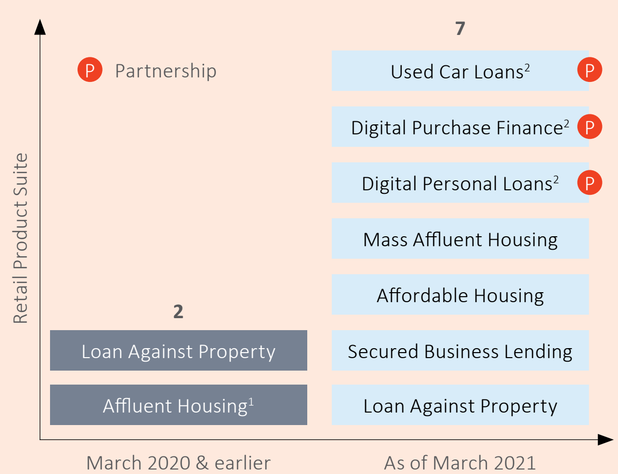
	From March 2019	To March 2021
Transformation #1	**Wholesale-led business model**	**Well-diversified FS business**
Wholesale-Retail mix	91:9	50:50 (expected post-DHFL acquisition)
Transformation #2	**Concentrated Exposures**	**Granular exposures**
No. of accounts >15% of net worth	3	NIL
Transformation #3	**Regulatory Provisioning**	**Conservative Provision Coverage**
Total provision as a % of loan book	1.9%	6.3%
Transformation #4	**High Leverage**	**High Capital Adequacy**
Net debt-to-equity	3.9x	1.8x
Transformation #5	**Short-term liabilities**	**Stable, long-term borrowings**
Exposures to CPs	~₹ 18,000 Crore[1]	₹ 1,675 Crore

Note: (1) Exposure to Commercial Papers (CPs) as of Sep-2018

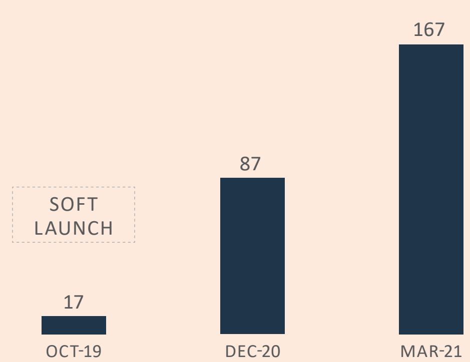
Organic build-up of multi-product retail lending platform

In FY2021, the Retail Lending business: (a) enhanced product portfolio from 2 to 7 products, (b) expanded its presence from 14 to 40 locations, (c) partnered with FinTech and Consumer Tech firms and (d) on-boarded top-quality talent.

RETAIL LENDING-PRODUCT PORTFOLIO
BASED ON FRESH DISBURSEMENTS



MONTHLY DISBURSEMENTS SINCE LAUNCH
UNDER THE NEW RETAIL LENDING STRATEGY



Notes: (1) Exited 'Affluent Housing' (in terms of new business) as the business pivots towards 'Affordable' and 'Mass Affluent' Housing under the new strategy
(2) Launched in partnership with leading FinTech and Consumer Tech firms

Acquisition of DHFL fits well into PEL's overall Retail Lending strategy

Breakdown of the deal consideration

₹ 34,250 Crore
Total consideration for the deal

₹ 14,700 Crore
Upfront cash component
(incl. cash on DHFL's B/S)

₹ 19,550 Crore
Deferred component
(10-year NCDs at 6.75%)

In line with our strategy to diversify the loan book and increase its granularity

Achieve scale
- Creates one of the largest HFCs in India
- >4 lakh active customers in the 'Bharat' market

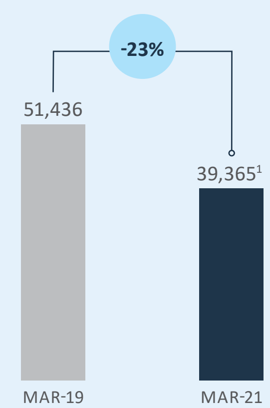
Leverage the DHFL platform
- 1 million life-to-date customers
- Branch network of 250+ branches
- Established sales and collections teams

Decline in funding costs
- Acquisition funded by long-term, low-cost NCDs
- Granular loan book to potentially lead to ratings upgrade

Made further progress in rationalising the Wholesale Loan book size

Aligned with the stated strategy, the Financial Services business rationalised the size of the wholesale loan book over the last two years to improve loan book diversification.

WHOLESALE LOAN BOOK
(IN ₹ CRORE)

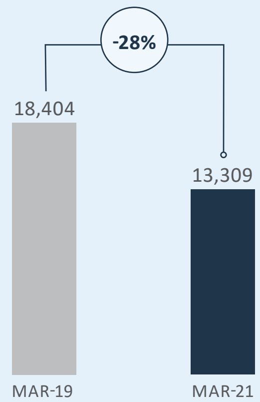


Note:
(1) Loan book does not include assets taken over, as well as PEL's share in AIFs totalling ₹ 4,223 Crore

Making the book more granular by reducing large-single borrower exposures

- With 28% reduction in top-10 exposures in the recent years, none of the accounts now exceeds 15% of the net worth of Financial Services, with only 4 accounts standing at more than 7% of the net worth.

TOP-10 EXPOSURES
(IN ₹ CRORE)

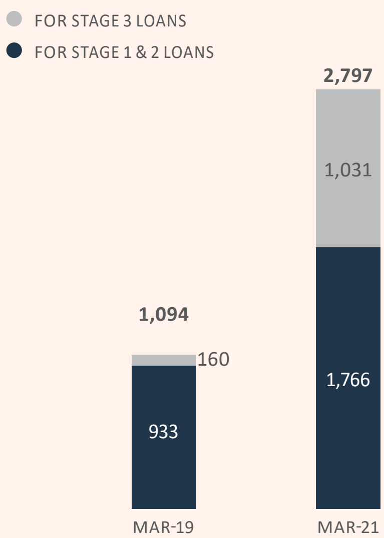


 # OF ACCOUNTS >15% OF NET WORTH

Conservative provisioning to mitigate potential risks from COVID-19

- Despite the reduction in the wholesale loan book, the business continued to maintain its conservative provision at ₹2,797 Crore (equivalent to 6.3% of the loan book).

TOTAL PROVISIONS
(IN ₹ CRORE)



Total Provisions as a % of loan book	1.9%	6.3%

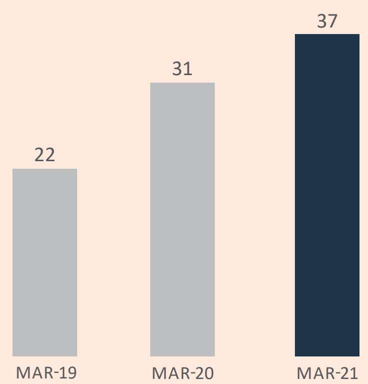
₹1,903 Crore

Incremental provision was created in Q4 FY20 in response to COVID-19

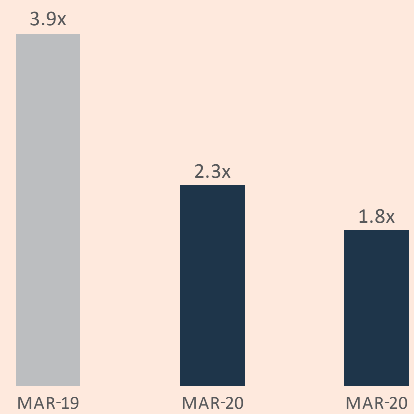
Amongst the most well-capitalised major financial institutions in India

- The Financial Services business has sufficient growth capital for the next 3 to 5 years.

CAPITAL ADEQUACY RATIO
(%)



NET DEBT-TO-EQUITY
(MULTIPLE)



Shifted borrowing mix towards stable, long-term borrowings

- The shift in the borrowing mix towards long-term funds has significantly improved the Asset and liability management (ALM) profile and liquidity position of the Financial Services business. As of March 31, 2021:
  - Financial Services showed positive GAPS in the ALM profile across all time-period buckets
  - Financial Services business held cash & cash equivalents of ₹ 6,600 Crore

Raised long-term borrowing ▶ **₹33,478 Crore**
Long-term (>1-year tenor) debt raised over the last 2 years

Reduction in CP exposure ▶ **91%**
From ₹18,017 Crore in September 2018 to ₹1,675 Crore in March 2021

Retail Lending

Market Scenario

Lending to consumers and micro, small and medium-scale enterprises (MSMEs) is a large business in India. The market size[1] was estimated to reach ₹ 96 lakh Crore in FY2024 from ₹48 lakh Crore in FY2019. However, retail credit growth was impacted due to lockdowns amid the COVID-19 pandemic.

Since retail lending penetration[2] in India is relatively low and stood at 12% of the country's GDP compared to ~55% in China and 76% in the US in 2020, the market offers significant long-term growth potential. The last two decades witnessed a significant increase in credit activity in rural and semi-urban markets.

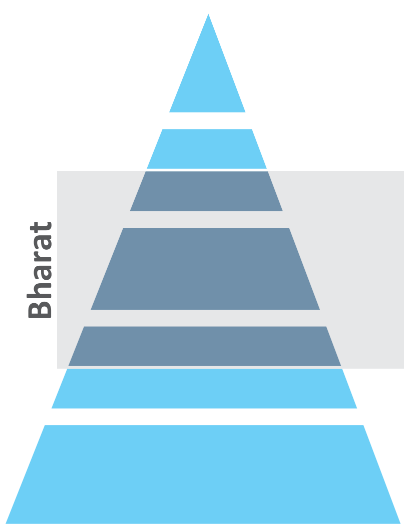
Within retail lending, housing finance forms a sizable portion of the loans outstanding. Historically, home loan disbursements witnessed healthy growth owing to the increasing demand from Tier-II and -III cities, growing disposable incomes, government initiatives and fiscal incentives. Going forward, mid-town India ('Bharat') is expected to drive the growth in consumer and MSME credit.

Some NBFCs/HFCs were instrumental in providing retail credit to these markets owing to their deep understanding of target customer segments, use of technology and differentiated business models. Since September 2018, which spelt the beginning of liquidity tightening measures in the NBFC sector, several players limited their credit exposure to these markets or completely vacated this space.

When the economy was impacted by the COVID-19 pandemic in 2020, NBFCs/HFCs maintained a cautious stance towards loan disbursements during the lockdown period. While there was a gradual increase in growth momentum and an improvement in collections from October 2020 onwards, the second wave of COVID-19 partially reversed these recovery gains.

The current market dislocation caused by the pandemic has created several opportunities for new entrants and incumbents to capture the market vacated by a few larger NBFCs. With adequate growth capital, robust risk management and "next-gen" tech capabilities, NBFCs/HFCs are well-positioned to tap this opportunity and meet the evolving needs of the customers.

(1) Based on CRISIL estimates
(2) Source: McKinsey



RBI Classification	Number of cities / towns	Number of households (in million)
Metro (top 8) (Population >40 lakhs)	~8	~12
Metro (others) (Population between 10 - 40 lakhs)	~37	~11
Urban (Population between 1 - 10 lakhs)	~450	~22
Semi-Urban (Population between 0.1 - 1 lakhs)	~3,500	~40
Rural (Population < 0.1 lakhs)	~2,200 6.4 Lakh Villages	~162
Total		**~247**

Source: McKinsey

Retail Lending Business

In line with our stated strategy to diversify the loan book and make it more granular, our transformation journey is focused on:

- Organic build-up of the Retail Lending business
- Expansion through inorganic growth, such as the on-going DHFL acquisition process

Organic build-up of the Retail Lending business – Pivoting to a multi-product strategy

The Company is building a multi-product retail lending platform to address the diverse lending needs of consumers and small businesses in the 'Bharat' market – which comprises mid-town India (Tier II/III cities). In this process, it is also pivoting from 'Affluent Housing' to 'Mass Affluent' and 'Affordable' Housing segments.

The business aims to be 'phygital' with a 'physical' presence for customer acquisition and collections, while being 'digital' at its core.

Taking a differentiated approach to Retail Lending

From: Traditional approaches to Retail Lending		To: PEL's differentiated approach to Retail Lending
Product Profitability	❯	Risk Optimized Profitability for Post-COVID World
Mass Market	❯	Collection of Niches
Vanilla Product Suite	❯	Personalization driven through product variants
Logistical Regression models	❯	AI/ML Models
On-premises Infrastructure	❯	Cloud Native Tech
Strategy	❯	Execution Excellence

	Strategic Focus	Progress in FY2021	Plan for FY2022
Products	The Company is building a multi-product platform with focus on products where banks are either less interested, or less significant.	Increased product suite from 2 to 7 products	To add 4 more products
Geographies and Customer Segments	Targetting 'budget customers' of 'Bharat' (Tier II/III cities/towns with population of 10,000 to 4 million people). These would primarily include cities/towns ranked 25^{th} – $1,000^{th}$ based on economic activity.	Expanded from 14 to 40 locations	To significantly increase post DHFL acquisition
Partnerships	Initiated strategic partnerships to attain customer reach at scale, distribution capabilities/channels and data access. It is also establishing 'lending as a micro-service' to enable seamless integration with tech platforms.	Partnered with FinTech and Consumer Tech firms	To build multiple partnerships
Technology	The business is 'digital at the core' and has assembled a future-ready tech stack combining off-the-shelf and internally engineered technology. It is using modular, next-gen capabilities to re-imagine the entire customer journey.	Built a secure, scalable cloud infrastructure	Create 'Big Data' infrastructure & proprietary information assets
Talent	On-boarded a healthy mix of experienced, diverse and tech-native management professionals to drive execution of the retail lending business going forward.	Increased headcount from ~500 to ~1,000 employees	Headcount to increase post DHFL acquisition

Expansion of the product portfolio

During FY2021, the Company expanded its retail lending product suite from two to seven products, which include:

(i) Mass Affluent Housing,
(ii) Affordable Housing,
(iii) Loan Against Property,
(iv) Secured Business Lending,
(v) Digital Personal Loans,
(vi) Digital Purchase Finance, and
(vii) Used Car Loans.

Among these product offerings, Digital Purchase Finance, Digital Personal Loans and Used Car Loans were launched in partnerships with leading FinTech and Consumer Tech firms. Furthermore, the business exited booking any new business under 'Affluent Housing' as it strategically pivoted towards 'Affordable' and 'Mass Affluent' Housing.

During FY2021, the business was largely focused on secured lending, while testing volumes of unsecured products, given the impact of COVID-19 on retail credit growth and consumer behaviour. In the near term, the business intends to remain largely secured-focused. Additionally, PEL is evaluating products in the space of education financing, unsecured business lending, loans against securities and two-wheeler financing. Post evaluation, some of these products will be rolled-out in the near-to-medium term.

RETAIL LENDING-PRODUCT PORTFOLIO
BASED ON FRESH DISBURSEMENTS

ADDED DURING THE PERIOD
P PARTNERSHIP

Products added

FY20 & earlier (2)	H1 FY21 (4)	Q3 FY21 (6)	Q4 FY21 (7)	Average ticket size (as of March 2021)
			Used Car Loans[2] P	₹ 2.25 lacs
		Digital Purchase Finance[2] P	Digital Purchase Finance[2] P	~₹ 15k
		Digital Personal Loans[2] P	Digital Personal Loans[2] P	~₹ 30k
	Mass Affluent Housing	Mass Affluent Housing	Mass Affluent Housing	₹ 37 lacs
	Affordable Housing	Affordable Housing	Affordable Housing	₹ 13 lacs
Loan Against Property	Secured Business Lending	Secured Business Lending	Secured Business Lending	₹ 11 lacs
Affluent Housing[1]	Loan Against Property	Loan Against Property	Loan Against Property	₹ 35 lacs

(1) Exited 'Affluent Housing' (in terms of new business) as the business pivots towards 'Affordable' and 'Mass Affluent' Housing under the new strategy

(2) Launched in partnership with leading FinTech and Consumer Tech firms

Technology

The business has built a secure, scalable, cloud-native architecture, which is Artificial Intelligence (AI)/Machine Learning (ML)-ready. With analytics deeply woven into the fabric of the business, the credit risk management framework has been created for the post-COVID era.

Refer to the 'Risk Management' section for further details ⟶ page no. 76

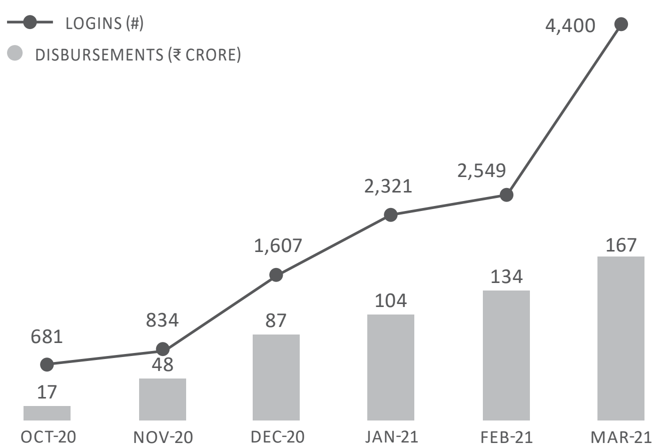
The business has set-up a 'Centre of Excellence' (COE) premises in Bengaluru for technology, engineering and data analytics. The COE spans over ~10,000 square feet and enables us to leverage the talent ecosystem in Bengaluru.

Operating performance of the multi-product retail lending platform

The multi-product retail lending platform witnessed healthy traction across product categories since its launch in November 2020. There was growth in disbursements and customer logins month-on-month between November 2020 and March 2021.

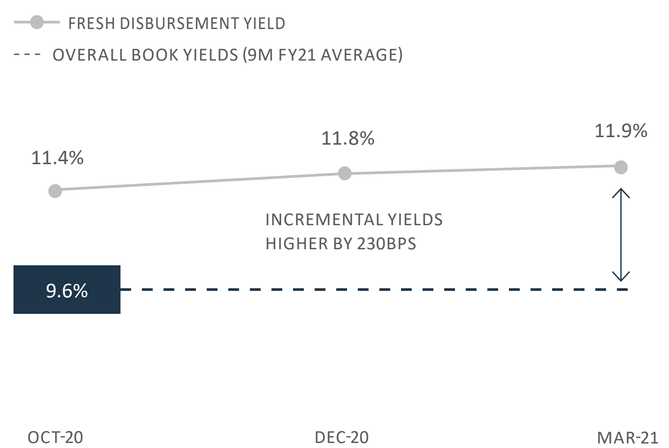
MONTHLY DISBURSEMENTS SINCE LAUNCH

UNDER THE NEW RETAIL LENDING STRATEGY



NEW BUSINESS VS. OVERALL BOOK YIELDS

RETAIL LOAN BOOK; % p. a.



Proposed DHFL acquisition

Transaction background

The Reserve Bank of India (RBI) had referred DHFL to the National Company Law Tribunal (NCLT) in November 2019, following which the insolvency proceedings began. The Committee of Creditors' (CoC) voting ended in January 2021 and the CoC declared the plan submitted by Piramal Capital & Housing Finance Limited as the successful resolution plan. Piramal's resolution plan received 94% votes in its favour, which reflects the Group's credibility and balance sheet strength.

For the acquisition of DHFL, the Company offered a total consideration of ₹34,250 Crore. This amount includes an upfront cash component of ₹14,700 Crore (including cash on DHFL's balance sheet) and a deferred component (NCDs) of ₹19,550 Crore.

Deal rationale

The proposed acquisition of DHFL is in line with PEL's strategy to diversify the loan book and increase its granularity. Moreover, it is another important step towards the demerger of Financial Services and Pharma businesses in future.

The acquisition of DHFL fits well into PEL's retail lending strategy as it enables the business to:

- **Achieve scale:** The acquisition creates one of the largest HFCs in India, with more than 4 lakh active customers in the 'Bharat' market, a market that is also being targeted as part of the organic retail lending build-up.
- **Leverage the DHFL platform:** Creates significant opportunities to cross-sell under the multi-product strategy, as DHFL has nearly 1 million life-to-date customers and an expansive branch network of >250 branches.
- **Lowers funding costs:** The acquisition is funded by long-term, low-cost NCDs at 6.75%, which brings down the average borrowing cost for the Company. Furthermore, increase in loan book diversification and granularity to potentially lead to ratings upgrade.

DHFL acquisition process: Below are the key milestones achieved in DHFL acquisition process along with the timelines.

Key Milestones	Status	Month
Approval of Resolution Plan by the COC	☑	Jan-2021
Issuance of Letter of Intent (LoI)	☑	Jan-2021
Approval of Resolution Plan by the RBI	☑	Feb-2021
Approval from the Competition Commission of India (CCI)	☑	Apr-2021
Approval of Resolution Plan by the NCLT	☑	Jun-2021

After launching the multi-product retail lending business, building healthy traction post launch and the DHFL acquisition, we are laying the foundation for sizable retail lending business with potential to deliver continued growth in the coming years. The DHFL acquisition will create the right platform to implement the multi-product, cross-sell strategy in the 'Bharat' market.

Wholesale Lending

Market Scenario

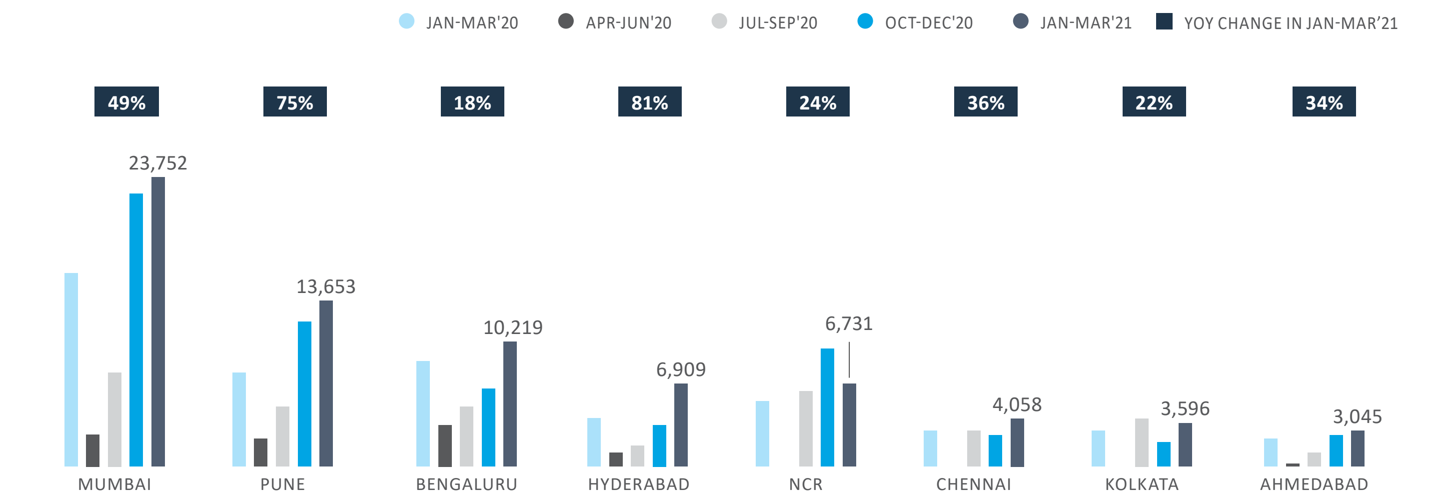
The year FY2021 was unprecedented for the Indian real-estate market due to the impact of the COVID-19 pandemic during the first half, followed by resurgence of demand in the latter part of the year. The broad-based disruption caused by the pandemic weighed heavily on the sector's demand and supply in Q1 FY2021. However, after the first few months of FY2021, we saw increase in demand from home buyers, led by change in preference towards owning homes/owning larger homes instead of renting. This trend along with decade-low home loan interest rates, price correction or discounts offered by developers and the stamp duty cuts introduced by state governments (especially Maharashtra) led to significant increase in demand during H2 FY2021. As a result, sector-wide residential real-estate sales volumes steadily improved since Oct-2020, surpassing pre-COVID levels during H2 FY21.

The resurgence of COVID-19 since mid-March 2021 followed by mobility restrictions and lockdown challenges impacted the real-estate sector in the near term. With mobility restrictions being lifted in some states, positive long-term economic outlook and the preparedness of the sector to mitigate risks, India's real-estate sector is likely to witness healthy growth in the long-term. Presently contributing 6-7% to the country's GDP, real estate in India is expected to contribute 13% to the GDP by 2025, according to estimates by India Brand Equity Foundation (IBEF).

Going forward, the progress of the vaccination drive in the country and the government's stance on restrictions will be the key influencers of the sector's performance in the near term. Moreover, the pandemic is likely to further accelerate the pace of the on-going consolidation in the sector.

NO. OF HOUSING UNITS SOLD (LAST 5 QUARTERS)

Overall Residential RE Industry



	Jan - Mar 2020	Apr - Jun 2020	Jul - Sep 2020	Oct - Dec 2020	Jan - Mar 2021	YoY change in Jan-Mar'21
Top 8 Cities	49,905	9,632	33,403	61,593	71,963	44%

Source: Knight Frank

PEL's Developer Clients

Developer performance was impacted by nation-wide lockdown in H1 FY2021

Our developer clients' performance in Q1 FY2021 was impacted due to the nationwide lockdown amid the COVID-19 pandemic. However, during Q2 FY2021, there was gradual improvement month-over-month as the lockdown limitations eased. By September 2020, the sales grew to pre-COVID levels and construction commenced at nearly 100% of the sites with almost 90% of labourers returning to the projects.

H2 FY2021 saw significant improvement in performance, surpassing pre-COVID levels

The Company's clients witnessed a significant increase in sales and collections from homebuyers in H2 FY2021, reflecting sector-wide trends. In fact, the improvement in performance for PEL's clients was relatively significant compared to the broader residential real estate market owing to the Company's client selection and proximity to Mumbai Metropolitan Region (MMR) and Pune, which was also benefitted from the stamp duty cuts in Maharashtra.

Early trends witnessed in Q1 FY 2022:

- With learnings from the first wave of COVID-19, developers now have a healthy sales pipeline and competencies to digitally market and sell products.
- With 100% escrow control, PEL is verifying clients' vendor payments, ensuring construction progress across projects.
- While construction continued on almost all sites, there was some labor shortage observed at few locations.
- Despite a decline in sales, collections from homebuyers are likely to remain healthy due to stronger than expected sales in FY2021.
- The Company continues to monitor the situation closely and maintain conservative provisions to deal with any potential contingencies arising from the COVID-19 second wave.

While developers witnessed better than expected sales in FY21 and are better prepared to handle the second wave of COVID, PEL continues to closely monitor the portfolio to mitigate any potential risks.

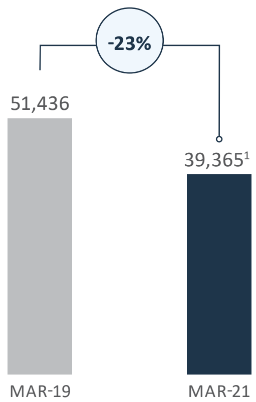
	Q3 FY2021	Q4 FY2021
Developer Sales	**+82% YoY**	**+115% YoY**
Developer collections from homebuyers	**+49% YoY**	**+74% YoY**
Construction activity	**~100%** Construction back to pre-COVID levels	**~100%** Construction back to pre-COVID levels

Rationalising the wholesale loan book

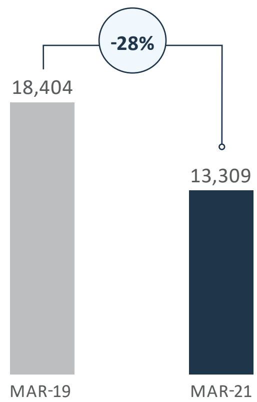
In line with the stated strategy, the business continued to make progress to make the loan book more diversified and granular. As a result, during FY2021, the Financial Services business witnessed a decline in the overall wholesale loan book along with a reduction in the top-10 exposures.

- Overall wholesale loan book has been reduced by 23% since March 2019 to ₹ 39,365 Crore
- Top-10 exposures have declined by 28% since March 2019 from ₹ 18,404 Crore to ₹ 13,309 Crore
- As of March 2021, exposure to no single account exceeds 15% of the net worth of the Financial Services business and only 4 accounts are >7% of net worth

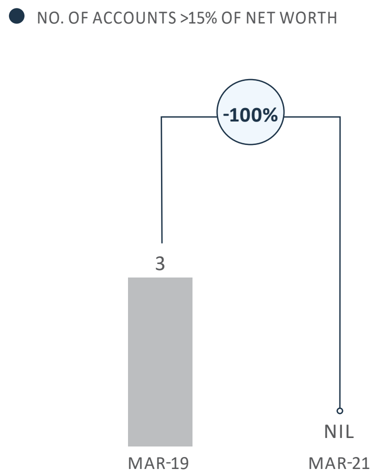
WHOLESALE LOAN BOOK
(IN ₹ CRORE)



TOP-10 EXPOSURES
(IN ₹ CRORE)



SINGLE-BORROWER EXPOSURES
(NUMBER OF BORROWERS)



Note: (1) Does not include assets taken over, as well as PEL's share in AIFs totalling ₹ 4,223 Crore

Asset Quality

GNPA and Risk Mitigation Actions

In March 2020, with the onset of the COVID-19 crisis, the business conducted a Stressed Case Scenario Analysis to assess the potential risks across its portfolio. Based on the outcome of the scenario analysis, the Company decided to remain conservative and made an incremental provision of ₹1,903 Crore in Q4 FY2020. As a result, total provisions more than tripled QoQ, from ₹947 Crore in December 2019 to ₹ 2,963 Crore in March 2020.

Conducted a Scenario Analysis at the onset of the COVID-19 outbreak in Q4 FY2020	Actions taken
• Risk Management and Asset Monitoring teams assessed the sectoral impact of COVID-19 by conducting a scenario analysis • Sectoral impacts were applied at the deal-level to assess the impact on PEL's portfolio • The stressed scenario assumed no sales, collections and construction activity for Q1 & Q2 FY21, followed by minimal pick up starting Q3 FY21 • Created incremental provision of INR 1,903 Crores in Q4 FY2020, based on the outcome of the stressed scenario	Took several proactive actions to mitigate potential risks arising due to the COVID-19 pandemic • Change of developer through joint development agreement • Equity infusion by developer via sale of asset (not mortgaged to PEL) • Resolution – typically with smaller developers • Additional security brought in (not mortgaged to PEL) • Last-mile funding

As of March 2021, the GNPA ratio stood at 4.5% in comparison to 2.4% in March 2020. The increase was primarily due to: (i) movements from Stage-2 to Stage-3 in Q4 FY2021, largely factored-in while creating provisions in Q4 FY2020 and (ii) lower base yoy in March 2020 due to a reduction in the wholesale loan book during FY2021.

More importantly, despite the full year being impacted by the COVID-19 pandemic, nearly 90% of the total provision still remains unutilised since its creation in March 2020. The business continues to maintain its conservative provision.

In Q3 FY2021, the Company invoked one-time restructuring for loans worth ₹1,741 Crore towards four deals, of which only one was a real-estate exposure. The other three exposure were from the hospitality, auto components and infrastructure sectors.

As of March 2021, provisions stood at 6.3% of overall loan book and provisions against the wholesale book were even higher at 6.8%.

Details of stage-wise provisioning:

Particulars (in ₹ Crore, unless otherwise stated)	As on Mar-2020	As on Dec-2020	As on Mar-2021
Gross Stage 1 & 2 Loans	49,761	44,663	42,650
Provision - Stage 1 & 2 loans	2,479	2,028	1,766
Provision Coverage Ratio - Stage 1 & 2	**5.0%**	**4.5%**	**4.1%**
Gross Stage 3 Loans (GNPAs)	1,202	1,707	2,018
GNPA Ratio (% of loans in Stage 3)	**2.4%**	**3.7%**	**4.5%**
Provision - Stage 3 loans	483	907	1,031
Provision Coverage Ratio - Stage 3	**40%**	**53%**	**51%**
Net NPA Ratio	1.5%	1.8%	2.4%
Total Provisions	**2,963**	**2,935**	**2,797**
Total Loans	**50,963**	**46,370**	**44,668**
Total Provision / Total Loans	**5.8%**	**6.3%**	**6.3%**
Total Provision / GNPAs	**246%**	**172%**	**139%**

Note: Stage 1: Loans which are less than or equal to 30 days past due (dpd); Stage 2: Loans which are 31-90 dpd & cases considered under one-time restructuring; and Stage 3: Loans which are 90+ dpd

Partners in Alternative Assets

BainCapital CREDIT	IndiaRF – a Distressed Asset Investment platform in a JV with Bain Capital Credit – to tap into distressed asset resolution opportunity in India
CDPQ	Senior debt platform with Caisse de dépôt et placement du Québec (CDPQ) to invest in non-real estate and non-infra sectors
Ivanhoé Cambridge Caisse de dépôt et placement du Québec	Partnered with Ivanhoé Cambridge, a real estate subsidiary of CDPQ, to provide long-term equity to residential real-estate developers across India
apg	Strategic alliance with APG Asset Management, a Dutch pension fund asset manager, for mezzanine investments in infrastructure companies
CPP INVESTMENT BOARD	Co-sponsored a renewable energy-focused Infrastructure Investment Trust (InvIT) to acquire stable and cash-generating renewable energy assets, including both solar and wind assets

Investments in Shriram Group

PEL had invested in Shriram Group companies by acquiring ~10% stake in STFC, 20% stake in SCL and ~10% stake in SCUF.

In June 2019, PEL sold its investment of ~10% in STFC for ~₹2,300 Crore. Post the STFC stake sale, the remaining investments are valued at ₹4,598 Crore[1] in our books as of March 31, 2021.

These investments are part of the unallocated equity pool of capital for PEL's future growth initiatives.

Note: (1) Investments in SCUF based on market value; SCL based on book value, including accumulated profits

Borrowing Side

Market Scenario and key developments

With the resurgence of COVID-19 in India, liquidity has again become a key priority for the NBFC sector. In the last one year, the RBI and the Government have undertaken various initiatives such as targeted long-term repo operations (TLTRO), special liquidity schemes and partial credit guarantee schemes among others to help NBFCs raise money at concessional rates.

At a time when bank lending has been slowing down, the RBI/GoI stimulus aided liquidity ensured adequate funding was available to NBFCs via the banking channel. Long-term bank funding continues to form a major part of the NBFC borrowing mix, followed by NCDs, while the share of Commercial Papers (CP) continues to decline.

The NBFC sector is better prepared to face the second wave of COVID-19. We believe that investment-grade NBFCs, with strong balance sheets and parentage, would continue to be able to access adequate funds despite the volatile business environment.

Long-term borrowings and liquidity position

Over the last two years, the Company has raised ₹33,478 Crore through long-term borrowings (≥1-year tenure). Of this, ₹20,115 Crore of long-term borrowings were raised in FY2021 in the midst of COVID-19.

The Company has utilised these long-term funds to replace most of the short-term CP borrowings. As a result, the Company's exposure to CPs has declined by more than 90% to ₹1,675 Crore as of March 2021 from ₹18,017 Crore in September 2018.

As of March 31, 2021, the Financial Services business had ₹6,600 Crore of cash and cash equivalents.

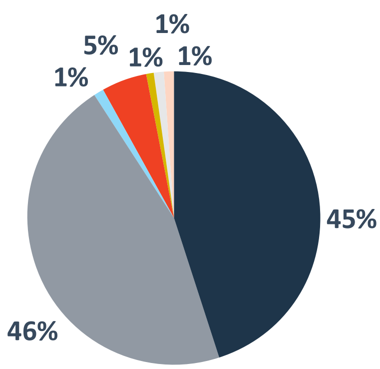
Funding Sources

The Company raises funds through several sources including Term loans, NCDs, Securitisation, External Commercial Borrowings (ECB) and Tier II instruments. The borrowings are primarily long-term in nature with the predominance of term loans and NCDs in the funding mix.

Borrowing Mix

BREAKDOWN OF BORROWING MIX BY TYPE OF INSTRUMENTS

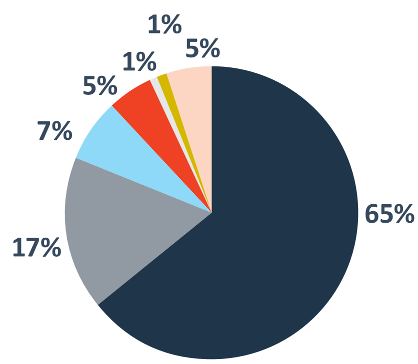
As of March 2021 (%)



- Loans
- NCDs / Bonds
- ECB
- CP
- Tier II
- Securitization
- Others

BREAKDOWN OF BORROWING MIX BY TYPE OF INVESTORS

As of March 2021 (%)



- Banks
- FIIs / FPIs
- Insurance
- MFs
- Securitization
- NBFCs / HFCs
- PF & Others

Note: Borrowing mix for PEL (excluding Pharma business)

Cost of borrowings

During the year, the incremental borrowing cost saw a gradual decline reflecting the progress made on our strategic priorities, including strengthening of the balance sheet and granularisation of the loan book.

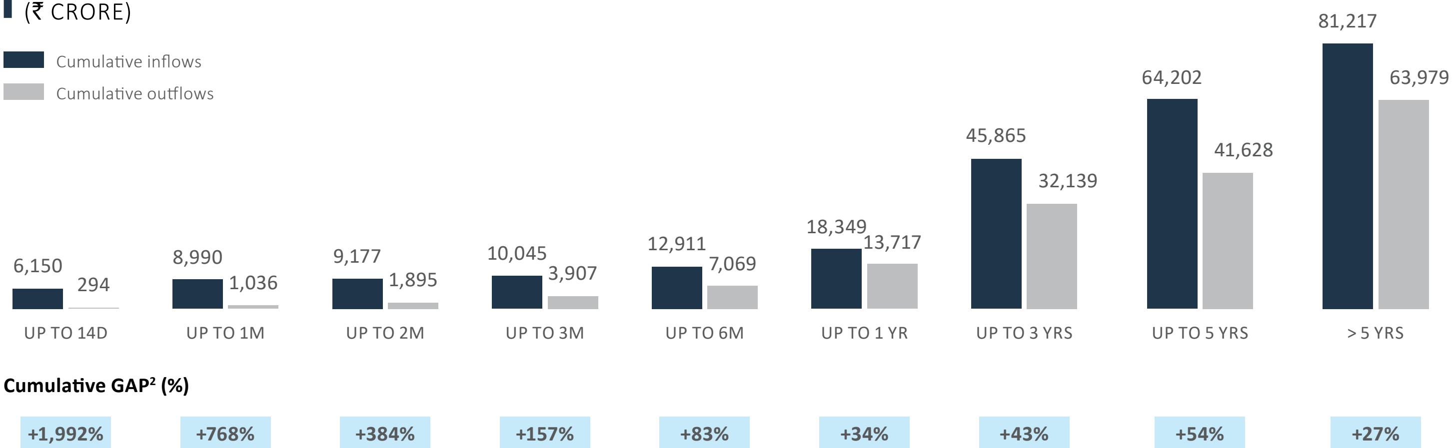
Cost of borrowings is expected to further decline as we continue to make the loan book more diversified and granular. Moreover, the proposed acquisition of DHFL should lead to a reduction in average borrowing costs, as it is partly funded by long-term, low-cost NCDs.

Asset and liability management (ALM) profile

As of March 31, 2021, the ALM profile reflected significant positive gaps across all time-period buckets within the norms stipulated by the RBI.

ASSET-LIABILITY PROFILE (AS ON MAR 31, 2021)[1]

(₹ CRORE)



Notes: (1) ALM excluding Pharma Business and Shriram Investments
(2) Cumulative GAP (%) = Net flows (i.e. cumulative inflows – cumulative outflows) as a % of cumulative outflows

Capital adequacy ratio

As of March 31, 2021, the capital adequacy ratio for the Financial Services business stood at 37.3% as compared to 31.4% as of March 31, 2020. PEL is amongst the most well-capitalised sizeable NBFCs in the country.

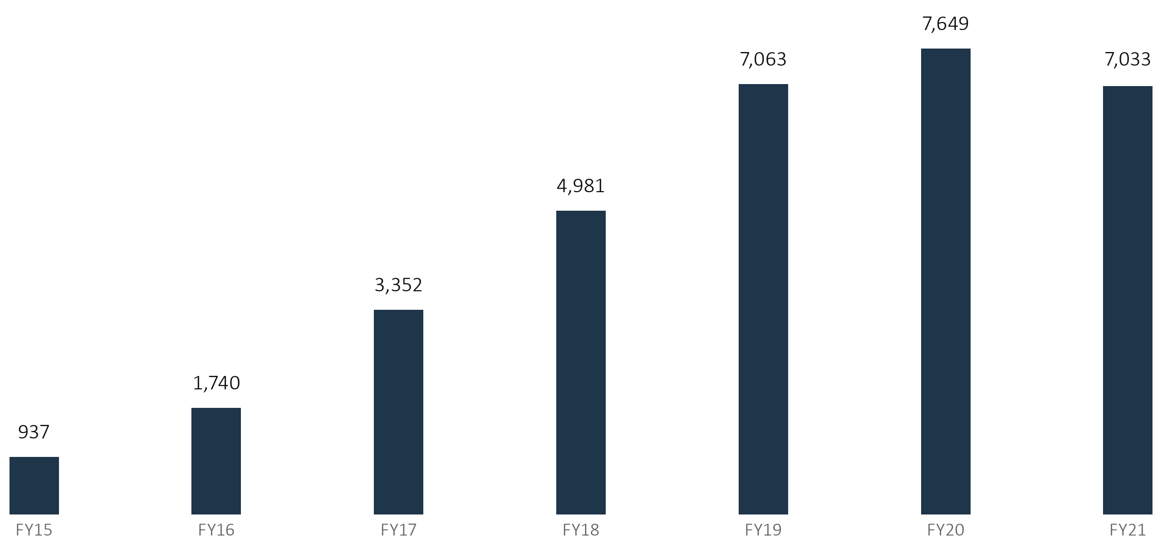
Financial Performance for the Year

In line with the Company's stated strategy, the overall loan book reduced from ₹50,963 Crore as of March 2020 to ₹44,668 Crore as of March 2021. FY2021 revenues of Financial Services were impacted, primarily due to a reduction in the wholesale loan book. Revenues declined 8% yoy from ₹7,649 Crore in FY2020 to ₹7,033 Crore in FY2021. Further, the business reported a post-tax return on equity (ROE) of 10% for FY2021 as compared to 12.4% (on a normalised basis) for FY2020, amidst a fall in revenues and an increase in the equity base during the year.

Going forward, we expect an improvement in the utilisation of the existing equity base, post the completion of the DHFL acquisition, which in-turn should improve our returns in the medium-to-long term.

INCOME FROM FINANCIAL SERVICES

(₹ CRORE)



Particulars	FY 2021
Total Assets[1]	₹ 56,848 Crore
Total Loan Book size	₹ 44,668 Crore
Total Equity	₹ 18,073 Crore
Net Debt-to-Equity	1.8x
Average Yield on Loans	14.1%
Average Cost of Funds	8.5%
Average Cost of Borrowings	10.8%
Net Interest Margin	5.6%
Cost to Income Ratio (CIR)	22%
Total Provisioning as a % of loan book (as on Mar 31, 2021)	6.3%
Gross NPA ratio (based on 90 dpd)	4.5%
Net NPA ratio	2.4%
ROA	3.4%
ROE	10%

Note: (1) Total assets also include share in AIFs, investments and cash & cash equivalents. It includes cash & cash equivalents of INR 6,600 Cr.

Key Strategic Priorities

Transforming into a well-diversified business, across wholesale and retail lending, via organic & inorganic initiatives

Organic build-up of the multi-product Retail Lending platform

Increasing granularity of the existing wholesale loan book

Maintaining conservative provisions to manage any future contingencies

Maintaining 'best-in-class' capital adequacy

Focused on maintaining liquidity and a strong ALM profile, while further diversifying borrowing mix

PHARMA

Piramal Pharma Limited (PPL), a subsidiary of Piramal Enterprises Limited, offers a portfolio of differentiated products and services through end-to-end manufacturing capabilities across 14 global facilities and a global distribution network in over 100 countries. PPL includes an integrated Contract Development and Manufacturing Organization (CDMO) business, Complex Hospital Generics business, and India Consumer Healthcare business, selling over-the-counter products in India.

Contract Development and Manufacturing Organization (CDMO)

- PEL provides integrated drug discovery, production, and manufacturing services for both drug substances (APIs) and drug products (formulations) across lifecycle from discovery and clinical development to commercial launch.
- Its diverse customer base comprises global innovator pharma companies, emerging biopharma companies and generic pharma companies.
- Its development and manufacturing facilities are located in India, UK, US, and Canada.
- These facilities have requisite approvals from global pharma regulatory agencies including USFDA (Food and Drug Administration), UK MHRA (Medicines and Healthcare products Regulatory Agency), Japan PMDA (Pharmaceuticals and Medical Devices Agency), ANVISA (Brazilian Health Regulatory Agency), and Health Canada to supply products to respective markets.
- The strong development and manufacturing capabilities include several niche areas such as handling of Highly Potent APIs (HPAPIs), Antibody Drug Conjugates (ADCs), Injectables and Hormonal products.

Complex Hospital Generics (CHG)

- The Company's hospital generics portfolio comprises inhalation and injectable anaesthesia, injectable pain, antibiotics and other medications, and intrathecal spasticity management drugs.
- PEL is one of the few major suppliers of inhaled anaesthetics with capability to manufacture all four generations of inhalation anaesthetic products.
- The Company has a growing portfolio and pipeline with several products in different development stages.
- The strong commercial capabilities allow the business to distribute products in over 100 countries with (a) direct sales presence in the US, the UK, Italy and Germany and (b) strong local marketing partnerships in other markets including in Japan and South Africa.

India Consumer Healthcare (ICH)

- PEL is among the leading players in India in the self-care space, with established brands in the Indian consumer healthcare market.
- Its marquee brands include Saridon, Lacto Calamine, I-Pill, Supradyn, Polycrol and Tetmosol across key OTC categories such as Analgesics, Gastro- Intestinal, Skin care, Vitamins and supplements, Women care and Baby care.
- PEL has a wide commercial presence across India, with 1,200+ field force covering all major towns, giving the Company chemist coverage better than most OTC players.
- It expanded Covid-care range over the last 12 months and launched sanitisers, disinfectant sprays and wipes, face masks and pulse oximeters. Of these, several grew to become bestsellers in their respective categories on e-commerce platforms.

Market Scenario: Pharma

The role of the pharmaceutical industry has become even more pronounced in the wake of the COVID-19 crisis. In these challenging and volatile times, pharmaceutical and healthcare companies play a vital role in facilitating the global supply of critical drugs while planning for new vaccines and therapeutics. This makes the Pharma industry one of the most critical and most resilient industries in such periods of uncertainty.

The pharmaceutical industry has also been impacted both on demand as well as supply side. Even though the impact on the demand side may be short-lived, that on the supply side is expected to have long-lasting effects on the global pharma supply chain.

Some governments restricted the export of certain pharmaceutical products at various times during the pandemic to concentrate limited supplies on domestic demand. When the pandemic was at its peak, the industry faced some difficulties, especially with regard to input materials being supplied from China.

On the demand side, pharma products are driven by underlying medical requirements, which are unlikely to change materially due to COVID-19. Any fluctuation observed in sales and procurement patterns are expected to last only in the short-term.

New opportunities also emerged for the pharma industry with increasing demand in certain categories such as hygiene products or preventive healthcare products and creation of essential redundancies in the supply chain by global companies. Enhanced focus on regional and local manufacturing is expected to boost new opportunities for companies with global production networks, a track record for reliable supply, and sound EHS (Environment, Health and Safety) practices. Most companies are likely to focus on operational resilience, agility, and transparency through greater deployment of digital and analytical tools and automation of processes.

Overall, the industry is undergoing unprecedented changes as the crisis passes. Key regulatory agencies are considering product sampling at borders, reviewing the company's compliance history, sharing information with other governments, and speedier approvals of regulatory submissions. Securing supply chain and ensuring business continuity while maintaining a strong focus on quality and compliance is the need of the hour. Pharma companies that are able to prepare for these changes with agility and set proactive controls and mechanisms should emerge stronger as the impact of pandemic subsides.

Business continuity initiatives in the wake of COVID-19 Pandemic

PEL remains cautiously positive in its approach to manage any potential COVID-19 pandemic impact on its activities and the distribution of its goods and services to the patients and customers.

- The manufacturing facilities across India, US, UK and Canada provide customers with flexibility and business continuity options.
- The Company prioritised workers' health and safety and implemented several measures for employee wellbeing. These included allowing working from home for those who did not work at the plants, introduction of hygiene protocols for visitors, and routine health and travel advisories.
- In the wake of COVID-19, business continuity plans were enabled across locations.
- On the demand side:
  - CDMO business has been able to significantly grow its order book and has added 50 new customers even during restrictions on travel. PEL is also collaborating with a range of customers to develop drugs for COVID-19 treatment.
  - In the Complex Hospital Generics business, overall demand throughout the year remained uncertain and varied

geographically. In many key developed markets, including the US, demand for inhaled anaesthesia and injectable antibiotics was seen as starting to recover, although the Company has also seen the adverse impact of COVID-19 persisting in certain large markets, such as Europe and India.

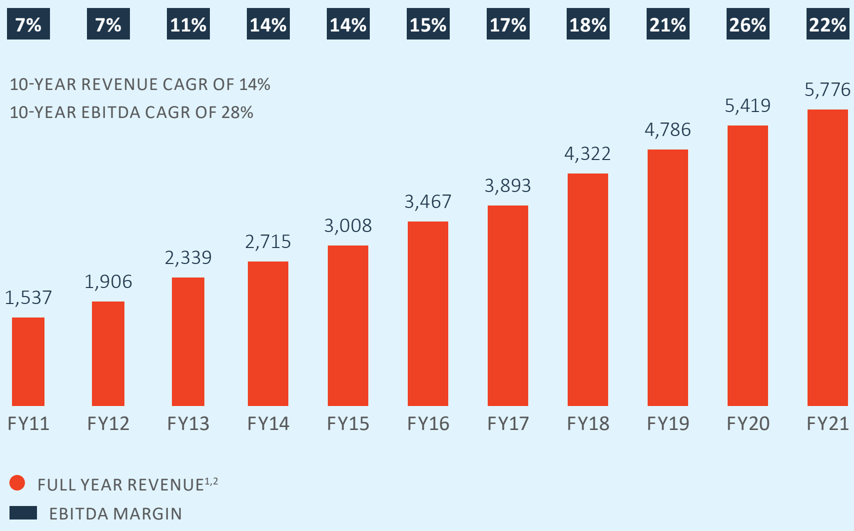
- In the India Consumer Healthcare business, some drugs work as prevention against COVID-19. The Company successfully launched 15+ new products and 35+ SKUs during the year. Demand for hand sanitisers, wet wipes, multivitamins, and painkillers grew rapidly and PEL met this demand by ramping up production and ensuring distribution through the right channels.

- Supply
  - The Company's teams have been working on a project to widen vendor base and secure alternative suppliers for nearly two years to mitigate supplier concentration and location risks in the event of future disruptions.
  - As the consumer mindset with respect to retail stores changes, PEL's presence on e-commerce platforms proved important. E-commerce is a key platform for some products and new launches along with traditional trade platforms.

KEY HIGHLIGHTS - PHARMA

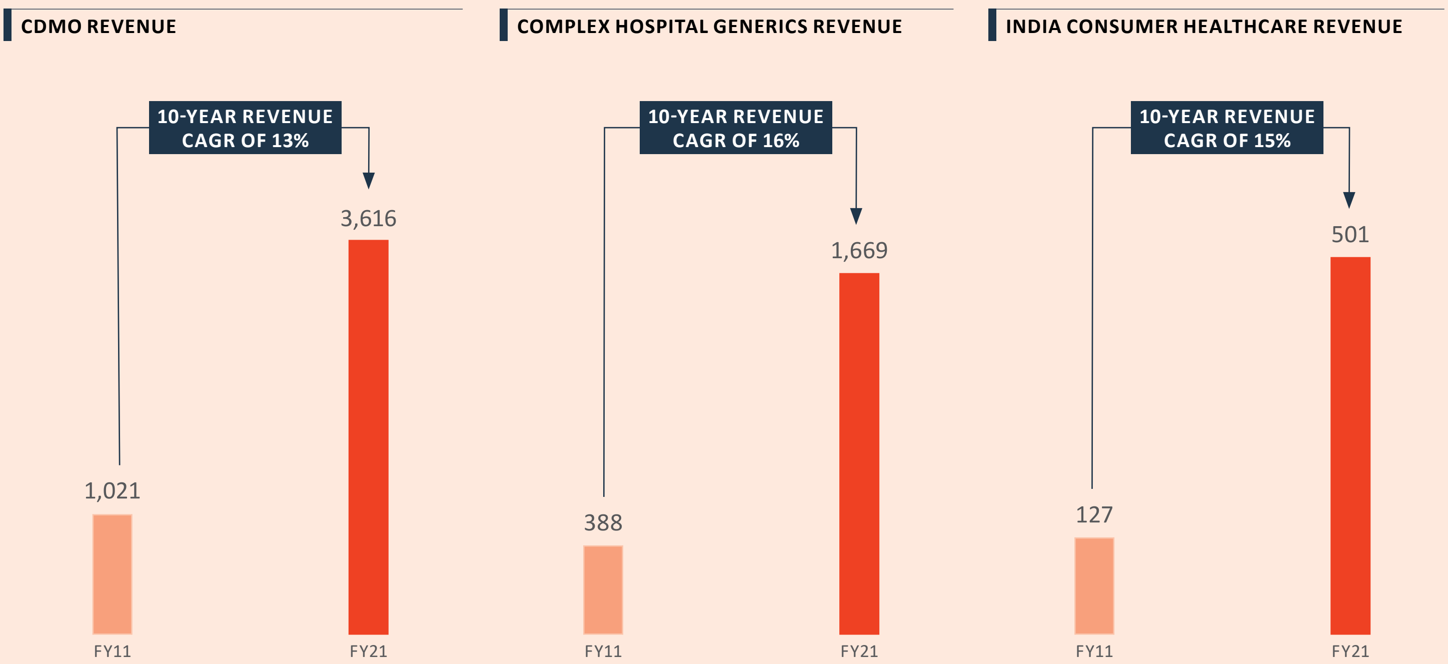
A long-term track record of sales growth and profitability

CONSISTENT REVENUE GROWTH SINCE FY11
(IN ₹ CRORE)



Notes:
1) Pharma includes CDMO, Complex Hospital Generics and India Consumer Healthcare and certain Foreign exchange income/loss
2) FY2016 - FY2021 results have been prepared based on IND AS, prior periods are IGAAP

Consistent performance across businesses



PEL HAS A TRACK RECORD OF BUILDING SCALABLE DIFFERENTIATED PHARMA BUSINESSES

Our manufacturing facilities are spread across 3 continents

1 LEXINGTON, USA
Sterile Development & Manufacturing (USFDA)

2 RIVERVIEW, USA
HPAPI Development & Manufacturing (USFDA, Health Canada)

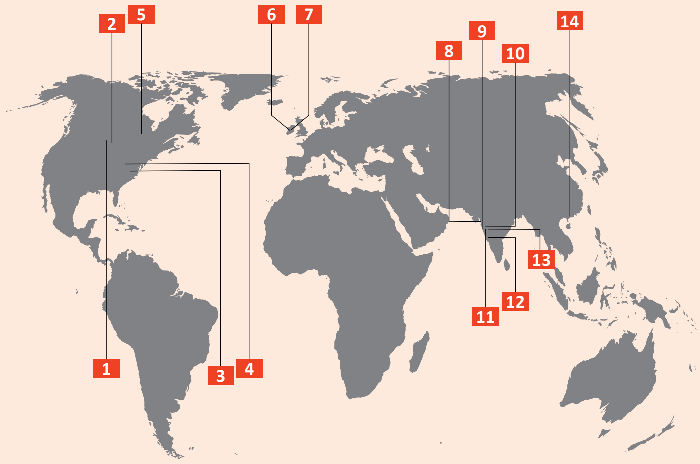
3 SELLERSVILLE, USA
Formulation Development and & Manufacturing (USFDA, EMA)

4 BETHLEHEM, USA
Anesthesia Manufacturing (USFDA)

5 AURORA, CANADA
API Development & Manufacturing (USFDA, PMDA Japan)

6 MORPETH, UK
API & Formulation Development & Manufacturing (USFDA, MHRA)

7 GRANGEMOUTH, UK
ADC Development & Manufacturing (USFDA, MHRA)



8 AHMEDABAD, INDIA
Drug Discovery & Formulation Development (FIMEA Finland)

9 MUMBAI, INDIA
API Development

10 MAHAD*, INDIA
Vitamins & Minerals Premixes (USFDA, WHO-GMP)

11 ENNORE, INDIA
API Development & Manufacturing (WHO-GMP)

12 DIGWAL, INDIA
API Development & Manufacture, Anaesthesia Manufacturing (USFDA, MHRA, PMDA Japan)

13 PITHAMPUR, INDIA
Formulation Manufacturing (USFDA, FIMEA Finland)

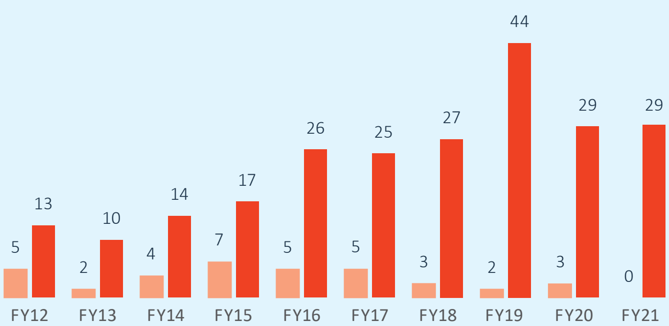
14 SHANGHAI, CHINA
Sourcing Office

Note: * Dietary Ingredients

Strong focus on quality and compliance

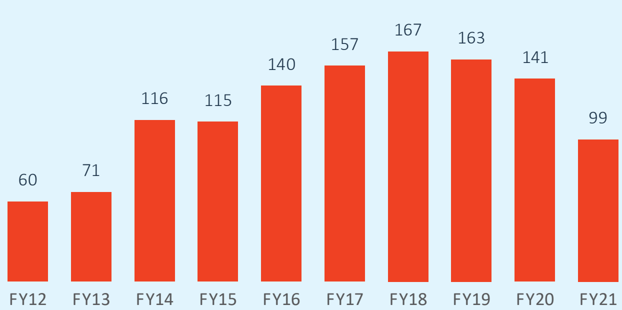
- Successfully cleared 36 USFDA inspections, 234 other regulatory inspections, and 1,229 customer audits since start of FY2012
- Robust track record with zero ‘Official Action Indicated (OAI)’ during any USFDA audits
- Progressed from 'Quality for Compliance' to 'Quality as a Culture' with a focus on systems, processes, technology and people
- The Quality function works independently and directly reports to a Board Member

230+ Regulatory Inspections with no OAI



USFDA INSPECTIONS
TOTAL REGULATORY INSPECTIONS

~150 audits annually by customers



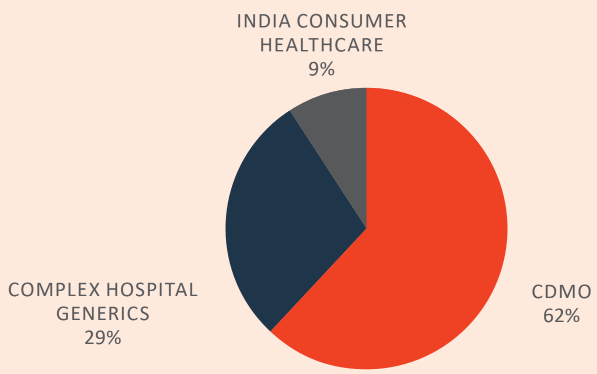
CUSTOMER AUDITS

KEY HIGHLIGHTS - PHARMA

Diversified business model

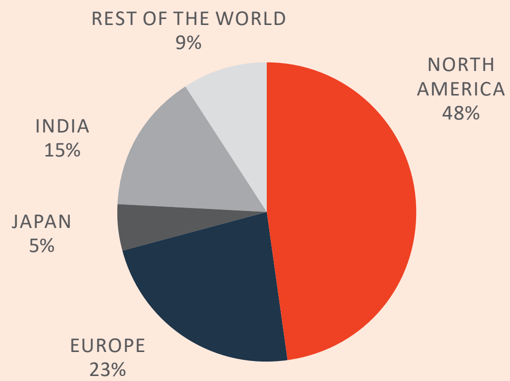
About 90% of the Company's sales is generated by CDMO and Complex Hospital Generics businesses with niche capabilities. The pharma business was comparatively less influenced by competitive conditions in the US and other controlled markets as a result of this distinction.

SEGMENT-WISE BREAKDOWN IN FY21
(%)



OVER 90% OF REVENUES DERIVED FROM TWO NICHE GLOBAL BUSINESSES

GEOGRAPHICAL BREAKDOWN IN FY21
(%)



KEY REGULATED MARKETS (US, EUROPE, AND JAPAN) ACCOUNT FOR ~76% OF REVENUES

Integrated model in the CDMO business

- The integrated model of services spans across the entire drug life cycle with strong capabilities in High-Potency APIs, antibody drug conjugates, sterile fill finish, and hormones
- The order book for development services in FY2021 sustained the strong growth observed over the last two years despite a challenging environment. Integrated projects constituted 40% of the development order book.
- Successful execution of over 125 integrated projects

Site	Drug Substance	Drug Product	Both Drug Product and Drug Substance
PDS	✓		
PPDS		✓	
Ennore	✓		
Digwal	✓		
Pithampur		✓	
Riverview	✓		
Lexington		✓	
Aurora	✓		
Morpeth			✓
Grangemouth	✓		
Sellersville		✓	

Molecule	Customer	Type	Development				Late stage	
			Pre-clinical	Phase I	Phase II	Phase III	Pre-registration	Commercial
Product 27	Customer 17	ADC		●	→	→ ●		
Product 30	Customer 3	HPAPI	●	→	→	→ ●		
Product 31	Customer 14	HPAPI	●	→	→	→	→	→ ●
Product 32	Customer 19	API			●	→ ●		
Product 24	Customer 14	HPAPI	●	→	→	→ ●		
Product 33	Customer 20	OSD		●	→	→	→	→ ●
Product 34	Customer 21	OSD		●	→	→	→	→ ●
Product 35	Customer 22	OSD		●	→	→ ●		
Product 36	Customer 23	API		●	→	→ ●		
Product 37	Customer 24	API		●	→	→ ●		
Product 38	Customer 25	Fill finish		●	→	→ ●		
Product 26	Customer 16	OSD		●	→	→ ●		
Product 40	Customer 26	Fill finish		●	→	→	→	→ ●

Differentiated product portfolio of Complex Hospital Generics

- Niche capabilities in inhalation anaesthesia, injectable pain, anaesthesia and antibiotics, and intrathecal therapy.
- Portfolio comprises of differentiated products with high entry barriers
- Forayed into broader hospital channels through injectable products

Complex Hospital Generics: Differentiated Product Portfolio

	ACQUIRED FROM JANSSEN PHARMACEUTICAL IN 2016		ACQUIRED FROM MALLINCKRODT LLC IN 2017	ACQUIRED IN JAN 2018	ACQUIRED IN JUN 2018		DEVELOPED THROUGH AN AFFILIATE	ACQUIRED DISTRIBUTION LICENSE IN 2020
INHALATION ANAESTHESIA	**INJECTABLE ANAESTHESIA /PAIN MANAGEMENT**	**PLASMA VOLUME EXPANDER**	**INTRATHECAL SPASTICITY PAIN MGMT**	**INJECTABLE FOR MYXEDEMA COMA**	**CAPSULE FOR TYPE I GAUCHER & NIEMANN-PICK DISEASE**	**SELECTED ANTI-INFECTIVES**	**MUSCARINIC ANTICHOLINERGIC**	**MUSCLE RELAXANT**
SOJOURN® SEVOFLURANE USP	SUBLIMAZE® FENTANYL CITRATE ●	HAEMACCEL# POLYGELINE	GABLOFEN® BACLOFEN	LEVOTHYROXINE SODIUM	YARGESA MIGLUSTAT	AMPICILLIN-SULBACTAM#	GLYCOPYRROLATE INJECTION	ROCURONIUM BROMIDE*
TERRELL® ISOFLURANE USP	SUFENTA® SUFENTANIL CITRATE ●		MITIGO™ MORPHINE SULFATE ●			CEFEPIME#		
FLUOTHANE® HALOTHANE USP	RAPIFEN® ALFENTANIL HYDROCHLORIDE ●					CEFTRIAXONE#		
TORRANE™ DESFLURANE USP#	DIPIDOLOR® PIRITRAMIDE ●					OXACILLIN#		
	HYPNOMIDATE® ETOMIDATE					AMPICILLIN SODIUM#		
	DEXMEDETOMIDINE ○					PIPERAZILIN TAZOBACTAM#		
	SUCCINYLCHOLINE ○					LINEZOLID BAG#		

In select markets ● Controlled substances * To be launched in FY22 ○ Not acquired from Janssen

Leveraging a large country-wide Distribution Network in the India Consumer Healthcare business

India Consumer Healthcare's distribution network covers direct reach to 250,000+ outlets with 1,200+ strong sales force

Distributor

~2,000

Field Force

1,200

Direct Coverage

Chemist - ~200,000

Non Chemist - ~50,000

Organized retail: Presence across 10000+ stores

Pharmacy chains - 6000+ stores

Hyper+Super Markets - 4000+ stores

Specialty - 1500+ stores

Cash & Carry - 50+ stores

E-Commerce: Presence across all leading portals

E-Commerce

E-Pharma

E-Grocers

Contract Development and Manufacturing Organization

Market Scenario

The total market value for Contract Development and Manufacturing Organisation (CDMO) services stands at ~US$120 Billion, growing at 6 -7%. Small molecules lead the pipeline contributing 70% to the CDMO market. The CDMO market is largely fragmented with a number of players and few companies occupying significant market share. The competitive intensity is high due to which differentiation plays a key role. Companies displaying differentiated technologies, niche expertise with high barriers to entry, and strict regulatory requirements reap higher growth and margins. CDMOs that can deliver customer-centric, high-quality, customised solutions across drug products and drug substances from various regions are distinguished from other industry players. CDMOs that have been witnessing growth as pharmaceutical companies continue to increase outsourcing to 'integrated service providers' because of:

- Increased focus on core competencies
- Transition to asset-light models
- Increased speed
- Access to technical capabilities
- Capacity constraints and regulatory requirements

Pharmaceutical firms are attempting to reduce their production and processing costs while concurrently de-risking their R&D activities and increasing the pace of delivery to markets. Outsourcing has evolved from a transactional activity to a strategic function. Increasing number of specialty and biotech companies are turning to service providers for help in order to avoid high fixed-costs of in-house development and building manufacturing facilities. Thus, CDMOs are an integral and rapidly expanding component of the pharmaceutical value chain.

Operational performance

PEL's positioning

The CDMO business offers integrated services ranging from drug discovery and clinical development to commercial manufacturing of active pharmaceutical ingredients and formulations. PEL caters to a large customer base by leveraging an extensive network of facilities across US, Canada, UK, and India providing global delivery capabilities. The Company's diversified manufacturing footprint enables customer/market proximity and cost-efficient production. The customers benefit from reduced time-to-market and operational complexity and lower supply chain costs to meet their requirements.

The integrated service offerings for innovative and generic drugs span across the entire drug lifecycle. Its effective integrated programmes have led to the transition of contract manufacturing relationships into strategic partnerships. The Company's long term, sticky customer relationships are underpinned by excellent overall value proposition to customers. The offerings include differentiated niches such as Highly Potent APIs, Antibody Drug Conjugates, Potent Sterile Injectables, and Hormonal Oral Solid Dosage forms. Through its compelling portfolio of molecules in different stages of growth, including a robust late-stage pipeline, PEL can assist clients in commercialising their new drugs in the near future.

All these factors have strongly positioned the Company as one of the preferred strategic allies of global pharma and biotech companies. PEL is an important frontrunner in the race to hold a significant portion of the increased market created as a result of the COVID-19 impact. The CDMO business is expected to grow further due to increasing pharma R&D spend, increased outsourcing especially by emerging biopharma, and aging population.

Impact of COVID-19

- The pandemic has had a significant effect on the pharmaceutical and biopharmaceutical industries, affecting everything from clinical trials to supplies, production, processing, and the supply chain.
- As the global pharma industry attempts to solve challenges and capitalise on COVID-19-related opportunities, the CDMO industry is becoming increasingly relevant.
- Many pharma companies do not have idle capacities available to support the demand of vaccines. Furthermore, the companies are seeking to strengthen their supply chains and rebalance their operations.
- CDMOs have immediate, scalable ability to support these changes without the capital and time-cost of building new internal capabilities.
- As on-site visits to audit new partners is challenging in the short-term, customers are approaching existing CDMO partners for new and additional work. This is enabling businesses to deepen existing partnerships, while forging new relationships becomes difficult.

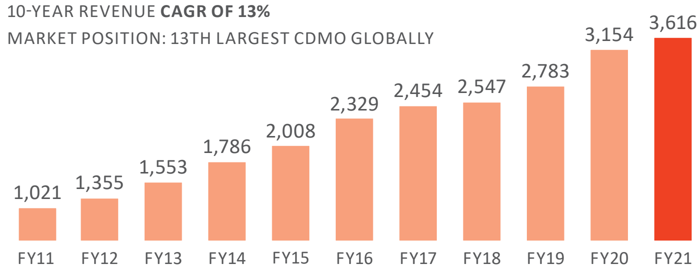
FY21 Performance

In FY21, CDMO business continued to deliver on our 3C strategy of Customers, Capability, and Capacity

- Revenues increased by 15% YoY to ₹ 3,616 Crore
- Top 10 customers accounted for 41% of FY2021 revenue
- Around 80% of revenue was generated by regulated markets of North America, Europe, and Japan
- 'Patient Centricity' initiative helped serve people by collaborating and establishing Patient Awareness Councils.
- Acquisition of a production facility in Sellersville, USA has added North American capability in product and process development, manufacturing and packaging of solid oral dosage forms, liquids, creams, and ointments
- Agreement to acquire Hemmo Pharmaceuticals added peptide API development and manufacturing capabilities to the CDMO business. Peptide drugs are growing significantly in oncology and metabolic therapies

CDMO FULL YEAR REVENUE PERFORMANCE
(IN ₹ CRORE)

10-YEAR REVENUE **CAGR OF 13%**
MARKET POSITION: 13TH LARGEST CDMO GLOBALLY



Complex Hospital Generics

Market Scenario

Complex Hospital Generics business has a total size of over US$ 50 Billion. Generic injectables represent ~20% of the US generic market. Capabilities in injectables are harder to acquire and cost heavy. Due to high entry barriers such as high initial investments for supplying and sustaining medical devices such as vaporizers, as well as dedicated production facilities for difficult-to-manufacture products, competition remains limited as compared to traditional generics. On an average, generic injectables have less than 4 market participants per product as against oral generics at 7 participants. Furthermore, a considerable portion of each of these categories is made up of institutional group purchasing organisations (GPOs) or tender-based industry, both of which are extremely relationship-based and highly technical. These factors create hurdles for less-experienced competitors and new entrants. The high cost and operational burden of injectable capabilities increases the possibilities of long term contracts with customers and GPOs.

Operational Performance

PEL's positioning

The Complex Hospital Generics business has a presence in inhalation anaesthesia, injectable anaesthesia and pain management, intrathecal therapy and other injectables. PEL is vertically back-integrated for inhalation anaesthesia and leverage relationships with a global network of partners for sterile injectables. The Company has a defensible and differentiated portfolio across these key hospital-focused products and a strong pipeline of over 25 products across various stages of development.

PEL's products are sold in over 100 countries in key markets including US, UK, Germany, France and Italy, and through highly committed distribution partners elsewhere. The Company caters to hospitals, surgical centres and veterinary centres with a workforce of over 400 employees globally.

PEL continues to strengthen its supply chain capabilities through vertical integration, cost effective and scalable infrastructure and strong relationships with developers and manufacturers. To improve the supply, it has been sourcing key starting materials (KSMs), APIs, and finished dosage forms from partners in multiple countries. The Company has consistently delivered high growth due to significant presence in specialised therapy areas and diverse hospital generics with high-entry barriers. Its continuous strategic acquisitions enhance the product portfolio by targeting products that are closer to commercial stages. PEL also plans to expand into the broader complex hospital generics space by identifying opportunities in new markets.

Impact of COVID-19

The CHG business was significantly impacted by the COVID-19 pandemic due to the suspension of non-emergency surgical procedures in markets at various times through the year. Moreover, the access to treatment for other conditions was reduced owing to the heavy focus on COVID-19. Patients were also' reluctant to seek treatment for non-Covid-19 conditions, including preventative care, and this reduced demand for several of key Complex Hospital Generics products, including inhaled anaesthesia and injectable antibiotics.

Overall demand throughout the year remained uncertain and varied geographically. Moving forward, with the pandemic under control in many geographies and the roll out of vaccines taking hold in key markets, the demand for the most-affected products is expected to improve. In many key developed markets, including the US, demand for inhaled anaesthesia and injectable antibiotics saw recovery. However, the impact may continue in certain large markets, such as Europe and India.

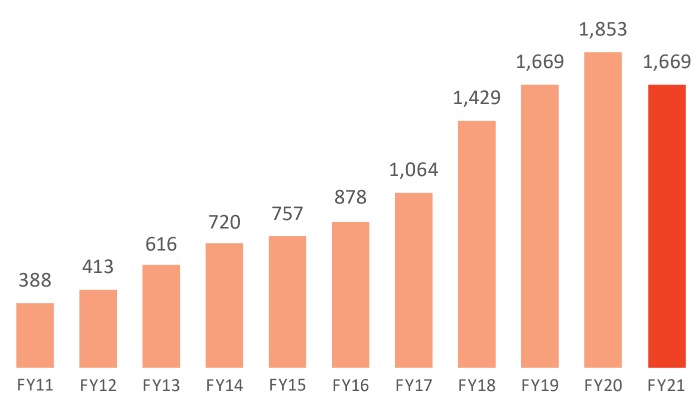
Financial Performance

Complex Hospital Generics business revenues fell by 10% to ₹1,669 Crore during the year because of global decrease in surgeries and other hospitalisations. However, due to diversified product offering, PEL injectable pain products used in ICUs (Intensive Care Units) for treatment of Covid-19 patients and intrathecal portfolio performed well.

- As the business recovers, revenue will continue to improve in line with public healthcare systems' ability to vaccinate against Covid-19 and achieve better results for Covid-19 patients.
- Recovery is expected to be sluggish in markets that make less progress against Covid-19.
- This year, PEL also accomplished significant contracts for products across the US and UK.
- Despite challenges, it is now the largest sevoflurane supplier in the US, reflecting a change in Covid-19 scenario, government responses, and patient sentiments in the US.

COMPLEX HOSPITAL GENERICS REVENUE PERFORMANCE
(IN ₹ CRORE)

10-YEAR REVENUE **CAGR OF 16%**
MARKET POSITION: 4TH LARGEST INHALED ANESTHESIA PLAYER GLOBALLY



India Consumer Healthcare

Market Scenario

The health-focused branded consumer segment in India has a market size of around US$ 19 billion. The consumer healthcare market is highly underpenetrated and the segment is expected to continue growing at a considerable rate in the years to come due to a young, urbanising population with increasing health consciousness, digital revolution, retail disruptions, and continued value-seeking behaviour of consumers. There is an upward swing in online shopping considering the visibility, targeted positioning and almost infinite shelf space offered by e-commerce platforms.

Operational Performance

PEL's positioning

PEL has built a diverse and extensive portfolio of 21 brands across categories including analgesics, skin care, VMS, kids' wellness, digestives, women's health, and hygiene and protection. Among its several successful brands, five major ones account for over 60% of the revenue. Many of its brands feature in the top 100 OTC brands in India. With a direct reach to over 250,000 outlets across India, the products are distributed by a field force of over 1,200 people.

The business operates on an asset-light model with a wide distribution network with multiple channels including chemists, grocers, modern trade, e-commerce, and kids stores. The Company has invested to enhance distribution efficiencies and customer acquisition. The business is leveraging analytics to identify and capture new opportunities and promote its power brands. Over the years, PEL acquired brands to build scale and leverage fixed cost structure by targeting brands with high potential to grow via distribution and media investments.

The Company's market in this segment rebounded strongly after a difficult period due to disruptions, such as demonetisation and GST implementation. It is expected to maintain this strong positive momentum in the future.

Impact of COVID-19

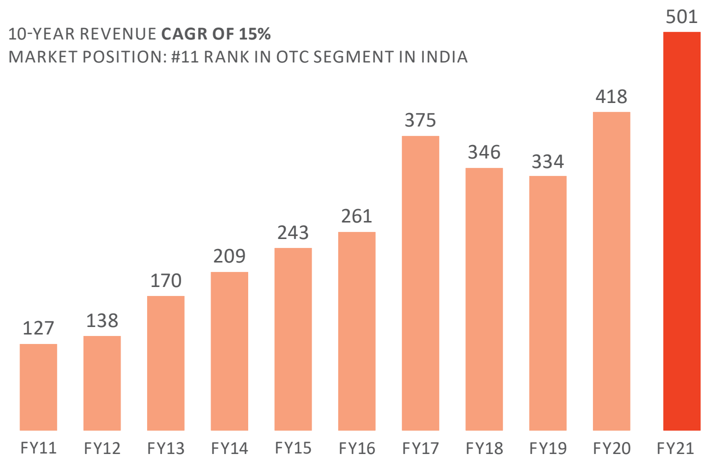
The pandemic has brought quite a few lifestyle changes globally, and the shifts are evident in the Indian consumer healthcare market as well. Today's Indian consumer is anxious about health and safety, while also trying to plan for the new normal.

The COVID-19 pandemic is driving growth in the market segments such as preventive healthcare and personal hygiene. Consumers are now seeking more preventive healthcare products such as multivitamins and ayurvedic supplements to boost immunity. Personal hygiene products have gained prominence and are expected to become an essential part of the monthly grocery basket of Indian consumers.

FY21 Performance

- Achieved sales of ₹501 Crore in FY2021, delivering 20% growth over last year despite the challenges presented by COVID-19
- Invested in marketing and distribution capabilities for power brands like Saridon, Lacto Calamine, Polycrol, and Littles'
- Improved demand and distribution by leveraging analytics and Sales Force Automation tools
- Implemented multiple Return on Investment improvement initiatives, such as increased field force efficiency and tighter credit controls

INDIA CONSUMER HEALTHCARE REVENUE PERFORMANCE
(IN ₹ CRORE)



Quality And Compliance

Committed to building a strong quality culture, the Company has established an exemplary framework that is implemented across all its manufacturing facilities, including those of its suppliers. PEL consistently strengthens its systems by introducing improvement initiatives and hiring world-class talent, which ensures its competitive edge and helps it to remain attractive to customers who seek preferred partners with strong regulatory credentials.

Patients are at the centre of any quality decision PEL takes on product disposition. To further fortify this, it up-scaled its data governance process to include the maturity model and risk mitigation. Its post-marketing pharmacovigilance system closely tracks risks, if any, with the products and all products of the Company continue to remain under the low risk and high benefits bracket.

The Company's governance model closely monitors the quality of goods produced at CMO sites, ensuring the highest quality standards. Corporate audits at the site confirm calculations on a regular basis while periodic and planned reviews monitor the sites' health through compliance metrics.

Key Highlights of FY2021

Brexit readiness: The Company was registered and approved well ahead of the Brexit cut-off date. Since registrations held by companies in UK would become invalid in EU post Brexit, this was necessary to continue supply of products to Europe from the two manufacturing facilities of the Company located in the UK.

Covid-19 product protection strategy was developed by the quality team before regulators issued various guidelines on the subject. Due to the ability of coronavirus to stay alive and active on surfaces, we developed a robust tracking, risk identification and mitigation strategy to address the issue.

System for remote audits was developed to enable regulators and customers to virtually assess sites with the similar level of scrutiny as on-site inspections. The Company also developed in-house capabilities to virtually inspect its outsourcing partners.

Staying Ahead of the Regulatory Curve

The dynamic regulatory landscape coupled with greater scrutiny by regulatory authorities has been a key challenge for the pharmaceutical industry. PEL addresses the evolving regulatory requirements by establishing even higher internal standards that ensure perpetual inspection readiness. Over the past several years, the Company has successfully cleared 36 USFDA audits, 234 total regulatory inspections and 1229 customer inspections. The Company's internal search engine closely tracks any upcoming regulatory guidance at its nascent stage and updates the global quality guideline well before time to enable the site quality system to align with the new regulation in a timely manner.

Quality-centric Culture

At PEL, 'quality' is viewed as an integral part of the Company's identity and as one of the most important aspects of its brand that dictates the Company's culture, hires, and policies. The Company employs a 3-tier quality governance model to prevent dilution of the quality bandwidth while enabling central, regional and local controls. To provide due authority and enablement to quality, this group is permitted to operate independently and reports to the Board. The Quality team is competent, multi-layered and capable of handling different compliance challenges with strategies spearheaded from its central cell. Quality continues to be a collective responsibility of all functions across the organisation.

Quality Tool Kit

In order to enable easy oversight and identify focal points, PEL uses patented tools to identify site quality health, site audit readiness index and the site's data integrity compliance. These strategies are controlled through the central cell at the Head Office and apply to all businesses and sites. Calculations computed using these tools are validated from time to time by corporate audits at the site. Periodic and designed reviews keep close track of site systemic health by measurement on the basis of compliance metrics. Quality of products manufactured at CMO locations is closely tracked by the CMO governance model there by ensuring that it measures to the Company's quality standard.

Summary

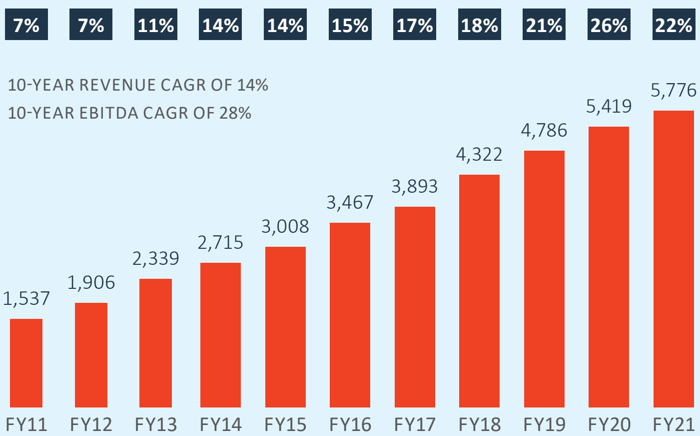
Quality is a collective responsibility at PEL and is ingrained in the organisation's DNA. The quality advancement journey to be the best-in-class continues. The Company continues to drive automation of regulatory and quality systems across locations. Additional measures are being implemented to enhance compliance using innovative solutions across sites.

PHARMA

Financial Performance

Revenue from Pharma business grew by 7% YoY in FY2021 to ₹ 5,776 Crore on account of high growth in CDMO and India Consumer Healthcare business, which was partly offset by lower performance in Complex Hospital Generics business. Revenue has grown at a CAGR of 14% over the last decade, now contributing 45% to overall PEL revenue mix. The Pharma business has delivered a strong growth in EBITDA margins from 7% in FY2011 to 22% in FY2021.

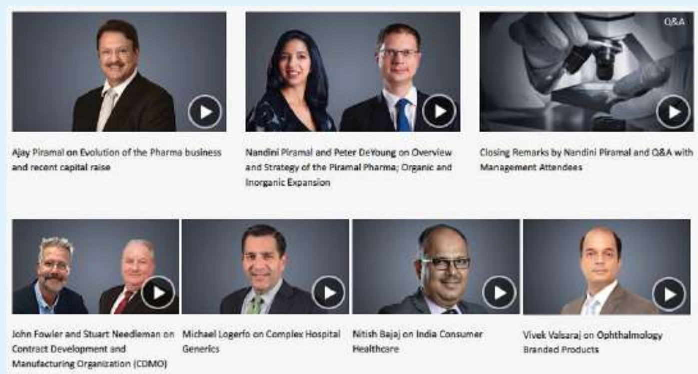
PHARMA: PERFORMANCE TREND
(IN ₹ CRORE)



FULL YEAR REVENUE[1,2]
EBITDA MARGIN

Notes:
1) Pharma includes CDMO, Complex Hospital Generics and India Consumer Healthcare and certain Foreign exchange income/loss
2) FY2016 - FY2021 results have been prepared based on IND AS, prior periods are IGAAP

The company organised Piramal Pharma Day to share detailed insights on its Pharma business for investors and analysts in February 2021



Fundraising in the Pharma business

To raise strategic growth capital for the Pharma business and as a step in the direction of eventual demerger and separate listing of the Pharma and Financial Services businesses, PEL decided to undertake a fund raise in its Pharma business. Accordingly, Pharma businesses of PEL were integrated into a subsidiary of PEL – Piramal Pharma Limited.

In October 2020, PPL received ₹3523.40 Crore on closure of the transaction for 20% equity investment from The Carlyle Group Inc. The transaction valued the Pharma Business at an enterprise value (EV) of US$2,775 million.

The capital raise will accelerate Piramal Pharma's organic and inorganic growth plans. Also, Carlyle's global healthcare experience will bring significant value to Piramal Pharma. This transaction is one of the largest private equity deals in the Indian pharmaceutical sector.

Key Strategic Priorities

Delivering consistent revenue growth and improving profitability

Pursuing organic and inorganic growth opportunities leveraging fresh capital

- Capacity expansion across multiple sites
- Acquisitions of niche manufacturing capabilities for CDMO
- Add new complex hospital generics through in-licensing, acquisitions, and capital investments
- Organic and inorganic addition of Consumer Healthcare products to leverage India-wide distribution platform
- Exploring re-entry into Domestic Formulations

Maintaining robust quality culture across manufacturing/development facilities globally

Continued focus on patient needs, customer experience, and EHS initiatives

Pharma growth drivers

PEL has identified key drivers for future growth across its three businesses.

CDMO

- Increase customer partnerships as 30+ Phase III projects transition from development to commercial
- Strong capabilities in niche, complex areas such as Antibody Drug Conjugates (ADCs), high potency APIs and sterile injectables, serving high growth segments
- Above average win-rate for emerging biopharma, large pharma and generic customers
- Integrated services across the drug life cycle to increase customers stickiness
- Enhance production capacity through brownfield expansions

Complex Hospital Generics

- Increasing market share in inhalation anaesthesia
- Introducing new complex hospital products, leveraging global distribution network and building strong customer relationships
- Transition some existing products to new CMOs to improve flexibility and profitability
- Exploring product opportunities in new markets

India Consumer Healthcare

- Improving sales through tech enablement and capability building
- Increased investment in marketing successful brands
- Leveraging e-commerce channels to launch key new products
- Increasing scalability through traditional and modern trade sales strategies

With its focused efforts to leverage these growth drivers, PEL is confident of growing all its Pharma businesses significantly in terms of both revenue and profitability in the years to come.

RISK MANAGEMENT

A well-defined risk management framework is integral to any business, but is especially important during times of uncertainty. The outbreak of COVID-19 in 2020, and its resurgence since mid-March 2021, has prolonged macro-economic uncertainty. Such an environment requires organizations to have a greater focus on optimal capital deployment and risk-adjusted returns on capital. Well-governed companies must reinforce their risk management capabilities and not only satisfy regulatory requirements, but set themselves up for strong performance post this uncertainty period.

Enterprise Risk Management

At PEL, the independent and dedicated Enterprise Risk Management (ERM) system to identify, manage and mitigate business risks. Risk management, internal controls and assurance processes are embedded into all activities of the Company.

PEL's ERM framework is designed by integrating COSO* framework at its core.

BOARD OF DIRECTORS

↑

BOARD-LEVEL RISK COMMITTEE

↑

RISK MANAGEMENT GROUP

INDEPENDENT OF BUSINESS HEAD AND OPERATIONAL TEAMS

*COSO - Committee of Sponsoring Organisations of the Treadway Commission

The Risk Management Group (RMG) establishes the risk policies and processes for risk evaluation and measurement; and business units focus on developing and implementing mitigation measures while taking controlled risks. Specific risk approaches are in place for both the Financial Services and Pharma businesses.

In Financial Services, as PEL is executing on its transformation agenda, it becomes imperative to follow a systematic approach to identify, assess, prioritize and mitigate risks. In the Pharma business, the Company's focus remains on business continuity and securing the supply chain, in order to deliver consistent performance and invest in growth opportunities.

The Company ensures seamless interaction between the Strategic Business Units (SBUs) and RMG to assess the real risks and their severity. The RMG is independent of SBUs and reports directly to the Board member.

The Board

The Board oversees PEL's risk management programme. It regularly reviews and evaluates the programme to ensure that adequate policies, procedures and systems are in place to execute the strategy and manage related risks. The Board-level 'Risk Committee' reviews the micro-level risks and reports it to the Board. Additionally, the Risk Management Committee for Financial Services (FS) focuses on strategy and risk management practices followed in the FS business unit.

The RMG periodically appraises the portfolio health in the FS vertical and the risk profile of the Pharma business to the Board.

Key milestones and initiatives – Risk Management Group

2014
- ERM Policy
- Risk Evaluation Model

2015
- ALM Policy
- Risk Rating
- Risk Registers (Non-FS)

2016
- Portfolio Analytics
- Transfer Pricing Mechanism (FS)
- Model Development (new FS product)

2017
- Limits framework
- Product-wise Provisioning
- Corporate Governance Review

2018 & 2019
- Annual Macro-economic Stress Testing
- ALM Analytics
- Credit Approval Authorisation Matrix
- New Model Development (new products)

2020
- Revisiting Frameworks for Sectoral Limits
- ALM Analytics

2021
- COVID-19 stress testing (wholesale and retail portfolios)
- Retail Fraud Control Unit (FCU)
- New Risk Model Development
- Portfoilio Risk Assessment (Outlook)

Financial Services

The RMG independently assesses all loans and investments within PEL's Financial Services business. The function determines the credit-worthiness of a borrower based on the policy and process standards set by the Company. Furthermore, internal risk assessment models are used to evaluate credit, market and concentration risks embedded in any deal. Based on these assessments, the RMG recommends a plan to mitigate or to eliminate the identified risks.

The 'enterprise-wide limits' framework for lending and the corresponding delegation of authority, addressing the extent of exposures at transaction- and portfolio-level, take into consideration product idiosyncrasies as well. Also, similar matrices for delegation of authority corresponding to transaction-level approvals are used by the Company.

Retail Risk Management

The Company is transforming its Financial Services business from a 'wholesale-led' business model to a 'well-diversified' business. In November 2020, the Company launched its multi-product retail lending platform, while expanding its geographic presence and customer reach. As Retail Lending is an operations-intensive, volume-driven business with smaller ticket sizes, it requires a risk management architecture with strong execution excellence to ensure both credit and operational risk are controlled. Technology and analytics have enabled new risk-management techniques, faster computing power and data storage, to facilitate better risk-decision support and process integration.

Retail Risk Management is a part of the RMG and the board-approved Risk Policy of PEL. RMG performs the following Broad-level functions for retail risk management.

- Risk dashboards are near real time and business control functions like credit policy, underwriting and collections team keep monitoring the portfolio on a daily basis.
- Risk reviews of the retail loans are conducted on a monthly basis to analyze various dimensions of the portfolio and make strategic choices
- Risk policies and the changes therein are reviewed periodically by RMG, and approved by the Board every quarter
- RMG approves frameworks and policies for engaging with Fintech partners for technology-intensive lending programs

In the retail segment, creditworthiness of a borrower is determined based on the policy and process standards set by the Company. There are several credit checks and controls at multiple stages of the loan process to ensure and strengthen the asset quality of the portfolio. Therefore, we have a scorecard based credit and fraud prediction model which is applied to 'through the door' population segmenting into various treatments for credit decisioning.

Operational Risk

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. New business models and increased data availability are transforming the ways financial services companies serve customers, interact with third parties, and operate internally. The adoption of new technologies and the use of new data can improve operational-risk management by integrating it with business decision making.

At PEL, the independent Operational Risk Management (ORM) Team has created a multi-layered framework and review mechanism to systematically identify, assess, monitor and manage operational risks. This is done through the effective use of detailed frameworks, processes, internal controls, information technology and fraud monitoring mechanisms, under the guidance of the Board-approved Operational Risk Management Policy.

Controls include effective segregation of duties, access, authorisation & reconciliation procedures, staff education and assessment processes. These controls are derived from internal audits with a view to ensure:

i. Accuracy of information, used internally and reported externally

ii. Sufficiency of expertise and integrity of the Company's personnel

iii. Adherence to established rules and procedures.

The above-mentioned multi-layered framework comprises of two lines of defence, namely: Line Business Management (including support and operations) and ORM.

- **Line Business Management:** The day-to-day management of operational risk is performed across the organisation, and is primarily the responsibility of each function, which also maintains internal controls, designs and implements internal control-related policies and procedures.
- **ORM:** Priority areas for operational risk management include development and implementation of policies, procedures, tools and techniques to assess and monitor the adequacy and effectiveness of the internal controls.

Fraud Risk

Fraud Risk occurrence could take place due to weak credit or operational controls which is exploited by to defraud organization and resulting in financial loss to the organization.

The Company has a well-defined Fraud Risk Management framework and a Fraud Risk Management Committee ('FRMC'), comprising of top management representatives. The Company's internal policies, processes and systems have checks embedded that serve various purposes, including prevention of frauds. The Company has specialized personnel that work towards prevention, detection, investigation of frauds/attempted frauds and ensure compliance with Guidelines on Reporting and Monitoring of Frauds in Housing Finance Companies prescribed by NHB.

The Fraud Risk Management Policy and the applicable regulations require the Company to report all instances of frauds and attempted frauds to the Board of Directors / Audit Committee of the Board, along with the actions taken by the Company in each instance.

Risk Management – Wholesale Lending

Risk Assessment Approach

The approach involves identification and measurement of risk for each investment. Risks are classified into quantifiable and non-quantifiable risks.

1) Quantifiable risks are estimated as the deficit in Cash Flow, etc.

2) Non-quantifiable risks are estimated through comprehensive scorecards and standard mark-ups

   - Security value, promoter evaluation, exit options, etc. are rated through scorecards
   - Operational and concentration risks are covered by applying standard mark-ups (multiples) to the risk-weights, for determining the risk rating of a deal

The Risk team considers various factors, such as historical performance, execution capability, financial strength of the promoter and company, competitive landscape in the industry and specific segment, regulatory framework and certainty, impact of macroeconomic 'changes', etc. while assessing the deal. The security structure is assessed for value, enforceability and liquidity. The rating generated is used for internal benchmarking and pricing. The Credit team takes inputs from the RMG to arrive at optimal deal structuring.

Framework to evaluate Risk Adjusted Returns

The Risk team assesses every loan proposal independently using proprietary risk assessment models.

Risk Assessment & Measurement: Transaction Assessment

Proprietary Model

- Identify primary risk drivers: Industry/Company
- Cash flow modelling-stress case scenario
- Security risk: Adequacy & enforceability
- Promoter risk: Track record, management strength
- Exit risk: Refinance ability, capital markets, liquidity event
- Output: Risk adjusted return, risk rating, commentary

- Quantitative and score cards based rating methodology
- Scoring of around 40+ parameters
- Comparability across transactions; clear record of transitional matrices
- Amenable to analytics

Appropriate Stress is Assumed for Key Project Variables to Compute Cash Flow at Risk

Cash Flow at Risk

- Drop in prices
- Rise in input costs / delay in execution
- Slowdown in sales velocity

Factors such as business strength, competition and industry risks are evaluated to arrive at cash flow at risk

Portfolio Revaluation Process

All executed deals are re-valued by the RMG at regular intervals. The portfolio revaluation provides the Management with latest overview of the portfolio performance. It also triggers specific action plans for identified deals and data-based insights for enhancing the underwriting criteria for future deals.

Underwriting and Risk Mitigation

Generally, a conservative, data-driven underwriting and structuring approach is adopted. The deal related idiosyncratic risk and the risks emanating from exogenous events are thoroughly analysed as part of the risk assessment process. The impact of any event on specific micro-markets, industries and product segments are carefully analysed and the deal underwriting criteria is altered accordingly.

Governance Structure

A robust governance structure for the risk management process has been put in place. Various committees, both at the senior executive management level and at the Board sub-committee level, have been formed to evaluate risk and the risk management process at PEL.

Impact of COVID-19

The Company's balance sheet is adequately ring-fenced for contingencies given PEL's low debt-to-equity, high capital adequacy and sufficient provisions.

At the onset of the COVID-19 pandemic, in March and April 2020, the Risk Management Group had run a macro-economic stress test to assess the impact of the pandemic on the Financial Services (FS) portfolio. The economic scenario generated was translated to sectoral impacts through detailed econometric models. These proprietary models were created and calibrated for each sector where the Company has significant exposure. The sectoral impacts were applied at the deal-level to assess the impact of the situation on the portfolio.

The output of this conservative approach was used to determine the amount of incremental provision. Moreover, based on the stress testing output, the RMG along with the senior management and other control functions had initiated a detailed review of the portfolio to ensure early resolution of any potential stress on the deals.

The RMG has also evaluated the regulatory guidelines issued in the context of COVID-19 and implemented a Board-approved policy for the subsidiaries involved in Financial Services business.

However, the business environment for FY2021 played out better than envisaged in the macro-economic stress test, which was reflected in the divergence from the acute depression assumed in the stress test analysis. Trends in real economic data like production estimates, as well as indicators of mobility, suggest a strong elasticity between phased easing in lockdowns and resumption in economic activity. Moreover, government support to sectors like Real Estate (SWAMIH fund), MSME (Emergency Credit Guarantee) and NBFCs/ HFCs are progressing at a steady pace benefiting companies.

The resurgence of COVID-19 since mid-March 2021, has prolonged macro-economic uncertainty. Currently, we do not foresee any adverse long-term impact of the 2nd COVID wave on the sectors that we lend to. However, in the short term, there may be some impact as the focus shifts towards health and safety. We continue to closely track the data for signs of any worsening or risks to this recovery process, as COVID-19 remains a significant risk.

Pharma

Risk assessment at the Pharma business units is carried out using risk registers. Risks across different business units, their probability, impact and mitigation plans are properly documented at regular intervals. These risks are then aggregated, and key risks across each business unit, along with the proposed mitigants, are presented and reviewed by the Board on a periodic basis.

Another important focus area for PEL in mitigating risks associated with the Pharma businesses is to harness quality as a culture. The Company strongly believes that quality is driven by concern for patient safety. An exemplary quality framework is implemented at PEL's facilities as well as at several contract manufacturing operations. A deep commitment to building a quality-driven organisational culture has helped PEL achieve the highest level of regulatory compliance.

The two key risks faced by the Pharma industry due to COVID-19 were:

- **Business Continuity:** As life-saving drugs are considered 'essential' by governments across the world, companies were required to make efforts to sustain operations and ensure that manufacturing facilities were operational during the lockdown periods.
- **Securing the supply chain:** During a pandemic, supply chains can be at significant risk due to over-reliance on a location. As a result, companies may be required to reduce supplier concentration and reduce dependence on certain markets for raw materials. Some businesses may also be required to ramp-up production and inventory management to meet the higher demand for certain products amidst the pandemic (e.g. hand sanitizers, multi-vitamins and painkillers).

Details in the Pharma section of the Annual Report.
→ page no. 62

Major Risks and Mitigating Actions

The major risks perceived by PEL, along with the measures taken to mitigate them, are as follows:

Impact	Mitigating Measures
Default and concentration risk in the Financial Services business	
In the Financial Services (FS) business, the risk of default and non-payment by borrowers may adversely affect profitability and asset quality. The Company may also be exposed to concentration risks across sectors, counterparties and geographies.	At PEL, each investment is assessed by the investment team as well as an independent risk team on the risk-return framework. The combined analysis of these teams is presented to the Investment Committee for investment decision. The loan book is generally secured in nature, with healthy security cover obtained at the time of deal origination. Moreover, the deals are based on conservative underwriting parameters. Concentration risk is partly mitigated by the concentration risk framework, which incentivises businesses to diversify portfolio across counterparties, sectors and geographies. Some of the key measures we continued during the year to mitigate default and concentration risks in the FS business are: • 23% YoY reduction in the wholesale loan book since Mar-2019, which includes real estate and corporate loans. • Exposure to top-10 accounts reduced by ₹ 5,095 Crore during the year (decline of 28% since Mar-2019). • As of Mar-21, no exposure was >15% of the net worth of the FS business. At the onset of the COVID crisis, the Company adopted a conservative and prudent approach to provisioning by creating additional provisions of ₹ 1,903 Crore in Q4 FY2020 in response to the pandemic. Despite a reduction in loan book, the Company continues to maintain provisions at 6.3% of overall loan book. In Q3 FY2021, the Company invoked one-time restructuring for loans worth ₹ 1,741 Crore, which included four wholesale exposures. Amidst the 2nd wave of COVID, the Company continues to monitor the situation closely and is maintaining adequate liquidity buffer to meet any disbursement requirements – thus ensuring that progress on projects remains on track.
Client and product concentration risk in the Pharma business	
Client Concentration: Pharma business has some major contracts with few customers. Any set back at customers' end may adversely affect the Company's financials. **Product Concentration:** Decrease in sale of products with a significant share in revenue may lead to adverse profit margins.	PEL's business development teams continue to actively seek to diversify its client base and products to mitigate concentration risk. The Pharma business continues to focus on backward integration, alternative vendor development and geographically-diverse production facilities, to ensure production is closer to end markets. The Company also acquired niche products to reduce its dependence on inhalation anaesthesia in the Global Pharma Products business.
Product and quality risk	
PEL is expected to maintain global quality standards in manufacturing as some of the products are directly consumed/applied by consumers. Any deviation with regard to quality compliance of products would impact consumers worldwide, and hence, adversely affect the Company's performance.	A dedicated Corporate Quality Assurance Group actively monitors adherence to prescribed quality standards. PEL has a strong governance and escalation mechanism. The Company's quality management system is independent of its businesses and reports directly to the Board. PEL is on a quality advancement journey from 'Quality for Compliance' to 'Quality as a Culture', with a focus on systems, processes, technology and people. PEL has successfully cleared 36 USFDA inspections, 234 other regulatory audits and 1,229 client audits, since the beginning of FY2012.
Adverse fluctuations in foreign exchange risk	
PEL has significant revenues in foreign currencies through exports and foreign operations. Thus, the Company is exposed to risks arising out of changes in foreign exchange rates.	The centralised treasury function aggregates the foreign exchange exposures and takes prudent measures to hedge these exposures based on prevalent macro-economic conditions and in line with applicable regulatory guidelines.

Impact	Mitigating Measures
Interest Rate Risk	
Volatility in interest rates on investments, loans and treasury operations could cause the net interest income to decline adversely, affecting profitability of the Financial Services business.	ALCO (Asset Liability Committee) actively reviews the interest rate risk and ensures that interest rate gaps are maintained as per ALCO's interest rate view. A healthy mix of fixed-and-floating assets and liabilities enables PEL to pass on any changes in borrowing costs to customers.
Liquidity and ALM Risk	
Mismatch in the tenor of assets and liabilities in the Financial Services business could lead to liquidity risk.	ALCO reviews the GAP statements and formulates appropriate strategy to manage the risk. In the last two years, the Company has shifted its borrowing mix towards long-term funds (of ≥ 1-year tenure) by raising >₹ 33,000 Crore of long-term funds. Also, the Company reduced its CP exposure to ₹ 1,675 Crore as on Mar-2021 vis-à-vis ₹ 18,017 Crore as of Sep-2018. As a result, the ALM profile has significantly improved, with positive ALM GAP between cumulative inflows and cumulative outflows across all maturity buckets as on March 31, 2021.
Financial Leverage	
The Company needs to be adequately capitalized both at the Group-level and in Financial Services business. This serves as a buffer to absorb any risks arising from a volatile market/business environment and helps the Company to meet regulatory requirements from RBI/NHB.	In the last two years, the Company brought in >₹ 51,500 Crore of funds through several capital market transactions and long-term funds, thereby significantly deleveraging the balance sheet. As a result, the net debt-to-equity reduced to 0.9 times as of March 2021 compared to 2.0 times as of March 2019. Equity allocated to the Financial Services increased to ₹ 18,073 Crore as of March 2021 as compared to ₹ 15,599 Crore a year ago. Gross debt-to-equity for the Financial Services business reduced to 1.8 times as of March 2021 from 3.9 times as of March 2019.
Regulatory risk	
PEL requires certain statutory and regulatory approvals for conducting businesses. Any failure to obtain, retain or renew them in a timely manner may adversely affect operations. A change in laws or regulations made by the government or a regulatory body can increase the costs of operating a business, reduce the attractiveness of investment and/or change the competitive landscape. Also, PEL is structured through various subsidiaries across various countries in a tax-efficient manner. Regulatory changes in terms of repatriation and funding may lead to adverse financial impacts.	The applicable regulatory framework is continuously tracked by various teams within PEL. Necessary and appropriate actions are undertaken to ensure compliance with all regulatory requirements.
Investment risk	
PEL has equity investments in various companies in India which are exposed to systematic and unsystematic risks.	The Company continues to effectively evaluate various risks involved in underlying assets, before and after making any such strategic investments. These investments are re-valued and appropriate valuation adjustments are taken into consideration.
Environment	
PEL is committed to conserving resources as it recognises the importance of preserving the environment. Any non-adherence to the Company's approved EHS practices and procedures may expose it to adverse consequences.	The Company has adopted the 'reduce, reuse and recycle' mantra for natural resources. Several sustainability initiatives are underway in areas such as reduction of carbon footprint, water conservation, waste re-use / re-cycle. For details, refer to section on 'Environment' in the Annual Report → Page 92

ANALYTICS

The revolution in data and analytics is providing tremendous opportunities to organizations to maximize their ability to target, grow and service their clients, while achieving sustained efficiency. Today, organizations are embracing and enhancing their analytics capabilities to respond to COVID-19 challenges and prepare for the new normal.

PEL's presence in its two core businesses – Financial Services and Pharma – gives the Company access to a significant amount of data. The Financial Services sector, for several years now, has been using analytical models for marketing, distribution and risk management. Pharma companies too, have been amassing an enormous amount of data pertaining to sales, operations, research & development and patient behaviour to manage costs and risks, while providing quality services to their clients.

Analytics supports numerous urgent tasks facing our businesses today. The Company has developed tools with diverse applicability and replicability across both the Financial Services and Pharma businesses.

Financial Services

In the Financial Services business, primarily Retail Lending, we are extensively using Artificial Intelligence / Machine Learning (AI/ML), Decision Sciences and automated Business Intelligence (BI) in every aspect of the business. We are building best in class data science team with top talents from leading technology institutions, working on cutting-edge Data Science workbench hosted on cloud. We have implemented real time AI/ML models in critical path of business decision-making in key areas such as sourcing, credit, fraud, cross-sell, attrition, collection buckets, NPA addition and recovery management.

Credit Rule Engine for new customer onboarding

Credit Analytics Rule Engine (CARE) is based on a ML algorithm to predict the probability of a customer becoming delinquent in future. It considers demographic, bureau, bank statement, GST and property details (in case of secured loans). It also enables risk-based pricing based on 'CARE grids' along with other important parameters.

Fraud detection and loan application screening

Fraud Analytics Rule Engine (FARE), based on ML algorithm, helps identify fraudulent applications, thereby minimizing the false positives. We have also partnered with third-party fraud detection service providers to identify known frauds.

Portfolio Risk Management/ Monitoring

We conduct a comprehensive early/coincidental risk-tracking for the overall portfolio, across multiple dimensions, to identify improvement areas. This is achieved via an algorithm-based automatic identification of "High Risk" segments (or 'Outliers') to take appropriate risk actions.

Cross-sell Management

A ML-based algorithm is used to identify existing customers with a lower probability of default in near future. Further, we use a valuation-based algorithm to identify appropriate product/pricing for cross-sell.

Attrition Management

We use AI/ML models to predict underling risk of customers' account and probability of foreclosure. Based on the output of these models, we provide differentiated best offers to customers to optimize expected value

Collection and NPA Management

We have developed a ML-based algorithm to identify the probability of payment by delinquent customers and create collection queues for effective treatments/ tools. We also use ML models for recovery from GNPA pool for collection prioritization and actions.

In Financial Services, we continuously monitor the models/analytical frameworks to maintain best in class analytics driven business decisions. For seamless decision-making, we have integrated our in-house application/loan management systems with cloud, multi-bureau, third party Know Your Customer (KYC)/Anti Money Laundering (AML)/Fraud/credit service providers and lending partners using Application Programming Interface (API).

With the help of these modular next-gen capabilities, we have leveraged AI/ML and Decision Science to re-imagine the entire customer journey. We continue to leverage various external partner integrations, thus, creating a unique customer experience.

Pharma

Global Pharma Business

Across the value chain of the Global Pharma business, we leverage analytics to maintain and enhance our competitive strengths.

- We have developed a Machine Learning driven sales analytics engine to forecast the purchase patterns and trends. This engine utilises several key metrics for example, recency, monetary value and repeatability.
- In order to identify high opportunity areas, we conduct continual market assessments using big data. This includes identification of potential markets for penetration and product rationalisation to improve the wallet share.

India Consumer Healthcare

Use of data analytics has been instrumental in the identification of the following goals for the Consumer Healthcare Division:

- Identification of high growth areas, data driven incentive program for the sales force and setting machine learning enabled credit limits for distributors based on key parameters such as business relevance, risk etc.
- Pre-emptive employee retention model allowing the HR function to identify potential attritions through machine learning and proactively take mitigating measures for high performing employees
- Development of a 'smart bidding' search marketing algorithm (for online/web search) to optimise the e-commerce marketing mix for the entire portfolio.
  - The algorithm leverages Natural Language Processing (NLP) to increase sales at a lower cost of acquisition.
  - Incorporation of frameworks to understand the end customer, competition and return on investment.
  - The framework has led many of Consumer Healthcare brands to become market leaders on e-commerce platforms across multiple categories.

These are the areas where the Company is leveraging analytics to ensure its continuous success and growth. As data-driven decision making becomes an essential part of PEL's everyday operations, it is strongly pursuing technology-enabled opportunities and adapting contemporary best practices to deliver exceptional business value.

TECHNOLOGY & DIGITAL

The COVID-19 pandemic, during the past year, has brought about years of change in the way companies do business. To stay competitive in this new business environment, companies need to adopt new strategies and practices. Technology's strategic importance as a critical component of the business has increased, rather than just being a source of cost efficiencies. Thus, digital adoption has taken a quantum leap at both organization and industry levels.

The Technology team at PEL has continued its journey towards becoming a Strategic Business Partner by enabling:

- Business continuity in the 'new normal'
- Competitive advantage to businesses
- Enhanced productivity through automation
- Improved business agility and scalability
- Improved compliance and information security

Vision and Strategy

In line with the Company's Technology Vision **ASPIRE** - '**A**spire to be a **S**trategic **P**artner through **I**nnovative solutions for **R**apid growth Enablement' — the Information Technology team continues to transform the business through several technology and digital-led initiatives and programmes.

While PEL has created a strong foothold in getting technology ready for business, the focus on getting business ready for technology is also growing rapidly. The company continues to embrace the bi-modal technology approach of 'Strengthen the Core and Build for Future'.

- **Getting Technology-ready for Business:** The technology team at PEL ensures that it has the right futuristic technology not just for essential day-to-day processes, but to also help the Company achieve growth, profitability and create newer business models.
- **Getting Business-ready for Technology:** As part of establishing technology culture in the organization, the Company ensures that the business teams embrace technology resources and the framework to pivot, adapt and implement changes to reimagine the business and stay ahead of the competition in a highly competitive digital world.

Key Group-level Initiatives

Business Continuity in the New Normal

In response to COVID-19, we continued engaging with our customers virtually, more than we used to before. We leveraged technologies to create virtual experiences for our customers e.g. virtual tour of our Pharma manufacturing facilities or Video collaboration with our Financial Services clients.

The Company took necessary actions to safeguard the health and wellbeing of all its employees. Technologies that enabled employees to work from home were adopted and implemented, while several necessary measures and tools were deployed to ensure information security and prevention of data leakage during remote working. As a result, the Company has been able to run its business operations with minimal downtime. Critical technologies and practices deployed to enable safe and secure working environment include:

- Industry-led collaboration platforms for internal communications and external stakeholder collaborations were adopted by all the employees for a seamless remote working experience
- Secured remote connectivity, as well as necessary security tools, were implemented that protect data and systems from all latest cyber threats
- Regular sharing of technology tips in form of weekly 'Tech Bytes', awareness initiatives and best technology practices
- An in-house tracking tool to ensure the safety of employees, contractors and visitors was launched last year across our sites and offices in India, which now has a 10,000+ unique user base

Digital Centre of Excellence (COE)

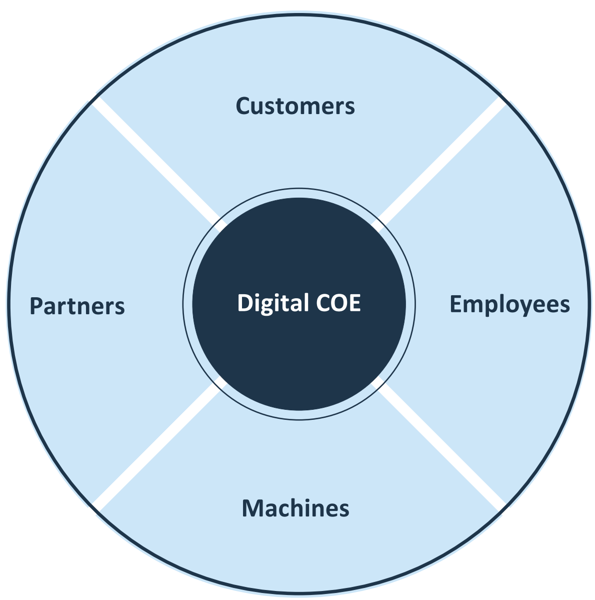
Established in FY19, the Digital COE is at the core of the Company's digital ecosystem which focuses on establishing newer ways of working and enhancing the business value of technology.

PEL leverages different technologies and processes, established under the Digital COE, to benefit partners, customers, employees and machines. These include Robotic Process Automation (RPA), Robotic Test Automation (RTA), Organization Change Management (OCM) and Business Intelligence (BI), among others.

- **Newer ways of working:** As the Company strives to embrace technology change, it has been establishing a platform and product-based approach instead of traditional project-based approach. It has adopted AGILE methodologies, strengthened the culture of experimentation, leveraged start-up ecosystem and continuously improved end-user experience as well as personalisation.
  - **OCM** enabled a cultural shift towards technology through multiple initiatives and programmes. Weekly Tech Bytes were published; Global Technology Leader Connect sessions were organised to make the employees at PEL well verse with new ways of working.
- **RPA** enables automating select processes and redeploying or removing excess capacity. A large number of **processes were automated across Financial Services, Pharma, HR, M&A and global business shared services at PEL.** New automation capabilities and opportunities were introduced in the form of RPA analytics, Artificial Intelligence (AI) Fabric and Machine Learning (ML) based algorithm, integrating chatbot platform and monitoring of incidents & service requests.
  - PEL has one of a kind automated testing in Pharma industry, as per FDA guidelines. It robotically generates, executes and maintains regression test records based on real-world use, automatically learning and substantiating system behaviour without user involvement. It has reduced 70% test execution time leading to significant savings for the business.

The Digital COE promotes an effective and efficient work environment, enhances communication with customers, collaborates with partners and facilitates strategic decision-making.

PEL's Digital Ecosystem



Few initiatives by Digital COE towards enhancing the business value are:

- **Enhanced Employee Experience:** Online HR portal was revamped and a new 'one-stop' mobile app was introduced to allow employee self-service through phone. A new Learning Management tool was also launched to help build leadership skills and retain talent.
- **Partner Ecosystem:** The Company was better able to manage quality, visibility and transparency for its products with the digitalization of Supply Chain Management system for operations planning and demand forecasting.
- **Enhanced Customer Experience:** The Company continues to focus on better communication and engagement with clients, increasing trust and building long-term customer relationships. Chatbot and WhatsApp for Business were introduced to facilitate this engagement process and customer and stakeholder management.
- **Machines:** Launched '3D Virtual Site Walkthrough' for the manufacturing sites to give customers a feel of the actual site, remote auditing and consultation and AR/VR training and learning modules for the employees.

Focus on Continuous Learning:

The IT Academy is an integrated platform that addresses gaps in individual technology capabilities and expands domain knowledge by providing access to a multitude of learnings. It focuses on learning journeys of every technology employee and keeps him/her ahead of the curve. This enables them to leverage newer technologies faster and better. An adoption rate of 90% has given a huge boost to digital culture in the Company and build a strong network of 'Tech Champs'.

Information Security & Compliance

- Strengthening of Information Security Policies and procedures and keeping them current and relevant has been part of the Information Security culture.
- PEL believes that Information Security is the responsibility of everyone and runs many initiatives for Information Security awareness. To ensure all Piramal employees are aware Information security, cyber security latest trends and issues, every employee was mandated to undergo a mandatory gamified online training program on cybersecurity awareness. Piramal Information Security also continued to send periodic awareness emails, newsletters and posters.
- PEL Information Security team continued its journey of modernising its information security tools and solutions to protect the organisation against various cyber-attacks and threats and minimise the damage in case of such attacks.

Financial Services

The Financial Services business' early investments in next-gen core tech platforms interweaved with analytics is helping pivot to a multi-product retail lending strategy and increasing the granularity of the existing loan book.

- **Wholesale Finance:** Continued to scale 'Pinnacle' – an end-to-end integrated digitalized platform, scaled on a hybrid-multi cloud environment with strong foundational data platform. This has been enabling end-to-end sourcing, deal analytics, underwriting, asset monitoring, recovery and restructuring along with third-party integrations with the larger ecosystem of partners and FinTech's for enriching and deriving valuable data insights and proactive decision making.
- **Retail Finance:** Launched **"Drishti"** - a multi-product, ML/AI enabled, consumer lending, partner and ecosystem integrated API platform. The platform will serve the needs of the 'Bharat' market, with 'Digital at The Core'. This has enabled rapid innovation, new product launches, driving personalization at-scale, improvement in operational efficiency and providing a distinctive experience to consumers, channel partners and employees.

Key technology initiatives implemented include:

Conversational AI chatbots for employees and channel partners, with futuristic and Hyper personalised, mobile-enabled journeys

Centralized business-rule engine and cloud native data platform with ML workbench **for credit evaluation**

Modern & open API design for multiple fintech integrations and enabling multiple co-lending partnerships

Leveraging latest tools with automation testing for continuous delivery and faster time to market

Multi-cloud backbone setup with auto-scaling for systems

Cloud native data platform for AI-ML modelling embedded in everyday business processes for better insights and more accurate timely decision making

Fully agile methodology to build **platforms for change** and not platforms to last

Pharma

The Pharma business strategy of PEL continues to focus on customer, quality, workforce and capabilities. Technology strategy aligns to this business strategy and has contributed to the business in the following areas

Superior Customer Experience

- **3D Virtual Walkthrough & 360-degree tours:** This was implemented for all sites globally, to enable advance 360º views for customer convenience and ease.
- **Virtual Collaboration:** Smart Document solution with Digital Signature and industry-led collaboration platforms enabled customers to partner with the Pharma business during the remote working.

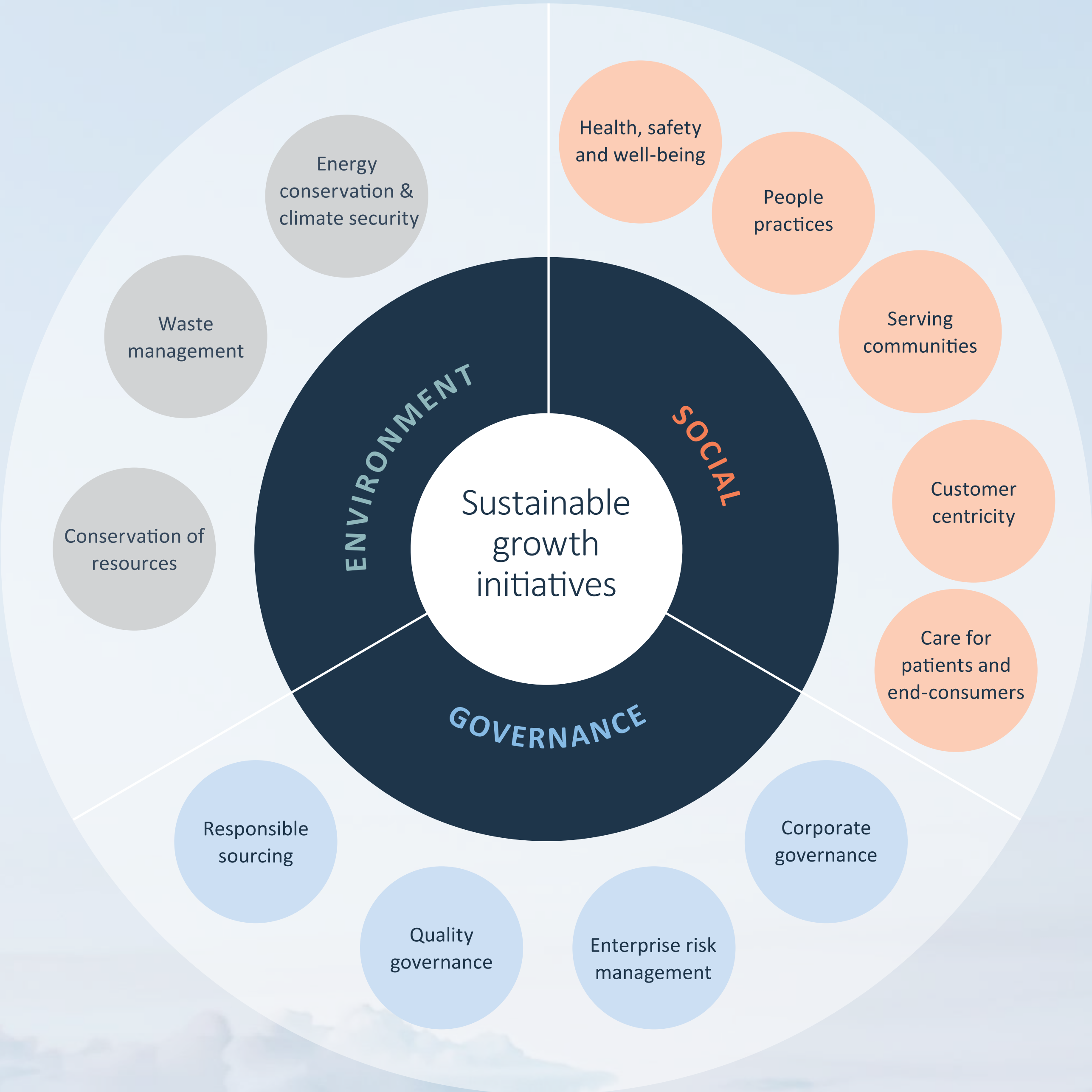
Enhance Employee Experience

- **PiRo (Piramal Robot) Employee Chat-Bot:** Leveraging the power of AI communication, "PiRo" Chatbot was launched. It acts as a virtual personal assistant for the employees and is available 24 X 7 to respond to employee queries with 95% accuracy. PiRo also enabled broadcasting of relevant information to employees pertaining to COVID protocols. AI NLP capabilities of the Chat-bot platform were leveraged significantly to eliminate various non-value-added activities and automating manual process.
- **Employee Safety - mySafe (EHS Management System):** A digitized integrated platform for automating manual EHS (Environment, Health, Safety) activities was launched, which eased the EHS management across the sites for everyone.

Improved Compliance

- **Accessibility - Digital Signature:** Smart Document solution also enabled a workflow-based multi-stakeholder digital signature on documents. This solution has enabled the Business Development teams to work with customers seamlessly through remote connect and eased the process for customers to sign and share documents. Being a CFR 21 compliant platform, it allows routing of all GxP documents through this system.
- **Virtual Audit:** Virtual audits were enabled for our manufacturing sites using Augmented Reality (AR) & Secure File Transfer. It provided remote audit management capability to internal audit teams collaborating through chat, sharing images through voice-controlled commands within a controlled environment, with the ability to publish documents and address online Q&A ensuring CFR 21 compliance.

SUSTAINABLE GROWTH INITIATIVES



Values and Purpose

All our sustainability initiatives originate from and are driven by our corporate purpose of 'Doing Well and Doing Good'. This purpose is embodied in our constant endeavour to make a positive difference by serving people and living our values. We stay true to our purpose by following three basic tenets:

SERVING PEOPLE | **MAKING A POSITIVE DIFFERENCE** | **LIVING OUR VALUES**

Environment

Conservation of resources
Our continuous endeavour to conserve natural and man-made resources fuels the positive initiatives towards doing more, doing better by consuming less.

PAGE **93**

Waste management
With focus on recycling wherever possible and safe and secure disposal in remaining cases, the emphasis is on continuous conservation of environment.

PAGE **93**

Energy conservation & climate security
To achieve long-term sustainability, concerted efforts are made to conserve energy, assess viable energy efficient projects and take initiatives to help environmental stability.

PAGE **93**

Social

Health, safety and well-being
PEL is committed to protecting our employees from work-related hazards and promoting their well-being.

PAGE **95**

People practices
At PEL, we believe that human resources are critical to the Company's ability to drive growth, efficiency and productivity. PEL continues to attract and retain the best talent due to its value-driven high-performance culture and its brand reputation.

PAGE **96**

Serving communities
Our Corporate Social Responsibility (CSR) entities develop innovative approaches and solutions to resolve issues that are critical roadblocks towards unlocking India's economic potential and delivering a sustainable impact.

PAGE **100**

Customer centricity
We aim to reach the hearts and minds of our customers through delivery of highest quality products and services.

PAGE **107**

Care for patients and end-consumers
We engage with and provide value to our patients and end-consumers in a responsible manner.

PAGE **107**

Governance

Corporate governance
PEL's Board of Directors views corporate governance in a comprehensive manner with its main objective being creation and adaptation of a corporate culture of integrity and consciousness.

PAGE **109**

Enterprise risk management
An independent and dedicated Enterprise Risk Management (ERM) system to identify, manage and mitigate business risks. Risk management, internal controls and assurance processes are aligned to the Company's goals and integrated throughout all significant activities.

PAGE **109**

Responsible sourcing
PEL has procedures in place for sustainable sourcing, which are in-line with its endeavour to continuously improve the social and environmental performance of its supply chain.

PAGE **109**

PEL is committed towards ethical and transparent business practices. Our values act as guiding principles to steer the path in forming the right partnerships in creating sustainable, long-term stakeholder value.

The company's Code of Conduct for Board Members, Code of Conduct for Senior Management and the Code of Conduct applicable to all employees of the Company are testaments to the Company's efforts in ensuring that ethical conduct is not compromised. We have also laid down a Business Code for Contractors (BCC) covering vendors and sub-vendors with whom we engage, to ensure that they also adhere to our high ethical standards.

Read more about our core values and corporate purpose

Environment

PEL's Environment Philosophy

Our Environment, Health and Safety (EHS) initiatives are designed to create long term sustainability and value for the Company, its shareholders and other stakeholders. Preserving the natural environment by reducing carbon footprint and waste and promoting the well-being of the community are an integral part of the Company's values and business responsibility.

Our philosophy rests on building sustainable businesses that are firmly rooted in the community and demonstrate care towards the environment. We recognise that People, Planet, and Profit as the key pillars of sustainability.

The team continually strives for excellence in environment management and provides support across all operations and functions on safe environmental practices.

Conservation of resources

As a responsible corporate, we are committed to designing, constructing, operating and maintaining our facilities through processes that enable conservation of resources, especially water and energy. Towards our efforts for compliance to environmental regulations, the major manufacturing sites in India continued their accreditation to ISO 14001 certifications.

Water Management

Water is one of the most important ingredients in pharmaceutical manufacturing and the industry holds a dubious distinction of generating enormous amounts of effluents per unit product manufactured. These manufacturing plants are located in industrial areas, where water supply is provided by the State Industrial Development Organizations. PEL, through its timely implementation of proactive measures, reduced the total water usage for manufacturing locations (excluding its new sites) by 8%.

The manufacturing plants follow standard protocols for wastewater recycling. The wastewater from processing goes through the Zero Liquid Discharge Plant. The total volume of treated recycled wastewater increased by 16% through improved processes and stringent monitoring.

Our water conservation initiatives include:

- Replaced watering vacuum pump with dry vacuum pump
- Introduced indirect heating system over direct for hot water
- Use of orifice at the mouth of tap
- Implemented an electrolytic water-cooling treatment system thereby reducing blowdown quantity

Air quality

Air quality is well managed through the use of stringent process controls and technologies, including nitrogen blanketing in the equipment, efficient gas scrubbing systems, multistage condensers, bag filters and electrostatic precipitators, use of HEPA (High Efficiency Particulate Absorption) filters to control indoor air quality in the pharmaceutical powder handling areas, and the use of closed systems.

Waste Management

A considerable portion of the waste generated in the pharma industry is classified as hazardous and requires safe handling. We ensure that the hazardous waste generated by our operations is safely handled and disposed of in an environmentally responsible manner. All measures are in full compliance with applicable government regulations and are monitored on a regular basis to ensure that adequate and safe treatment is available across our facilities.

In addition, we have made an application to register as Brand Owner under the Plastic Waste Management Rules by the Central Pollution Control Board (CPCB) as per the Extended Producer Responsibility (EPR) commitment, which permits us to recycle and process plastic waste.

Waste reuse, recycle and management

The solid hazardous wastes were carefully contained and stored for further disposal at approved secure hazardous waste disposal sites. We tag and treat rejected/expired pharmaceutical products originating from our manufacturing facilities as hazardous waste. The waste is transferred via authorised transporters to the authorized secure disposal sites for incineration or co-processing (high temperature thermal destruction). Alternatively, they are transported to secured landfills as per the permitted conditions. The solid waste recycled includes recovered metal catalysts, metal scrap, paper, wood, glass and plastic waste among others.

We have sent 31% of the incinerable **hazardous waste for co-processing** and 90% of spent solvent generated for recycling. All non-hazardous waste, such as metal scrap and paper, went to recyclers.

A **tree plantation** program was implemented across the Company to collect data regarding the trees, including the various species and numbers. Our manufacturing facilities are green with more than 81,000 trees across the locations.

Energy Conservation & Climate Security

Energy management is one of the prime focus areas at PEL due to its direct impact on emissions and cost of operations. Our strategy remains focused on improving energy efficiency across our operations through a strong Energy Management System at manufacturing locations.

Saving energy is important to the Company's conservation strategy and we undertook several initiatives in FY2020-21 to reduce our environmental footprint. This was possible with the active participation from all our sites. Some of the initiatives are:

- Implemented an electrolytic water-cooling treatment system, thereby reducing blowdown quantity
- More efficient motors have been installed
- Replaced water ring/jet type vacuum pumps with dry vacuum pumps
- Reduced energy losses (I^2R loss) in long-length cables carrying high current by improving the power factor at load end
- Replaced ejector system with dry screw vacuum pumps

Robust Environmental governance

A robust governance framework comprising a Governance Committee, Global Sustainability Coordinator, Site Sustainability Sponsor, Site Sustainability Lead, and Site Sustainability Champions ensure effective implementation of various initiatives. We participate in CDP (Carbon Disclosure Project) and voluntarily disclose our environmental information (related to Climate Change and Water Security).

Social

The Piramal Group's core principles of Knowledge, Action, Care, and Impact lead the company in fulfilling its social duties. Piramal Foundation is committed to making a positive difference in the world by improving the health, education, water, and social sector ecosystems through high-impact solutions and collaborations. Our CSR entities, Piramal Swasthya Management and Research Institute and Piramal Foundation for Education Leadership, conducts campaigns and programs as solutions to problems that obstruct India's potential. We believe that human resources are critical to the Company's ability to drive growth, efficiency, and productivity. Our strength lies in diversity across teams and businesses, and it brings together fresh ideas, perspectives, and experiences.

Occupational Health, Safety and Wellbeing

Driven by the philosophy of ‘Doing well and Doing Good’, we strive to minimise health hazards and provide a safe working environment.

A formal health assessment programme is conducted for employees and contractors to monitor their well-being through pre-employment and periodic health assessments. The results of the medical check-up enable early intervention and proactive lifestyle change management for all employees.

Besides protecting and enhancing the well-being of our employees, the safety of all partners and visitors to our offices remains important. At PEL, a safe working environment is non-negotiable and is ensured via the Piramal Global EHS Standards in all operations. The safety systems are built to identify and mitigate all potential hazards.

The implementation of Industrial Hygiene and Occupational Health was a significant initiative across manufacturing plants. This program includes Risk Based Exposure Assessment (RBEA), a qualitative risk assessment approach for evaluation of risk due to exposure to compounds, such as active pharmaceutical ingredients (APIs), chemicals and solvents. Based on the RBEA, high risk products and/or chemicals were prioritised to monitor exposure. More than 250 exposure samples were collected to evaluate actual risk of exposure to persons exposed and several measures were introduced to decrease the level of exposure to the lowest possible.

The Company stands firm in its belief that all injuries and illnesses are preventable. We are committed to protecting our employees from work-related hazards and promoting their well-being.

COVID-19 Response

Faced with the unprecedented challenge of COVID-19, we executed a proactive and strategic response to ensure the safety of all employees while ensuring business continuity. Our value of “Care” took centre stage as we rolled out the following initiatives for the Group Companies:

- Managed workforce disruption and considerations: Ensured the continuity of critical processing activities with the right skills, technical capabilities, and capacity within the existing team to address patient needs. We also developed and implemented COVID-19 management guidelines.
- Workplace scenario planning and analysis: Evaluated the workplace premises and introduced restructuring, shift staggering, barrier shields, separate canteen areas, awareness campaigns, such as festival advisories to employees, continuous training, social-distancing measures, policy on mandatory use of masks, thermal screening, oxygen-saturation monitoring, and sanitisation of the premises. Moreover, we actively promoted and encouraged employees to work from home, which led to limited manpower at the sites.
- Reporting and regulation: We have a digital platform named as C-safe and C-secure that enabled regular health monitoring of all employees (including contract workmen).
- Vaccination drives: PEL provided support and assistance at various stages to employees and their family members to facilitate the vaccination process through its coordinated team of doctors and employees.
- Online Support: A team of in-house physicians have been actively conducting online counselling and consultation sessions to help employees during the pandemic. Family outreach programs are organised to promote awareness and virtual training sessions are conducted to help employees adapt to the new normal. Moreover, COVID-19 preparation kits with advisories and PPEs were distributed to all employees.
- COVID-19 Management Governance: Our internal team and leaders developed the governance mechanism where all COVID-19 cases across the Company are monitored regularly and precautionary measures are reviewed with site leaders to ensure that adequate support is provided.

People practices

PEL's Philosophy

The Company believes that its human resources are vital to its ability to drive growth, production, and productivity. PEL continues to concentrate on recruiting and retaining the best candidates in an intensely dynamic talent market.

PEL's strength continues to be its diversity across the teams and companies. It brings forth collaboration through lateral thinking, different perspectives and experiences and fresh ideas. PEL was recognised as one of the world's best employers in Forbes' Global 2000 Rankings in 2019. Based on 1.4 million job suggestions sourced from global and regional polls, the Company achieved rank 32 of 2000 of the world's largest public organisations. Consequently, PEL was the highest ranked global pharmaceutical company and second-highest ranked Indian organisation.

Our Piramal Pharma Limited – Consumer Products Division was certified in 2021 by the Great Place To Work Institute for building a high-trust and high-performance culture. This recognition was an achievement against all odds considering the challenges posed by the pandemic.

Our People Strength

Business segment	March 31, 2021
Pharma (inclusive of PEL Corporate)	5,434
Financial Services	1,204
Total[1]	**6,638**

Note: (1) PEL Corporate count (80) has been included under Pharma

Diversity & Inclusion

The Company's code of ethics emphasises PEL's dedication to equality in hiring and advancement of its people across the organisation at all levels. It is most important for the Company to ensure gender diversity.

Women employees comprise:

15%
of the workforce

39%
of the corporate roles

26%
of identified 'High-Potential'

Safety

PEL has a Zero Tolerance policy towards any kind of discrimination, including sexual and racial. Any form of unlawful harassment, threats, acts of violence or physical coercion, abuse of authority or other discriminatory conduct is strictly forbidden. PEL is 100% compliant with Prevention of Sexual Harassment (PoSH) guidelines with 11 Internal Committee (IC) panels institutionalised to promptly address any incidence.

Inclusivity at the Workplace

- Inspiration at Work (IAW): An exclusive networking platform is available for women colleagues in India where they can meet, connect, learn and grow together
- Second Innings: Through this initiative, experienced and competent women who have chosen to take a sabbatical have the opportunity to foray back to their work life.

- Flexi-work policies: Empowers workers to achieve a balance between their personal and professional commitments.
- Childcare support: The Company offers childcare assistance service for employees whose children are under the age of six years. This service includes an in-house crèche and collaboration with other childcare facilities.
- Parental support: For all our employees, irrespective of their gender, we have put in place a parental leave policy. In addition to this, we also endeavour to provide support all primary caregivers working for the organization.
- Whistleblowing Policy: The Company has established a vigil mechanism, which provides a strong framework to enable safe and responsible reporting of concerns about unethical behaviour, alleged or perceived fraud or violations of the Company's Code of Conduct and Ethics. The Audit & Risk Management Committee can be approached by all Directors and employees.
- Human Rights: PEL's Code of Conduct includes clauses on human rights applicable to all group companies/suppliers/vendors/NGOs associated with PEL.

Empowering employees through Learning & Development initiatives

The biggest highlight of the last fiscal year was the prompt and smooth transition to virtual platforms.

- Transitioning into the new normal: Focussed efforts enabled employees and managers to transition to remote working. Various platforms were leveraged and created for leaders and employees to learn through curated courses and share their own stories of resilience.
- Re-emphasise the Piramal Values and Success Factors: A year-long campaign called the Beacon of Learning Series was conceptualised to reiterate the importance of actions and behaviours aligned with our Values and Success Factors.
- Piramal Leadership Series: The Piramal Leadership Series is a set of leadership programmes that aims to build capability at each level to meet long-term business needs. Employee skills are improved and enhanced through structured training modules, regular check-ins with managers and knowledge tests among others.

Thinks Big
- Focuses on the long term
- Translates vision into actionable plan
- Welcomes new ideas
- Leads change

Empowers and Develops
- Shares and accepts feedback
- Builds own and team's capability
- Creates a learning environment
- Encourages other to take on large roles

Serves Customers
- Identifies customers needs
- Delivers on customer expectations every time
- Finds new ways to add value to customers
- Build trusted partnership with customers

Collaborates
- Works cooperatively with others
- Prioritises team goals
- Build relationships across boundaries
- Creates consensus

Commits & Delivers Results
- Identifies and acts on opportunities
- Sets high standards for self and team
- Persists despite setbacks
- Takes ownership for business and quality goals

Displays Humility
- Is humble
- Is open and transparent
- Treats others with respect
- Value diversity

- Functional academies: PEL focuses on building domain competence to help businesses achieve outcomes. Towards this, we established functional academies related to HR and IT along with specific academies focused on enhancing domain expertise in Quality, Supply Chain and R&D.
- Group Induction Programs: These programs provide new hires with a uniform experience of the organisation and its culture, which instils a sense of pride and ownership. Each new employee is assigned a set of mandatory modules that help them assimilate in the Company.
- Piramal Learning University Virtual Campus: PLUVC is a mobile-first learning management system that promotes a culture of self-driven learning. Its key features include access to various courses, videos, audiobooks, and e-books. By tracking their learning activities through user-friendly dashboards, employees can manage and optimise learning at their convenience. Over 4,600 learners have leveraged this platform and accessed more than 2.5 Lakh courses.

Driving informed people decisions through HR Analytics

PEL believes in employing the use of HR Analytics to monitor performance and productivity. We make data-driven informed decisions through our people metrics and algorithms to improve the effectiveness of the HR function.

Attracting Talent

- Employee Value Proposition (EVP)

  In 2019, PEL launched "Design your Destiny" as a commitment to the progress and development of our employees.

DESIGN YOUR DESTINY

The EVP logo symbolises each element of our 3 pillars: inclusive growth and empowering our employees, freedom for employees to take initiative and voice opinions, and the goodwill of not only our customers and partners but also the community we work in.

- EVP Cascades: Besides conducting several interactive virtual quizzes, we rewarded digital badges to recognise team members who shared their growth stories and personal experiences.
- Campus Resourcing: Building on our efforts towards people development, we recruit and train home-grown talent from reputed institutes across the country. We use a 3-pronged approach towards campus hiring and engagement: hiring right, regular interactive sessions, and our flagship campus engagement initiative, Tangram, which is a platform for students to ideate and provide solutions to prevalent issues.

Employee Engagement and Wellbeing

- Employee Engagement: During the pandemic, we launched continuous exciting campaigns to keep employees and their families engaged beyond the sphere of work. Carnival at Piramal, Fun with Family, Furr Buddies, and celebration of International Women's Day are examples of such initiatives.
- Employee safety and wellbeing: Multiple preventive actions were taken to ensure employee health and safety at our manufacturing sites and offices since the onset of the COVID -19 crisis. All our offices and manufacturing sites implemented measures and safety protocols per the Government guidelines.
- COVID-19 Communication Campaign: With the advent of the pandemic, weekly communication drives were initiated to create and spread awareness on safety measures, such as health advisories, travel restrictions and vaccinations.

Nurturing home-grown leaders

High Potential Programmes

At PEL, employees displaying high performance consistently are recognised and groomed for leadership roles. To achieve this, various growth programmes are conducted to build home-grown talent and propel them towards a journey of success:

- IGNITE: Each year, about 25 high-potential young leaders from junior management undergo a 15-month long development journey that focuses on functional and leadership learning, skill-based live projects and a certification course by Harvard Business Publishing.
- ASCEND: The platform selects and grooms high-potential employees from middle management. They undergo a 24-month long structured development programme that includes learning labs, individualised coaching, application of learning through strategic business improvement projects, and access to Harvard mentorship resources.

Leadership Development

Leaders play an increasingly critical role in building a sustainable organisation, and at PEL, we focus on enhancing the capabilities of our senior leadership team.

- Several leadership development initiatives were introduced on building a culture of coaching, dealing with ambiguity and avoiding unconscious bias in daily decision-making processes.
- Over 50 senior leaders from the global Pharma business participated in this initiative.

Talent Review & Succession Planning

The Company's Nomination and Remuneration Committee's aim is to establish a succession plan for the Board and senior management. In FY2019-20, the Piramal Group launched its Talent Review and Succession Planning model. The process aims to achieve 3 objectives:

Identify successors for roles at the ExCom level	**Know the talent health of the business**	**Identify capability development needs of the business**

After 2 years of launching this model, we achieved the following milestones:

- Documentation and discussion on career aspirations for 400+ employees across mid-senior level and identification of potential
- Identification of succession pipeline for ~27 Executive Committee members
- Training eligible employees and global HR teams on the process

Benefits at Piramal

Piramal extends a myriad of benefits to its employees to promote a safe and healthy working environment. These benefits include Group Medical Claim, Group Term Life Coverage, Group Personal Accident Coverage, and Mental Wellbeing programmes.

Employer Brand on Social Media

We launched a series of campaigns to increase our presence on social media. The Company shared business-specific updates that also highlighted the nuances of PEL's culture and the resilience demonstrated by our employees.

Serving communities

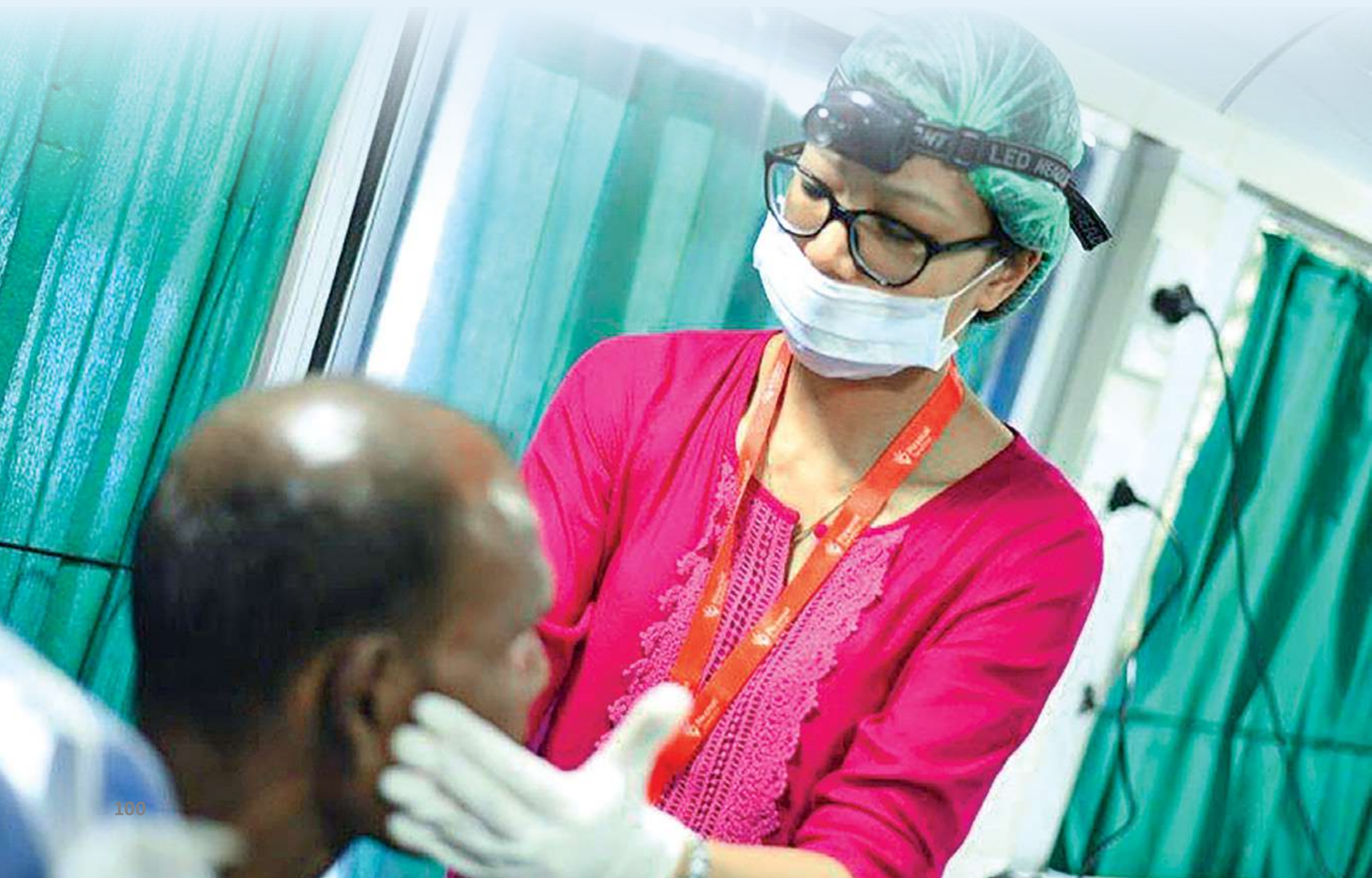
PEL's Corporate Social Responsibility (CSR) programs are implemented through Piramal Foundation's subsidiaries, Piramal Swasthya Management and Research Institute and Piramal Foundation for Education Leadership. These CSR entities develop innovative approaches and solutions to the challenges faced by India's economy. The Company actively collaborates with businesses sharing similar social goals. Together, they bring to life projects that are scalable and deliver a sustainable impact.

The Piramal Group's core values of Knowledge, Action, Care, and Impact guide the Company in fulfilling its duties towards society at large. Aligned to the Group's sustainable development goals, the CSR entities are focused on:

- **Universal primary education**
- **Maternal health, child health and non-communicable diseases**
- **Youth empowerment**

Vision

Piramal Foundation is dedicated to bring a positive change in the environment through reshaping the health, education, water, social sector ecosystem by developing high impact solutions and partnerships.



Operating Model

The operating model of the CSR entities is built on the following principles:

Seeding innovation

The CSR entities attempt to address complex and deep-rooted issues by developing 'out-of-the-box' approaches and solutions.

Partnerships are a way of life

The CSR entities' philosophy is rooted in partnerships to deliver holistic solutions, including public-private partnerships with governments.

In touch with ground reality

In order to generate an optimal social return on investment, initiatives and solutions are developed in conjunction with stakeholders, tested for 'proof of concept' and fine-tuned.

Technology as a key enabler

Technology is used to automate processes and digitize data to enhance seamless operations across the delivery chain, and promote accountability and transparency.

Scale, an important lever

The organisation ensures that all its efforts are maximised for improved social returns with solutions that are robust and scalable across geographies and different socio-economic contexts.

Our initiatives

Piramal Swasthya and Research Institute

With a vision to transform the health ecosystem, this institute is one of the largest not-for-profit organisations in the public primary health care sector in India. Its primary focus continues to be maternal, child and adolescent health, and nutrition and non-communicable diseases. Through the implementation of 35 programmes across 21 states, Piramal Swasthya has been bridging gaps in public healthcare and supplementing efforts of the Government to achieve Universal Health Coverage. More than 125 million people in India have benefitted by availing our health care services.

- We have actively supported the Indian Government's NITI Aayog to improve the health and nutrition indicators in 25 districts across 7 Indian States.
- Our collaborations with Bill & Melinda Gates Foundation, Rockefeller Foundation, World Diabetes Foundation, Plan International and other like-minded corporates, NGOs and philanthropists have facilitated the design and implementation of various CSR health programmes

Key milestones:

9.4 crore
beneficiaries reached through Remote Health Advisory and Information programme across 8 states through 439 call-centre seats

2.5+ crore
beneficiaries have received healthcare facilities at their doorstep through community outreach programme in 15 states through 135 mobile medical vans

3.1+ lakhs
beneficiaries were provided specialist consultations through 80+ telemedicine services across 3 states

SUSTAINABLE GROWTH INITIATIVES

The initiatives under Piramal Swasthya include:

1. **ASARA Tribal Health Program**
   It was executed in collaboration with the Integrated Tribal Development Agency in the tribal area of Andhra Pradesh, focussing on maternal and child health. It includes early registration of pregnant women, new-born care, nutritional counselling, and facilitation of institutional delivery. Supplementary nutrition was provided to 4,933 pregnant women. The programme resulted in 89% institutional deliveries.

2. **Aspirational District Transformation Programme**
   We partnered with NITI Aayog and Government of India (GoI) to provide support and bring transformation in Health & Nutrition indicators in 25 aspirational districts across 7 states in the country, which led to the inception of the District Transformation Program(DTP). The team is actively engaged in COVID-related initiatives.

3. **Technical Support Unit (TSU-Maharashtra)**
   TSU for Non-Communicable Diseases (NCD) was constituted in February 2019 through an MOU with the Government of Maharashtra. It has been instrumental in providing data-based strategic guidance on a continual basis and enhanced the capacity of the state and district program implementers across 34 districts.

4. **Sustainable Action for Transforming Human Capital – Health (SATH)**
   This program was initiated with the purpose of improving public health system in Assam. Its key achievements include evaluating methods at different health facilities, diagnosis of diseases and health-related supply chain process, managing high-risk pregnancies, and establishing the telemedicine hub.

5. **PRERNA - An Integrated Health Care Model**
   This program was implemented to improve institutional deliveries to reduce maternal and infant deaths, and reduce mortality risk among patients with hypertension and diabetes through early detection, treatment and follow-up care. A quick response team for COVID-19 was established, which screened 1,895 individuals across 125 villages.

Gosthani Nutrition Programme

in Araku Valley Visakhapatnam helps prepare, process and preserve nutritional food for families

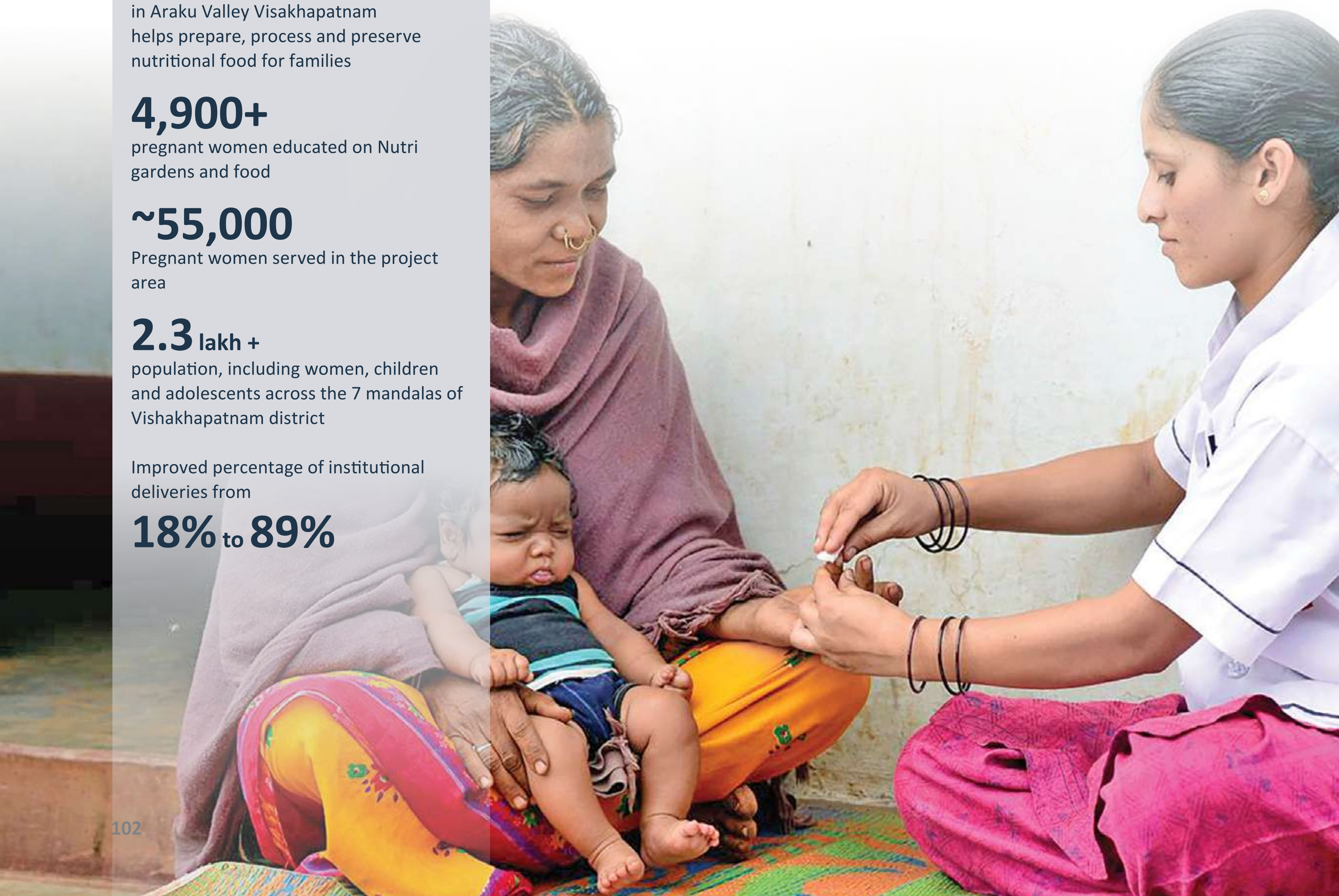
4,900+
pregnant women educated on Nutri gardens and food

~55,000
Pregnant women served in the project area

2.3 lakh +
population, including women, children and adolescents across the 7 mandalas of Vishakhapatnam district

Improved percentage of institutional deliveries from

18% to 89%



6. **UMMEED:** This programme was jointly implemented with CARE hospital, Telangana, for cancer screening. Frontline workers and influencers were sensitised and community awareness sessions were conducted engaging Self-Help Group (SHG) members. This initiative was greatly effective in mobilising the women population within the community.

7. **DESH (Detect Early, Save Her/Him):** The programme's aim was to improve the rate of early screening for breast, cervical and oral cancers through community-based awareness, screening, referral programs, and further assisting them with the treatment. The team was also engaged with the Health Helpline (SARATHI 104) in Assam to provide information on COVID-19.

8. **AMRIT (Accessible Medical Records via Integrated Technologies):** It is a technology platform that creates and stores the electronic medical records of patients across India. Each patient is assigned a unique beneficiary ID to allow for easy retrieval of the patients' medical history. It is currently deployed in the Swasthya programs in Assam, Sikkim, Bihar, and Himachal Pradesh.

COVID work done by Swasthya

Piramal Foundation, in collaboration with NITI Aayog and the district administration, re-aligned its strategy to strengthen their response in addressing the direct and indirect impact of the COVID-19 outbreak. These include:

- Facility management and engaging influencers across 25 districts.
- Providing support to the district administration in Covid-19 care centres and ensuring supply of PPE kits, masks and sanitizers.
- Sensitising community influencers to dispel COVID-19 related myths and misconceptions. Around 950 faith leaders and 22,065 Panchayat Raj members were sensitised and briefed about COVID -19.
- A total of 1.2 Lakh suspected cases were tracked and more than 56,000 frontline workers were trained on COVID-19 protocol set by the Ministry of Health and Family Welfare.
- Door-to-door Mobile Telemedicine Consultation (m-TMC) for high-risk pregnancy (HRP) cases was conducted in 5 aspirational districts of Bihar. A total of 135 HRP cases were registered along with a total of 109 tele-consultations with doctors.
- The COVID-19 response Telemedicine Centre was established to track COVID-positive home isolated patients to ensure that protocols are followed. The patients were counselled, preventive measures were reinforced and queries were effectively addressed. A total of 1,385 beneficiaries were contacted through this initiative.
- SARATHI 104 helpline in Assam focused on addressing the issues and providing supporting through various mechanisms. These include Assam Cares Migrant Initiative, MONON (mental health counselling), Dhanwantari (door delivery of medicines), Assam Cancer Care, and grievance resolution. A total of 19.1 lakh calls were received and 12.4 calls were made from this health helpline from March 2020 to April 2021

Piramal Foundation for Education Leadership (PFEL)

PFEL aims to bridge the gap in the education system to provide children with the opportunity to progress. PFEL creates large-scale systemic impact via its interventions. They are implemented through a multi–level partnership with state governments to transform the education system.

Major programmes

a. System Transformation Products Innovation

This aims to build ready school models through project-based learning, aligned assessments, teacher learning labs and student learning centres. It introduced SEE (Social Emotional and Ethical) learning skills to 300+ coaches, 35+ trainers, 4,000+ teachers and 42,000+ students.

b. State Transformation Programme (STP)

PFEL collaborated with 5 state governments to enhance the capabilities of state-level education institutions. STP also launched the "No Bag Day" to develop 21st century skills among the student through community engagement. The program reached over 19 Lakh students via various e-learning projects.

c. Aspirational District Transformation Program (ADTP)

Through its reach across 28 Aspirational Districts in the country, the program seeks to strengthen the ability of the district to deliver new and innovative practices by setting up demonstration schools, and focuses on building leadership skills.

The focus is based on four transformational levers that impact student learning outcomes. These include:

i. Development of middle management by streamlining the processes for selection, induction and development of coaches and facilitators.

ii. Constructive community action for creating a positive image about government schools. This aims to encourage parents to enroll their children.

Key milestones:

150 Panchayats
were also trained in Jhunjhunu, Rajasthan.

22,065
Panchayat Raj members were sensitized

56,000
frontline workers were trained on MoHFW COVID-19 training protocol

iii. Strengthening governance to ensure proper planning, implementation, and review of the transformation interventions.

iv. Supporting Cluster Resource Coordinators to lead the demonstration schools and work towards changing the perception of Government schools.

d. Centres of Excellence (CoE)

DTP CoE Demo schools developed foundational learning content with National Education Policy (NEP) 2020 for ensuring holistic development of children. It also developed support mechanisms to respond to the community needs in the Covid-19 crisis.

e. Karuna Fellowship

It is a 2-year program that aims to empower women and equip them to be compassionate change agents who contribute to large-scale impact and be financially independent. The first batch of the Fellowship has 183 Karuna Fellows, out of which 78 Karuna Fellows are now certified coders under Code-Star program.

f. The New Millionaire Program (TNMP)

PFEL supported Gandhi Fellowship alumni chapters in four major cities for facilitating alumni support and learning from one another.

No Bag Day Pilot Photos from Pre-Lockdown Times

Impact

4,200
middle managers being capacitated

1.2 lakh+
teachers & headmasters being capacitated

1,100+
schools completely transformed out of 5,023 demonstration schools being set up

1.2 lakh
dropped out students re-enrolled

PFEL supports India's fight against COVID 19

PFEL dedicated its efforts in finding innovative ways to minimize the impact of COVID 19 by focusing on improving education and health through various programs. It created active forums to support stakeholders including government officers, teachers, headmasters, students, and most importantly internal staff.

Highlights of Health and Safety for internal staff:

- 2 full time counsellors available on call to support Gandhi Fellows.
- Central and Regional Emergency Response teams were formed to take daily updates from Fellows on their health status and share COVID-19 prevention measures through in-house COVID-19 Help desk.
- Mental health helpline number was set up equipped with a training counsellor to provide support needed in distress situation.

Solutions designed for stakeholders within and outside:

A. **Piramal School of Leadership dedicated as Isolation Centre:** The Government and Community was extended our support by making Piramal School of Leadership at Baggar, Rajasthan available for the medical department as an Isolation Centre.

B. **Learning at home for Early Child Development Program and Primary grades:** Several states are taking the digital route in education through video conferencing and capacity building on platforms such as Zoom and other platforms. The Digi-Sath in Jharkhand and the Google BOLO App in Rajasthan to be implemented across 65K+ schools and cater to 33L + primary students.

C. **Professional development & Well-being of System Officials:** Working with SCERT (State Council for Educational Research and Training) and related institutions to develop content for virtual platform. Sessions have been conducted for teachers and headmasters.

D. **Emotional well-being of the staff and multiple stakeholders:** To ensure emotional well-being of self and others, a series of Cognitively-Based Compassion Training (CBCT) sessions were conducted for 80 members of the Senior Leadership and CBCT facilitators, 600+ Program Leaders.

E. **Surakshit Dada-Dadi Nana-Nani Abhiyaan in partnership with NITI Aayog:** Launched in 28 Aspirational Districts as an all-virtual campaign to safeguard senior citizens during COVID -19 crisis. Due to its high impact & outreach, NITI Aayog scaled it to 112 Aspirational Districts within 1.5 months.

F. **Saksham Bitiya Abhiyaan in partnership with NITI Aayog:** The campaign focusses on equitable education by providing the girl child the much-required boost in post lockdown education. The campaign has a two-pronged approach.

- Learning through art, theatre, poetry, sport, health and wellness: A curriculum that helps the girl child cope with her life and prepare her for the future, and to encourage learning in a creative environment.
- A safe zone for the girl child where she can learn, share, and seek guidance from young women volunteers to provide a safe environment.
- The campaign has supported 1.6 Lakh+ girl Children with over 15,000 volunteers in 6 months.

Employee Social Impact (ESI)

This initiative encourages employees to contribute to society by volunteering for various causes such as youth empowerment, education, health and nutrition, senior care and the environment.

ESI serves as a platform for connecting volunteers, NGOs and end-users. Each office and plant of the Company has a lead volunteer who leads, inspires, and helps build a socially conscious culture.

During FY2020-21, Piramal Volunteers dedicated 2348 volunteer hours with various NGOs and helped beneficiaries on a variety of engagements:

- **India Generosity Run**
  It gives people an opportunity to celebrate our freedom with gratitude to the Father of the Nation. Volunteers from across India participated for the first time in a virtual run and extended their support to the initiatives of the Piramal Foundation.
- **Virtual Face-to-Face Mock Interviews**
  Conducted virtual mock interviews with youth from disadvantaged communities to provide a platform for them to practice, improve and prepare themselves for job interviews.
- **Creating Study Material**
  To motivate rural children, volunteers prepared and translated study material for students from Grade 5 to 8 of government schools on basis of the curriculum and delivering live interactive classes in vernacular languages.
- **Let's Teach English**
  Volunteers helped the first-generation English speakers from Grade 6 to 12 at government schools to improve their fluency.
- **Capacity Building of NGOs**
  Volunteers conducted virtual training for NGO partners on skills related to MS Excel, Report Writing, Financial Planning, Developing HR Strategy and Social Media Marketing.

Customer-centricity

We endeavour to win the hearts and minds of our customers through delivery of highest quality products and services. 'Serving Customers' is one of the six critical Piramal Success Factors that the organisation inculcates in all its employees.

Focusing on Customer-centricity and Patient-centricity drives our organization to provide flexible high-quality service while aligning with our partners on this shared goal.

Care for patients and end-consumers

PEL believes that business success is influenced by the product demand among customers or end consumers. In FY2019-20, PEL launched an organisation-wide cultural transformation initiative on 'Patient-Centricity' to improve its collaboration with customers by working towards the common goal of serving patients. Some of the initiatives taken by businesses for driving 'Patient-Centricity' are:

CDMO

- Customer-focused integrated business development function
- Single point of contact (SPOC) to address all customer needs
- Proactive measures to ensure customer-centricity in all actions and processes
  - Active Senior management participation
  - Top clients mapped to leadership team
  - Use of apt software
  - Periodic surveys and workshops
- Dedicated patient awareness initiatives

Complex Hospital Generics

- Understanding the perspective of patients and customers
- Aligning operations with customer and patient needs
- Cultural-shift to ensure patients are at the centre of decision making
  - Patient self-awareness surveys
  - Patient centricity council
  - Regular customer communication

India Consumer Healthcare

- Expanding access to self-care through traditional distribution channels and e-commerce
- Ensuring product awareness among consumers and retailers through media updates and direct communication
- Using first-hand research, custom studies and data analytics in decision making

With its unique set of brands and robust consumer-led initiatives, the Company strives to set itself as the best-in-class and establish a credible presence. PEL's concentrated efforts to fuel the future with innovative solutions drive growth and sustainability in the industry.

Governance

Governance has a broad scope and includes both social and institutional aspects. It is the combination of voluntary practices and compliance with laws and regulations, leading to effective control and management of the organisation by encouraging a trustworthy, moral, as well as ethical environment.

Corporate Governance

Corporate governance deals with determining ways to take effective strategic decisions which are essential to adding value to our relationship with stakeholders. It establishes transparency which ensures strong and balanced economic development. It brings into focus the fiduciary and trusteeship role of the Board to align and direct the actions of the organisation towards creating wealth and stakeholder value.

PEL's essential character is shaped by the values of transparency, integrity, professionalism, accountability, and customer delight. The Board views corporate governance in a comprehensive way with its main objective being creation of and adherence to a corporate culture of integrity and consciousness.

Board of Directors and Committees

Our Board of Directors is responsible for fostering the long-term performance of the Company while remaining competitive and profitable. This objective is accomplished in accordance with the Company's objectives and the best interests of all stakeholders. The Board is vastly instrumental in developing the Company's vision, strategic goals and policies while monitoring the performance.

Our strong governance and ethics are reflected in our business practices:

- Each member of the Board of Directors brings a wealth of knowledge and expertise with the experience of having served in leadership positions, such as Chairman/CEO of multinational corporations.
- The Legal, Risk, Quality and Compliance teams operate independently and report directly to the Board members

For details, refer to section on 'Board and Management Profiles' in the Annual Report → Page 112.

Enterprise Risk Management

A well-defined risk management framework is integral to any business. Moreover, risk management becomes especially important during times of crisis and uncertainty.

PEL has an independent and dedicated Enterprise Risk Management (ERM) system to identify, manage, and mitigate business risks. Risk management, internal controls, and assurance processes are embedded across all strategic decisions and actions of the Company.

The Risk Management Group (RMG) establishes the risk policies and processes for risk evaluation and measurement. The business units focus on developing and implementing the mitigation measures while taking controlled risks. Specific risk identification and mitigation practices are employed in both the Financial Services and Pharma businesses.

The Board oversees PEL's risk management programme. It regularly reviews and evaluates the programme to ensure that adequate policies, procedures, and systems are in place to execute the strategy and manage related risks. The Board-level 'Risk Committee' reviews the micro-level risks and reports back to the Board. Additionally, the Risk Management Committee for Financial Services (FS) focuses on strategy and risk management practices followed in the FS business unit. The RMG periodically appraises the portfolio health of FS business and the risk profile of the Pharma business to the Board. For details, refer to section on 'Risk Management' in the Annual Report → Page 76.

Quality governance

At PEL, quality is an integral part of the Company's identity and is considered one of the most important aspects of its brand value. It dictates the Company's culture, people, and policies. The Company employs a three-tier quality governance model to prevent dilution of the quality bandwidth while enabling central, regional, and local controls. To ensure due authority, the Quality team operates as an independent function and reports to the Board. The Quality team is competent, multi-layered, and capable of handling all types of compliance challenges. Quality continues to be the collective responsibility of all functions across the organisation. For details, refer to section on 'Quality' in the Annual Report → Page 73.

Responsible sourcing

The Company has policies in place for sustainable procurement, which are in accordance with its endeavour to continuously improve the social and environmental performance of its supply chain. PEL employs the CORE (Creating Optimal and Responsible Environment) program to educate its supply chain partners about the benefits of effectively managing its performance while taking into consideration health, safety, and the environment. The Company also encourages implementation of sustainable business practices.

PEL's Environmental, Health & Safety (EHS) Policy, Sustainability Development Policy, and Safety Management Principles provide guidelines towards sustainable procurement practices for its supply chain partners. Various aspects from design, materials, manufacturing, logistics, service delivery, operations, maintenance, recycling and disposal are considered in the selection of suppliers.

The supply chain management is guided by the Sustainable Procurement Policy as well as SOPs which evaluate suppliers on material risk assessment, compliance to environmental regulations, labour laws, carbon footprint and health and safety parameters for procurement process. As a part of the PEL's endeavour to forge stronger relationships across its value chain, periodic forums are organised by the Company. The agenda focuses on EHS engagement activities and patient-centricity among other updates. PEL procured 40% of its goods and services sustainably during the reporting period.

PERFORMANCE REVIEW

In accordance with the SEBI (Listing Obligations Disclosure Requirements 2018) Amendment Regulations, 2018 the Company is required to give details of significant changes (change of 25% or more as compared to the immediately previous financial year) in key sector- specific financial ratios.

	Standalone		Consolidated	
Particulars	**FY2021**	**FY2020**	**FY2021**	**FY2020**
Debtors Turnover ratio	69.63*	99.62*	90.92	84.51
Inventory turnover ratio	62.88*	152.14*	224.18	205.97
Interest Coverage ratio	1.18	1.49	1.73	1.17
Current ratio	0.78	0.30	1.49	0.68
Debt Equity ratio	0.25	0.47	0.99	1.23
Operating Profit Margin (%)				
Pharmaceuticals	4.12*	23.50*	22.21	26.45
Financial Services	16.47	28.06	34.13	29.51
Normalised Net profit margin ratio (%)	7.07*	19.75*	19.88	20.01
Return on Net worth (%)	0.56*	3.68*	7.49	8.55

*The Board of Directors ('Board') of the Company at their meeting held on June 26, 2020, had inter alia, approved the sale of the major line of pharmaceuticals business, ('Pharma business'), including those held by the Company directly and through its wholly owned subsidiaries, to Piramal Pharma Ltd. (PPL), a subsidiary of the Company. Consequently, operations relating to the Pharma Business in respect of total income, total expenses and tax have been disclosed separately as Discontinued Operations as part of the standalone results. Accordingly, the ratios as reported for FY 2021 are not comparable with the Ratios reported for FY 2020.

Following are reasons for the movement in key ratios:

- Interest Coverage Ratio at consolidated is favourable as compared to FY20 on account of higher profits and reduction in finance cost due to repayment of borrowings on account of various fund raising activities over the period of time.
- Current Ratio at standalone and consolidated has increased substantially from FY20 on account of better liquidity position on account of various fund raising activities over the period of time.
- Debt-Equity Ratio at standalone has decreased on account of repayment of borrowings during the current year.
- Financial Services Operating Profit Margin at standalone has decreased on account of higher dividend from the Financial Services group companies in the previous year, partially offset by the expected credit loss reversals during the current year.

10 YEAR CONSOLIDATED FINANCIAL HIGHLIGHTS

(₹ Crore)

Profit and Loss Account	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Revenue from Operations	2,352	3,544	4,503	5,123	6,381	8,547	10,639	11,883	13,068	**12,809**
EBITDA	471	611	860	1,140	1,929	3,733	5,419	7,175	6,758	**7,828**
Interest	215	575	1,050	511	959	2,031	2,978	4,100	5,321	**4,209**
Profit Before Tax	121	(193)	(435)	3,035	954	1,480	2,244	2,675	918	**3,058**
Profit After Tax[2]	115	(227)	(501)	2,850	905	1,252	5,120	1,464	21	**1,413**
Normalised Profit[3]	112	(227)	(501)	421	905	1,252	1,551	2,142	2,615	**2,627**
Earnings per share[2] (₹ only)	7	(13)	(29)	165	52	73	281.8	72.2	1.14	**56.19**

Notes:

(1) EBITDA, Interest and PBT for FY2019 and FY2020 have been restated for continuing operations.

(2) Profit after Tax & Earning per Share includes exceptional gain for the respective period.

(3) Normalized profit excludes: (i) impact of profit/loss from discontinuing operations; (ii) reversal of Deferred Tax Assets (DTA) and Minimum Alternate Tax (MAT) credit; and (iii) additional conservative provision (net of taxes) on account of Covid-19; and (iv) other one-off items, incl. MTM gains / losses.

(₹ Crore)

Balance Sheet (₹ Crores)	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Share Capital	35	35	35	35	35	35	36	37	45	**45**
Reserves and Surplus	11,208	10,689	9,287	11,701	12,914	14,848	26,526	27,187	30,526	**33,973**
Minority Interest	10	15	-	29	-	13	12	9	-	**1,121**
Debt	2,047	7,688	9,552	7,306	16,279	30,451	44,161	56,040	42,055	**39,369**
Net Deferred Tax	50	(46)	(41)	(27)	(288)	(594)	(4,215)	(4,049)	(2,364)	**(714)**
Total Liabilities	**13,349**	**18,381**	**18,832**	**19,044**	**28,940**	**44,752**	**66,520**	**79,224**	**70,262**	**73,794**
Net Fixed Assets	2,089	6,081	6,682	7,342	7,880	10,852	11,373	11,691	6,933	**7,198**
Investments	6,964	7,877	9,446	7,768	16,317	25,181	28,843	25,747	19,443	**22,029**
Other Net Assets	4,297	4,419	2,704	3,934	4,743	8,719	26,304	41,786	43,886	**44,567**
Total Assets	**13,349**	**18,381**	**18,832**	**19,044**	**28,940**	**44,752**	**66,520**	**79,224**	**70,262**	**73,794**

Note: FY2019 balance sheet figures are restated for accounting impact of Piramal Phytocare Merger

BOARD AND MANAGEMENT PROFILES

Ajay Piramal

Mr. Ajay Piramal is one of India's leading industrialists and philanthropists, and Chairman of the Piramal Group. Piramal Group is a global business conglomerate with diverse interests in pharmaceuticals, financial services and real estate, with offices in 30 countries and its products sold in more than 100 markets. The Group has a strong track record of robust sustained partnerships with several marquee global investors and partners.

Mr. Piramal is regarded as a torchbearer for responsible entrepreneurship, with a strong focus on 'Doing Well and Doing Good', a philosophy that has created long-term value for the Group's stakeholders and the community as a whole.

A firm believer in the tenets of the Bhagvad Gita, Mr. Piramal is a passionate advocate of trusteeship and responsible business ethos. He is deeply invested in unlocking India's socio-economic potential through the Piramal Foundation, and is an ardent promoter of social entrepreneurship. Mr. Piramal actively steers the Group's involvement in various social impact initiatives through the Piramal Foundation, to develop innovative long term and scalable solutions to resolve issues that are critical roadblocks towards unlocking India's economic potential. The Foundation currently works across 25 states and has impacted over 112 million lives, mostly in partnership with state governments, through Piramal Swasthya, Piramal Sarvajal and Piramal School of Leadership. Piramal Foundation has partnered with NITI Aayog, India's foremost think-tank, in 25 Aspirational Districts across 7 states in India, to improve human development indicators across Healthcare & Nutrition and Education, amongst marginalised sections of society.

Mr. Piramal holds key positions on the Boards of several companies and prestigious institutions. He serves on the Harvard Business School's Board of Dean's Advisors, is co-Chair of the UK-India CEO Forum and Non-Executive Director of Tata Sons. Passionate about contributing to education in India, Mr. Piramal also serves as President and Chairman of Anant National University and Chairman of the Pratham Education Foundation.

He has been conferred with several national and international recognitions including: Outstanding Performance at the 9th Asia Pacific Entrepreneurship Awards (2018); International Advertising Association's (IAA) Business Leader of the Year Award (2018); Asia Pacific Entrepreneurship Awards (APEA) - 'Special Achievement Award' Category'(2018); CNBC India Business Leader of the Year (2018) and CNBC Asia Business Leader Award (2017) for his visionary leadership; Hurun India Philanthropy List (2017); SEN Sustainability Award – Philanthropy and Best of Best – instituted by World Presidents' Organisation (2015); Corporate Citizen of the Year award by AIMA Managing India Awards (2016); 'Outstanding Philanthropist' (2014 and 2013) by Forbes Philanthropy Awards; 'Business Leader of the Year' by the Indo-American Chamber of Commerce; and 'Entrepreneur of the Year' (2006) by the UK Trade and Investment Council.

Mr. Piramal holds an Honours degree in Science from Mumbai University and a Master's degree in Management Studies from the Jamnalal Bajaj Institute of Management Studies. He has completed an Advanced Management Programme from the Harvard Business School, and has been conferred with an Honorary Doctorate in Philosophy (D. Phil) by Amity University, India, and an Honorary Doctor of Science (Honoris Causa) Degree by IIT-Indore.

Dr. Swati A Piramal

Dr. Swati Piramal is the Vice-Chairperson of Piramal Group, a global business conglomerate with diverse interests in pharmaceuticals, financial services and real estate. Piramal Group has offices in 30 countries, brand presence in over 100 markets across the world, and over 10,000 employees from 21 diverse nationalities. With a turnover of US$ 2 Billion in FY2020, the Group steadfastly pursues inclusive growth, while adhering to ethical and value driven practices. Based on the philosophy of 'Doing Well and Doing Good', the Piramal Group continues to create long-term value for its stakeholders and the community at large.

Dr. Piramal is amongst India's leading scientists and industrialists whose contributions to innovations, new medicines and public health services have touched many lives. In 2012, Dr. Piramal was awarded with the Padma Shri, one of the highest civilian honours of India, by the President of India.

Over the past 3 decades, Dr. Piramal's efforts towards providing cost-effective and science-based healthcare globally, have significantly contributed in shaping the Indian pharmaceutical industry and to emerge as one of the largest producers of drugs in the world. She founded the Gopikrishna Piramal Memorial Hospital in Mumbai and was instrumental in launching several pan-India public health campaigns against chronic diseases, osteoporosis, malaria, diabetes, tuberculosis, epilepsy and child immunization. Dr. Piramal has authored several books on nutrition and health, including one for patients with renal disease and related disorders, and has written public policy papers on topics such as patent protection, intellectual property and data protection. Her strong influence on important public policies and governance on healthcare and related issues, is widely recognized and has led to major policy changes that have helped reduce the burden of disease.

As the Director of Piramal Foundation, the philanthropic arm of Piramal Group, Dr. Piramal is deeply involved in developing innovative long-term and scalable solutions to resolve issues that are critical roadblocks towards unlocking India's economic potential. She spearheads the efforts of the Foundation towards effective public policy and governance that enables successful private-public-partnerships (PPP models) to effectively solve problems and help meet India's SGD Goals. Dr. Piramal has played a significant role in establishing avenues that promote primary healthcare in rural India, developing frameworks for women empowerment and enabling systemic transformation of India's public education system by realizing the potential of young leaders of tomorrow, and promoting sustainable models for facilitating access to safe drinking water. Under the leadership of Dr. Piramal, the initiatives of Piramal Foundation work cohesively with the central and state governments, as well as through collaborations with NITI Aayog, The Rockefeller Foundation and The Bill and Melinda Gates Foundation, amongst several others.

Through various capacities, Dr. Piramal has championed the cause of women leadership, and develops frameworks and policies to support women in leadership roles. She has served as the First Woman President of India's Apex Chamber of Commerce (ASSOCHAM), in 90 years. Dr. Piramal, through her knowledge and experience, serves as a role model for several aspiring women, empowering them to bring in change at the highest levels of government and society.

Dr. Piramal is a Director on the Board of Nestle India and Allergan India, and is a Board Member of Dean's Advisors to the Harvard Business School and the Harvard School of Public Health. She has been a Former Non-Executive Director on the Board of ICICI Bank, a Former Director on the Boards of SBI Capital Markets and Prudential ICICI Asset Management Company, and a Former Board Member on the Board of Life Insurance Corporation of India. Dr. Piramal has also served on various advisory council boards of industry, trade, science and research, art and technology, as well as on the boards of Indian and international academic institutions that include IIT Bombay, Xavier's College Mumbai, University of Pennsylvania, IITB-Monash, Harvard School of Public Health and the Harvard Business School. In addition, she has served on the Prime Minister of India's Trade Advisory Council and Scientific Advisory Council.

Dr. Piramal is a recipient of several prestigious awards and recognitions including 'Business Leader of the Year' Award by Hello Hall of Fame Awards (2019); First Ladies Awards by the President of India (2018); 'Woman of the Year' Award for outstanding contributions to society in the Medical field by IMC Ladies' Wing (2016); LinkedIn Power Profile list for most viewed CEOs on LinkedIn, India (2015); Kelvinator Stree Shakti Women Achievers Award by Colors (2014); Padma Shri, amongst the Highest Civilian Honours presented by the President of India (2012); Elected as the member of the Harvard Board of Overseers (2012); Alumni Merit Award - the Highest Award bestowed upon a Harvard Alumni by Harvard T.H. Chan School of Public Health (2012); nominated to the Hall of Fame - Most Powerful Women in Business by Fortune India (2011); Awarded by President of India for contributions to better Corporate Governance (2011); Global Empowerment Award – UK by Her Royal Highness, the Duchess of Kent (2011); Nominated 8 times in succession as one of the 25 Most Powerful Women in India by Business Today (2011-2003); Distinguished Industrialist Award for outstanding contributions to the Pharmaceutical Industry by Vellore Institute of Technology (2010); Rajiv Gandhi Award for Outstanding Woman Achiever by Rajiv Gandhi Foundation (2007); Awarded by Prime Minister of India for contributions in the field of Science and Technology (2006); 'Chevalier de l'Ordre National du Merite' (Knight of the Order of Merit) one of France's Highest Honours for Medicine and Trade (2006); Chemtech Pharma Award for Biotech Industries (2006); Lucknow National Leadership Award by Lakshmipat Singhania-IIM, Lucknow (2006); Management Women Achiever of the Year Award by Bombay Management Association (2004-5).

Dr. Swati Piramal holds a Master's Degree in Public Health from the Harvard Business School, in addition to a Medical Degree (M.B.B.S) and a Bachelor's Degree in Medicine and Surgery from University of Mumbai, India.

Nandini Piramal

Nandini Piramal is the Executive Director at Piramal Enterprises and Chairperson at Piramal Pharma Ltd. She is responsible for setting strategy and driving results at Piramal Pharma. Additionally she heads the Human Resources function and the Information Technology function at Piramal Group and Quality at Piramal Pharma.

She is leading a five-year transformation agenda across the Piramal Group for top talent identification and development process across levels. Piramal Enterprises is also the only Indian company to be part of Willis Towers Watson Global High Performing Norm.

In 2020, Ms. Piramal was recognised amongst 'India's Most Powerful Women' by Business Today and in 2014, the World Economic Forum recognised her as a `Young Global Leader'.

Ms. Piramal also advises Piramal Foundation and Piramal Sarvajal, which serves clean water daily to approximately 7,50,000 people across 20 Indian States.

She graduated with BA (Hons) Politics, Philosophy and Economics from Oxford University, followed by an MBA from Stanford Graduate School of Business.

Anand Piramal

Anand Piramal, founded Piramal Realty, one of India's largest and fastest growing real estate companies in 2012. In 2018, Piramal Realty received the Hurun Fastest Growing Real Estate Company of the Year award.

Piramal Realty is a Mumbai centric developer with over 20 mn sq/ft under development in Worli, Mahalaxmi, Mahim, Byculla, Kurla, Thane and Mulund. In 2015, Warburg Pincus and Goldman Sachs committed to invest $434 million for a minority stake in the company.

Prior to his stint at Piramal Realty, Anand helped found a rural healthcare start-up called 'Piramal eSwasthya'. At eSwasthya, he led the acquisition of HMRI (Health Management Research Institute). Today the merged entity 'Piramal Swasthya' is India's largest private primary healthcare initiative, with over 4000 employees, 450 doctors serving 40,000 patients daily across 20 states through its health hotlines, mobile medical units and telemedicine centres. In 2015, it won the 'Times Social Impact' Award and in 2013 the Forbes Philanthropy Award. It is also taught as a case study at prestigious institutions such as Harvard Business school and IIM-A.

Anand was conferred with the Hurun Real Estate Unicorn of the Year 2017 and Young Business Leader award by Hello! Magazine.

Anand graduated in Economics from the University of Pennsylvania, and earned an MBA from Harvard Business School in 2011. Anand was also the youngest President of the Youth Wing of the 100-year-old Indian Merchant Chambers. Anand is on the board of Piramal Enterprises.

Narayanan Vaghul

Mr. Narayanan Vaghul has served as a director on our Board since August 1997. He is the Chairman of our Audit & Risk Management Committee and Nomination & Remuneration Committee. He was the Chairman of the Board of ICICI from September 1985 to April 2009 and was on the boards of Piramal Finance Limited, Apollo Hospitals Enterprise Limited and Mahindra World City Developers Limited until May 2018, March 2019 and April, 2019 respectively. He was on the board of Wipro Limited until July 2019. He is currently on IKP Trusteeship Services Private Limited. He was a board member of Arcelor Mittal, Luxembourg from July 1997 to May 2017. He was on the board of Universal Trustees Private Limited until March 2019.

Mr. Vaghul holds a Bachelor (Honors) degree in Commerce from Madras University. He was the recipient of the Padma Bhushan award by the Government of India in 2010. He also received the Lifetime Achievement Awards from Economic Times, Ernst & Young Entrepreneur of the Year Award Program and Mumbai Management Association. He was given an award for the contribution to the Corporate Governance by the Institute of Company Secretaries of India in 2007.

Deepak M. Satwalekar

Mr. Deepak M. Satwalekar serves on the India Advisory Board of a large European bank. He is currently active on the Advisory Board of a few non-profit organisations, engaged in the field of primary education for the low-income and underprivileged members of society in rural and urban India. He is on the Board of a technology incubator and also advises a venture capital fund. He was the Managing Director and CEO of HDFC Standard Life Insurance Co. Ltd. till 2008. He has also been a consultant to the World Bank; the Asian Development Bank; the United States Agency for International Development (USAID); and the United Nations Human Settlements Programme (HABITAT).

Mr. Satwalekar is a recipient of the 'Distinguished Alumnus Award' from the Indian Institute of Technology (IIT), Bombay. He has chaired or been a member of several industry/Government/ Reserve Bank of India expert groups. He is the Chairman, Board of Governors of the Indian Institute of Management, Indore.

S. Ramadorai

Mr. S. Ramadorai was in public service from February 2011 to October 2016. During his tenure as the Chairman of the National Skill Development Agency (NSDA) and the National Skill Development Corporation (NSDC) his approach was to standardize the skilling effort, ensure quality and commonality of outcomes by leveraging technology and create an inclusive environment to co-operate, collaborate & co-exist. He strongly believed that empowering the youth with the right skills can define the future of the country.

Mr. Ramadorai is currently the Chairman of the Advisory Board at Tata STRIVE, which is the Tata Group's CSR skill development initiative that aims to address the pressing national need of skilling youth for employment, entrepreneurship and community enterprise. He is also the Chairman of Tata Technologies Limited and additionally serves as an Independent Director on the Boards of Piramal Enterprises Limited, Piramal Pharma Limited and DSP Investment Managers. In March 2016, he retired as the Chairman of the Bombay Stock Exchange (BSE Limited) after having served on their board for a period of 6 years.

Mr. Ramadorai took over as the CEO of Tata Consultancy Services (TCS) in 1996 when the company's revenues were at $ 155 million and since then led the company through some of its most exciting phases, including its going public in 2004. In October 2009, he retired as the CEO, leaving a $ 6 billion global IT services company to his successor. He was then appointed as the Vice Chairman and retired in October 2014, after an association of over 4 decades with the company.

Given his keen passion to work for the social sector and community initiatives, he also serves as the Chairman on the Council of Management at the National Institute of Advanced Studies (NIAS) and is the Chairperson of the Governing Board at the Tata Institute of Social Sciences (TISS). His Chairmanship on the Board of Governors of the Indian Institute of Information Technology Guwahati (IIITG) also helped increase their focus on innovation, research and development for the North East.

In the wake of the Covid 19 pandemic and as the Chairperson of The Public Health Foundation of India (PHFI), he has played an active role to further strengthen the collective thrust to capacity building in public health. Their research continues to fully align to the national health priorities as they also partner with the Indian Council of Medical Research.

In his role as the Chair of the British Asian India Foundation (BAIF), an organization that delivers effective programmes to help tackle poverty and inequality in South Asia, Mr Ramadorai recently helped raise substantial funds for their 'Oxygen for India' program for Covid-19 affected patients. He is also the President of the Society for Rehabilitation of Crippled Children (SRCC) – which has recently built a super specialty children's hospital in Mumbai. In February 2020, Mr. Ramadorai was also appointed as the Chairperson of the Kalakshetra Foundation's Governing Board by the Union Ministry of Culture.

In recognition of his commitment and dedication to the IT industry he was awarded the Padma Bhushan (India's third highest civilian honour) in January 2006. In April 2009, he was awarded the CBE (Commander of the Order of the British Empire) by Her Majesty Queen Elizabeth II for his contribution to the Indo-British economic relations. In 2016, he was also awarded The Economic Times - Lifetime Achievement Award for his glorious contribution to Tata Consultancy Services.

His academic credentials include a Bachelor's degree in Physics from Delhi University (India), a Bachelor of Engineering degree in Electronics and Telecommunications from the Indian Institute of Science, Bengaluru (India) and a Master's degree in Computer Science from the University of California – UCLA (USA). In 1993, Ramadorai attended the Sloan School of Management's highly acclaimed Senior Executive Development Program.

He is a well-recognized global leader and technocrat who has participated in the Indian IT journey from a mere idea in 1960's to a mature industry today. Ramadorai captured this exciting journey in a wonderfully personalized book titled 'The TCS Story...and beyond' which was published in 2011 and remained on top of the charts for several months. Among his many interests, Ramadorai is also passionate about photography and Indian classical music.

Gautam Banerjee

Mr. Gautam Banerjee is Senior Managing Director of Blackstone Group and Chairman of Blackstone Singapore.

Mr. Banerjee's non-executive corporate roles outside of Blackstone include serving as an Independent Director of Singapore Airlines, Singapore Telecommunications Limited, GIC (Singapore's Sovereign Wealth Fund) and Piramal Enterprises. He also serves as member of the Defence Science & Technology Agency, and Chairman of raiSE, Centre for Social Enterprise in Singapore. His other roles in the not-for-profit sector include being a term Trustee of SINDA. He has also been appointed as Pro- Chancellor of the National University of Singapore.

Previously, Mr. Banerjee served as Executive Chairman of PricewaterhouseCoopers (PwC), Singapore, for nine years until his retirement in December 2012. He spent over 30 years with the firm in various leadership roles in Singapore, India and East Asia. His previous non-executive appointments included serving as a Member of Economic Development Board and National Heritage Board.

He is a Fellow of Institute of Chartered Accountants in England and Wales, Institute of Singapore Chartered Accountants and Singapore Institute of Directors. He graduated with a Bachelor's of Science (Honours) degree from Warwick University in 1977 and was awarded an Honorary Doctor of Laws (LLD) by the same university in 2014.

He was a nominated Member of Parliament in Singapore from 2007 to 2009 and a Member of Singapore Economic Strategies Committee (2009/2010). He was awarded Public Service Medal by the Singapore Government in 2014.

Suhail Nathani

Suhail Nathani is a co-founding partner at Economic Laws Practice (ELP). He is actively involved with International Trade & Customs, Competition Law & Policy and Corporate Commercial practices of the firm. He has appeared for the Government of India before the WTO Panel and Appellate Body in Geneva, has represented the Competition Commission of India and the Securities and Exchange Board of India at the Supreme Court and various other courts in India.

He earned his Master's Degree at Cambridge University, England and has also received an LL.M. from Duke University, USA. Besides India, he is also admitted to the New York Bar.

He is widely recognised by global publications as a leading lawyer in his fields of practice.

Kunal Bahl

Kunal is a technology entreprenuer and investor. He is the Co-Founder and CEO of Snapdeal, India's leading value e-commerce company. Snapdeal has partnered with several global marquee investors such as Softbank, BlackRock, Temasek, eBay Inc., Mr. Ratan Tata, Mr. Azim Premji, among others.

He is also an investor in early stage technology startups across India and South East Asia, having invested in 150+ technology companies. He is also member of the Nasscom Executive Committee since 2019 and is the current Chairman of the CII National E-commerce Committee. He is also a part of the National Startup Advisory Council, a Government constituted committee to advise the Govt on promoting the Indian startup ecosystem.

Kunal is an engineer from the University of Pennsylvania, with a business degree from The Wharton School. At the University of Pennsylvania he was part of the prestigious Jerome Fisher Management and Technology Program. He was named The Economic Times Entrepreneur of the Year 2015, featured in the 2014 Fortune Global 40 under 40 list and was the receipient of The Wharton Young Leader Award 2018.

Anjali Bansal

Anjali Bansal is the Founder and Chairperson of Avaana Group which invests in and provides scaling up support to technology and innovation companies to deliver impact at scale. A former Non-Executive Chairperson of Dena Bank, Anjali was earlier a Global Partner and Managing Director with TPG Growth Capital. Prior to TPG, she was Global Partner and India CEO with Spencer Stuart and co-led their Asia Boards practice. She started her career as a strategy consultant with McKinsey and Co. in New York.

Anjali has rich knowledge of new economy companies, and has been supporting them to leverage opportunities ahead of them while overcoming the challenges in their path to success. She will bring this understanding to the PEL Board as it continues on its journey and a new phase of its growth.

Anjali serves as an Independent Non-Executive Director on several leading boards including Siemens Ltd, Tata Power, Voltas and Delhivery. She has invested in and mentored various successful start-ups including Delhivery, UrbanClap, Darwinbox, Nykaa, and Lenskart. She is a member of the Young Presidents' Organization, Charter Member of TiE, and is associated with NITI Aayog's Women Entrepreneurship Platform, Digital Solutions, and Atal Innovation Mission.

Vijay Shah

Mr. Vijay Shah is Director at Piramal Enterprises Limited and PGP Glass Private Limited. (formerly, Piramal Glass Private Limited).

Mr. Shah started his career in 1982 as Senior Consultant with Management Structure & Systems Pvt. Ltd., a management consultancy organization providing services for large firms such as Larsen & Toubro (L&T), Siemens, etc. He joined Piramal Group's Strategic Planning function in 1988 and later moved to Piramal Glass as Managing Director. Under his leadership, Piramal Glass's sales grew from Rs.26 Crore in FY1992 to Rs.238 Crore in FY2000 (CAGR of 32%). After his successful stint at Piramal Glass, he was entrusted the responsibility of Pharmaceutical formulations business at Piramal Healthcare in 1999. Under his leadership, the company moved from Rank 23 to Rank 4 in Indian Pharma industry, achieving sales of Rs.932 Crore in FY2006 (CAGR of ~28% during his tenure). After this turnaround at Piramal Healthcare, he moved back to Piramal Glass as Managing Director in 2006.

Mr. Shah has done B.Com (1980) and is a rank holder of Institute of Chartered Accountants of India (1981). He has also done a Management Education Programme from IIM, Ahmedabad (1987), and Advanced Management Program from the Harvard Business School, Boston, USA (1997).

Rajesh Laddha

Mr. Rajesh Laddha is the Executive Director & Group CFO at Piramal Enterprises Ltd. Mr. Laddha as the Group Chief Financial Officer (CFO) oversees various functions including Group strategy, corporate finance, treasury, strategic initiatives such as M&A, capital raising and taxation.

Prior to this, Mr. Laddha served as the Managing Director (MD) and Chief Executive Officer (CEO) of Shriram Capital Limited where he was responsible for business strategy comprising growth plans and strategic initiatives including M&A. In addition, he oversaw areas such as capital allocation, group synergies and enhancement of collaboration amongst all stakeholders, and the performance of various operating entities under Shriram Group.

Mr. Laddha carries with him over three decades of extensive experience in corporate finance, business strategy, mergers & acquisitions, corporate structuring, investments, corporate governance and taxation. He has served on the Board of Vodafone India Limited and is currently on the Board of Shriram Capital Limited and Allergan India Private Limited.

Mr. Laddha holds a Master of Business Administration (MBA) degree from University of Chicago, USA. He is also a qualified Chartered Accountant from India, a Certified Public Accountant from the USA and a Certified Management Accountant from the UK.

Khushru Jijina

Mr. Khushru Jijina is the Executive Director, Financial Services, Piramal Enterprises Ltd. (PEL) and Managing Director of, Piramal Capital & Housing Finance Ltd, an HFC and a wholly-owned subsidiary of Piramal Enterprises Ltd. ('PEL'). Till recently he was also the Managing Director of PHL Fininvest Private Limited, a NBFC and wholly owned subsidiary of PEL. A Chartered Accountant with an illustrious career spanning well over three decades in the field of real estate, corporate finance and treasury management, Mr. Jijina has been associated with the Piramal Group for two decades. Under his leadership, PCHFL has grown rapidly and provides both wholesale and retail funding opportunities across sectors.

In real estate, the platform provides housing finance and other financing solutions across the entire capital stack ranging from early stage private equity, structured debt, senior secured debt, construction finance and flexi lease rental discounting. The wholesale business in the non-real estate sector includes separate verticals – Corporate Finance (CFG) and Emerging Corporate Lending (ECL). CFG provides customized funding solutions to companies across sectors such as infrastructure, renewable energy, roads, industrials, auto components etc. while ECL focuses on lending towards Small and Medium Enterprises (SMEs).

Mr Jijina has been recognised with several prestigious leadership accolades over his career of more than two decades with the Piramal Group. Prior to his current stint, Mr. Jijina was the Managing Director of Piramal Realty where he was responsible for a portfolio of real estate development projects and oversaw all aspects of their execution. He was also the Executive Director of Piramal Sunteck Realty. He joined the Piramal Group in 2001 as Vice President, Treasury, and was instrumental in securing debt at the lowest cost for the group, setting new benchmarks in the debt market. Mr. Jijina started his career with Rallis, a TATA Group company, where he held several pivotal positions in corporate finance and treasury.

MANAGEMENT PROFILES

Peter DeYoung

Peter DeYoung is the CEO of Piramal Global Pharma, Piramal Pharma Limited, and a member of the Piramal Pharma Limited Board. Piramal Global Pharma is comprised of Piramal Pharma Solutions and Piramal Critical Care business units. In his current role, Peter is responsible for steering strategy and driving profitable growth of these businesses.

Prior to this, he has spearheaded several leadership mandates at the Piramal Group, including CEO, Piramal Critical Care and President, Life Sciences.

Previously, Mr. DeYoung worked in various investing and consulting roles in healthcare in the USA, Europe and India. He joined McKinsey & Company in New York after graduating from Princeton, where he worked on a number of projects for pharmaceutical and medical device companies. He was then seconded by McKinsey to the World Economic Forum in Geneva, Switzerland as part of the Global Health Initiative. Mr. DeYoung returned to McKinsey in New York and later in Mumbai, where he focused on the pharmaceutical and healthcare practice. Later, he joined the Blackstone Group's Private Equity Division in Mumbai where he was part of the deal team for several significant transactions, across a wide spectrum of industry sectors in India.

Mr. DeYoung holds a Master's Degree in Business Administration from Stanford University (Arjay Miller Scholar), California, USA and a Bachelor's of Science Degree in Engineering from Princeton University, New Jersey, USA (summa cum laude).

Harinder S. Sikka

Mr. Harinder Sikka is Group Director – Strategic Business at the Piramal Group. He is a former Lt. Commander from the Indian Navy and has been with the Group for nearly three decades. He has been awarded by the Global Anti-Counterfeiting Group, Paris as also recipient of 'The Indira Super Achiever Award', besides other prestigious recognitions. He is trained on Intellectual Property Rights from AOTS, Tokyo, Japan.

He is a prolific writer and an acclaimed film-maker. He went to the Kargil battle theatre in 1999 as a freelance embedded journalist and has written over hundred articles in leading newspapers. He produced the multiple National Awards winning film Nanak Shah Fakir, directed short films and authored two best-selling books Calling Sehmat (made into the blockbuster film 'Raazi') and Vichhoda. Calling Sehmat was published in six Indian languages and is amongst the best 50 books globally on espionage. Vichhoda will soon be available in Hindi.

Jairam Sridharan

Jairam Sridharan is the CEO of Piramal Retail Finance, including the Housing Finance vertical of Piramal Group.

Over the last 20 years of his career, Jairam has served in a range of domestic and international retail finance roles.

Prior to his current role Piramal Group, Jairam has handled a variety of roles at Axis Bank. He was previously President, Retail Lending & Payments at Axis Bank. In this role, he was responsible for driving growth in the retail lending and payments businesses comprising retail lending products (home, car, personal & other loans), cards business (credit, debit & prepaid) and the agriculture & rural lending business. In his 5 years in this role, Axis Bank saw industry leading, 6X growth and emerged as one of the top 5 retail lending institutions in the country. At the time of his departure at Axis Bank, Jairam was heading the Finance function as the CFO of Axis Bank.

Before joining Axis Bank, Jairam served Capital One Financial, a consumer bank based in Richmond, VA (USA) as Head –'New to Credit' Card Acquisitions in the US Cards Business. At the start of his career with ICICI Bank, he played a key role in their initial foray into the retail lending businesses, serving as Head – Business Intelligence Unit.

Jairam holds a Bachelor of Technology degree in Chemical Engineering from IIT Delhi and Post Graduate Diploma in Management from IIM Kolkata where he was awarded a Roll of Honour for academic excellence.

In 2015, Mr. Sridharan was chosen by The Economic Times as a part of their "40 Under 40" list of India's hottest business leaders. In 2019, Institutional Investor magazine named Jairam "Best CFO" in their All-Asia Executive team for Banks, based on Sell-Side analyst votes. Jairam is an avid reader and likes to spend his free time travelling with his family, and looking for a track to run.

Nitish Bajaj

Mr. Nitish Bajaj is the CEO of Consumer Healthcare Division, Piramal Enterprises Limited. He brings with him extensive experience and knowledge in business and marketing strategy, process restructuring, innovation, digitization, media planning, entry strategy and merger & acquisition in the Consumer Healthcare and Automotive space. He has been instrumental in launching and building the architecture of global power brands through robust consumer in-sights and by creating innovation pipelines.

Prior to joining Piramal, Mr. Bajaj was Senior Vice President, Marketing at CEAT Tyres and has worked with organizations such as Reckitt Benckiser (India) Limited, Ranbaxy Global Consumer Healthcare and Heinz India Private Limited.

Mr. Bajaj holds a Post Graduate Diploma in Management from Indian Institute of Management, Ahmedabad; and a Degree in Bachelor of Technology in Metallurgical Engineering from Indian Institute of Technology (BHU).

Shantanu Nalavadi

Mr. Shantanu Nalavadi carries with him more than two and half decades of experience in banking and financial services. He currently is the Managing Director of India Resurgence Fund ('IndiaRF', a PEL and Bain Capital Credit Partnership) a distress fund which focusses on investment in good businesses / assets which are under stress on account of unsustainable debt on balance sheet, but placed well on cost curve / competitiveness in growth sectors such as industrial manufacturing, consumer businesses, infrastructure, export businesses etc. The fund looks at taking direct control / oversight through Indian bankruptcy law or outside of the bankruptcy law, and working through a financial and operational turnaround plan so that these businesses transit from non performing to performing credit backed by returning of robust growth, thereby generating equity kind of returns.

Prior to joining IndiaRF, he was the co-head of the structured investment group with Piramal Enterprises Ltd ("Piramal SIG") and before that he was a Partner with New Silk Route Advisors Pvt. Ltd., a Private Equity Fund with over USD 850 million in AUM ("NSR PE").

At Piramal SIG he was focussed on investing across distressed and special situations in India in myriad of sectors including infrastructure, renewable, road, cement etc. through a diverse set of high yield structured credit products backing a robust and credible business / turn-around plan, which enabled securing returns to all concerned stakeholders.

At NSR PE he was focussed on investing equity growth capital, creating value and monetizing investments across several sectors, including financial services, consumer, infrastructure, media & manufacturing. His portfolio included controlled and turnaround deals involving active operational and turnaround management. Mr. Nalavadi's prior work experience includes long working tenors with global MNCs, such as ANZ Grindlays Bank, Star TV and Walt Disney with P/L and business development responsibilities. He is a Chartered Accountant by qualification and did his article-ship with Arthur Andersen.

Vivek Valsaraj

Vivek Valsaraj is the President and Chief Financial Officer for Piramal Enterprises & has over 25 years of overall experience in the field of finance. He has been associated with the Piramal Group for over 20 years and currently oversees the entire Finance & Shared Services function for Piramal Enterprises. In his earlier stints within the group he has been associated with roles in Corporate, the erstwhile Domestic Formulations business and is currently also the CFO for the Pharma business.

He has extensive experience in the areas of Corporate Finance, Business strategy, mergers and acquisitions, corporate structuring, corporate governance and taxation. Over the last several years he has been closely associated with the Pharma business and has actively participated in the affairs of these businesses including key acquisitions and divestments. He has also been responsible for executing systems and processes and internal controls to bring in financial discipline.

He is a qualified CMA and has had prior stints with companies like Wockhardt Ltd. and Bharat Bijlee Ltd.

S.K. Honnesh

S.K. Honnesh, Group General Counsel at the Piramal Group, is responsible for overseeing the legal function across the Piramal Group. He also heads the Secretarial & Compliance and IPR functions of the Company.

He joined Piramal Group in 2013 and has helped set up and organise the legal function across the group. He plays a critical role in identifying, mitigating and managing legal risk across the group companies and provides strategic legal advice to Piramal group. Honnesh also plays an important role in executing corporate transactions, acquisitions, mergers, sale and transitions in the Company. He has worked on diverse deals through his tenure with the Group.

Before joining Piramal group, Honnesh has worked with Reliance Industries Limited and Export- Import Bank of India. He is a qualified corporate lawyer and holds a Degree in Law from National Law School of India University, Bangalore.

Vikram Bector

Vikram Bector is the President and Chief Human Resources Officer for the Piramal Group. He holds an MBA degree in Marketing & Finance and is a Certified Human Resource Executive (CHRE) by the Human Resources Professionals Association, Canada.

Vikram has over 3 decades of experience leading HR transformation at some of India's largest global corporations. His rich experience straddles diverse sectors such as IT, Consulting, Automotive and Healthcare. He has previously worked with large global Indian conglomerates and MNCs like – Cipla, Reliance Industries Limited, Tata Motors, Deloitte, Satyam Computers and Aditya Birla Group.

He has worked on building world class e-enabled practices in the areas of Talent Acquisition, Leadership development, Succession planning, managing high potentials, Employee Engagement, Learning and Organizational Development. In addition to core HR practices, he has expertise in Mergers & Acquisitions and has lead change initiatives across cultures in geographies such as Brazil, United States, China, Japan and the Middle East. Under his stewardship many Piramal Group companies have made it to the top of the Best Employer Lists. Piramal Group has been featured as a top employer in the Forbes list in 2019, having been ranked at number 32 in the global list.

Viral Gandhi

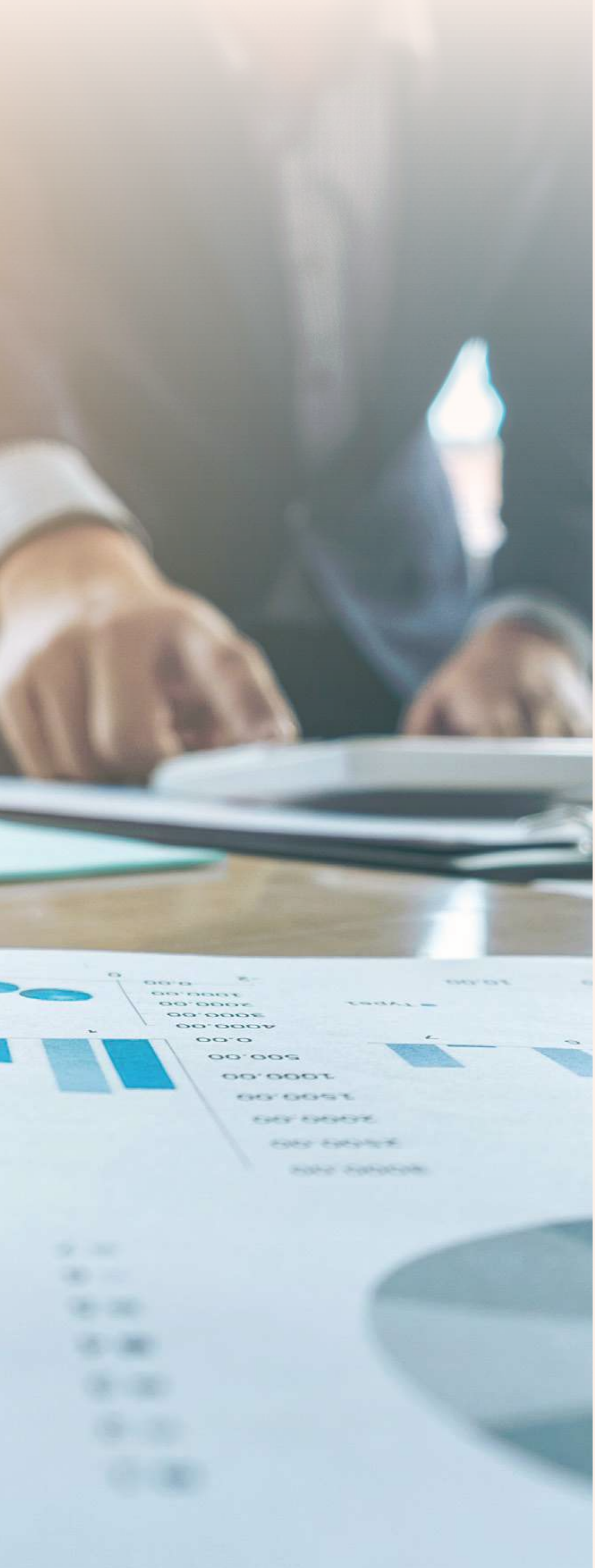
Viral Gandhi is President and Group Chief Information Officer, Piramal Group. As a Digital and Change leader, he is responsible for driving tech innovation and reinvention across the Group entities. He enables the businesses to gain competitive advantage by leveraging technology and digital-led platforms to boost engagement with all stakeholders, across touch points.

Mr. Gandhi is a Technology & Digital Strategist with deep expertise in building and implementing innovative technology solutions and establish strong technology culture to transform organisations and propel business growth.

Prior to joining Piramal Group, Mr. Gandhi served as Chief Information Officer at the Cox & Kings Group and was instrumental in driving business transformation through consumer tech solutions across the group companies, globally. Previously, during his tenure at Tata Consultancy Services (TCS), he partnered with several Fortune 100 clients such as General Electric, NASDAQ, World Bank, HP and Procter & Gamble, in their technology transformation journeys.

With over two and half decades of rich experience, Mr. Gandhi has been conferred with several prestigious awards for his contributions in the field of technology and innovation.

Mr. Gandhi has completed an Executive Leadership Program from Harvard Business School, USA and a Strategy and Innovation Program from Massachusetts Institute of Technology, USA. He holds a Bachelor's Degree in Engineering from VJTI, Mumbai, India.



STATUTORY REPORTS

REPORT ON CORPORATE GOVERNANCE

A report for the financial year ended March 31, 2021 on compliance by the Company with the Corporate Governance requirements under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as 'Listing Regulations'), is furnished below:

1. COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

Corporate Governance is a combination of voluntary practices and compliance with laws and regulations leading to effective control and better management of the organisation. Good Corporate Governance leads to enhanced long-term stakeholder value and enhances interests of all stakeholders. It brings into focus the fiduciary and trusteeship role of the Board to align and direct the actions of the organisation towards creating wealth and stakeholder value.

The Company's essential character is shaped by the values of transparency, customer satisfaction, integrity, professionalism and accountability. The Company continuously endeavours to improve on these aspects. The Board views Corporate Governance in its widest sense. The main objective is to create and adhere to a corporate culture of integrity and consciousness. Corporate Governance is a journey for constantly improving sustainable value creation and is an upward moving target. The Company's philosophy on Corporate Governance is guided by the Company's philosophy of Knowledge, Action, Care and Impact.

The Board fully supports and endorses the Corporate Governance practices as envisaged in the Listing Regulations.

2. BOARD OF DIRECTORS

A. Composition and Size of the Board

The Board is entrusted with ultimate responsibility of the management, direction and performance of the Company. The Company's policy is to maintain an optimum combination of Executive and Non-Executive/Independent Directors. As on March 31, 2021, the composition of the Company's Board, comprised of 13 Directors, as given in the table below and was in conformity with Regulation 17(1) of the Listing Regulations and other applicable regulatory requirements. About 54% of the Company's Board comprised of Independent Directors (IDs). There are no Nominee Directors representing any institution on the Board of the Company.

Name of Director	Other Directorships as on March 31, 2021[1]		Membership of other Board Committees as on March 31, 2021[2]		Directorships in Listed companies and category of Directorship as on March 31, 2021[3]
	as Member	as Chairman	as Member	as Chairman	
Executive Directors – Promoter Group					
Mr. Ajay G. Piramal – Chairman	5	2	1	-	-
Dr. (Mrs.) Swati A. Piramal – Vice Chairperson	7	-	-	-	Nestle India Limited (Independent Director)
Ms. Nandini Piramal	3	-	1	-	The Swastik Safe Deposit and Investments Limited (Non- Executive Director)
Executive Director – Non-Promoter Group					
Mr. Rajesh Laddha^	9	-	-	-	-
Non-Executive, Non-Independent Director – Promoter Group					
Mr. Anand Piramal	7	-	-	-	-
Non-Executive, Non-Independent Director – Non-Promoter Group					
Mr. Vijay Shah*	5	-	-	-	-
Non-Executive, Independent Directors					
Mr. Gautam Banerjee	1	-	-	-	-
Mr. S. Ramadorai	2	1	-	-	-
Mr. Deepak Satwalekar	4	1	3	-	Asian Paints Limited (Independent Director) Wipro Limited (Independent Director) Home First Finance Company India Limited (Independent Director)
Mr. N. Vaghul	3	-	-	1	-
Mr. Kunal Bahl[&]	1	-	-	-	-
Mr. Suhail Nathani[&]	4	-	2	-	Mahindra CIE Automotive Limited (Independent Director)
Ms. Anjali Bansal[#]	9	-	4	-	Apollo Tyres Limited (Independent Director) The Tata Power Company Limited (Independent Director) Siemens Limited (Independent Director) Voltas Limited (Independent Director)

^ Mr. Rajesh Laddha was appointed as a Whole-Time Director of the Company with effect from May 11, 2020.
* Mr. Vijay Shah resigned as a Whole-Time Director of the Company with effect from May 11, 2020. He continues to serve as a Non-Executive, Non-Independent Director of the Company.
& Mr. Kunal Bahl and Mr. Suhail Nathani were appointed as Additional Directors (Non – Executive, Independent) of the Company with effect from October 14, 2020.
# Ms. Anjali Bansal was appointed as an Additional Director (Non – Executive, Independent) of the Company with effect from November 19, 2020.

Notes:

1 This excludes directorships in foreign companies and companies licensed under Section 8 of the Companies Act, 2013 ('the Act')/Section 25 of the Companies Act, 1956.

2 This relates to membership of Committees referred to in Regulation 26(1) of the Listing Regulations, viz. Audit Committee and Stakeholders Relationship Committee of all public limited companies, whether listed or not and excludes private limited companies, foreign companies and companies licensed under Section 8 of the Act/ Section 25 of the Companies Act, 1956.

3 Excludes directorship in the Company.

I. Key Board qualifications, skills, expertise and attributes

In the context of the Company's business and activities, the Board has identified that skills/expertise/competencies in the areas of General Corporate Management, Science and Innovation, Public Policy, Entrepreneurship, Pharmaceuticals, Public Health, Business Leadership, Strategy, Finance, Economics, Technology, Banking, Financial Services, Risk and Governance and Human Resources are needed for it to function effectively. The Company's Board is comprised of individuals who are reputed in these skills, competence and expertise that allows them to make effective contribution to the Board and its Committees. From time to time, Members of the Board have also received recognition from the Government, various Industry Bodies and Business Associations for the contribution made in their respective areas of expertise.

While all the Members of the Board possess the identified skills, their core competencies are given below:

Name of Director	General Corporate Management including Human Resources	Entrepreneurship including Strategy and Public Policy	Business Leadership	Pharmaceuticals and Public Health	Finance, Economics, Banking, Financial Services, Risk and Governance	Technology, Science and Innovation
Mr. Ajay G. Piramal	✓	✓	✓	✓	✓	✓
Dr. (Mrs.) Swati A. Piramal	✓	✓	✓	✓	✓	✓
Ms. Nandini Piramal	✓	✓	✓	✓	✓	✓
Mr. Anand Piramal	✓	✓	✓		✓	
Mr. Vijay Shah	✓	✓	✓	✓	✓	
Mr. Rajesh Laddha^	✓	✓	✓		✓	
Mr. Khushru Jijina*	✓	✓	✓		✓	
Mr. Gautam Banerjee	✓	✓	✓		✓	
Mr. S. Ramadorai	✓	✓	✓		✓	✓
Mr. Deepak Satwalekar	✓	✓	✓		✓	✓
Mr. N. Vaghul	✓	✓	✓		✓	
Mr. Suhail Nathani^	✓	✓	✓		✓	
Mr. Kunal Bahl^	✓	✓	✓		✓	✓
Ms. Anjali Bansal^	✓	✓	✓		✓	✓

^Mr. Rajesh Laddha, Mr. Kunal Bahl, Mr. Suhail Nathani and Ms. Anjali Bansal were appointed as Directors of the Company during FY 2020-21.

*Mr. Khushru Jijina was appointed as an Executive Director of the Company with effect from April 1, 2021.

The Board is satisfied that the current composition reflects an appropriate mix of knowledge, skills, experience, diversity and competence required for it to function effectively.

II. Role of Independent Directors

Independent Directors play a key role in the decision-making process of the Board and in shaping various strategic initiatives of the Company. The Independent Directors are committed to act in what they believe is in the best interests of the Company and its stakeholders. The wide knowledge in their respective fields of expertise and best-in-class boardroom practices helps foster varied, unbiased, independent and experienced perspective.

The Company benefits immensely from their inputs in achieving its strategic direction.

The Company has several subsidiaries, both in India and overseas. In order to leverage the experience of Independent Directors of the Company for the benefit of and for improved Corporate Governance and better reporting to the Board, some of the Independent Directors also serve on the Boards of few subsidiary companies.

An Independent Director is the Chairman of each of the Audit & Risk Management Committee, Nomination & Remuneration Committee, Corporate Social Responsibility Committee and Stakeholders Relationship Committee.

Based on the disclosures received from all the Independent Directors and also in the opinion of the Board, the Independent Directors fulfil the conditions specified in the Act and the Listing Regulations and are independent of the Management.

III. Meeting of Independent Directors

The Company's Independent Directors met on March 17, 2021 in absence of Non-Independent Directors and Members of Management. At this meeting the Independent Directors reviewed the following:

1) Performance of the Chairman;
2) Performance of the Independent and Non-Independent Directors;
3) Performance of the Board as a whole and its Non-Administrative Committees.

They also assessed the quality, quantity and timeliness of flow of information between the Management and the Board.

IV. Familiarization Programme for Independent Directors

The Company has established a Familiarization Programme for Independent Directors. The framework together with the details of the Familiarization Programme conducted has been uploaded on the website of the Company. The web-link to this is https://www.piramal.com/investor/overview/.

During the year under review, the newly inducted Independent Directors were familiarized with the Company, its businesses and the senior management.

Periodic presentations were made at the Board meetings apprising the Board Members about the finer aspects of the Company's businesses, the challenges posed, particularly on account of the COVID-19 pandemic and an overview of future business plans, including:

- Macro-economic view of the industry in which the Company operates;
- Budgets, operations and performance of the businesses and relevant regulatory/legal updates in the statutes applicable to the Company;
- Business model of the Company, risks and opportunities for the businesses and the growth levers for them;
- Strategic future outlook and the way forward.

V. Resignation of Independent Directors

Mrs. Arundhati Bhattacharya resigned as an Independent Director of the Company with effect from April 16, 2020 on account of her accepting a full time executive role in another company.

Mr. Keki Dadiseth, Dr. R. A. Mashelkar and Prof. Goverdhan Mehta resigned as Independent Directors of the Company with effect from October 28, 2020 in line with the Company's succession planning for the Independent Directors on its Board.

Mrs. Arundhati Bhattacharya, Mr. Keki Dadiseth, Dr. R. A. Mashelkar and Prof. Goverdhan Mehta have confirmed that there were no other material reasons for their resignation.

VI. Inter-se relationships among Directors

Mr. Ajay G. Piramal and Dr. (Mrs.) Swati A. Piramal are the parents of Ms. Nandini Piramal and Mr. Anand Piramal. Except for this, none of the other Directors of the Company are inter-se related to each other.

VII. Board Evaluation

Evaluation of performance of all Directors is undertaken annually. The Company has implemented a system of evaluating performance of the Board of Directors as a whole and of its Committees and Non-Executive Directors on the basis of a structured questionnaire which comprises evaluation criteria based on the Guidance Note on Board Evaluation issued by the Securities and Exchange Board of India ('SEBI'). The performance of the Executive Directors is evaluated on the basis of achievements of their Key Result Areas.

The Board of Directors had discussed the feedback and expressed its satisfaction with the evaluation process.

VIII. Certification from Company Secretary in Practice

A certificate has been received from M/s. N. L. Bhatia & Associates, Practising Company Secretaries, that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as directors of companies by the SEBI, Ministry of Corporate Affairs or any such statutory authority. The Certificate is attached to the Board's Report forming part of the Annual Report.

B. Board Meetings and Procedures

The yearly calendar for the Board/Committee meetings is fixed well in advance and is in confirmation with the availability of the Directors, so as to facilitate active and consistent participation of all Directors in the Board/Committee meetings. Minimum four pre-scheduled Board Meetings are held every year (once every quarter). Additional Board Meetings are convened to address the specific needs of the Company. In case of business exigencies or matters of urgency, resolutions are passed by circulation, as permitted by law. Video conferencing facilities are provided to enable active participation by Directors who are unable to attend the meetings in person.

The Board has unrestricted access to all Company related information. Detailed presentations are made to the Board regularly which cover operations, business performance, finance, sales, marketing, global and domestic business environment and related details. All necessary information including but not limited to those mentioned in Part A of Schedule II to the Listing Regulations, are placed before the Board. The Members of the Board are at liberty to bring up any matter for discussions at the Board Meetings and the functioning of the Board is democratic. Members of the Senior Management team are invited to attend the Board Meetings, who provide additional inputs to the agenda items discussed by the Board. The Company has a well-established process in place for reporting compliance status of various laws applicable to the Company.

Update(s) on matters arising from previous meetings are placed at the succeeding meeting of the Board/Committees for discussions, approvals, noting, etc.

There was no instance during the financial year 2020-21, where the Board of Directors had not accepted the recommendation of any Committee of the Board which was mandatorily required.

I. Meetings Held

Eleven Board Meetings were held during the year. Although relaxations were granted by the Ministry of Corporate Affairs and SEBI, the gap between any two Board Meetings was not more than one hundred and twenty days.

Dates of meetings held during the year and Attendance of Directors therein is as follows:

Dates of the Board Meetings	No. of Directors Present at the Meeting
April 9, 2020	12
May 11, 2020	12
June 26, 2020	13
July 18, 2020	13
July 30, 2020	12
September 3, 2020	13
October 14, 2020	13
October 28, 2020	15
December 13, 2020	13
January 22, 2021	13
February 11, 2021	13

II. **Details of Directors' attendance at Board Meetings held during the year and at the last Annual General Meeting (AGM) held on July 30, 2020 are given in the following table:**

Name of Director	Board Meetings		Attended last AGM
	Held during tenure	Attended	
Mr. Ajay G. Piramal	11	11	Yes
Dr. (Mrs.) Swati A. Piramal	11	11	Yes
Ms. Nandini Piramal	11	11	Yes
Mr. Anand Piramal	11	11	Yes
Mr. Vijay Shah	11	11	Yes
Mr. Gautam Banerjee	11	11	Yes
Mrs. Arundhati Bhattacharya*	NA	NA	NA
Mr. Rajesh Laddha#	10	10	Yes
Mr. Suhail Nathani^	5	5	NA
Mr. Kunal Bahl^	5	4	NA
Mr. Keki Dadiseth$	8	6	No
Dr. R.A. Mashelkar$	8	8	Yes
Prof. Goverdhan Mehta$	8	7	Yes
Mr. S. Ramadorai	11	11	Yes
Mr. Deepak Satwalekar	11	11	Yes
Mr. N. Vaghul	11	11	Yes
Ms. Anjali Bansal&	3	3	NA

* Resigned with effect from April 16, 2020

\# Appointed with effect from May 11, 2020

^ Appointed with effect from October 14, 2020

$ Resigned with effect from October 28, 2020

& Appointed with effect from November 19, 2020

C. Shareholding of Non-Executive Directors

The individual shareholding of Non-Executive Directors as on March 31, 2021 is given below:

Name of Director	No. of shares held
Mr. S. Ramadorai	6,002
Mr. Deepak Satwalekar	11,816
Mr. N. Vaghul	11,816
Mr. Anand Piramal	1,97,097
Mr. Vijay Shah	1,27,599
Mr. Suhail Nathani	5,000

None of the Non-Executive Directors were holding any Compulsorily Convertible Debentures of the Company as on March 31, 2021.

3. STATUTORY BOARD COMMITTEES

The Board Committees are set up by the Board and are governed by their terms of reference which exhibit the scope, composition, tenure, functioning and reporting parameters. The Board Committees play a crucial role in the governance structure of the Company and they deal with specific areas of concern for the Company that need a closer review. The Committees operate under the direct supervision of the Board and Chairpersons of the respective Committees report to the Board about the deliberations and decisions taken by the Committees. The recommendations of the Committees are submitted to the Board for approval. The minutes of the meetings of all Committees of the Board are placed before the Board for noting.

The Company has four Statutory Committees:

1. Audit & Risk Management Committee
2. Nomination and Remuneration Committee
3. Stakeholders Relationship Committee
4. Corporate Social Responsibility Committee.

Meetings of Statutory Committees held during the year and Directors' Attendance

Committees of the Company	Audit & Risk Management Committee	Nomination and Remuneration Committee	Stakeholders Relationship Committee	Corporate Social Responsibility Committee
Number of Meetings held	**8**	**4**	**4**	**3**
	Directors' Attendance			
Mr. Ajay G. Piramal	-	4	-	-
Ms. Nandini Piramal	-	-	4	3
Mr. S. Ramadorai	-	4	-	-
Mr. Keki Dadiseth	4@	3@	-	-
Mr. N. Vaghul	8	4	-	-
Mr. Deepak Satwalekar	-	-	4	1*
Prof. Goverdhan Mehta	-	-	-	2@
Dr. R.A. Mashelkar	5@	-	-	-
Mr. Vijay Shah	-	-	1$	1$

Committees of the Company	Audit & Risk Management Committee	Nomination and Remuneration Committee	Stakeholders Relationship Committee	Corporate Social Responsibility Committee
Mr. Rajesh Laddha	3*	-	3^	2^
Mr. Suhail Nathani	3*	-	-	-
Ms. Anjali Bansal	-	-*	-	-

@ Resigned with effect from October 28, 2020

* Appointed with effect from December 13, 2020

$ Resigned with effect from May 12, 2020

^ Appointed with effect from May 12, 2020

Note:

During the year under review, Dr. (Mrs.) Swati A. Piramal, Mr. Anand Piramal, Mrs. Arundhati Bhattacharya, Mr. Gautam Banerjee and Mr. Kunal Bahl were not members of any Statutory Committee.

A. Audit & Risk Management Committee

I. Constitution of the Committee

The Audit & Risk Management Committee is comprised of three members as per details in the following table:

Name	Category
Mr. N. Vaghul – Chairman	Non-Executive, Independent
Mr. Suhail Nathani	Non-Executive, Independent
Mr. Rajesh Laddha	Executive

Mr. Keki Dadiseth and Dr. R. A. Mashelkar resigned from the committee with effect from October 28, 2020. Mr. Rajesh Laddha and Mr. Suhail Nathani were appointed as members of the committee with effect from December 13, 2020.

All the members of the Committee have sound knowledge of finance, accounts and business management. The Chairman of the Committee, Mr. N. Vaghul has extensive accounting and related financial management expertise.

The composition of this Committee is in compliance with the requirements of Section 177 of the Act and Regulations 18 and 21 of the Listing Regulations. Mr. Bipin Singh, Company Secretary, is the Secretary to the Committee.

II. Terms of Reference

The terms of reference of the Audit & Risk Management Committee are aligned with the terms of reference provided under Section 177(4) of the Act, Part C of Schedule II and Regulation 21 of the Listing Regulations.

III. Meetings Held

The Audit & Risk Management Committee met eight times during the financial year 2020-21, on the following dates:

08.05.2020	26.06.2020	30.07.2020	17.09.2020
28.10.2020	11.02.2021	03.03.2021	16.03.2021

The frequency of the Committee Meetings was more than the minimum limit prescribed under applicable regulatory requirements and the gap between two Committee Meetings was not more than one hundred and twenty days.

The functional/business representatives also attend the meetings periodically and provide such information and clarifications as required by the Committee, which provides a deeper insight into the respective business and functional areas of operations. The Cost Auditors and the Internal Auditors attend the respective Audit & Risk Management Committee Meetings, where cost audit reports/internal audit reports are discussed.

Mr. N. Vaghul, Chairman of the Audit & Risk Management Committee was present at the last AGM.

B. Nomination & Remuneration Committee

I. Constitution of the Committee

The Nomination & Remuneration Committee ('NRC') is comprised of four members as per details in the following table:

Name	Category
Mr. N. Vaghul – Chairman	Non – Executive, Independent
Mr. S. Ramadorai	Non – Executive, Independent
Ms. Anjali Bansal	Non – Executive, Independent
Mr. Ajay G. Piramal	Executive

Mr. Keki Dadiseth resigned from the committee with effect from October 28, 2020. Ms. Anjali Bansal was appointed as member of the committee with effect from December 13, 2020.

The composition of this Committee is in compliance with the requirements of Section 178 of the Act and Regulation 19 of the Listing Regulations.

II. Terms of Reference

The terms of reference of the NRC are aligned with the terms of reference provided under Section 178 of the Act and Para A of Part D of Schedule II of the Listing Regulations.

III. Meetings Held

The Committee met four times during the financial year 2020-21 on the following dates:

11.05.2020	03.07.2020
14.10.2020	28.10.2020

Mr. N. Vaghul, Chairman of the NRC was present at the last AGM.

IV. Performance Evaluation Criteria for Independent Directors

The Performance Evaluation Criteria for Independent Directors is comprised of certain parameters like professional qualifications, experience, knowledge and competency, active participation at the Board/Committee meetings, ability to function as a team, initiative, availability and attendance at meetings, commitment and contribution to the Board and the Company, integrity, independence from the Company and other Directors and whether there is any conflict of interest, voicing of opinions freely, etc. These are in compliance with applicable laws, regulations and guidelines.

C. Stakeholders Relationship Committee

I. Constitution of the Committee

The Stakeholders Relationship Committee is comprised of three members, as per details in the following table:

Name	Category
Mr. Deepak Satwalekar – Chairman	Non - Executive, Independent
Ms. Nandini Piramal	Executive
Mr. Rajesh Laddha	Executive

The Committee was re-constituted during the year and Mr. Rajesh Laddha was appointed as member of the Committee in place of Mr. Vijay Shah with effect from May 12, 2020.

The composition of this Committee is in compliance with the requirements of Section 178 of the Act and Regulation 20 of the Listing Regulations.

II. Terms of Reference

The Stakeholders Relationship Committee reviews and ensures the existence of a proper system for timely resolution of grievances of the security holders of the Company inter alia including complaints related to transfer of shares, non-receipt of annual reports, declared dividends, etc.

The terms of reference of the Committee are aligned with those provided under Section 178 of the Act and Para B of Part D of Schedule II of the Listing Regulations.

III. Meetings Held

The Committee met four times during the financial year 2020-21, on the following dates:

07.05.2020	30.07.2020
27.10.2020	11.02.2021

Mr. Deepak Satwalekar, Chairman of the Stakeholders Relationship Committee was present at the last AGM.

IV. Stakeholders Grievance Redressal

There was no shareholder complaint pending at the beginning of the year. 20 complaints were received and redressed to the satisfaction of shareholders during the year under review. 3 complaints were outstanding as on March 31, 2021. The Company did not receive any complaints relating to Compulsorily Convertible Debentures during the year.

The Registrar and Share Transfer Agents ('RTA'), Link Intime India Private Limited, attend to all grievances of shareholders received directly or through SEBI, Stock Exchanges or the Ministry of Corporate Affairs.

The Company maintains continuous interaction with the RTA and takes proactive steps and actions for resolving shareholder complaints/queries. Likewise, the Company also has regular interaction with the Debenture Trustees to ascertain the grievances, if any, of the Debenture holders. There was no grievance received from the Debenture Trustee or from any of the Debenture holders during the financial year 2020-21.

V. Compliance Officer

Mr. Bipin Singh, Company Secretary, is the Compliance Officer. The Company has designated the email ID complianceofficer.pel@piramal.com to enable stakeholders to email their queries/grievances.

D. Corporate Social Responsibility Committee

I. Constitution of the Committee

The Corporate Social Responsibility Committee is comprised of three members, as per details in the following table:

Name	Category
Mr. Deepak Satwalekar – Chairman	Non-Executive, Independent
Ms. Nandini Piramal	Executive
Mr. Rajesh Laddha	Executive

Mr. Vijay Shah and Prof. Goverdhan Mehta resigned from the committee with effect from May 12, 2020 and October 28, 2020, respectively. Mr. Rajesh Laddha and Mr. Deepak Satwalekar were appointed on the committee with effect from May 12, 2020 and December 13, 2020, respectively.

The composition of the Committee is in compliance with Section 135 of the Act and the rules framed thereunder.

II. Terms of Reference

The terms of reference of the Corporate Social Responsibility Committee are aligned with those provided under Section 135 of the Act and the rules framed thereunder.

III. Meetings Held

The Committee met three times during the financial year 2020-21 on the following dates:

07.05.2020	26.10.2020
16.03.2021	

4. REMUNERATION OF DIRECTORS

A. Remuneration to Executive Directors:

Remuneration payable to the Executive Directors is recommended by the NRC, approved by the Board and is subject to the overall limits approved by the shareholders.

Details of remuneration of the Executive Directors approved by the Board for the year ended March 31, 2021 are given below:

(₹)

Name of Director	Designation	Remuneration
Mr. Ajay G. Piramal	Chairman	9,06,74,675
Dr. (Mrs.) Swati A. Piramal	Vice Chairperson	4,18,39,294
Ms. Nandini Piramal	Executive Director	3,25,74,558
Mr. Rajesh Laddha#	Executive Director	4,57,32,600

Appointed with effect from May 11, 2020.

The variable component of remuneration (Performance Linked Incentive) for Executive Directors are determined on the basis of several criteria including their individual performance as measured by achievement of their respective Key Result Areas, strategic initiatives taken and being implemented, their respective roles in the organization, fulfilment of their responsibilities and performance of the Company. This is in accordance with the Company's Remuneration Policy.

B. Sitting fees and commission paid/payable to Independent Directors

Details of sitting fees and commission paid/payable to the Independent Directors for the financial year 2020-21 are given below. These are within the limits prescribed under the Act:

(₹)

Name of Independent Director	Sitting Fees	Commission	Total
Mr. Gautam Banerjee	12,00,000	36,00,000	48,00,000
Mr. Keki Dadiseth$	11,50,000	21,00,000	32,50,000
Mr. S. Ramadorai	14,00,000	36,00,000	50,00,000
Mr. Deepak Satwalekar	15,50,000	36,00,000	51,50,000
Dr. R.A. Mashelkar$	13,00,000	21,00,000	34,00,000
Prof. Goverdhan Mehta$	8,00,000	21,00,000	29,00,000
Mr. N. Vaghul	22,50,000	36,00,000	58,50,000
Mr. Kunal Bahl^	5,00,000	18,00,000	23,00,000
Mr. Suhail Nathani^	9,00,000	18,00,000	27,00,000
Ms. Anjali Bansal&	4,00,000	15,00,000	19,00,000

^ Appointed as Independent Directors of the Company with effect from October 14, 2020

$ Resigned as Independent Directors of the Company with effect from October 28, 2020

& Appointed as an Independent Director of the Company with effect from November 19, 2020

Notes for Directors' Remuneration:

a. Mr. Anand Piramal, Non-Executive Director does not receive any sitting fees or any other remuneration.

b. Mr. Vijay Shah resigned as Executive Director with effect from May 11, 2020 and continues as Non-Executive Director. Mr. Shah, Non-Executive Director does not receive any sitting fees or any other remuneration.

c. Mrs. Arundhati Bhattacharya resigned with effect from April 16, 2020 and did not receive any sitting fees or commission during the year under review.

d. The terms of appointment of Executive Directors as approved by shareholders, are contained in their respective Agreements entered into with the Company. The tenure of office of the Whole-Time Directors is between three to five years from their respective date of appointment. The Agreements also contain clauses relating to termination of appointment in different circumstances, including for breach of terms, the notice period for which is three months. While there is no specific provision for payment of severance fees to any of the Executive Directors, the Board is empowered to consider the same at its discretion, taking into account attendant facts and circumstances.

e. No amount by way of loan or advance has been given by the Company to any of its Directors.

f. During the year ended March 31, 2021, 2,00,000 Stock Options were granted to Mr. Rajesh Laddha, Executive Director at an exercise price of ₹ 750 per Option. In addition to the exercise price, applicable tax would also be payable at the time of exercising the Stock Options. Out of the Stock Options so granted, the NRC/Board of Directors would determine the actual number of Stock Options that would vest, after considering performance and other factors. It may be noted in this regard that since the Company's ESOP Scheme is implemented through the ESOP Trust and the shares given by the ESOP Trust against exercise of Stock Options are those that have been acquired by the ESOP Trust from the secondary market and no new shares are issued by the Company, there will not be any increase in the share capital of the Company, nor will there be any impact on the Earnings Per Share or other ratios relating to share capital, as a result of exercise of the Stock Options.

g. There was no pecuniary relationship or transactions with Non-Executive Directors vis-à-vis the Company other than sitting fees and commission, if any, that is paid to the Non-Executive Independent Directors.

h. During the financial year ended March 31, 2021, Non-Executive Independent Directors were paid sitting fees of ₹ 1,00,000 for attending each meeting of the Board and Audit & Risk Management Committee and ₹ 50,000 for attending each meeting of other Committees.

5. GENERAL BODY MEETINGS

A. Details of the AGMs held during the preceding 3 years and Special Resolutions passed thereat are given below:

AGM	Date	Time	Venue	Details of Special Resolutions passed
71st AGM	July 30, 2018	3.00 p.m.	Rangaswar Auditorium, 4th Floor, Yashwantrao Chavan Pratisthan, General Jagannath Bhosale Marg, Next to Sachivalaya Gymkhana, Mumbai – 400 021.	(i) Re-appointment of Mr. S. Ramadorai as an Independent Director. (ii) Re-appointment of Mr. Narayanan Vaghul as an Independent Director. (iii) Re-appointment of Dr. R. A Mashelkar as an Independent Director. (iv) Re-appointment of Prof. Goverdhan Mehta as an Independent Director. (v) Re-appointment of Mr. Keki Dadiseth as an Independent Director. (vi) Re-appointment of Mr. Deepak Satwalekar as an Independent Director. (vii) Re-appointment of Mr. Gautam Banerjee as an Independent Director. (viii) Re-appointment of Mr. Siddharth Mehta as an Independent Director. (ix) Re-appointment of Dr. (Mrs.) Swati A. Piramal as Whole-Time Director designated as Vice-Chairperson of the Company. (x) Re-appointment of Mr. Vijay Shah as Whole-Time Director. (xi) Issue of Non-Convertible Debentures on Private Placement basis.
72nd AGM	July 30, 2019	3.00 p.m.	Y.B. Chavan Centre, General Jagannathrao Bhosale Marg, Next to Sachivalaya Gymkhana, Mumbai – 400 021.	Issue of Non-Convertible Debentures on Private Placement basis.
73rd AGM	July 30, 2020	3.00 p.m.	Video Conferencing/Other Audio Visual means	(i) Appointment of Mr. Rajesh Laddha as a Whole-Time Director (ii) Restructuring of the pharmaceutical business of the Company (iii) Issue of Non-Convertible Debentures on Private Placement Basis

B. Postal Ballot

No postal ballot was conducted during the financial year ended March 31, 2021.

At present there is no proposal to pass any resolution through postal ballot.

6. DISCLOSURES

A. Related Party Transactions

a) All transactions entered into with Related Parties in terms of provisions under the Act and Regulation 23 of the Listing Regulations during the financial year 2020-21 were undertaken in compliance with the aforesaid regulatory provisions;

b) There were no materially significant transactions with related parties during the financial year which were in conflict with the interest of the Company;

c) Suitable disclosures as required by the Indian Accounting Standards (IND AS 24) have been made in Note No. 38 of the standalone financial statements, which forms part of this Annual Report;

d) The Board has approved a policy for related party transactions which has been uploaded on the website of the Company and can be accessed at https://www.piramal.com/investor/overview/;

e) The Register of Contracts/statement of related party transactions, is placed before the Board/Audit & Risk Management Committee regularly.

B. Details of non-compliance, penalties, strictures imposed by the Stock Exchange(s) or SEBI or any statutory authority on any matter related to capital markets during the last 3 years

SEBI had issued an Order dated October 3, 2016 with respect to the Company, Mr. Ajay G. Piramal, Dr. (Mrs.) Swati A. Piramal, Ms. Nandini Piramal and Mr. N. Santhanam (former director) imposing an aggregate penalty of ₹ 6,00,000 (Rupees Six Lakhs only) in respect of certain technical non-compliances with the Model Code of Conduct prescribed under the SEBI (Prohibition of Insider Trading) Regulations, 1992. An appeal was filed by the Company, Mr. Ajay G. Piramal, Dr. (Mrs.) Swati A. Piramal, Ms. Nandini Piramal with the Securities Appellate Tribunal against the said Order. The Order was quashed by the Securities Appellate Tribunal vide its verdict dated May 15, 2019.

Mrs. Arundhati Bhattacharya resigned as an Independent Woman Director of the Company with effect from April 16, 2020 and Ms. Anjali Bansal was appointed as an Independent Woman Director of the Company (subject to the approval of the shareholders) with effect from November 19, 2020. In view of the challenges faced by the Company in finalizing the right candidate, owing to the ongoing Covid-19 pandemic, the Company had, on July 9, 2020, voluntarily submitted representations to BSE and NSE requesting temporary relaxation in the time limit for appointing Independent Woman Director by the Company by another 6 months.

Subsequently, BSE and NSE, vide their respective Notices dated February 15, 2021, imposed a fine of Rs. 2,89,100 each, on the Company, for not filling the vacancy within the stipulated time period of 3 months and non-compliance with Regulation 17(1) of Listing Regulations. Basis the aforesaid representations, the Company has filed appeals with the respective Review Committees of BSE and NSE for waiver of the fine and setting aside the said Notices. The appeals have not been disposed off till the date of this report.

No other penalties or strictures have been imposed on the Company by Stock Exchanges or SEBI or any statutory authority on any matter relating to capital markets during the last 3 years.

C. Listing Fees

Listing fees for financial year 2021-22, have been paid within the due dates to the Stock Exchanges on which the shares of the Company are listed.

D. Vigil Mechanism/Whistle Blower Policy for Directors and Employees

The Company has established a Vigil Mechanism, which includes a Whistle Blower Policy, for its directors and employees, to provide a framework to facilitate responsible and secure reporting of concerns of unethical behaviour, actual or suspected fraud or violation of the Company's Code of Conduct & Ethics. The details of establishment of Vigil Mechanism/Whistle Blower Policy are posted on the website of the Company and can be accessed at https://www.piramal.com/investor/overview/. No director/ employee has been denied access to the Audit & Risk Management Committee.

E. Compliance with mandatory/Non-Mandatory requirements

a. The Company has complied with all the applicable mandatory requirements of the Listing Regulations.

b. During the year under review, there is no audit qualification in your Company's financial statements. The Company continues to adopt best practices to ensure regime of financial statements with unmodified audit opinion.

F. Details of utilization of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32 (7A) of the Listing Regulations

The Company did not raise any funds through preferential allotment or qualified institutions placement during the year under review.

G. Details of total fees paid to Statutory Auditors

Deloitte Haskins & Sells LLP, (Firm Registration No. 117366W/ W-100018) have been appointed as the Statutory Auditors of the Company. Total fees for all services paid by the Company and its subsidiaries, on a consolidated basis, to the Statutory Auditor and all entities in the network firm/network entity of which the Statutory Auditor is a part, are as follows:

(₹ in Crores)

Particulars	Amount
Services as statutory auditors (including quarterly audits)	1.53
Services for tax matters	0.32
Other matters	0.13
Re-imbursement of out-of-pocket expenses	0.05
Total	**2.03**

H. Disclosures under the Prevention of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The details of number of complaints filed and disposed off during the year and pending as on March 31, 2021 are given in the Board's Report as well as in the Business Responsibility Report.

7. MEANS OF COMMUNICATION

The Company recognizes the importance of two way communication with shareholders and of giving a balanced reporting of results and progress and responds to questions and issues raised in a timely and consistent manner. Shareholders seeking information may contact the Company directly throughout the year. They also have an opportunity to ask questions at the AGM. Some of the modes of communication are mentioned below:

A. Quarterly Results:

The approved financial results are sent within stipulated timelines, to the Stock Exchanges where the shares are listed and are displayed on the Company's website https://www.piramal.com/ and are generally published in Business Standard (all editions) (English) and Mumbai Lakshadweep (Marathi), within forty eight hours of approval thereof.

B. Presentations:

Presentations made to the institutional investors/analysts are intimated to the Stock Exchanges within the prescribed time period under the Listing Regulations and are simultaneously hosted on the website of the Company.

C. Website:

The Company's website https://www.piramal.com/ contains a separate dedicated section for Investors, the link to which is https://www.piramal.com/investor/overview/ where all information and relevant policies to be provided under applicable regulatory requirements, are available in a user friendly form.

D. Annual Report:

The Annual Report containing inter-alia the Audited Standalone and Consolidated Financial Statements, Board's Report, Auditors' Report, Corporate Governance Report and other important information is circulated to Members and others entitled thereto. The Management Discussion and Analysis Report forms part of the Annual Report. The Annual Report is also available on the website of the Company.

E. Designated Exclusive Email ID:

The Company has designated the Email ID complianceofficer.pel@piramal.com exclusively for investor servicing.

F. SEBI Complaints Redress System (SCORES):

All complaints received through SEBI SCORES are resolved in a timely manner by the Company.

G. NSE Electronic Application Processing System (NEAPS) and BSE Corporate Compliance & Listing Centre (BSE Listing Centre):

NEAPS and BSE Listing Centre are web based application systems for enabling corporates to undertake electronic filing of various periodic compliance related filings like shareholding pattern, results, press releases, etc. All filings made by the Company with the Stock Exchanges are done through NEAPS and BSE Listing Centre.

8. GENERAL INFORMATION FOR SHAREHOLDERS

A. Company Registration Details

The Company is registered in the State of Maharashtra, India. The Corporate Identification Number allotted to the Company by the Ministry of Corporate Affairs is L24110MH1947PLC005719.

B. Annual General Meeting

Day, Date and Time: Friday, July 16, 2021 at 2.00 p.m. through Video Conferencing / Other Audio Visual Means.

C. Financial Calendar

The financial year of the Company starts on April 1 and ends on March 31 of next year.

D. Record date and Dividend Payment Date

The Company has fixed Wednesday, July 7, 2021 as the 'Record Date' for the dividend and dividend, if approved by the shareholders at the AGM, would be paid after July 16, 2021.

E. Listing on Stock Exchanges

a. Equity Shares

Name & Address of the Exchanges	Scrip Code
BSE Limited ('BSE') Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001	500302
National Stock Exchange of India Limited ('NSE') Exchange Plaza, Bandra-Kurla Complex, Bandra (E), Mumbai - 400 051	PEL

ISIN / Code

ISIN	: INE140A01024
Reuter's code	: PIRA.BO
	: PIRA.NS
Bloomberg code	: PIEL:IN

b. Debt Securities

Non-Convertible Debentures issued by the Company from time to time are listed on the Wholesale Debt Market Segment of NSE.

c. Convertible Securities

During the FY 2019-20, the Company had allotted 1,15,894 CCDs of the face value of ₹1,15,000 each for cash at a price of ₹1,15,000 per CCD. Each CCD is convertible into 100 equity shares of face value of ₹ 2 each on June 12, 2021 or at any time prior to that at the option of the CCD holder.

The CCDs are listed on BSE (Scrip Code: 912460) and NSE (Symbol: PEL)

F. Debenture Trustees

IDBI Trusteeship Services Limited

Asian Building, Ground Floor, 17, R Kamani Marg,
Ballard Estate, Mumbai 400 001.
Tel: +91-22-40807000
Fax: +91-22-66311776

Catalyst Trusteeship Limited (Erstwhile GDA Trusteeship Limited)

Office No. 604, 6th floor, Windsor,
C.S.T. Road, Kalina,
Santacruz (East), Mumbai 400 098
Fax: +91-22-49220505
Tel: +91-22-49220555

G. Stock Market Data

High, Low and Trading Volume of the Company's equity shares during each month of the last financial year 2020-21 at BSE and NSE are given below:

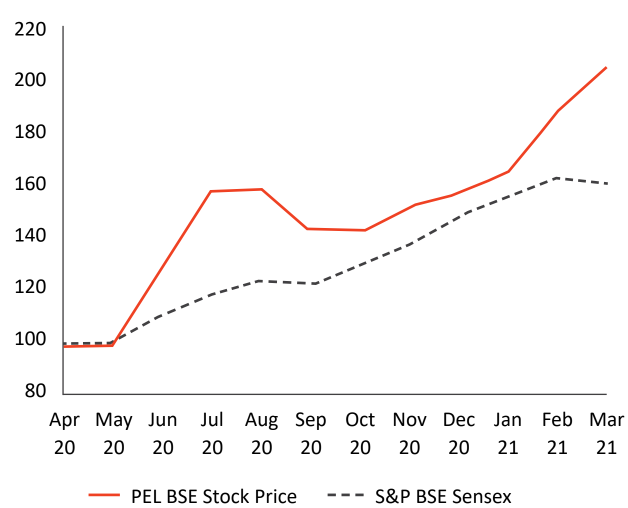
Month	BSE			NSE		
	High (₹)	Low (₹)	Monthly Volume	High (₹)	Low (₹)	Monthly Volume
Apr, 2020	999.80	805.60	16,67,797	1,000.00	805.80	3,92,48,458
May, 2020	984.80	839.05	19,69,315	985.00	802.30	4,55,42,211
Jun, 2020	1,403.55	981.00	29,57,583	1,403.90	985.10	6,05,33,913
Jul, 2020	1,606.30	1,352.90	22,62,228	1,594.00	1,352.00	3,81,92,833
Aug, 2020	1,562.00	1,359.75	28,06,910	1,563.00	1,360.10	3,39,89,927
Sep, 2020	1,405.90	1,178.85	22,34,113	1,407.10	1,178.55	3,98,70,644
Oct, 2020	1,360.15	1,198.90	10,89,516	1,360.45	1,197.90	2,58,69,671
Nov, 2020	1,482.00	1,256.05	7,50,671	1,478.75	1,252.55	2,28,83,323
Dec, 2020	1,521.50	1,283.90	13,99,493	1,522.60	1,282.95	3,25,97,574
Jan, 2021	1,650.00	1,303.60	25,62,372	1,649.70	1,303.60	5,20,42,906
Feb, 2021	1,963.65	1,308.00	23,06,149	1,964.00	1,307.70	4,33,64,194
Mar, 2021	2,008.20	1,741.00	14,15,911	2,007.70	1,741.65	2,33,17,988

Source: BSE and NSE Websites

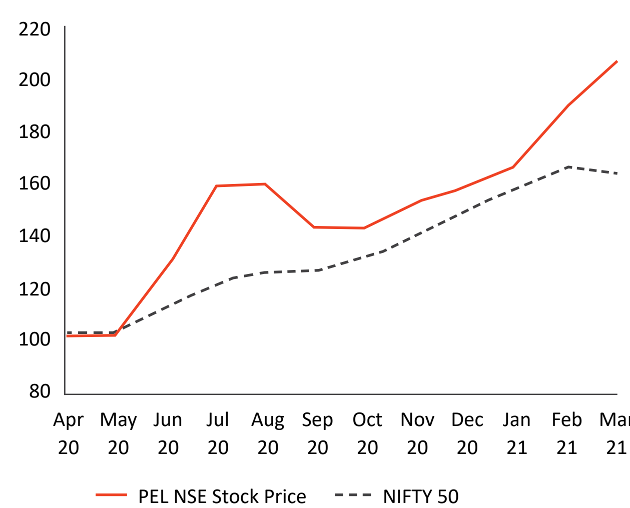
H. Stock Performance vs S&P BSE Sensex and NIFTY 50

Performance of the Company's equity shares on BSE and NSE relative to the BSE Sensitive Index (S&P BSE Sensex) and CNX Nifty (NIFTY 50) respectively are graphically represented in the charts below:

Average monthly closing price of the Company's shares on BSE as compared to S&P BSE Sensex



Average monthly closing price of the Company's shares on NSE as compared to NIFTY 50



- **Liquidity**

Equity Shares of the Company are actively traded on BSE and NSE as is seen from the volume of shares indicated in the table containing stock market data and hence ensure good liquidity for the investors.

I. Contact Details for Investor Correspondence

Share Transfer Agents

Link Intime India Pvt. Ltd. ('Link Intime'), are the Share Transfer Agents of the Company. The contact details of Link Intime are given below:

Link Intime India Pvt. Ltd.
C 101, 247 Park, L B S Marg, Vikhroli West, Mumbai - 400 083.
Tel: +91- 22-49186000/49186270
Fax: +91-22-49186060
E-mail ID: piramal.irc@linkintime.co.in

Contact details of the Company

Piramal Ananta, Agastya Corporate Park, Opposite Fire Brigade, Kamani Junction, LBS Marg, Kurla West, Mumbai – 400 070.
Tel. No.: +91-22-38023083
Fax No.: +91-22-38023884
E-mail ID: complianceofficer.pel@piramal.com

J. Share Transfer System

In terms of Regulation 40(1) of SEBI Listing Regulations, as amended from time to time, securities can be transferred only in dematerialized form with effect from April 1, 2019, except in case of request received for transmission or transposition of securities. Further, SEBI has fixed March 31, 2021 as the cut-off date for re-lodgement of transfer deeds and the shares that are re-lodged for transfer shall be issued only in demat mode. Shareholders holding shares in physical form are advised to promptly dematerialise the shares held by them.

The requests for transmission or transposition of securities held in physical form are registered and returned within a period of 15 days from the date of receipt in case the documents are complete in all respects. The same along with particulars of movement of shares in the dematerialized form are placed at the Board Meeting from time to time.

In case of shares held in electronic form, the transfers are processed by National Securities Depository Ltd. ('NSDL') and Central Depository Services (India) Ltd. ('CDSL') through respective Depository Participants.

The Company obtains from a Company Secretary in Practice, half yearly certificate of compliance with the share transfer and transmission and other formalities as required under Regulation 40 of the Listing Regulations and files a copy of the certificate with the Stock Exchanges.

K. Distribution of Shareholding by size as on March 31, 2021

No. of Shares held	No. of shareholders	% to total no. of shareholders	No. of shares	% to total no. of shares
1 to 100	1,04,796	75.97	23,99,240	1.06
101 to 200	10,867	7.89	15,71,551	0.70
201 to 500	13,414	9.72	42,26,929	1.87
501 to 1000	5,076	3.68	36,42,409	1.61
1001 to 5000	3,017	2.19	54,80,778	2.43
5001 to 10000	285	0.20	20,01,797	0.89
10001 to 20000	150	0.11	20,92,158	0.93
20001 to 30000	75	0.05	18,47,080	0.82
30001 to 40000	39	0.03	13,38,740	0.59
40001 to 50000	29	0.02	13,04,278	0.58
50001 to 100000	67	0.05	46,64,793	2.07
Above 100000	129	0.09	19,49,68,603	86.45
Total	**1,37,944**	**100.00**	**22,55,38,356**	**100.00**

L. Dematerialisation of shares

As on March 31, 2021, 22,30,62,399 equity shares (98.90% of the total number of shares) are in dematerialized form as compared to 22,29,45,840 equity shares (98.85% of the total number of shares) as on March 31, 2020.

The Company's shares are compulsorily traded in dematerialized form and are admitted in both the Depositories in India - NSDL and CDSL

M. Statement showing shareholding pattern as on March 31, 2021

Category of Shareholder	No. of shareholders	Total no. of shares	% to total no. of shares
Shareholding of Promoter and Promoter Group	20	10,38,74,530	46.06
Non Promoter- Non Public			
Employee Benefit Trusts	2	16,40,281	0.73
Public shareholding			
Institutions			
Mutual Funds/UTI	66	31,68,330	1.40
Financial Institutions/Banks	14	4,503	0.00
Central Government/State Government(s)	1	213	0.00
Insurance Companies	12	1,98,13,181	8.78
Alternate Investment Funds	6	8,00,677	0.36
Foreign Portfolio Investors (Corporate)/FIIs	525	6,55,58,254	29.07
Foreign Banks	1	333	0.00
Non-Institutions			
Bodies Corporate	907	17,83,599	0.79
Individuals			
Indian Public Shareholder	1,30,925	2,11,86,235	9.40
Others			
(i) NBFCs registered with RBI	7	9,370	0.00
(ii) Non Resident Indians – Repatriable	1,612	10,90,081	0.48
(iii) Non Resident Indians - Non Repatriable	1,111	4,96,038	0.22
(iv) Foreign Portfolio Investor (Individual)	2	8,702	0.00
(v) Overseas Bodies Corporate	2	43,28,887	1.92
(vi) Clearing Member	207	4,62,853	0.21
(vii) Trusts	34	1,08,909	0.05
(viii) Foreign Nationals	4	509	0.00
(ix) Hindu Undivided Family	2,481	4,53,548	0.20
(x) Unclaimed Suspense Account	1	856	0.00
(xi) IEPF	1	7,46,957	0.33
(xii) Body Corp-Ltd Liability Partnership	1	541	0.00
(xiii) Trust Employee	2	969	0.00
Total Public Shareholding	**1,37,922**	**12,00,23,545**	**53.21**
TOTAL	**1,37,944**	**22,55,38,356**	**100.00**

N. Outstanding GDRs/ADRs/Warrants or any Convertible instruments conversion date and likely impact on Equity

As on March 31, 2021, 1,15,894 CCDs are outstanding which are convertible into 1,15,89,400 equity shares of ₹ 2 each of the Company on or before June 12, 2021. Further pursuant to Regulation 74 of the SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018, the CCD holders, at the time of conversion, will have the option to subscribe to 15,35,944 equity shares of ₹ 2 each of the Company which have been reserved in favour of them pursuant to the Rights Issue of the Company made vide Letter of Offer dated December 24, 2019.

O. Commodity Price Risk or Foreign Exchange Risk and Hedging Activities

The Company is exposed to Currency Risk arising from its trade exposures and Capital receipt/payments denominated, in other than the functional Currency. The Company has a detailed policy which includes setting of the recognition parameters, benchmark targets, the boundaries within which the treasury has to perform and also lays down the checks and controls to ensure the continuing success of the treasury function.

The Company has defined strategies for addressing the risks for each category of exposures (e.g. for exports, for imports, for loans, etc.). The centralised treasury function aggregates the foreign exchange exposure and takes prudent measures to hedge the exposure based on prevalent macro-economic conditions.

The Company is also exposed to interest rate risks, on foreign currency loans, which are based on floating rate pegged to LIBOR and accordingly the Forex Risk Management Committee of the Company mandates the centralised treasury function to hedge the same basis its view on interest rate movement.

The Company has adequate risk assessment and minimization system in place for commodities. The Company does not have material exposure of any commodity and accordingly, no hedging activities for the same are carried out. Therefore, there is no disclosure to offer in terms of SEBI circular no. SEBI/HO/CFD/CMD1/CIR/P/2018/0000000141 dated November 15, 2018.

P. Credit Ratings for Debt Instruments

The Credit Ratings reaffirmed/assigned to the debt instruments of the Company during the financial year 2020-21 are given below:

Instruments	Credit Rating		
	ICRA	CARE	CRISIL
Non-Convertible Debentures / Long Term Bank Facilities	ICRA AA (Negative)	CARE AA (Under Credit watch with developing implications)	
Short Term Non-Convertible Debentures	-	CARE A1+	-
Short Term Bank Facilities	ICRA A1+	CARE A1+	-
Commercial Paper	-	CARE A1+	CRISIL A1+
Fund Based Short Term (Inter Corporate Deposit)	-	CARE A1+	-

Details relating to these Credit Ratings are also available on the website of the Company.

Q. Plant Locations of the Company (PEL) and its Subsidiaries

India:

PEL

- Plot No. K-1, Additional M.I.D.C, Mahad, District Raigad, 402 302, Maharashtra.

Piramal Pharma Limited

- Plot No. 67-70, Sector II, Pithampur, District Dhar, 454 775, Madhya Pradesh.
- Digwal Village, Kohir Mandal, Sangareddy District, Zaheerabad, 502 321, Telangana.
- Ennore Express Highway, Ernavur Village, Ennore, Chennai 600 057, Tamil Nadu.
- Plot Nos.18 and 19 - PHARMEZ, Village Matoda, Sarkhej bawala, NH 8A, Taluka Sanand, Ahmedabad - 382 213, Gujarat.

Convergence Chemicals Private Limited

- Plot No.D-2/11/A1 GIDC, Phase II, Dahej, Tal Vagra, Gujarat – 392130.

Overseas:

Piramal Healthcare UK Limited

- Whalton Road, Morpeth, Northumberland, NE61 3YA, UK
- Earls Road, Grangemouth, Stirlingshire, FK 38XG, Scotland, UK

Piramal Healthcare (Canada) Limited

110, Industrial Parkway North, Aurora, Ontario, L4G 4C3, Canada.

Piramal Critical Care Inc.

3950 Schelden Circle, Brodhead Road, Bethlehem, PA 18017, USA.

Piramal Pharma Solutions Inc.

1575 McGrathiana Parkway, Lexington, Kentucky, 40511, USA.

Ash Stevens LLC

18655 Krause Street, Riverview, MI 48193, USA.

PEL Healthcare LLC

650 Cathill Rd, Sellersville, PA 18960, USA.

R. Disclosures with respect to the Demat Suspense Account/ Unclaimed Suspense Account

In accordance with the requirement of Regulation 34 (3) and Part F of Schedule V of Listing Regulations, the Company reports the following details in respect of equity shares lying in the suspense account:

Particulars	No. of shareholders	No. of equity shares
Aggregate number of shareholders and the outstanding shares in the suspense account lying as on April 1, 2020	685	3,363
Less: Shareholders who approached the Company for transfer of shares from suspense account and to whom shares were transferred during the year	3	18
Less: Shareholders whose shares were transferred from the suspense account to IEPF Account	468	2,489
Aggregate number of shareholders and the outstanding shares in the suspense account lying as on March 31, 2021	214	856

The voting rights on such unclaimed/outstanding shares in the suspense account as on March 31, 2021 have been frozen and will remain frozen till the rightful owner claims the shares.

S. Transfer of Unpaid/Unclaimed Dividend and Shares to Investor Education and Protection Fund

Pursuant to the provisions of Sections 124, 125 and other applicable provisions, if any, of the Act, read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, (hereinafter referred to as 'IEPF Rules'), the amount of dividend remaining unpaid/unclaimed for a period of seven years from the date of transfer to the unpaid dividend account, is required to be transferred to the Investor Education and Protection Fund ('the IEPF'). Pursuant to this requirement, the dividend amounts remaining unclaimed in respect of dividends declared upto the financial year ended March 31, 2013 have been transferred to the IEPF.

Further, in terms of Section 124(6) of the Act, read with the IEPF Rules, all the shares in respect of which dividend has remained unpaid/unclaimed for seven consecutive years or more from the date of transfer to the unpaid dividend account are required to be transferred to the demat account of the Investor Education and Protection Fund Authority ('IEPFA'). Accordingly, all the shares in respect of which dividends were declared upto the financial year ended March 31, 2013 and remained unclaimed for a continuous period of seven years have been transferred to the demat account of IEPFA.

The details of unpaid/unclaimed dividend and equity shares so transferred are uploaded on the website of the Company at https://www.piramal.com/investor/overview/ as well as that of the Ministry of Corporate Affairs, Government of India at http://www.mca.gov.in/.

During the financial year 2020-21, the Company had transferred ₹ 2,13,97,180 of unpaid/unclaimed dividends and 46,135 shares to demat account of IEPFA.

In the interest of shareholders, the Company sends periodic reminders to the individual shareholders to claim their dividends in order to avoid transfer of dividend/shares to the demat account of IEPFA.

The following table provides the due dates for the transfer of outstanding unpaid/unclaimed dividend by the Company as on March 31, 2021:

Financial Year	Date of declaration of Dividend	Due date for transfer
2013-14	July 25, 2014	August 25, 2021
2014-15	August 6, 2015	September 6, 2022
2015-16 (Interim)	March 9, 2016	April 9, 2023
2016-17	August 1, 2017	September 1, 2024
2017-18	July 30, 2018	August 30, 2025
2018-19	July 30, 2019	August 30, 2026
2019-20	July 30, 2020	August 30, 2027

9. SUBSIDIARY COMPANIES

The subsidiaries of the Company function independently, with adequately empowered Board of Directors.

Policy for Material Subsidiaries

A Policy for determining Material Subsidiaries has been formulated in compliance with the requirements of Regulation 16 of the Listing Regulations. This Policy has been uploaded on the website of the Company and can be accessed at https://www.piramal.com/investor/overview/.

10. CODE OF CONDUCT

The Board has laid down a Code of Conduct and Ethics for the Board Members and Senior Management Personnel of the Company. All Board Members and Senior Management Personnel have affirmed compliance with the Code of Conduct for financial year 2020-21. Requisite declaration signed by Mr. Rajesh Laddha to this effect is given below:

"I hereby confirm that the Company has obtained from all the Members of the Board and Senior Management Personnel, affirmation that they have complied with the Code of Conduct and Ethics for Directors and Senior Management of the Company in respect of the financial year 2020-21."

Rajesh Laddha
Executive Director
Mumbai, May 13, 2021

Copies of the aforementioned Code have been put on the Company's website and can be accessed at https://www.piramal.com/investor/overview/.

11. CODE FOR PREVENTION OF INSIDER TRADING

The Company has adopted the revised Code of Conduct to regulate, monitor and report trading by designated persons in securities of the Company and code of practices and procedures for fair disclosures of unpublished price sensitive information in terms of SEBI (Prohibition of Insider Trading) Regulations, 2015 as amended from time to time.

12. CERTIFICATE ON CORPORATE GOVERNANCE

Certificate from M/s. N. L. Bhatia & Associates, Practicing Company Secretaries, confirming compliance with the conditions of Corporate Governance as stipulated under the Listing Regulations, is attached to the Board's Report forming part of the Annual Report.

BOARD'S REPORT

Dear Shareholders,

Your Directors have pleasure in presenting the 74th Annual Report on the business and operations of Piramal Enterprises Limited ('the Company' or 'PEL') and the Audited Financial Statements for the financial year ended March 31, 2021.

(₹ in Crores)

Particulars	Consolidated		Standalone	
	FY2021	FY2020*	FY2021	FY2020*
Net Sales	**12,809.35**	13,068.29	**1,824.70**	2,012.89
Non-operating other income	**363.64**	491.11	**95.76**	665.12
Total income	**13,172.99**	13,559.40	**1,920.46**	2,678.01
Other Expenses	**5,345.10**	6,800.92	**629.72**	650.37
OPBIDTA	**7,827.89**	6,758.48	**1,290.74**	2,027.64
Interest Expenses	**4,208.53**	5,320.62	**1,068.77**	1,710.06
Depreciation	**560.88**	520.30	**32.82**	41.94
Profit before tax & exceptional items	**3,058.48**	917.56	**189.15**	275.64
Exceptional items expenses	**58.86**	-	**(258.35)**	-
Income tax	**2,042.91**	1,960.43	**51.02**	390.40
Net Profit/ (Loss) after tax and before Share of Net profit of Associates and Joint ventures	**1,074.43**	(1,042.87)	**(120.22)**	(114.76)
Share of Net profit of Associates and Joint ventures#	**338.43**	489.56	**-**	-
Net Profit/ (Loss) after tax and after Share of Net profit of Associates and Joint ventures	**1,412.86**	(553.31)	**(120.22)**	(114.76)
Profit from Discontinued operations	**-**	574.45	**160.12**	259.61
Profit after Tax from continuing and discontinued operations	**1,412.86**	21.14	**39.90**	144.85
Net Profit/ (Loss) Margin % (Profit from continuing operations as a % of revenue from Continuing operations)	**11.03%**	(4.23%)	**(6.59%)**	(5.70%)
Normalised Net Profit from continuing operations[1]	**2,627.11**	1,204.28	**128.98**	270.86
Normalised Net Profit Margin % (Profit from continuing operations as a % of revenue from Continuing operations)	**20.51%**	9.22%	**7.07%**	13.46%
Basic EPS from continuing operations	**56.19**	(26.25)	**(5.07)**	(5.45)
Diluted EPS (₹/share) from continuing operations	**55.68**	(26.25)	**(5.07)**	(5.45)
Normalised Basic EPS (₹/share)[1]	**110.79**	57.14	**5.20**	12.85
Normalised Diluted EPS (₹/share)[1]	**109.80**	56.90	**5.15**	12.80

*Previous year's standalone figures are restated for accounting effect of discontinued operations

Income under Share of Associates primarily includes Company's share of profits for Company's associates, as per the applicable accounting standards.

Note:

1. FY 2021 normalised net profit excludes tax adjustment for earlier years and exceptional items (net of tax). FY 2020 normalised net profit excludes tax adjustment due to adoption of new tax regime.

DIVIDEND

The Board has recommended a dividend of ₹ 33 (Rupees Thirty-Three only) i.e. @ 1,650% per equity share of the face value of ₹ 2 each for the financial year ended March 31, 2021.

As per Regulation 43A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'), the Company has adopted a Dividend Distribution Policy which is available on the website of the Company at https://www.piramal.com/investor/overview.

The dividend declared by the Company for the financial year ended March 31, 2021 is in compliance with the Dividend Distribution Policy of the Company.

SHARE CAPITAL

During the year under review, there was no change in the issued and paid-up share capital of the Company.

DEALING WITH THE COVID-19 PANDEMIC

In line with the Company's core value of Care, Company remains committed to the health and wellbeing of all stakeholders. The Company has put in place a Business Continuity Plan to ensure that while prioritizing health and safety of employees, we also remain responsible to our stakeholders, including our various customers who depend on us for products and services even in these testing times. Most employees have been operating remotely from their homes, (except for employees who are critical for plant operations and other essential functions to enable business continuity), even as on the date of this Report, while ensuring minimal impact on business as usual. The Company's IT infrastructure and processes have been ramped up in order to ensure seamless connectivity across the organization and also to leverage the use of Company specific mobile applications during this period. Furthermore, various steps were taken by the Company to render support to employees, such as creation of an Employee Helpline for PEL employees/families to address any queries related to COVID- 19.

The Financial Services business, at the onset of the COVID-19 pandemic in March 2020, conducted a stressed case scenario analysis and created an incremental provision of ₹ 1,903 Crores. Despite FY 2021 being impacted by the pandemic, over 90% of the total provisions remained unutilised and maintained conservatively against the loan book. The total provisions of ₹ 2,797 Crores as on March 31, 2021 is equivalent to 6.30% of the overall loan book and is sufficient to meet any future contingencies. Furthermore, the business continued to support its clients/partners amidst the pandemic and also offered moratorium and one-time loan restructuring, as per regulatory guidelines.

The Pharma business is deemed to be 'essential' services by relevant governments around the world. The contingency plans enabled the business to meet customer demand from its facilities and run multiple shifts at sites, while putting business continuity plans in place. The business has experienced higher demand due to customers shift away from perceived higher risk production areas to its facilities in 'safer geographies'. The business is playing an extremely important role by enabling the supply of key medicines across the world. Pharma business is also collaborating with a range of customers to develop drugs for COVID-19 treatment.

Further details of the impact of COVID-19 on each of the Company's businesses have been covered under the Management Discussion and Analysis section of the Annual Report.

CHANGES IN SUBSIDIARIES, JOINT VENTURES AND ASSOCIATE COMPANIES

Changes in subsidiaries, joint ventures and/or associate companies during the year under review are listed in Annexure A to this Report.

FINANCIAL DETAILS OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATE COMPANIES

Pursuant to the provisions of Section 129(3) of the Companies Act, 2013 ('the Act'), a statement containing salient features of the financial statements of subsidiaries, joint venture and associate companies in Form AOC-1 is attached to the financial statements.

The separate financial statements of the subsidiaries are available on the website of the Company and can be accessed at https://www.piramal.com/investor/overview.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR 2021

Acquired solid oral dosage drug product manufacturing facility: In June 2020, the Company's pharma solutions business entered into an agreement with G&W Laboratories Inc. for acquisition of its solid oral dosage drug product manufacturing facility in Sellersville, Pennsylvania for a consideration of USD 17.5 Million.

Pharma Capital raise: In October 2020, the Company completed sale/transfer of the pharmaceutical business, held by the Company directly and through its subsidiaries, to Piramal Pharma Limited ('PPL'), a subsidiary of PEL('Transaction') and PPL received ₹ 3,523.40 Crores on closure of the Transaction for 20% equity investment from CA Alchemy Investments, an affiliated entity of CAP V Mauritius Limited, an investment fund managed and advised by affiliated entities of The Carlyle Group Inc. The Transaction valued the pharmaceutical business at an enterprise value of USD 2,775 Million.

Increased stake to 100% in Convergence Chemicals Private Limited ('CCPL'): In October 2020, PPL and Navin Fluorine International Limited ('NFIL') announced a mutual agreement to increase PPL's stake in CCPL to 100% by buying out NFIL's 49% stake in CCPL at ₹ 65.10 Crores. The acquisition was completed in February 2021.

Approval of Dewan Housing Finance Corporation Limited ('DHFL') Resolution Plan by Committee of Creditors ('COC'): In January 2021, the Administrator of DHFL through a Letter of Intent, intimated that the COC of DHFL has declared Piramal Capital & Housing Finance Limited ('PCHFL'), a wholly-owned subsidiary of the Company, as the Successful Resolution Applicant in relation to the Corporate Insolvency Resolution Process of DHFL and identified the resolution plan submitted by PCHFL, as the Successful Resolution Plan.

Agreed to acquire Hemmo Pharmaceuticals Private Limited: In March 2021, PPL entered into an agreement to acquire 100% stake in Hemmo Pharmaceuticals Private Limited, an Indian manufacturer of peptide APIs, for an upfront consideration of ₹ 775 Crores and milestone linked earn-outs.

OPERATIONS REVIEW

Standalone

Total income from operations for continuing operations on a standalone basis for FY 2021, declined by 9.65% to ₹ 1,824.70 Crores as compared to ₹ 2,012.89 Crores in FY 2020. Earnings before interest, taxes, depreciation and amortization (EBITDA) for FY 2021 on a standalone basis from continuing operations declined by 27.31% to ₹ 1,290.74 Crores as compared to ₹ 2,027.64 Crores in FY 2020. Net Profit for the year from continuing and discontinuing operations was ₹ 39.90 Crores as compared to ₹ 144.85 Crores in FY 2020. Earnings per share from continuing and discontinuing operations was ₹ 1.68 for the year as compared to ₹ 6.87 per share during the previous year.

Consolidated

The Company's consolidated revenue declined by 1.98% to ₹ 12,809.35 Crores in FY 2021 as compared to ₹ 13,068.29 Crores in FY 2020. The decline in revenue is primarily driven by decline in Financial Services segment. Revenue generated in foreign currencies are 38% of the Company's FY 2021 revenue.

A detailed discussion on operations for the year ended March 31, 2021 is provided in the Management Discussion and Analysis Report, which is presented in a separate section forming part of this Annual Report.

SUBSIDIARY COMPANIES

Piramal Dutch IM Holdco B.V. [Consolidated]

Piramal Dutch IM Holdco B.V. (Consolidated) includes financials of its wholly owned subsidiary PEL-DRG Dutch Holdco B.V. There were no net sales of this group for FY 2021. Profit before interest, depreciation and tax for the year was at ₹ 117.07 Crores. Piramal Dutch IM Holdco B.V. [Consolidated] reported a net profit of ₹ 89.81 Crores for the year.

Piramal Capital & Housing Finance Limited

Income from operations for FY 2021 was at ₹ 4,924.89 Crores. Profit before depreciation and tax for the year was at ₹ 1,569.45 Crores. PCHFL reported a net profit of ₹ 1,034.44 Crores for the year.

Piramal Fund Management Private Limited [Consolidated]

Piramal Fund Management Private Limited (Consolidated) includes financials of Indiareit Investment Management Co., Piramal Asset Management Private Limited, Singapore. Income from operations for FY 2021 was at ₹ 41.31 Crores. Loss before depreciation and tax for the year was at ₹ 18.26 Crores. Piramal Fund Management Private Limited (Consolidated) reported a net loss of ₹ 22.74 Crores for the year.

Piramal Securities Limited

Income from operations for FY 2021 was at ₹ 10.07 Crores. Profit before depreciation and tax for the year was at ₹ 0.70 Crores. Piramal Securities Limited reported a net profit of ₹ 0.61 Crores for the year.

PHL Fininvest Private Limited [Consolidated]

PHL Fininvest Private Limited (Consolidated) includes financials of Piramal Finance Sales and Service Private Limited. Income from operations for FY 2021 was at ₹ 1,933.58 Crores. Profit before depreciation and tax for the year was at ₹ 668.33 Crores. PHL Fininvest Private Limited (Consolidated) reported a net profit of ₹ 491.68 Crores for the year.

Piramal Pharma Limited [Consolidated]

Piramal Pharma Limited (Consolidated) includes financials of:

i. Piramal Healthcare Inc. (Consolidated)
ii. PEL Pharma Inc. (Consolidated)
iii. Piramal Healthcare UK Limited
iv. Piramal Healthcare (Canada) Limited
v. Piramal Critical Care Limited
vi. Piramal Critical Care Italia SPA
vii. Piramal Critical Care South Africa
viii. Piramal Critical Care Pty. Ltd. (Australia)
ix. Piramal Critical Care Deutschland GmbH
x. Piramal Critical Care B.V.
xi. Convergence Chemicals Private Limited

Consolidated income from operations for FY 2021 was at ₹ 5,614.34 Crores. Consolidated profit before interest, depreciation and tax for the year was at ₹ 1,282.70 Crores. Piramal Pharma Limited (Consolidated) reported a net profit of ₹ 594.84 Crores.

Viridis Power Investment Managers Private Limited

Viridis Power Investment Managers Private Limited reported no profit/loss for FY 2021.

Viridis Infrastructure Investment Managers Private Limited

Viridis Infrastructure Investment Managers Private Limited reported no profit/loss for FY 2021.

Piramal Holdings (Suisse) SA

There was no income from operations for FY 2021. Profit before interest, depreciation and tax for the year was at ₹ 1.44 Crores. Piramal Holdings (Suisse) SA reported a net profit of ₹ 7.21 Crores for the year.

Piramal Consumer Products Private Limited

There was no income from operations for FY 2021. Profit before interest, depreciation and tax for the year was at ₹ 0.76 Crores. Piramal Consumer Products Private Limited reported a net profit of ₹ 0.56 Crores for the year.

Piramal Systems and Technologies Private Limited [Consolidated]

Piramal Systems and Technologies Private Limited (Consolidated) includes financials of Piramal Technologies SA. There was no income from operations for FY 2021. Loss before interest, depreciation and tax for the year was at ₹ 64.68 Crores. Piramal Systems and Technologies Private Limited (Consolidated) reported a net loss of ₹ 50.18 Crores for the year.

PEL Finhold Private Limited

Income from operations for FY 2021 was at ₹ 11.13 Crores. Loss before depreciation and tax for the year was at ₹ 65.57 Crores. PEL Finhold Private Limited reported a net loss of ₹ 71.77 Crores for the year.

Piramal Asset Management Private Limited, India

Income from operations for FY 2021 was at ₹ 1.29 Crores. Loss before depreciation and tax for the year was at ₹ 0.41 Crores. Piramal Asset Management Private Limited reported a net loss of ₹ 0.41 Crores for the year.

Piramal Investment Advisory Services Private Limited

Income from operations for FY 2021 was at ₹ 39.73 Crores. Profit before depreciation and tax for the year was at ₹ 9.35 Crores. Piramal Investment Advisory Services Private Limited reported a net profit of ₹ 6.81 Crores for the year.

Shrilekha Business Consultancy Private Limited

The Company has an effective 74.95% equity stake in Shrilekha Business Consultancy Private Limited. Share of profit of Shrilekha Business Consultancy Private Limited considered in consolidation for FY 2021 amounts to ₹ 239.16 Crores.

JOINT VENTURES AND ASSOCIATE COMPANIES

Investment in joint ventures and associates are accounted for using the equity method of accounting. Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Company's share of post-acquisition profits or losses and other comprehensive income of joint ventures and associates. Dividends received or receivable from associates or joint ventures are recognised as a reduction in the carrying amount of the investment.

Piramal Pharma Limited, subsidiary of the Company, owns 49% equity stake in Allergan India Private Limited. Share of profit of Allergan India Private Limited considered in consolidation for FY 2021 amounts to ₹ 39.84 Crores.

India Resurgence ARC Private Limited is a 50:50 joint venture between the Company and Bain Capital Credit India Investments (a company existing under the laws of the Republic of Mauritius). Share of profit of India Resurgence ARC Private Limited considered in consolidation for FY 2021 amounts to ₹ 0.67 Crores.

India Resurgence Asset Management Business Private Limited is a 50:50 joint venture between the Company and Bain Capital Credit

India Investments. There has been no share of profit/loss recognized for India Resurgence Asset Management Business Private Limited during the FY 2021.

Asset Resurgence Mauritius Manager is a joint venture between Bain Capital Credit Member LLC and Piramal Fund Management Private Limited. Company's share of loss of ₹ 2.13 Crores in Asset Resurgence Mauritius Manager has been considered in consolidation for FY 2021.

DEPOSITS FROM PUBLIC

The Company has not accepted any deposits from the public and as such, no amount of principal or interest was outstanding as on the balance sheet date.

STATUTORY AUDITORS AND AUDITORS' REPORT

The Auditors' Report does not contain any qualification, reservation or adverse remark on the financial statements for the year ended March 31, 2021. The notes on financial statements referred to in the Auditors' Report are self-explanatory and do not call for any further comments.

In accordance with Section 139 of the Act, Deloitte Haskins & Sells LLP ('Deloitte'), Chartered Accountants (Firm Registration Number 117366W/W-100018), were appointed by the shareholders of the Company at the Annual General Meeting ('AGM') held on August 1, 2017, as Statutory Auditors for a period of 5 years to hold office until the conclusion of the 75th AGM of the Company in calendar year 2022.

Deloitte has furnished a certificate of their eligibility and consent under Sections 139(1) and 141 of the Act and the Rules framed thereunder for their continuance as Statutory Auditors of the Company for the financial year 2021-22.

CORPORATE SOCIAL RESPONSIBILITY

The annual report on Corporate Social Responsibility ('CSR') containing, details of CSR Policy, composition of CSR Committee, CSR projects undertaken and web-link thereto on the website of the Company, as required under Companies (Corporate Social Responsibility Policy) Rules, 2014, is set out in Annexure B of this Report.

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO

Particulars regarding Conservation of energy, technology absorption, foreign exchange earnings and outgo are given in Annexure C to this Report.

ANNUAL RETURN

The Annual Return for FY 2021 is available on the website of the Company at https://www.piramal.com/investor/overview.

DIRECTORS AND KEY MANAGERIAL PERSONNEL

The Members of the Company at the AGM held last year, appointed Mr. Rajesh Laddha (DIN: 02228042) as a Whole-Time Director, liable to retire by rotation, to hold office for a term of 3 years effective from May 11, 2020.

The Board of Directors of the Company ('the Board'), on the recommendation of Nomination and Remuneration Committee ('NRC') and subject to approval of the Members at the ensuing AGM, appointed:

1. Mr. Kunal Bahl (DIN: 01761033) and Mr. Suhail Nathani (DIN: 01089938) as Additional Directors of the Company and also as Independent Directors, not liable to retire by rotation, for a term of 5 years i.e. from October 14, 2020 to October 13, 2025.
2. Ms. Anjali Bansal (DIN: 00207746) as an Additional Director of the Company and also as an Independent Director, not liable to retire by rotation, for a term of 5 years i.e. from November 19, 2020 to November 18, 2025.
3. Mr. Khushru Jijina (DIN: 00209953) as an Additional Director of the Company and also as a Whole-Time Director, liable to retire by rotation, to hold office for a term of 3 years i.e. from April 1, 2021 to March 31, 2024.

Mrs. Arundhati Bhattacharya resigned as an Independent Director of the Company with effect from April 16, 2020, on account of her accepting a full time executive role in another Company.

Mr. Vijay Shah resigned as a Whole-Time Director of the Company with effect from May 11, 2020. Accordingly, Mr. Shah ceased to be a Key Managerial Personnel of the Company with effect from the said date. However, Mr. Shah continues to serve as Non- Executive Non-Independent Director of the Company, liable to retire by rotation.

In line with the Company's succession plan for the Independent Directors, Mr. Keki Dadiseth, Dr. R. A. Mashelkar and Prof. Govardhan Mehta resigned as Independent Directors of the Company with effect from October 28, 2020.

The Board places on record its appreciation and gratitude for the invaluable contributions made by Mrs. Arundhati Bhattacharya, Mr. Keki Dadiseth, Dr. R. A. Mashelkar and Prof. Govardhan Mehta during their tenure as Independent Directors of the Company.

In line with the provisions of the Act and the Articles of Association of the Company, Mr. Anand Piramal (DIN: 00286085) and Ms. Nandini Piramal (DIN: 00286092) will retire by rotation at the ensuing AGM and being eligible, have offered themselves for re- appointment. The Board recommends their re-appointment for the consideration of the Members of the Company at the ensuing AGM.

The Company has received declarations from all its Independent Directors, confirming that they meet the criteria of independence as prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations. In the opinion of the Board, the Independent Directors appointed during the year under review, are persons with integrity and possess requisite experience, expertise and proficiency required under applicable laws and the policies of the Company.

BOARD EVALUATION

Evaluation of performance of all Directors is undertaken annually. The Company has implemented a system of evaluating performance of the Board of Directors and of its Committees and the Non-Executive Directors on the basis of a structured questionnaire which comprises evaluation criteria taking into consideration various performance related aspects. The performance of the Executive Directors is evaluated on the basis of achievement of their Key Result Areas.

The Board has expressed its satisfaction with the evaluation process.

NUMBER OF MEETINGS OF THE BOARD OF DIRECTORS

During the year, eleven Board Meetings were convened and held, details of which are given in the Report on Corporate Governance forming part of this Annual Report.

VIGIL MECHANISM/WHISTLE BLOWER POLICY FOR DIRECTORS AND EMPLOYEES

The Company has established a Vigil Mechanism, which includes a Whistle Blower Policy, for its Directors and Employees, to provide a framework to facilitate responsible and secure reporting of concerns of unethical behavior, actual or suspected fraud or violation of the Company's Code of Conduct & Ethics. The details of establishment of Vigil Mechanism/Whistle Blower Policy are posted on the website of the Company at https://piramal.com/investor/overview.

AUDIT & RISK MANAGEMENT COMMITTEE

The Audit & Risk Management Committee comprises of the following:

Name	Category
Mr. N. Vaghul – Chairman	Non-Executive, Independent
Mr. Keki Dadiseth*	Non-Executive, Independent
Dr. R.A.Mashelkar*	Non-Executive, Independent
Mr. Suhail Nathani#	Non-Executive, Independent
Mr. Rajesh Laddha#	Executive

*Ceased to be Independent Directors of the Company and thereby members of the Audit Committee with effect from October 29, 2020.

Appointed as members of the Audit Committee with effect from December 13, 2020.

Further details on the Audit & Risk Management Committee are provided in the Report on Corporate Governance forming part of the Annual Report.

NOMINATION AND REMUNERATION POLICIES

The Board of Directors has approved a Policy which lays down a framework for selection and appointment of Directors and Senior Management and for determining qualifications, positive attributes and independence of directors.

The Board has also approved a Policy relating to remuneration of Directors, members of Senior Management and Key Managerial Personnel.

Details of the Nomination Policy and the Remuneration Policy are given in Annexure D to this Report and is available on the website of the Company at https://www.piramal.com/investor/overview.

PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

Reference may be made to Note nos. 6 and 13 of the financial statements for loans to bodies corporate and to Note no. 38 for guarantees provided by the Company.

As regards details of Investments in bodies corporate, the same are given in Note no. 4 of the financial statements.

RELATED PARTY TRANSACTIONS

Particulars of contracts or arrangements with related parties referred to in Section 188(1) of the Act in the prescribed Form AOC-2, is appended as Annexure E to this Report.

Systems are in place for obtaining prior omnibus approval of the Audit & Risk Management Committee on an annual basis for transactions with related parties which are of a foreseeable and repetitive nature. The transactions entered into pursuant to the omnibus approval so granted and a statement giving details of all transactions with related parties are placed before the Audit & Risk Management Committee for their review on a periodic basis.

The Company has formulated a policy for dealing with related party transactions which is also available on website of the Company at https://www.piramal.com/investor/overview.

MANAGERIAL REMUNERATION

A) Remuneration to Directors and Key Managerial Personnel ('KMP')

i. The percentage increase in remuneration of each Director, Chief Financial Officer and Company Secretary during FY 2021 and the ratio of the remuneration of each Director to the median remuneration of the employees of the Company for FY 2021 are as under:

Sr. No.	Name of Director/KMP and Designation	Remuneration of Director/KMP for FY 2021 (₹ in Lakhs)	% increase/ decrease in remuneration in FY 2021	Ratio of remuneration of each Whole – Time Director to median remuneration of employees
1.	Ajay G. Piramal** Chairman	**575.48^^^**	**(51.88)**	145.97
2.	Swati A. Piramal** Vice-Chairperson	**262.05^^^**	**(52.84)**	66.47
3.	Nandini Piramal** Executive Director	**211.97^^^**	**(53.10)**	53.77

Sr. No.	Name of Director/KMP and Designation	Remuneration of Director/KMP for FY 2021 (₹ in Lakhs)	% increase/ decrease in remuneration in FY 2021	Ratio of remuneration of each Whole – Time Director to median remuneration of employees
4.	Vijay Shah@ Non-Executive Director	131.48	N.A.	N.A.
5.	Anand Piramal Non-Executive Director	N.A.	N.A.	N.A.
6.	Rajesh Laddha## Executive Director	373.33	N.A.	94.69
7.	Gautam Banerjee Independent Director	12.00	N.A.	N.A.
8.	Keki Dadiseth* Independent Director	11.50	N.A.	N.A.
9.	S. Ramadorai Independent Director	14.00	N.A.	N.A.
10.	Deepak Satwalekar Independent Director	15.50	N.A.	N.A.
11.	R. A. Mashelkar* Independent Director	13.00	N.A.	N.A.
12.	Goverdhan Mehta* Independent Director	8.00	N.A.	N.A.
13.	N. Vaghul Independent Director	22.50	N.A.	N.A.
14.	Suhail Nathani$ Independent Director	9.00	N.A.	N.A.
15.	Kunal Bahl$ Independent Director	5.00	N.A.	N.A.
16	Anjali Bansal# Independent Director	4.00	N.A.	N.A.
17.	Vivek Valsaraj^ Chief Financial Officer	82.87	N.A.	N.A.
18.	Bipin Singh^^ Company Secretary	72.86	N.A.	N.A.

Notes:

1. Considering the heightened uncertainty caused by COVID-19 pandemic and the need to conserve cash for the future, Non-Executive Independent Directors decided to forego their commission for the financial year ended March 31, 2020 and hence remuneration details for Independent Directors in the above table are comprised of sitting fees. Details in the corresponding columns are applicable for Whole-Time Directors and KMPs.
2. Mr. Rajesh Laddha, Mr. Vivek Valsaraj and Mr. Bipin Singh also receive ESOPs under the Company's ESOP Scheme.
3. Mr. Anand Piramal, Non-Executive Director does not receive any sitting fees or any other remuneration.
4. Remuneration details have been provided on the basis of remuneration paid during the FY 2021 and sitting fees for meetings attended during the FY 2021.

** In view of the economic conditions impacted by the COVID-19 pandemic, there was a voluntary reduction in their remuneration for FY 2021.

^^^ Remuneration received includes leave travel allowance for the previous years.

@ Mr. Vijay Shah stepped down from the position of Whole-Time Director of the Company and became a Non-Executive Director of the Company with effect from May 11, 2020, and hence the percentage change in his remuneration and ratio of his remuneration to median remuneration of employees is not applicable.

Mr. Rajesh Laddha was appointed as Whole-Time Director of the Company with effect from May 11, 2020, and hence the percentage change in his remuneration is not applicable.

* Resigned as Independent Directors of the Company with effect from October 28, 2020.

$ Appointed as Additional Directors (Non-Executive, Independent) of the Company with effect from October 14, 2020.

Appointed as an Additional Director (Non-Executive, Independent) of the Company with effect from November 19, 2020.

^ During FY 2021, Mr. Vivek Valsaraj was transferred to Piramal Pharma Limited, subsidiary of the Company. Remuneration received from the Company is for part of the year and hence the percentage change in his remuneration is not applicable.

^^ Since the remuneration of previous year is only for part of the year, the percentage change in his remuneration is not comparable.

ii. The median remuneration of employees of the Company during FY 2021 was ₹ 3,94,247;

iii. In the financial year, there was 6% decrease in the median remuneration of employees;

iv. There were 353 permanent employees on the rolls of the Company as on March 31, 2021. There has been a decrease in the number of permanent employees on the payroll of the Company on account of transfer of pharmaceutical business of the Company to PPL;

v. Average percentage increase made in the salaries of employees other than the managerial personnel in the last financial year i.e. FY 2021 was 3%. As regards, comparison of Managerial Remuneration of FY 2021 over FY 2020, details of the same are given in the above table at Sr. No. i;

vi. It is hereby affirmed that the remuneration paid is as per the Remuneration Policy for Directors, KMP and other Employees.

B) Employee Particulars

Details of employee remuneration as required under the provisions of Section 197 of the Act and Rule 5(2) & 5(3) of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is provided in a separate statement and forms part of the Annual Report. Further, this Report is being sent to the Members excluding the said statement. The said statement is available on the Company's website at https://www.piramal.com/investor/overview.

I) During the year under review, none of the Whole-Time Directors received any commission nor any remuneration from any of the Company's subsidiaries.

II) Further details relating to remuneration of the Directors are given in the Report on Corporate Governance forming part of this Annual Report.

III) Requisite details relating to ESOPs are available on the Company's website at https://www.piramal.com/investor/overview.

SECRETARIAL AUDIT REPORT

Pursuant to the provisions of Section 204 of the Act and the Rules made thereunder, the Company has appointed M/s. N L Bhatia & Associates, Practicing Company Secretaries as the Secretarial Auditor of the Company. The Secretarial Audit Report is annexed as Annexure F and forms an integral part of this Report. The Secretarial Audit Report does not contain any qualification, reservation or adverse remark.

As per the requirements of the Listing Regulations, the material subsidiaries of the Company viz. PCHFL and PHL Fininvest Private Limited have undertaken secretarial audit for the financial year 2020-21. The Secretarial Audit Report of these material subsidiaries does not contain any qualification, reservation, adverse remark and are available on the Company's website.

CERTIFICATIONS FROM COMPANY SECRETARY IN PRACTICE

A certificate has been received from M/s. N L Bhatia & Associates, Practising Company Secretaries, that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such statutory authority. The certificate is attached as Annexure G to this Report.

The Report on Corporate Governance as stipulated in the Listing Regulations forms part of the Annual Report. The requisite certificate from M/s. N L Bhatia & Associates, Practicing Company Secretaries, confirming compliance with the conditions of Corporate Governance as stipulated under the Listing Regulations is annexed hereto in Annexure H to this Report.

RISK MANAGEMENT FRAMEWORK

The Company has a robust risk management framework to identify, measure, manage and mitigate business risks and opportunities. This framework seeks to create transparency, minimize adverse impact on the business strategy and enhance the Company's competitive advantage. The framework thus helps in managing market, credit and operational risks and quantifies potential impact at a Company level. Further information on the risk management process of the Company is contained in the Management Discussion & Analysis Report which forms part of this Annual Report.

COMPLIANCE WITH SECRETARIAL STANDARDS

The Company has complied with the applicable Secretarial Standards issued by the Institute of Company Secretaries of India.

DIRECTORS' RESPONSIBILITY STATEMENT

Based on the framework of internal financial controls and systems of compliance which are established and maintained by the Company, audits conducted by the Internal, Statutory and Secretarial Auditors including audit of internal financial controls over financial reporting by the Statutory Auditors and reviews by the Management and the relevant Board Committees, including the Audit & Risk Management Committee, the Board is of the opinion that the Company's internal financial controls were adequate and effective during FY 2021.

The Directors confirm to the best of their knowledge and ability, that:

(a) in the preparation of the annual financial statements for the year ended March 31, 2021, the applicable accounting standards have been followed with no material departures;

(b) the Directors have selected such accounting policies and applied them consistently and made judgments 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 March 31, 2021 and of the profit of the Company for the year ended on that date;

(c) the Directors have taken proper and sufficient care 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 Directors have prepared the annual financial statements on a going concern basis;

(e) the Directors have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and operating effectively; and

(f) the Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

COST AUDIT

M/s. G. R. Kulkarni & Associates, Cost Accountants have been duly appointed as Cost Auditors for conducting cost audit in respect of products manufactured by the Company which are covered under the Cost Audit Rules for the financial year ending March 31, 2022. They were also the Cost Auditors for the financial year ended March 31, 2021. As required under Section 148 of the Act, necessary resolution has been included in the Notice convening the AGM, seeking ratification by Members to the remuneration proposed to be paid to the Cost Auditors for the financial year ending March 31, 2022.

The Company is required to maintain cost records as specified by the Central Government under Section 148(1) of the Act and accordingly such accounts and records are made and maintained by the Company in the prescribed manner.

BUSINESS RESPONSIBILITY REPORT

The Business Responsibility Report of the Company for FY 2021 as required under Regulation 34(2)(f) of the Listing Regulations is enclosed with this Report.

DISCLOSURE UNDER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

The Company has always believed in providing a safe and harassment free workplace for every individual working in Company's premises through various interventions and practices. The Company always endeavors to create and provide an environment that is free from discrimination and harassment including sexual harassment.

The Company has in place a robust policy on prevention of sexual harassment at workplace which is in line with the requirements of The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Internal Complaints Committee ('ICC') has been set up to redress complaints received regarding sexual harassment. All employees (permanent, contractual, temporary and trainees) are covered under this policy. ICC has its presence at corporate offices as well as at site locations.

The policy is gender neutral. During the year under review, no complaints with allegation of sexual harassment were filed with ICC under the provisions of The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

OTHERS

The Directors state that no disclosure or reporting is required in respect of the following items as, during the year under review:

1. No sweat equity shares and shares with differential rights as to dividend, voting or otherwise were issued;

2. No significant or material orders were passed by the Regulators or Courts or Tribunals which impact the going concern status and Company's operations in future; and

3. None of the Auditors of the Company have reported any fraud as specified under Section 143(12) of the Act.

ACKNOWLEDGEMENT

We take this opportunity to thank the employees for their dedicated service and contribution to the Company.

We also thank our banks, business associates, members and other stakeholders for their continued support to the Company.

For and on behalf of the
Board of Directors

Place: London
Date: June 1, 2021

Chairman

ANNEXURE A

Changes in Company's Subsidiaries, Joint Ventures and/or Associate Companies during FY 2021:

COMPANIES WHICH HAVE BECOME SUBSIDIARIES:

a) Piramal Finance Sales and Service Private Limited

b) Viridis Infrastructure Investment Managers Private Limited

c) Viridis Power Investment Managers Private Limited

d) PEL Healthcare LLC

COMPANIES WHICH HAVE CEASED TO BE SUBSIDIARIES:

a) Searchlight Health Private Limited

b) Zebra Management Services Limited

COMPANIES WHICH HAVE CEASED TO BE AN ASSOCIATE COMPANY:

a) Bluebird Aero Systems Limited

No entity has become an Associate Company during FY 2021.

No entity has become or ceased to be a Joint Venture during FY 2021.

ANNEXURE B

Annual Report on Corporate Social Responsibility activities for the financial year 2020-21

1. Brief outline on CSR Policy of the Company:

The CSR initiatives of the Company are either undertaken as projects or programs or activities, whether new or ongoing and in line with the CSR Policy. During the year ended March 31, 2021, the Company discharged its CSR obligations through projects and programs of Piramal Foundation for Education Leadership and Piramal Swasthya Management and Research Institute (collectively referred to as "CSR entities") in the education and health sector respectively.

The CSR entities develop innovative solutions to resolve issues that are critical roadblocks towards improving India's health and education issues. The CSR entities believes that considerable positive change can occur, when we collaborate with likeminded partners and nurture projects that are scalable ensuring a long term impact.

The CSR policy of the Company is guided by the core values of the Group, namely, Knowledge, Action, Care and Impact.

2. Composition of CSR Committee:

Sr. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year$	Number of meetings of CSR Committee attended during the year$
1	Prof. Goverdhan Mehta – Chairman*	Non-Executive, Independent	2	2
2	Mr. Deepak Satwalekar – Chairman#	Non-Executive, Independent	1	1
3	Ms. Nandini Piramal	Executive	3	3
4	Mr. Vijay Shah^	Executive	1	1
5	Mr. Rajesh Laddha^	Executive	2	2

* Prof. Goverdhan Mehta ceased to be a member of the Committee pursuant to his resignation as an Independent Director of the Company with effect from October 28, 2020.

Mr. Deepak Satwalekar was appointed as Chairman of the Committee with effect from December 13, 2020.

^ With effect from May 12, 2020, Mr. Vijay Shah ceased to be a member of the Committee and Mr. Rajesh Laddha was appointed as a member in his place.

$ Meetings held and attended during the tenure of the respective director as a member of the Committee.

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the Company:

a. Composition of the CSR committee and CSR policy:
https://www.piramal.com/investor/overview

b. CSR projects:
https://www.piramal.com/foundation/

4. Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report):

The Company has been voluntarily conducting impact assessments to screen and evaluate select CSR programs. The Company takes cognizance of sub-rule (3) of Rule 8 of the Companies (Corporate Social Responsibility Policy) Amendment Rules, 2021. There are no projects undertaken or completed after January 22, 2021, for which the impact assessment report is applicable in FY 2020-21.

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any:

Sl. No.	Financial Year	Amount available for set-off from preceding financial years (₹ in Crores)	Amount required to be setoff for the financial year, if any (in ₹)
1.	FY 2017-18	14.25	Nil
2.	FY 2018-19	14.96	Nil
3.	FY 2019-20	8.41	Nil
	TOTAL	**37.62**	**NIL**

6. Average net profit of the Company as per Section 135(5): ₹ 310.38 Crores

7.

(a) **Two percent of average net profit of the Company as per Section 135(5) -** ₹ 6.21 Crores

(b) **Surplus arising out of the CSR projects or programmes or activities of the previous financial years -** Nil

(c) **Amount required to be set off for the financial year, if any –** Nil

(d) **Total CSR obligation for the financial year (7a+7b-7c) –** ₹ 6.21 Crores

8.

(a) **CSR amount spent or unspent for the financial year:**

Total Amount Spent for the Financial Year (₹ in Crores)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per Section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
7.00	Nil	NA	NA	Nil	NA

(b) **Details of CSR amount spent against ongoing projects for the financial year:**

(1) Sl. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act	(4) Local area (Yes/ No)	(5) Location of the project		(6) Project duration	(7) Amount allocated for the project (in ₹)
				State	District		
				N.A.			

(c) **Details of CSR amount spent against other than ongoing projects for the financial year:**

(1) Sl. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act	(4) Local area (Yes/ No)	(5) Location of the project		(6) Amount spent for the project (₹ in Crores)	(7) Mode of implementation – Direct (Yes/No)	(8) Mode of implementation – Through implementing agency	
				State	District			Name	CSR registration number
1.	ASARA –ARAKU – Tribal Healthcare Model	Promoting Healthcare	No	Andhra Pradesh	Vishakhapatnam	3.43	No	PSMRI*	CSR00000217
2.	School Leadership Development Program	Promoting Education	No	Rajasthan	Jhunjhunu, Churu and Udaipur	2.45	No	PFEL**	CSR00000717
3.	District Transformation Program	Promoting Education	No	Gujarat & Central	Narmada and Surat	1.12	No	PFEL**	CSR00000717
	Total					**7.00**			

* PSMRI – Piramal Swasthya Management & Research Institute

** PFEL – Piramal Foundation for Education Leadership

(d) **Amount spent in Administrative Overheads –** Nil

(e) **Amount spent on Impact Assessment, if applicable –** Nil

(f) **Total amount spent for the Financial Year (8b+8c+8d+8e):** ₹ 7 Crores

(g) **Excess amount for set off, if any:**

Sl. No.	Particular	(Amount ₹ in Crores)
1.	Two percent of average net profit of the company as per section 135(5)	6.21
2.	Total amount spent for the Financial Year	7.00
3.	Excess amount spent for the financial year [(2)-(1)]	0.79
4.	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Nil
5.	Amount available for set off in succeeding financial years [(3)-(4)]	0.79

9. (a) **Details of Unspent CSR amount for the preceding three financial years:**

Sl. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under Section 135 (6) (in ₹)	Amount spent in the reporting Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per Section 135(6), if any			Amount remaining to be spent in succeeding financial years (in ₹)
				Name of the Fund	Amount (in ₹)	Date of transfer	
Nil							

(b) **Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):**

(1) Sl. No.	(2) Project ID	(3) Name of the Project	(4) Financial Year in which the project was commenced	(5) Project duration	(6) Total amount allocated for the project (in ₹)	(7) Amount spent on the project in the reporting Financial Year (in ₹)	(8) Cumulative amount spent at the end of reporting Financial Year (in ₹)	(9) Status of the project – Completed /Ongoing
N.A.								

10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year (asset-wise details):

(a) **Date of creation or acquisition of the capital asset(s) –** N.A.

(b) **Amount of CSR spent for creation or acquisition of capital asset –** N.A.

(c) **Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc. –** N.A.

(d) **Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset) –** N.A.

11. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per Section 135(5) – N.A.

Nandini Piramal
(Executive Director)

Deepak Satwalekar
(Chairman CSR Committee)

ANNEXURE C

Particulars of Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo required under the Companies (Accounts) Rules, 2014 for the year ended March 31, 2021*

A. CONSERVATION OF ENERGY

1. Installation of temperature controllers in cooling towers has resulted in reduced power consumption.
2. Replacement of R-22 gas with eco-friendly refrigerant for split air conditioning units has resulted in reduction of greenhouse gases.

The above measures did not result in any capital investments towards energy conservation equipment.

B. TECHNOLOGY ABSORPTION

1. Implemented 3D virtual site tour and realwear camera for carrying out live audits.
2. Enhancement of Steam Control System of Fluid Bed Dryers by installation of SOPTs (Steam Operated Pumping Traps) and Pneumatic Positioners.

Expenditure on R&D

During the year, the Company did not incur any expenditure on research and development.

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

During the year, foreign exchange earnings were ₹ 111.62 Crores as against outgo of ₹ 13.70 Crores.

*The pharma business of the Company was transferred to Piramal Pharma Limited ('PPL'), subsidiary, on October 6, 2020. Pursuant to said transfer, most of the Company's Sites were transferred to PPL and only one Site, namely Mahad, remains as directly held by the Company. Accordingly, particulars being reported cover only the Mahad Site.

ANNEXURE D

NOMINATION POLICY

I. Preamble

The Nomination and Remuneration Committee ('NRC') of Piramal Enterprises Limited (the 'Company'), has adopted the following policy and procedures with regard to identification and nomination of persons who are qualified to become directors and who may be appointed in senior management.

This policy is framed in compliance with the applicable provisions of Regulation 19 read with Part D of the Schedule II of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 ('the Regulations') and Section 178 and other applicable provisions of the Companies Act, 2013.

II. Criteria for identifying persons for appointment as Directors and Senior Management:

A. Directors

1. Candidates for Directorship should possess appropriate qualifications, skills and expertise in one or more fields of finance, law, general corporate management, information management, science and innovation, public policy, financial services, sales & marketing and other disciplines as may be identified by the NRC and/or the Board from time to time, that may be relevant to the Company's business.
2. Such candidates should also have a proven record of professional success.
3. Every candidate for Directorship on the Board should have the following positive attributes:
   a) Possesses a high level of integrity, ethics, credibility and trustworthiness;
   b) Ability to handle conflict constructively and possess the willingness to address critical issues proactively;
   c) Is familiar with the business of the Company and the industry in which it operates and displays a keen interest in contributing at the Board level to the Company's growth in these areas;
   d) Possesses the ability to bring independent judgment to bear on the Board's deliberations especially on issues of strategy, performance, risk management and resource planning;
   e) Displays willingness to devote sufficient time and attention to the Company's affairs;
   f) Values Corporate Governance and possesses the skills and ability to assist the Company in implementing good corporate governance practices;
   g) Possesses leadership skills and is a team player.

4. Criteria for Independence applicable for selection of Independent Directors:

   a) Candidates for Independent Directors on the Board of the Company should comply with the criteria for Independence as stipulated in the Companies Act, 2013 and the Regulations, as amended or re-enacted or notified from time to time. Such candidates should also comply with other applicable regulatory requirements relating to Independence or as may be laid down by the Board from time to time.

   b) Such Candidates shall submit a Declaration of Independence to the NRC/ Board, initially and thereafter, annually, based upon which, the NRC/ Board shall evaluate compliance with this criteria for Independence.

5. Change in status of Independence

   Every Independent Director shall be required to inform the NRC/ Board immediately in case of any change in circumstances that may put his or her independence in doubt, based upon which, the NRC/ Board may take such steps as it may deem fit in the best interest of the organization.

6. Extension of existing term of Independent Directors

   Upon the expiry of the prevailing term and subject to the eligibility of the Independent Director ('ID'), under the applicable provisions of the Act, Rules, Listing Regulations and other applicable law(s), as prevailing from time to time, the Board may, on the recommendations of the NRC and subject to the outcome of performance evaluation and in compliance with applicable regulatory requirements, at its discretion, recommend to the shareholders an extension or renewal of the ID's existing term for such period as it may deem fit and proper, in the best interest of the organization.

B. Members of Senior Management

1. For the purpose of this Policy, the term 'Senior Management' shall have the same meaning as defined in the Companies Act, 2013 and the Regulations, as amended from time to time.

2. The eligibility criteria for appointments to Senior Management and continuity thereof shall include integrity and ethics, in addition to possessing qualifications, expertise, experience and special competencies relevant to the position for which purpose the executive is being or has been appointed.

3. Any candidate being considered for the post of senior management should be willing to comply fully with the PEL Code of Conduct for senior management, PEL – Code of Conduct for Prevention of Insider Trading and other applicable policies, in force from time to time.

III. Process for identification & shortlisting of candidates

A. Directors

1. The NRC shall identify the need for appointment of new Directors on the Board on the basis of the evaluation process for Board as a whole and of individual Directors or as it may otherwise determine.

2. Candidates for Board membership may be identified from a number of sources, including but not limited to past and present members of the Board and Directors database.

3. NRC shall evaluate proposals for appointment of new Directors on the basis of qualification criteria and positive attributes referred to hereinabove and make its recommendations to the Board.

B. Members of Senior Management

1. The NRC shall consider the recommendations of the management while evaluating the selection of executives in senior management. The NRC may also identity potential candidates for appointment to Senior Management through referrals and recommendations from past and present members of the Board or from such other sources as it may deem fit and proper.

2. The NRC shall evaluate proposals for appointments to Senior Management on the basis of eligibility criteria referred to hereinabove and such other criteria as it may deem appropriate.

3. Based on such evaluation, the NRC shall shortlist the desired candidate and make its recommendations to the Board for appointment.

IV. Removal

A. Directors

1. If a Director incurs any disqualification mentioned under the Companies Act, 2013 or any other applicable law, regulations, statutory requirement, the NRC may recommend to the Board with reasons recorded in writing, the removal of the said Director subject to the provisions of and compliance with the statutory provisions.

2. Such recommendations may also be made on the basis of performance evaluation of the Directors or as may otherwise be thought fit by the NRC.

B. Members of Senior Management

1. The NRC shall consider the recommendations of the management while making recommendations to the Board for dismissal/ removal of those in Senior Management.

2. Such recommendations may also be made on the basis of performance evaluation of members of Senior Management to the extent applicable or as may otherwise be thought fit by the NRC.

V. Review

The NRC shall periodically review the effectiveness of this Policy and recommend any revisions that maybe required to this Policy to the Board for consideration and approval.

REMUNERATION POLICY

1. Preamble

1.1. The Nomination and Remuneration Committee ('NRC') of Piramal Enterprises Limited (the "Company"), has adopted the following policy and procedures with regard to remuneration of Directors, Key Managerial Personnel and other employees.

1.2. The Remuneration Policy ('Policy') is framed in compliance with the applicable provisions of Regulation 19 read with Part D of the Schedule II of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 ('the Regulations') entered by the Company with the Stock Exchanges and Section 178 and other applicable provisions of the Companies Act, 2013.

1.3. This Policy reflects the Company's core values viz. Knowledge, Action, Care and Impact.

2. Designing of Remuneration Packages

2.1. While designing remuneration packages, the following factors are taken into consideration:

a. Ability to attract, motivate and retain the best talent in the industries in which the Company operates;

b. Current industry benchmarks;

c. Cost of living;

d. Maintenance of an appropriate balance between fixed performance linked variable pay and long term incentives reflecting long and short term performance objectives aligned to the working of the company and its goals;

e. Achievement of Key Result Areas (KRAs) of the employee, the concerned department/ function and of the Company.

3. Remuneration to Directors

A. Non- Executive/ Independent Directors:

The Non- Executive/ Independent Directors are entitled to the following:

i. Sitting Fees: The Non- Executive/ Independent Director receive remuneration in the form of sitting fees for attending meetings of Board or Committee thereof of the Company and its subsidiaries where such Director maybe so appointed. The Independent Directors also receive sitting fees for attending separate meetings of the Independent Directors. Provided that the amount of such fees shall not exceed such amount per meeting as may be prescribed by the Central Government from time to time.

ii. Commission: Commission may be paid within the monetary limit approved by shareholders subject to compliance with applicable regulatory requirements.

B. Remuneration to Whole – Time Directors

The remuneration to be paid to the Whole – Time Directors shall be in compliance with the applicable regulatory requirements, including such requisite approvals as required by law.

i. Increments may be recommended by the Committee to the Board which shall be within applicable regulatory limits.

ii. The Board may at the recommendation of the NRC and its discretion, may consider the payment of such additional remuneration within the framework of applicable laws and regulatory requirements.

4. Remuneration to Key Managerial Personnel and Senior Management

Remuneration to Key Managerial Personnel and other Senior Management shall be as per the HR Policy of the Company in force from time to time and in compliance with applicable regulatory requirements. Total remuneration comprises of:

- A fixed Basic Salary;
- Perquisites as per Company Policy;
- Retirement benefits as per Company Rules and statutory requirements;
- Performance linked incentive (on an annual basis) based on the achievement of pre-set KRAs and long term incentives based on value creation.

In addition to the above mentioned remuneration package, Key Managerial Personnel and Senior Management may also be provided Employee Stock Options (ESOPs) in compliance with applicable regulatory requirements.

5. Remuneration to Other Employees

The remuneration packages of other employees are also formulated in accordance with HR Policy of the Company in force from time to time. In addition to basic salary and other components forming part of overall salary package, employees are also provided with perquisites and retirement benefits as per the HR Policy of the Company and statutory requirements, where applicable.

6. Disclosure

As per existing applicable regulatory requirements, the Remuneration Policy shall be disclosed in the Board's Report.

7. Review

The NRC shall periodically review the effectiveness of this Policy and recommend any revisions that maybe required to this Policy to the Board for consideration and approval.

ANNEXURE E

FORM NO. AOC – 2

[Pursuant to clause (h) of sub-section (3) of Section 134 of the Companies Act, 2013 ('the Act')
and 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 sub-section (1) of Section 188 of the Act including certain arm's length transactions under third proviso thereto

1. **Details of contracts or arrangements or transactions not at arm's length basis:**
   There were no contracts or arrangements or transactions entered into during the year ended March 31, 2021, which were not at arm's length basis.

2. **Details of material contracts or arrangements or transactions at arm's length basis:**
   The details of material contracts or arrangements or transactions at arm's length basis for the year ended March 31, 2021 are as follows:

Sr. No.	Name(s) of the related party & Nature of relationship	Nature, salient features of contracts/ arrangements/ transactions	Duration of the contracts/ arrangements/ transactions	Date(s) of approval by the Board, if any	Amount paid/ payable
1.	Piramal Pharma Limited ('PPL') (Subsidiary of the Company)	Transfer of the pharmaceutical business of the Company to PPL in accordance with the approval of the Members of the Company accorded at the Annual General Meeting held on July 30, 2020	June 26, 2020 to October 6, 2020	June 26, 2020	₹ 4,487 Crores

For and on behalf of the
Board of Directors

Place: London
Date: June 1, 2021

Chairman

ANNEXURE F

To,
The Members,
Piramal Enterprises Limited

Our 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. Our responsibility is to express an opinion on these Secretarial records based on our audit.
2. We 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 basis to ensure that correct facts are reflected in the Secretarial records. We believe that the processes and practices we followed, provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Account of the Company.
4. Wherever required, we have obtained the 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 the Management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor the efficacy or effectiveness with which the Management has conducted the affairs of the Company.

For N L Bhatia & Associates
Practising Company Secretaries
UIN: P1996MH055800

Bhaskar Upadhyay
Partner
FCS: 8663
CP. No. 9625
UDIN: F008663C000276183
P/R No.: 700/2020

Place: Mumbai
Date: May 11, 2021

SECRETARIAL AUDIT REPORT

FORM NO. MR-3

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2021

[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,
Piramal Enterprises Limited

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Piramal Enterprises Limited (herein after called **'the Company'**). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/ statutory compliances and expressing our opinion thereon.

Based on our 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, the explanations and clarifications given to us and the representations made by the Management, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2021 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:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2021 according to the provisions of:

a) The Companies Act, 2013 ('the Act') and the Rules made thereunder;

b) The Securities Contracts (Regulation) Act, 1956 and the Rules made thereunder;

c) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

d) Foreign Exchange Management Act, 1999 and the Rules and Regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

e) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992:-

    a. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations');

    b. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

    c. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

    d. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;

    e. The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014;

    f. The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;

    g. Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;

    h. Securities and Exchange Board of India (Debenture Trustee) Regulations, 1993 (in relation to obligations of Issuer Company);

    i. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993:- **Not Applicable for the financial year ended March 31, 2021**;

    j. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009:- **Not Applicable for the financial year ended March 31, 2021**;

    k. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 1998:- **Not Applicable for the financial year ended March 31, 2021**.

Amongst the various laws, following are the laws which are specifically applicable to the Company:

i. Central Goods and Services Tax Act, 2017

ii. Integrated Goods and Services Tax Act, 2017

iii. Drugs and Cosmetics Act, 1940 and the Rules made thereunder

iv. Drugs (Price Control) Order, 2013

v. Foods Standard & Safety Act (FSSA), 2006, Food Safety and Standards Rules, 2011, Food Safety and Standards (Licensing and Registration of Food Businesses) Regulations, 2011

vi. The Narcotic Drugs and Psychotropic Substances Act, 1985

vii. The Narcotic Drugs and Psychotropic Substances (Regulations of Controlled Substances) Order, 2013

viii. The Legal Metrology Act & Legal Metrology (Packaged Commodities) Rules, 2011

ix. The Drugs and Magic Remedies (Objectionable Advertisements) Act, 1954 and Rules, 1955

x. The Infant Milk Substitutes, Feeding Bottles and Infant Foods (Regulation of Production, Supply and Distribution) Act, 1992 & Rules, 1993

xi. Gujarat Special Economic Zone Act, 2004

xii. Maharashtra Prohibition Act, 1949 (Bombay Act No. XXV of 1949)

xiii. Tamil Nadu Spirituous Preparations (Control) Rules, 1984

xiv. National Ambient Air Quality Standards (NAAQS), 2009

xv. Hazardous Wastes (Management, Handling and Transboundary Movement) Rules, 2008

xvi. Manufacture, Storage and Import of Hazardous Chemical Rules, 1989

xvii. Bio-Medical Waste (Management and Handling) Rules, 1998

xviii. The Chemical Weapons Convention Act, 2000

xix. Ozone Depleting Substance (Regulation & Control) Rules, 2000

xx. Maharashtra Non-Biodegradable Wastes Act, 2006

xxi. Pharmaceutical Policy, 2002

xxii. Good Clinical Practice Guidelines

xxiii. NABL Accreditation India Requirements

xxiv. Information Technology Act, 2000 and the Rules made thereunder

xxv. Air (Prevention and Control of Pollution) Act, 1981 and the Rules made thereunder

xxvi. Water (Prevention and Control of Pollution) Act, 1974 and the Rules made thereunder

xxvii. Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016

xxviii. The Environment Protection Act, 1986 and the Rules made thereunder

xxix. Selection, Installation And Maintenance Of First-Aid Fire Extinguishers - Code Of Practice (Fourth Revision)

xxx. Electricity Act, 2003 and the Rules & Regulations made thereunder

xxxi. Apprentices Act, 1961 and Apprenticeship Rules, 1992

xxxii. Industrial Employment (Standing Orders) Act, 1946 and the Rules made thereunder

xxxiii. The Indian Copyright Act, 1957

xxxiv. The Patents Act, 1970

xxxv. The Trade Marks Act, 1999 & Rules, 2017

xxxvi. Motor Vehicles Act, 1988 and Central Motor Vehicles Rules, 1989

xxxvii. Personal Injuries (Compensation Insurance) Act, 1963 and the Rules made thereunder

xxxviii. Sales Promotion Employees (Conditions of Service) Act, 1976 and the Rules made thereunder

xxxix. The Public Liability Insurance Act, 1991 and the Rules made thereunder

xl. The Bombay Shops and Establishments Act

xli. Factories Act, 1948

xlii. Transfer of Property Act, 1882

We have also examined compliance with the applicable clauses of the Secretarial Standards issued by The Institute of Company Secretaries of India (ICSI).

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

We 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 Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

We further report that, owing to the ongoing Covid-19 pandemic the Company was facing a challenge in finalizing a replacement for Mrs. Arundhati Bhattacharya, who had resigned as an Independent Woman Director of the Company with effect from April 16, 2020. Hence the Company had, on July 9, 2020, voluntarily requested BSE Limited ('BSE') and National Stock Exchange of India Limited ('NSE') for temporary relaxation in the time limit for appointing Independent Woman Director by the Company by 6 months. The Company later on appointed Ms. Anjali Bansal as an Independent Woman Director of the Company with effect from November 19, 2020 i.e. within the requested extension. Subsequently, the Company received notices from both BSE and NSE levying a fine of ₹ 2,89,100/- each, for alleged non-compliance of Regulation 17(1) of the SEBI Listing Regulations, for failure to appoint at least one independent woman director on the Board of the Company within the statutory time limit. The Company has filed appeals with the respective Review Committees of BSE and NSE for waiver of the fine and setting aside the said notices. The appeals have not been disposed off till the date of this report.

Adequate notice is given to all directors to schedule the Board Meetings and Board Committee Meetings, agenda and detailed notes on agenda were sent at least seven days in advance for meetings other than those held at shorter notice, 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.

Decisions at the Meetings of the Board of Directors and of the Committees thereof were carried out unanimously.

We 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. All the notices and orders received by the Company pursuant to the abovementioned laws have been adequately dealt with/duly replied/complied with.

We further report that, during the audit period, the Members at the Annual General Meeting held on July 30, 2020 by passing Special Resolution:

1. Appointed Mr. Rajesh Laddha as Whole-Time Director on the Board of the Company for a term of three years effective from May 11, 2020.

2. Approved and authorized the Board of Directors for restructuring of the pharmaceutical business of the Company.

3. Approved and authorized the Board to issue secured/ unsecured redeemable Non-Convertible Debentures on private placement basis, up to an aggregate amount which shall be within the overall borrowing limit approved by the shareholders under Section 180(1)(c) of the Companies Act, 2013.

For N L Bhatia & Associates
Practising Company Secretaries
UIN: P1996MH055800

Bhaskar Upadhyay
Partner
FCS: 8663
CP. No. 9625
UDIN: F008663C000276183
P/R No.: 700/2020

Place: Mumbai
Date: May 11, 2021

ANNEXURE G

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para-C clause (10)(i) of the SEBI
(Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members,
Piramal Enterprises Limited,
Piramal Ananta, Agastya Corporate Park,
Opposite Fire Brigade, Kamani Junction, LBS Marg,
Kurla (West), Mumbai - 400 070

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Piramal Enterprises Limited having CIN L24110MH1947PLC005719 and having registered office at Piramal Ananta, Agastya Corporate Park, Opposite Fire Brigade, Kamani Junction, LBS Marg, Kurla (West), Mumbai – 400 070 (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C 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 and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ended on March 31, 2021 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such Statutory Authority:

Sr. No.	Name of Director	DIN	Date of appointment in Company
1.	Mr. Ajay G. Piramal	00028116	07/03/1988
2.	Dr. (Mrs.) Swati A. Piramal	00067125	20/11/1997
3.	Ms. Nandini Piramal	00286092	01/04/2009
4.	Mr. Anand Piramal	00286085	12/05/2017
5.	Mr. Vijay Shah	00021276	01/01/2012
6.	Mr. Gautam Banerjee	03031655	01/04/2013
7.	Mr. Suhail A. Nathani	01089938	14/10/2020
8.	Ms. Anjali Bansal	00207746	19/11/2020
9.	Mr. Kunal Bahl	01761033	14/10/2020
10.	Mr. S. Ramadorai	00000002	24/10/2002
11.	Mr. Deepak Satwalekar	00009627	19/07/2002
12.	Mr. N. Vaghul	00002014	29/08/1997
13.	Mr. Rajesh Laddha	02228042	11/05/2020

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 these based on 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 N L Bhatia & Associates
Practising Company Secretaries
UIN: P1996MH055800

Bhaskar Upadhyay
Partner
FCS: 8663
CP. No. 9625
UDIN: F008663C000276293
P/R No.: 700/2020

Place: Mumbai
Date: May 11, 2021

ANNEXURE H

CERTIFICATE ON CORPORATE GOVERNANCE

To,
The Members,
Piramal Enterprises Limited

We have examined all the relevant records of Piramal Enterprises Limited ('the Company') for the purpose of certifying compliance of the conditions of Corporate Governance under Chapter IV to the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations') for the period from April 01, 2020 to March 31, 2021. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of certification.

The compliance of conditions of Corporate Governance is the responsibility of the Management. Our examination was limited to procedures and implementation process adopted by the Company for ensuring the compliance of the conditions of the Corporate Governance. This certificate is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations and information furnished to us, we certify that the Company has complied with all the conditions of Corporate Governance as stipulated in the Listing Regulations.

We further state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

For N L Bhatia & Associates
Practising Company Secretaries
UIN: P1996MH055800

Bhaskar Upadhyay
Partner
FCS: 8663
CP. No. 9625
UDIN: F008663C000276326
P/R No.: 700/2020

Place: Mumbai
Date: May 11, 2021

SECTION A: GENERAL INFORMATION ABOUT THE COMPANY

1. **Corporate Identity Number (CIN) of the Company**
   L24110MH1947PLC005719

2. **Name of the Company**
   Piramal Enterprises Limited (the 'Company' or 'PEL')

3. **Registered Address**
   Piramal Ananta, Agastya Corporate Park, Opposite Fire Brigade, Kamani Junction, LBS Marg, Kurla (West), Mumbai – 400 070

4. **Website**
   https://www.piramal.com

5. **E-mail ID**
   complianceofficer.pel@piramal.com

6. **Financial Year reported**
   April 1, 2020 to March 31, 2021

7. **Sector(s) that the Company is engaged in (industrial activity code-wise)**
   - 210: Manufacturing of pharmaceuticals, medicinal, chemical and botanical products
   - 649: Other Financial service activities, except insurance and pension funding

8. **List three key products/services that the Company manufactures/provides (as in balance sheet)**
   Pharmaceuticals and Financial Services

9. **Total number of locations where business activity is undertaken by the Company**
   a. Number of International locations: None.
   b. Number of National location: One, Mahad.

   Business activity is also undertaken by subsidiaries of the Company at various national and international locations.

10. **Markets served by the Company - Local/State/National/ International**
    We serve Local / State/ National / International markets.

SECTION B: FINANCIAL DETAILS OF THE COMPANY

Paid up capital (₹)	45,10,76,712
Total Turnover (₹)	1,824.70 crores
Total Profit / (Loss) after Taxes (₹)	(120.22 crores)
Total Spending on Corporate Social Responsibility (CSR) as percentage of Profit after Tax (%)	2.26%*
List of activities in which the above expenditure has been incurred	Donation towards: a. Education; and b. Healthcare

Note: *the Company has spent ₹ 7.00 crores or 2.26% of its average net profits of three preceding financial years, as per the provisions of Section 135 of the Companies Act, 2013.

SECTION C: OTHER DETAILS

1. **Does the Company have any Subsidiary Company/ Companies?**
   Yes, PEL has subsidiary companies in India and overseas

2. **Do the Subsidiary Company/Companies participate in the BR Initiatives of the parent company? If yes, then indicate the number of such subsidiary company(s)**
   The subsidiary companies conduct their standalone Business Responsibility initiatives, independent of PEL.

   The pharma business of the Company was transferred to Piramal Pharma Limited ('PPL'), subsidiary, on October 6, 2020. Pursuant to said transfer, most of the Company's Sites were transferred to PPL and only one Site, at Mahad, Maharashtra ('Mahad Site'), remains as directly held by the Company. Accordingly, the reporting in relation to plant locations in this Report covers only the Mahad Site.

3. **Do any other entity/entities (e.g. suppliers, distributors etc.) that the Company does business with, participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity/entities? [Less than 30%, 30-60%, More than 60%]**
   Business Responsibility ('BR') at PEL is not limited to the Company but extends to its value chain partners. Presently, less than 30% of said partners participate in BR initiatives of the Company. PEL leverages various platforms to engage with its vendors and suppliers in order to create awareness on responsible business practices. As part of the Creating Optimal and Responsible Environment ('CORE') program, the Company encourages and enables its supply chain to implement sustainable business practices.

SECTION D: BR INFORMATION

1. **Details of Director/Directors responsible for BR**

   a) Details of the Director/Directors responsible for implementation of the BR policy/policies

Name	DIN	Designation
Mr. Rajesh Laddha	02228042	Executive Director

Note: Mr. Rajesh Laddha was appointed as the Director responsible for implementation of Business Responsibility Policies with effect from November 11, 2020 in place of Mr. Vijay Shah.

   b) Details of the BR Head

DIN (if applicable)	Not applicable
Name	Mr. Bipin Singh
Designation	Company Secretary and Compliance Officer
Telephone number	(91 22) 3802 3000/4000
E-mail id	complianceofficer.pel@piramal.com

Note: Mr. Bipin Singh was appointed as the BR Head with effect from November 11, 2020 in place of Mr. Bharat Londhe.

2. Principle-wise (as per NVGs) BR Policy/Policies

a) Details of compliance (Reply in Y/N)

No.	Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
1	Do you have a policy/policies for:	Y	Y	Y	Y	Y	Y	Y	Y	Y
2	Has the policy been formulated in consultation with relevant stakeholders?	Y	Y	Y	Y	Y	Y	Y	Y	Y
		All the policies have been formulated in consultation with the management of the Company.								
3	Does the policy conform to any national / international standards? If yes, specify? (50 words)	Y	Y	Y	Y	Y	Y	Y	Y	Y
		The policies are in line with the applicable national and international standards and compliant with the principles of the National Voluntary Guidelines ('NVG') issued by the Ministry of Corporate Affairs.								
4	Has the policy been approved by the Board? Is yes, has it been signed by MD/owner/CEO/appropriate Board Director?	Y	Y	Y	Y	Y	Y	Y	Y	Y
		All the policies relating to the 9 principles of the NVG have been approved by the Board of Directors ('Board') and have been signed by the authorized Director.								
5	Does the Company have a specified committee of the Board/ Director/ Official to oversee the implementation of the policy?	Y	Y	Y	Y	Y	Y	Y	Y	Y
6	Indicate the link for the policy to be viewed online?	Y	Y	Y	Y	Y	Y	Y	Y	Y
		The link to view the policies online is: https://www.piramal.com/investor/overview								
7	Has the policy been formally communicated to all relevant internal and external stakeholders?	Y	Y	Y	Y	Y	Y	Y	Y	Y
8	Does the company have in-house structure to implement the policy/ policies.	Y	Y	Y	Y	Y	Y	Y	Y	Y
9	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/ policies?	Y	Y	Y	Y	Y	Y	Y	Y	Y
		The queries relating to BR policies can be sent to complianceofficer.pel@piramal.com								
10	Has the Company carried out independent audit/evaluation of the working of this policy by an internal or external agency?	Y	Y	Y	Y	Y	Y	Y	Y	Y

b) If answer against any principle, is 'No', please explain why:

Not Applicable

3. Governance related to BR

a) Indicate the frequency with which the Board of Directors, Committee of the Board or CEO assess the BR performance of the Company. Within 3 months, 3-6 months, Annually, More than 1 year.

The Company's BR performance is reviewed annually by the Board of Directors.

b) Does the Company publish a BR or a Sustainability Report? What is the hyperlink for viewing this report? How frequently it is published?

Yes, the Business Responsibility Report has been published along with the Annual Report of PEL for financial year 2020-21 and it can be viewed at https://www.piramal.com/investor/overview.

SECTION E: PRINCIPLE-WISE PERFORMANCE

Principle 1: Businesses should conduct and govern themselves with Ethics, Transparency and Accountability

1. Does the policy relating to ethics, bribery and corruption cover only the Company? Yes/No. Does it extend to the Group/Joint Ventures/ Suppliers/Contractors/NGOs/Others?

No, the policy relating to ethics, bribery and corruption extends beyond the Company. The values that leads PEL's unique culture are exemplified in the Company's purpose "Doing Well and Doing Good". PEL believes that individual success and organizational growth cannot be exclusive of responsible and ethical business practices. The PEL Code of Conduct for Board of Directors, PEL Code of Conduct for Senior Management and PEL Code of Conduct and Ethics ('PEL Code of Conduct') are testaments to the Company's efforts in ensuring that honesty and ethical conduct are never compromised, while promoting professionalism in the Company. These policies guide PEL in upholding the highest levels of Corporate Governance and in complying with relevant laws and regulations. PEL has a robust vigil mechanism implemented through the Whistle Blower Policy, which allows employees to report violations, if any, on a dedicated email-ID. These violations would then be addressed by the Audit and Risk Management Committee of the Board. PEL's core values of Knowledge, Action, Care and Impact serve as guiding principles and resonate with all its stakeholders and have been integral in creating long term value. The Company's Business Code for Contractors ('BCC') ensures compliance as per Company norms with its suppliers, vendors and sub-vendors.

2. How many stakeholder complaints have been received in the past financial year and what percentage was satisfactorily resolved by the management? If so, provide details thereof, in about 50 words or so.

Ethics, transparency, integrity and accountability together form the foundation of good governance practices that guides PEL in conducting its business in a responsible manner. Various committees are in place to address the needs, grievances or complaints of stakeholders. Any complaint received is thoroughly investigated and systematically resolved by the designated committee(s). For instance, the Stakeholder's Relationship Committee reviews grievances of shareholders and debenture holders on a quarterly basis, the Audit & Risk Management Committee is responsible for addressing complaints from whistle blowers and an Internal Committee is in place which addresses complaints of sexual harassment.

The Company has not received any complaints pertaining to the Whistle Blower Policy nor complaints relating to sexual harassment. For details of investor grievances, please refer to the 'Stakeholders Grievance Redressal' section in the Report on Corporate Governance.

Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle

1. List up to 3 of your products or services whose design has incorporated social or environmental concerns, risks and/ or opportunities.

   PEL is committed to conserving resources, as it understands the importance of preserving the environment. While manufacturing the following products, PEL has taken into consideration environmental concerns, risks and /or opportunities and how these products can contribute to sustainability throughout their life cycle:

   1. Supradyn
   2. Becozym
   3. Saridon
   4. Vitamin and mineral premixes

2. For each such product, provide the following details in respect of resource use (energy, water, raw material etc.) per unit of product (optional):

   (a) Reduction during sourcing/production/ distribution achieved since the previous year throughout the value chain?

   (b) Reduction during usage by consumers (energy, water) has been achieved since the previous year?

   As a responsible corporate citizen, PEL endeavours to source, produce and design its products in a manner that results in conservation of resources, including water and energy. Some of such examples are as follows:

   Supradyn & Becozym
   These multivitamin supplements comprising of essential elements, minerals and trace elements required for the human body help in building energy, boosting immune system and developing a good appetite.

   Technical Improvements: Installation of Steam Operated Pumping Traps ('SOPT') and temperature control systems for Fluidised Bed Dryers ('FBD').

   Initially, thermodynamic traps were installed at the outlet of steam line in FBD due to which, excess steam was consumed as these traps were unable to remove steam condensate efficiently. As a result, reaching requisite temperature was taking longer time leading to excess consumption of steam. Through the installation of SOPTs, steam condensate was efficiently removed. Further, pneumatic control valves were replaced with positioners to control temperature in FBDs in a precise manner. This not only resulted in saving of 568 Kg/ per day of steam but also helped in achieving the requisite temperature in FBDs in shorter time.

   Saridon:
   It is used to treat mild fever and relieve pain. It acts as a mild analgesic medicine that is primarily used as a pain reliever to ease body ache and headache.

   Vitamin and Mineral Premixes:
   Vitamin and mineral premixes are used as a remedy for malnutrition in developing countries. Vitamins and minerals premixes are distributed to United Nations Children's Fund ('UNICEF') and World Food Programme ('WFP') for the social cause.

   Most of these products listed above are legacy products which have yield as high as 99% and above at site.

   PEL, in line with its endeavour to continuously improve the social and environmental performance has identified opportunities in terms of energy reduction from utilities aspect.

   Some of the key initiatives taken during the reporting year in connection with reduction in energy and water consumption at the site, in manufacturing all the above products, are as follows:

   Reduction in water consumption:
   Installation of solenoid valves and buffer tanks in Heating, Ventilation and Air Conditioning ('HVAC') system and air compressors:

   For HVAC system, solenoid valves were installed in the pipelines of hot and cold well tanks and were interlocked with recirculation pumps. Consequently, each time there was power shutdown or system switch off for routine maintenance work, these valves would stop water from returning to the hot and cold well tanks, due to which considerable amount of water-overflow was saved.

   Additionally, air compressors operate 24x7 in the plant and needs continuous water supply. On occasions such as weekly offs, raw water pump used to operate only for air compressor causing overflow in other water tanks (because of float problems due to high pressure). In order to overcome this challenge, a buffer tank was installed to supply raw water to the air compressor. The raw water pump was switched off when the plant was not operating on weekends. As a result, overflow of water was prevented.

   Thus, through the installation of solenoid valves and buffer tanks in HVAC system and Air Compressor respectively, water consumption was reduced by 344KL per annum.

Reduction in energy consumption:

Installation of temperature controllers for cooling towers fans:

A reduction of 38,464 KVAH per annum was recorded by the site by installing temperature controllers for cooling tower fans. The fans of cooling towers in the plant were accustomed to operate continuously. As per the manufacturer's requirement, 28º C temperature was sufficient as an input for chillers in the HVAC system. It was observed that the outlet of cooling towers went below the threshold temperature. Temperature controllers have been installed which switch off these fans once the desired temperature is achieved, thereby resulting in reduction of energy consumption.

3. Does the Company have procedures in place for sustainable sourcing (including transportation)?

   (a) If yes, what percentage of your inputs was sourced sustainably? Also, provide details thereof, in about 50 words or so.

   Yes, PEL has procedures in place for sustainable sourcing, which are in conformity with its efforts to constantly improve its supply chain performance from a social and environmental perspective. PEL ensures that sustainable practices are adhered to during activities such as vendor on-boarding, identifying alternative energy sources, outsourcing projects, de-risking processes and waste disposal. Supply Chain Management ('SCM') has implemented various initiatives to reduce carbon footprints from the overall ecosystem. The Company lays emphasis on the CORE program to sensitize its supply chain about the benefits of effectively managing performance while taking into consideration health, safety and the environment. The Company also encourages implementation of sustainable business practices.

   SCM is guided by a Sustainable Procurement approach. Further, supplier screening is carried out through Standard Operating Process which evaluates suppliers on material risk assessment, compliance to environmental regulations, labour laws, carbon footprint and health and safety parameters for procurement process. As a part of the PEL's endeavour to forge stronger relationships across its value chain, periodic suppliers' meets are organized by the Company. These meets include and are not limited to Environment, Health and Safety ('EHS') engagement activities, patient centricity and virtual vendor meets.

   With the help of the above, PEL procured 40% of its goods and services sustainably during the reporting period. Additionally, following supply chain initiatives were undertaken to reduce carbon footprint:

   i. Disposal of batteries and plastic waste management was carried out by partnering with approved vendors. This has resulted in savings of 328.20 Carbon dioxide equivalent ('CO_2e').

   ii. Replacement of coal with biomass briquette has resulted in savings of 111.12 Sulfur Dioxide equivalent ('SO_2e').

4. Has the Company taken any steps to procure goods and services from local & small producers, including communities surrounding their place of work?

   (a) If yes, what steps have been taken to improve their capacity and capability of local and small vendors?

   Yes, PEL makes an effort to source goods and services from the local & small producers. Sourcing of packing materials like paper boards, cartons, leaflets and laminates helps the industry in sustaining supplies and at competitive rates. Moreover, PEL believes in the 'Make in India' initiative for which it supports local supply sources wherever possible. It is backed with support of technical expertise to have quality checks and compliance. Various raw materials and excipients are also sourced from local vendors which helps in formulations.

   In line with the CORE program, PEL helps local vendors to understand various environmental and social aspects of sustainable sourcing. As part of the Company's Supplier Code, vendors are subjected to regular audits to ensure adherence to PEL's standards. PEL engages with the vendors on various aspects like their technological upgradations, process operations, effluent treatment plants and waste disposal requirements. PEL also engages with local vendors where awareness sessions are conducted on sustainable business practices. Post audit, the suppliers are provided with recommendations and advice on norms that they must adhere to. As a part of PEL's endeavor to forge stronger relationships across its value chain, suppliers' meets are organized at regular intervals where improvement opportunities are discussed with supply chain partners.

   Furthermore, during the COVID - 19 pandemic, the Company sought the services of local partners to cater to supply needs by use of their personal vehicles for transportation due to limited options or lack of availability of transporters.

5. Does the Company have a mechanism to recycle products and waste? If yes what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%). Also, provide details thereof, in about 50 words or so.

   PEL is committed to keep environmental impact to the practicable minimum for which it follows a defined waste management processes. The intent is to prevent, reduce, recover, recycle and rethink before selecting safe disposal as an option. Waste prevention and reduction is always preferred to treatment, incineration or disposal. This ensures that the overall environmental impact related to waste remains minimal, while energy use from waste is maximized. We currently recycle nearly all of non-hazardous waste and continue to explore opportunities for reuse and recycle. PEL segregates waste into the different categories namely hazardous, non-hazardous, bio-medical and e-waste. All the waste generated at Mahad site is handled through the authorized agencies.

Principle 3: Businesses should promote the well-being of all employees

1. Please indicate the total number of employees

   PEL had a total of 353 employees as on March 31, 2021.

2. Please indicate the total number of employees hired on temporary/contractual/casual basis

   PEL had hired 318 employees on temporary/contractual/casual basis as on March 31, 2021.

3. Please indicate the number of permanent women employees

   PEL had 46 permanent women employees as on March 31, 2021.

4. Please indicate the number of permanent employees with disabilities

   PEL had 1 permanent employee with disability as on March 31, 2021.

5. Do you have an employee association that is recognized by management?

   Yes, PEL has a recognized trade union at the Mahad site that represent the interests of the workmen.

6. What percentage of your permanent employees are members of this recognized employee association?

   Approximately 29% of PEL's employees are part of recognized trade union.

7. Please indicate the number of complaints relating to child labour, forced labour, involuntary labour, sexual harassment in the last financial year and pending, as on the end of the financial year.

   The cases filed and pending under different categories are listed below:

Category	No. of complaints filed during the financial year	No. of complaints pending as on end of the financial year
Child labour/forced labour/ involuntary labour	Nil	Nil
Sexual harassment	Nil	Nil
Discriminatory employment	Nil	Nil

   PEL has well defined policies pertaining to ethical conduct, prevention of sexual harassment and equal opportunity, among others. PEL adopts a 'zero tolerance' approach towards all forms of child labour, forced labour, involuntary labour and sexual harassment. The Company ensures compliance to each such policy through a robust grievance handling mechanism. Further, PEL also has monthly / quarterly reach-out sessions, town halls and HR connect sessions that provide employees opportunities to share their thoughts and concerns. These steps enable the Company to provide a safe and conducive work environment to all its employees.

8. What percentage of your under mentioned employees were given safety & skill upgradation training in the last year?

   All employees of PEL have undergone one or more programs related to safety or skill upgradation. PEL provides ample opportunities to employees for learning and growth. Right from structured induction across all levels, PEL employees have access to many new age tools for learning. Programs related to behavioural, technical/ functional skills, safety, health, environment, product quality, etc. are planned and organized by business learning teams in collaboration with central Learning & Organisational Development ('L&OD') team. There are several e-learning courses for Information Technology, Human Resources, Supply Chain Management, Quality, Research & Development, Operation functions at business level which are made available through the Piramal Learning University virtual campus.

   Percentages of employee categories to whom safety and skill upgradation training were provided during FY 2020-21 are as follows:

Employee category	% of Employees that were given safety training	% of Employees that were given skill up-gradation training
Permanent Employees	100	99.47
Permanent women Employees	100	100
Casual/Temporary/Contractual Employees	100	94.71
Employees with disabilities	100	100

Principle 4: Businesses should respect the interests of, and be responsive to the needs of all stakeholders, especially those who are disadvantaged, vulnerable, and marginalised.

1. Has the Company mapped its internal and external stakeholders? Yes/No

   Yes, PEL has mapped its internal and external stakeholders. The stakeholders are held in high regard and the Company's CSR initiatives are aimed at building trust and mutually rewarding partnerships with internal and external stakeholders who also exhibit some of PEL's core values and form an important part of its journey as a sustainable organization. PEL exercises both formal and informal mechanisms to engage with various stakeholders to understand their concerns and expectations.

   The internal and external stakeholders of PEL have been listed below:

   Internal:
   - Employees

   External:
   - Customers
   - Suppliers
   - Vendors
   - Distributors
   - Government
   - Policy makers
   - Shareholders
   - Regulatory bodies
   - Investors
   - District, block, cluster officials, headmasters and teachers
   - Research organizations
   - National/International organisations
   - Knowledge and academic partners
   - CSR Beneficiaries

There are various platforms to engage with the stakeholders listed above. Some of which, include field support, debriefs, meetings, workshops, reviews, brainstorming sessions and panel discussions. During the period under review, many of these sessions were conducted through virtual means considering restrictions on account of the pandemic.

2. Out of the above, has the Company identified the disadvantaged, vulnerable & marginalized stakeholders.

   Yes, PEL has identified the stakeholders which need focused intervention. The disadvantaged, vulnerable and marginalized stakeholders, as identified by the Company, are listed below:

   - Young mothers
   - Adolescent girls
   - Infants, neonates and children under 5 years
   - Pregnant women in tribal setups
   - Beneficiaries of age group 30-60 years who are already suffering from diabetes and/or hypertension or are at a risk of such diseases
   - Students studying in government primary schools
   - Rural community women, parents and youth.

3. Are there any special initiatives taken by the Company to engage with the disadvantaged, vulnerable, and marginalised stakeholders? If so, provide details thereof, in about 50 words or so.

   Piramal Foundation for Education Leadership ('PFEL') and Piramal Swasthya Management and Research Institute ('Piramal Swasthya') are PEL's CSR partners. They undertake, from time to time, various initiatives to engage with identified disadvantaged, vulnerable and marginalized stakeholders.

   It has been PEL's constant endeavor to focus on social wellbeing initiatives around healthcare and education. The major initiatives undertaken in the healthcare and education fields are mentioned below:

   Healthcare initiatives:
   Piramal Swasthya is focused on maternal health, child and adolescent health and non-communicable diseases. Key initiatives undertaken during FY 2020-21 were as follows:

   ASARA – This programme is undertaken in Vishakhapatnam tribal belt of Andhra Pradesh and covers six mandals including Araku valley. The programme is implemented in collaboration with Integrated Tribal Development Agency which focuses on maternal and child health. The programme includes early registration of pregnant women including Antenatal Care ('ANC') services, new-born care, nutritional counselling and facilitation of institutional delivery. It covers 925 habitations. Given the COVID-19 situation, activities were stalled for a few months and were resumed in September 2020. A total of 4,975 new ANC registrations were done, of which 29% were in the first trimester, ensuring early registration of pregnancy. Around 44% pregnant women were consulted by the Medical Officer ('MO') at the telemedicine centre and 56% of pregnant women were attended to by specialist through virtual consultation. Further, supplementary nutrition was provided to 4,933 pregnant women. The programme resulted in 89% institutional deliveries despite the COVID-19 situation. A total of 4,379 new-borns were visited by mobile health workers as part of Post-Natal Care ('PNC') services. Nutritional counselling was provided to 4,221 pregnant women, lactating mothers and children under 5 months of age.

   Education initiatives:
   PFEL is focused on transforming the quality of education in the education system by providing leadership training to headmasters, teachers, community leaders and government education officials. The concept at the centre of the education initiatives is systemic transformation. Key initiatives undertaken during FY 2020-21 are as follows:

   School Leadership Development Program ('SLDP'): This program intends to enhance student learning outcome by developing leadership skills of school heads, teaching skills of teachers and by engaging with the local community in the school development process. This project is undertaken by PFEL in Jhunjhunu, Churu and Udaipur districts of Rajasthan. As part of SLDP, System Transformation Products Innovation Program endeavours to build Program for International Student Assessment ('PISA') ready school models through project-based learning, PISA-aligned assessments, teacher learning labs and student learning centres. The program offered Social, Emotional & Ethical ('SEE') learning skills in 300+ coaches, 35+ master trainers, 4,000+ teachers and 42,000+ students. A total of 1,050 students from 150 Panchayats were also trained through SEE Learning Mohalla classes in Jhunjhunu, Rajasthan.

   District Transformation Program ('DTP'): DTP aspires to upgrade student learning outcomes by strengthening the capabilities of coaches, facilitators and teachers. PFEL is running this project in Narmada and Surat districts of Gujarat. Centres of Excellence ('COE') at Piramal School of Leadership ('PSL') offers services to develop leadership skills and relevant knowledge by training government teachers, headmasters, resource persons, block/ district administrators and youth in order to positively impact the quality of education in schools. DTP COE Demo school developed and contextualized foundational learning content with National Education Policy ('NEP') 2020 for ensuring holistic development of children. DTP COE Coaching & Facilitation developed support mechanisms to respond to the community needs in the COVID-19 crisis and to enable middle managers to optimize learning in the post - COVID-19 environment.

Principle 5: Businesses should respect and promote human rights

1. Does the policy of the Company on human rights cover only the Company or extend to the Group/Joint Ventures/Suppliers/ Contractors/NGOs/Others?

   PEL firmly believes in upholding and promoting human rights. The PEL Code of Conduct enables the Company to uphold this commitment and sets the standards as per which employees of PEL engage with internal stakeholders, as well as external stakeholders like vendors, suppliers and contractors. PEL is an equal opportunity employer and respects dignity of labour, as well as freedom of association. The Company also has a Sustainable Development Policy that is applicable to all full-time and part-time employees, those on contract, suppliers and vendors of PEL. It reinforces PEL's commitment to uphold the human rights of all stakeholders impacted by its business operations, including the workforce, contractors, suppliers and communities.

2. How many stakeholder complaints have been received in the past financial year on breach of human rights and what percent was satisfactorily resolved by the management?

   The Company has not received any complaints pertaining to breach of human rights during FY 2020-21.

Principle 6: Business should respect, protect, and make efforts to restore the environment

1. Does the policy related to Principle 6 cover only the Company or extends to the Group/Joint Ventures/Suppliers/Contractors/NGOs/others.

   Protecting and caring for the environment is one of the core commitments of PEL and as a part of this commitment, the Company has EHS and Sustainable Development policies in place. The implementation of the said policies is ensured through a world class redefined globally harmonised EHS management system. These policies apply to all operating sites of the Company and its subsidiaries.

2. Does the Company have strategies/ initiatives to address global environmental issues such as climate change, global warming, etc.? Y/N. If yes, please give hyperlink for webpage etc of the Company and its subsidiaries.

   Yes, PEL aspires to minimize its impact on the environment and maximize the effective use of resources. Sustainability considerations underpin PEL's strategy and are integrated into the day-to-day activities. PEL strives to minimize its impact on environment by increasing its efforts in accordance with EHS policy and fostering responsible environmental behaviour amongst staff and stakeholders at all levels.

   PEL also takes an entrepreneurial approach to sustainability practices that produce measurable value for society and the business by reducing usage of natural resources such as energy and water and looking for innovative ways to responsibly and better manage waste.

   These initiatives are designed to create long-term sustainability and value for the Company, the shareholders and all other stakeholders. Preserving the natural environment and promoting the wellbeing of the community are two other integral aspects of its business responsibility. The Company has also adopted 'CORE' initiative, which has helped contribute to the larger goal of sustainable development. Details on CORE can be found on the website at https://piramalpharmasolutions.com/environment-health-safety

   Some initiatives to address global environmental issues such as climate change, global warming are as follows:

   1) 30 split air conditioners converted from R-22 refrigerant gas to eco-friendly refrigerant gas R-407;

   2) 38,464 KVAH saved per annum by installation of temperature controllers for cooling towers and solenoid valves for hot and cold well tanks;

   3) 568 Kg/per day Steam saved by installation of Steam Operated Pumping Traps (SOPTs) and upgradation of temperature control system for fluidised bed dryers;

   4) Agro briquettes quantity 1,176 MT used as fuel for boiler in place of furnace oil. Agro briquettes is clean natural bio-fuel, having no sulphur content;

3. Does the Company identify and assess potential environmental risks? Y/N

   Yes, PEL identifies and assesses various environmental risks. The Company has developed robust and documented Integrated systems (ISO14001:2015 & ISO45001:2018 certified) that implement, measure, monitor and disseminate excellence in environmental performance both within its operations and to the community.

4. Does the Company have any project related to Clean Development Mechanism? If so, provide details thereof, in about 50 words or so. Also, if yes, whether any environmental compliance report is filed?

   No, PEL does not have any projects related to Clean Development Mechanism in the reporting year. However, the Company is committed to establish long term goals to reduce water and energy consumption in addition to enhancing procurement of eco-friendly paper for offices as per the requirement, thereby contributing towards reduced carbon footprint.

5. Has the Company undertaken any other initiatives on – clean technology, energy efficiency, renewable energy, etc. Y/N. If yes, please give hyperlink for web page etc.

   PEL aims to reduce its greenhouse gas emissions and energy consumption by a significant amount, by technology absorption that includes the use of clean technology, promoting energy efficient equipment and energy conservation.

   PEL is committed to procuring and using energy in an efficient, cost effective and environmentally responsible manner. Conservation of energy through energy efficient equipment forms the basis of our energy efficiency initiatives for which PEL has installed the latest energy efficient technologies for its operations. Energy efficiency initiatives like modifications in the utility pipelines, temperature controller installation etc., have resulted in reducing of electrical energy consumption and equivalent carbon footprint.

   Water Conservation initiatives include modifications in manufacturing processes and use of efficient alternatives to reduce domestic water supply flow, thereby resulting in reduction in overall water consumption.

   The measures adopted by PEL for conservation of energy at the Mahad Site are contained in the report on Conservation of Energy and Technology Absorption, which forms part of the Board's Report. The weblink to the same is https://www.piramal.com/investor/overview

6. Are the Emissions/Waste generated by the Company within the permissible limits given by CPCB/ SPCB for the financial year being reported?

   As a responsible corporate citizen, PEL continues to be in compliance with all the applicable environmental laws and permissible limits set by the regulatory authorities.

7. Number of show cause/ legal notices received from CPCB/ SPCB which are pending (i.e. not resolved to satisfaction) as on end of Financial Year.

   PEL had no pending show cause or legal notices from Central Pollution Control Board/ State Pollution Control Board as on March 31, 2021.

Principle 7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner

1. Is your Company a member of any trade and chamber or association? If Yes, Name only those major ones that your business deals with:

   Yes, PEL is a member of following trade bodies/associations, among others:

   - Confederation of Indian Industry – (CII)
   - National Safety Council

2. Have you advocated/lobbied through above associations for the advancement or improvement of public good? Yes/ No; if yes specify the broad areas (drop box: Governance and Administration, Economic Reforms, Inclusive Development Policies, Energy security, Water, Food Security, Sustainable Business Principles, Others)

   Yes, as a responsible organization, PEL advocates issues related to societal causes through its association with industrial chambers. The Senior Management of the Company represents PEL in various industry forums. They are cognizant of the responsibility they shoulder as they engage in constructive discussions, which aim to improve public good, without any vested interests. PEL also works towards the advancement of public good through its CSR activities.

Principle 8: Businesses should support inclusive growth and equitable development

1. Does the Company have specified programmes/initiatives/ projects in pursuit of the policy related to Principle 8? If yes details thereof.

   As a responsible organization focused on inclusive growth, PEL has steadfastly followed a proactive approach towards CSR. The Company has chosen the following areas ('Areas of interest') for its CSR projects, which may be carried out by way of direct participation or through implementation agency. These are:

   i. Promoting health care including preventive healthcare and sanitation and making available safe drinking water;

   ii. Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently-abled and livelihood enhancement projects;

   iii. Promoting gender equality and empowering women;

   iv. Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water;

   v. Contribution to PM National Relief Fund or any fund set up by Central Government for socio-economic development and relief and welfare of Scheduled Castes, Scheduled Tribes and other backward classes, minorities and women;

   vi. Contributions or funds provided to technology incubators located within academic institutions which are approved by the Central Government;

   vii. Rural development projects;

   viii. Other focus areas as may be reviewed and included by CSR Committee, from time to time, in line with provisions of the Companies Act, 2013 and in line with the emerging societal circumstances and in consideration of changing national priorities of the government.

The CSR activities undertaken by PEL are guided by the CSR Policy which has been formulated in line with the Company's vision for welfare of society. The Company believes that:

- It can play a meaningful role in bringing professionalism, leadership and discipline to projects in pursuit of CSR;
- Innovation can play a crucial role in developing 'out of the box' solutions to seemingly intractable problems;
- It is crucial that any solution backed by the Company has the potential to achieve scale and be replicable across large geographies of India. In doing so, the Company will actively seek partnerships, with government and private entities, in an open source relationship that seeks to maximize the impact of its solutions.

PEL has embarked on various projects to achieve inclusive growth and equitable development. These include healthcare initiatives for young mothers, adolescent girls, infants, neonates, children below five years of age, pregnant women and beneficiaries of age-group 30-60 years who are suffering from diabetes and hypertension in various tribal areas. PEL has also implemented programs like the SLDP, DTP and COE for the students of government primary schools.

PEL also supports the Gandhi Fellowship Programme, which aims to empower the youth in India, to bring about a positive change at the grassroots level in the field of education.

The Company's employees participate in various programs under the Employee Social Impact ('ESI') program, which provides volunteering opportunities to employees of the Piramal Group. It is an effort dedicated to inspire and nurture commitment to social responsibility at an individual level by creating opportunities for strategic volunteering.

In light of the pandemic, last year presented an opportunity to re-think employee volunteering and explore virtual and remote platforms. The employees of the Piramal Group contributed their skills and time for various social causes through virtual platforms. In FY 2020-21, employees of the Piramal Group devoted a total of 2,348 hours under these programs.

2. Are the programmes/projects undertaken through in-house team/ own foundation/ external NGO/ government structures/ any other organization?

   The CSR projects of PEL are carried out through the CSR partners of PEL namely PFEL and Piramal Swasthya.

   - PFEL is a Change Management Organization that aims to bridge the gap in the education system so that children have better life chances. PFEL creates large-scale systemic impact by fostering competent and passionate leaders, improving systems and processes and embedding technology. Its interventions are implemented through a multi–level partnership with state governments which aim to catalyse the turnaround of failing schools and help education system leaders improve learning levels of students.

   - Piramal Swasthya is one of the largest not-for-profit organizations in India with a nation-wide presence serving the public primary healthcare space. The desire is to ensure that no one across the country is denied basic healthcare facilities. The focus has been on maternal, Child and Adolescent Health and Nutrition and Non-Communicable Diseases like Diabetes Mellitus, Hypertension, Oral Cancers, Breast Cancers and Cervical Cancers. With 35 programmes in place at 21 states, Piramal Swasthya has been supplementing and complementing efforts of the Government to achieve Universal Health Coverage.

3. Have you done any impact assessment of your initiative?

   The Company has been voluntarily conducting impact assessments to screen and evaluate select CSR programs. The governance mechanism of the health initiatives includes quarterly, half yearly and yearly reviews, along with feedback meetings with the stakeholders. Program performance with regards to output and outcome indicators is shared as part of regular program monitoring. Further, the midline and end line evaluations help understand the program impact better. A beneficiary survey is also conducted to understand the real voice of the beneficiary, besides being able to gather suggestions on improving quality of service delivery. In addition, testimonials of repeat beneficiaries of the program also help to gather feedback on the effectiveness of the program.

   Additionally, there are several review mechanisms in place for reviewing the progress of education initiatives. The individuals associated with the Gandhi Fellowship Programme conduct regular debriefs to discuss the challenges they face, best practices that may be replicated and co-create solutions to mitigate any common problems they may be facing. All programmes leverage technology to keep a track of the micro-milestones being achieved in the life cycle of the project. Further, impact assessment is carried out for programmes to gauge improvement in the learning levels of students through a third party. For other programs, impact assessment is undertaken in consultation with experts.

4. What is your Company's direct contribution to community development projects- Amount in INR and the details of the projects undertaken?

   PEL contributed ₹ 7.00 crores towards projects related to promoting health and education initiatives in FY 2020-21.

   Health initiative: A total of ₹ 3.43 crores was contributed to Piramal Swasthya towards the tribal healthcare project in Araku, Vishakhapatnam.

   Education initiative: PEL funded a total of ₹ 3.57 crores in implementing projects for education through PFEL towards SLDP and DTP.

5. Have you taken steps to ensure that this community development initiative is successfully adopted by the community? Please explain in 50 words, or so.

   Yes, community is our key stakeholder and we believe that development of the community is only achievable through engagement and partnership from all the stakeholders. The guiding principles for engagement with local community are enshrined through robust governance of CSR initiatives. A number of review mechanisms are in place to ensure that the initiatives deliver their intended outcomes, while ensuring that they are adopted by the local community.

   The local community is made aware about the different health and education programs along with their benefits through various means. Further, one-on-one or in-person interactions are regularly conducted through employee volunteering (in different districts) at school management committee level where awareness sessions are undertaken. They also seek and gather feedback from the community, leading to enrichment in the project functioning and outcomes.

Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner

1. What percentage of customer complaints/consumer cases are pending as at the end of financial year?

   A total of eight consumer cases are pending at the end of financial year under review against the Company.

   Due to COVID – 19 pandemic, court hearings are reserved for certain nature of cases. As a result, the above cases remain pending.

2. Does the Company display product information on the product label, over and above what is mandated as per local laws? Yes/ No/N.A. /Remarks (additional information)

Yes, the Company displays product information on the product label. The products manufactured at Mahad Site are accredited as per various food certification/ standards such as United States Food and Drug Administration (USFDA), Food Safety System Certification (FSSC) 22000, Kosher, Majelis Ulama Indonesia (MUI) Halal, Jamiat Ulama Halal and Sedex Members Ethical Trade Audit (SMETA).

3. Is there any case filed by any stakeholder against the Company regarding unfair trade practices, irresponsible advertising and/or anti-competitive behaviour during the last five years and pending as on end of financial year? If so, provide details thereof, in about 50 words or so.

   There are no cases pending against PEL by any stakeholder regarding unfair trade practices, irresponsible advertising and/ or anti-competitive behaviour as on March 31, 2021.

4. Did your Company carry out any consumer survey/ consumer satisfaction trends?

   Based on the purpose of 'Doing Well and Doing Good', PEL continues to create long-term value for its stakeholders and the community at large:

   - Serving people: We aim to serve our customers, community, employees, partners and all other stakeholders by putting their needs and wellbeing first.
   - Making a positive difference: We aim to make a positive difference through our products, services, customer-centric approach and innovation-led research.
   - Living our values: We live by our values in our everyday actions, decisions and conduct, at a personal as well as a professional level.

   PEL continues to attain high levels of customer satisfaction by delivering products of the best quality. At PEL, quality is regarded as an integral part of the Company's identity and as one of the most important aspects of its brand that dictates the Company's culture, hires and policies. PEL's quintessential track record on quality aspects is also in synchrony with the Company's purpose. This is enabled by PEL's three tier quality governance process. These tiers are closely integrated to ensure execution robustness. A quality policy which is forethought with regular reviews assists in constant improvement and its close alignment to business and regulatory changes. The aspects of quality culture, patient centricity, data integrity and scalable compliance supports in driving the quality processes.

Pharmaceutical division

Transitioning and evolving from a 'product centric' to more 'customer centric' business has leveraged PEL to explore new possibilities for advancing processes, communication and reporting. This emphasis enables the Company to meet varied customer expectations. This further puts the Company in a position where it can interpret and predict customer needs and implement solutions that incorporate automated and prompt insights about the whole customer division. PEL's belief is that the success of the business depends on the need of product by the customer or for the end consumers (patients). Customers have started considering the Company as the 'Partner-of-Choice' for their external needs, right through Commercialisation.

PEL also conducts a comprehensive analysis by an internal partner satisfaction survey that is developed for internal purposes i.e. for internal stakeholders or cross-functional customers.

With the purpose of resolving customer problems on call, technical issues such as understanding of the customer grievance, usage of correct language, listening to the grievance attentively as well as joining calls on time are assessed to enhance the quality of the call. Workshops on customer centricity are organized for customer facing teams to embellish their capabilities in managing an efficient grievance cell.

FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT

To The Members of

Piramal Enterprises Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying standalone financial statements of Piramal Enterprises Limited ("the Company"), which comprise the Balance Sheet as at March 31, 2021, 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 then ended, and a summary of significant 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 read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2021, 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 specified under Section 143(10) of the Act (SAs). 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.

Emphasis of Matter

As more fully described in note 2(b)(i) to the standalone financial statements to assess the recoverability of certain assets, the Company has considered internal and external information in respect of the current and estimated future global including Indian economic indicators consequent to the global health pandemic. The actual impact of the pandemic may be different from that considered in assessing the recoverability of these assets.

Our opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, 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.

Sr. No.	Key Audit Matter	Auditor's Response
1.	Impairment loss allowance on loans and investment pertaining to finance business. Charge to the statement of profit and loss of (₹162.84) Crores. Provision: ₹246.08 Crores as at March 31, 2021 [Refer to Note 2(a)(vii), 2(b)(iii) and 47(f) to the standalone financial statements]	
	The Company as part of its financial services segment offers long-term and short-term wholesale lending primarily to the real estate and infrastructure sector. Loans and investment portfolio in the finance business are measured at amortised cost less impairment allowance for losses. The Company applies the expected credit loss (ECL) model for recognising impairment loss. The Company's assessment of expected credit loss involves use of judgements and estimates, such as determination of probability of default (PD), determination of the staging, loss given default (LGD), exposure at default (EAD), estimating Management overlay for economic uncertainty expected to result from COVID-19 pandemic, forward-looking information and macro-economic factors, in computing the ECL on loans and investments. We identified impairment of loan and investment portfolio in finance business as a key audit matter, because the Company exercises significant judgement in calculating the expected credit losses.	We performed the following key audit procedures: a) We held discussions with the Management and evaluated management's assessment of the ECL provision at each stage including assessment of COVID-19 impact, to determine if the provision was reasonable considering the Company's portfolio, risk profile, credit risk management practices and the macroeconomic environment. b) We evaluated the design of internal controls relating to the computation of ECL provision, the key assumptions (i.e. staging, EAD, PD and LGD rates) and other inputs used therein, including macro-economic factors c) We selected a sample of loan contracts and tested the operating effectiveness of controls over computation of ECL provision, the key assumptions and inputs used therein, through inspection of evidence of performance of these controls or independently re-performing the control. d) Through a sample of loan contracts, we performed substantive procedures, to evaluate adequacy of ECL provisioning made.
2	Recoverable value assessment of Investment Property (Land Development Rights) – Carrying Value of ₹1,297.63 Crores and Recoverable Value of ₹1,579 Crores. [Refer to Note 2a(v), 2b (iv) and Note 45 to the standalone financial statements]	
	The Company has acquired development rights for certain land parcels which are classified as Investment Property and held for capital appreciation. The management while determining the recoverable value has exercised significant judgements and estimates relating to expected revenue, related cost and risk-adjusted discount rates.	We performed the following key audit procedures: a) Obtained understanding of management's process and evaluated design and tested operating effectiveness of controls for determination of recoverable value of the investment property. b) Performed physical verification of the underlying Investment Property and corroborated the saleable area with the Letter of intent and independent architect certificate obtained by the management.

Sr. No.	Key Audit Matter		Auditor's Response
	We have identified recoverable value assessment of investment property as a key audit matter for the current year audit as the Company exercises significant judgement in estimating the recoverable value of investment property.	c)	Obtained the recoverable value working prepared by the management basis the inputs from an independent valuation expert for the project to evaluate the appropriateness of the underlying data, methodology applied and assumption used by the management for determining the recoverable value of investment property. We have also involved internal valuation specialist, to evaluate the appropriateness of the key assumptions used by the management for determining the recoverable value of investment property.

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 Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Business Responsibility Report, Corporate Governance, 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.

Management's Responsibility 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 Ind AS and other accounting principles generally accepted in India. 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 statement 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 is 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 management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are 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 control 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 system 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 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 control 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 March 31, 2021 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2021 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 over financial reporting 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 over financial reporting.

   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, and having regard to independent legal opinions obtained by the Company, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of Section 197 read with Schedule V to 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 has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, 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 Company.

2. As required by the Companies (Auditor's Report) Order, 2016 ("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 Registration No. 117366W/W-100018)

Rupen K. Bhatt
Partner
(Membership No.046930)
(UDIN: 21046930AAAACS1671)

Place: Mumbai, June 1, 2021

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 to the members of the Piramal Enterprises Limited of even date)

Report on the Internal Financial Controls Over Financial Reporting under Clause (i) of sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls over financial reporting of Piramal Enterprises Limited ("the Company") as of March 31, 2021 in conjunction with our audit of the standalone Ind AS financial statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting 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 ("the Guidance Note") 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 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 over financial reporting of the Company based on our audit. We conducted our audit in accordance with the Guidance Note issued by the ICAI 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. 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 over financial reporting 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 system over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, 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 system over financial reporting.

Meaning of Internal Financial Controls Over Financial Reporting

A company's internal financial control over financial reporting 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 over financial reporting 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 Over Financial Reporting

Because of the inherent limitations of internal financial controls over financial reporting, 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 over financial reporting to future periods are subject to the risk that the internal financial control over financial reporting 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 system over financial reporting and such internal financial controls over financial reporting were operating effectively as at March 31, 2021, based on the internal financial control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm Registration No. 117366W/W-100018)

Rupen K. Bhatt
Partner
(Membership No.046930)
(UDIN: 21046930AAAACS1671)

Place: Mumbai, June 1, 2021

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)

(i) In respect of its property, plant and equipment:

(a) The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment and investment property.

(b) The Company has a programme of verification of fixed assets to cover all the items in a phased manner over a period of three years which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. Pursuant to the programme, certain fixed assets and investment property 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) According to the information and explanations given to us and the records examined by us and based on the examination of the registered sale deed/ transfer deed/ conveyance deed/ Court Orders approving scheme of arrangements/ amalgamations/ confirmation from custodians provided to us, we report that, the title deeds, comprising all the immovable properties of land and acquired buildings which are freehold, are held in the name of the Company as at the balance sheet date. Further, based on examination of Letter of intent, independent architect certificate, the purchase agreements executed by the Company and deeds of transfer, we report that, the investment property in the nature of land development rights is held in name of the Company. In respect of immovable properties of acquired land and buildings that have been taken on lease in the financial statements, the lease agreements are in the name of the Company, where the Company is the lessee in the agreement.

(ii) As explained to us, the inventories including stocks with clearing and forwarding agents, and excluding stocks with other third parties were physically verified during the year by the Management at reasonable intervals and no material discrepancies were noticed on physical verification. In respect of inventory lying with other third parties, confirmations were obtained by the Management for substantial portions of stocks held by them at the year-end.

(iii) According to the information and explanations given to us, the Company has not granted any secured loans to companies, firms or other parties covered in the Register maintained under Section 189 of the Act. In respect of unsecured loans to companies covered in the Register maintained under Section 189 of Companies Act, 2013:

(a) The terms and conditions of the grant of such loans are, in our opinion, ***prima facie***, not prejudicial to the Company's interest.

(b) The schedule of repayment of principal and payment of interest has been stipulated and repayments or receipts of principal amounts and interest have been regular as per stipulations.

(c) There is no overdue amount remaining outstanding as at the balance sheet date.

(iv) In our opinion and according to the information and explanations given to us, 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) According to the information and explanations given to us, the Company has not accepted any deposit during the year in terms of provisions of Sections 73 to 76 or any other relevant provisions of the Companies Act, 2013.

(vi) The maintenance of cost records has been specified by the Central Government under Section 148(1) of the Companies Act, 2013 in respect of its products. 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. We have, however, not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.

(vii) According to the information and explanations given to us, in respect of statutory dues:

(a) The Company has generally been regular in depositing undisputed statutory dues, including Provident Fund, Employees' State Insurance, Income-tax, Goods and Service Tax, Customs Duty, cess and other material statutory dues applicable to it to the appropriate authorities.

(b) There were no undisputed amounts payable in respect of Provident Fund, Employees' State Insurance, Income-tax, Goods and Service Tax, Excise Duty, Sales Tax, Service Tax, Customs Duty, cess and other material statutory dues in arrears as at March 31, 2021 for a period of more than six months from the date they became payable.

(c) Details of dues of Income-tax, Sales Tax, Service Tax, Customs Duty, Excise Duty, Goods and Service tax and Value Added Tax which have not been deposited as on March 31, 2021 on account of disputes are given below:

Name of Statute	Nature of Dues	Forum where Dispute is Pending	Period to which the Amount Relates	Gross amount of dispute (₹ in Crores)	Amount unpaid (₹ in Crores)
Income Tax Act, 1961	Income Tax	Appellate Tribunal	AY2002-03 to 2007-08	66.19	6.65
		Appellate Authority up to Commissioner's level	AY2005-06, 2006-07, AY2010-11 to AY2012-13 , AY2014-15 and AY2016-17	30.46	4.78
		High Court	AY2008-09, 2009-10 and 2010-11, 2017-18	67.02	-
Central Excise Laws	Excise Duty & Service Tax including interest and penalty, as applicable.	CESTAT	1996-97 to 2000-01, 2004-05 to 2017-18	55.96	54.88
		Appellate Authority up to Commissioner's level	1989-90, 1995-96, 1998-99, 2000-01, 2004-05 to 2005-06 and 2011-12	0.37	0.33
Sales Tax Laws	Sales Tax	High Court	2009-10	0.71	0.32
		Tribunal	1990-91, 1995-96, 1997-98 to 2004-05, 2006-07 to 2010-11, 2012-13 to 2014-15 and 2016-17	4.58	2.61
		Appellate Authority up to Commissioner's level	1998-99 to 2015-16 and 2017-18 to 2018-19	10.27	6.98

(viii) In our opinion and according to the information and explanations given to us, the Company has not defaulted in the repayment of loans or borrowings to financial institutions and banks, and dues to debenture holders. The Company has not taken any loans or borrowings from the government.

(ix) In our opinion and according to the information and explanations given to us, money raised by way of the term loans have been applied by the Company during the year for the purposes for which they were raised.

(x) To the best of our knowledge and according to the information and explanations given to us, no fraud by the Company and no material fraud on the Company by its officers or employees has been noticed or reported during the year.

(xi) In our opinion and according to the information and explanations given to us, and having regard to independent legal opinions obtained by the Company, the Company has paid/provided managerial remuneration in accordance with the requisite approvals mandated by the provisions of Section 197 read with Schedule V to the Companies Act, 2013.

(xii) The Company is not a Nidhi Company and hence reporting under clause (xii) of the CARO 2016 Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us the Company is in compliance with Section 177 and 188 of the Companies Act, 2013, where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the financial statements etc. as required by the applicable accounting standards.

(xiv) During the year the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures and hence reporting under clause (xiv) of CARO 2016 is not applicable to the Company.

(xv) In our opinion and according to the information and explanations given to us, during the year the Company has not entered into any non-cash transactions with its directors or directors of its holding, subsidiary or associate company or persons connected with them and hence provisions of Section 192 of the Companies Act, 2013 are not applicable.

(xvi) The Company is not required to be registered under Section 45-I of the Reserve Bank of India Act, 1934.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm Registration No. 117366W/W-100018)

Rupen K. Bhatt
Partner
(Membership No.046930)
(UDIN: 21046930AAAACS1671)

Place: Mumbai, June 1, 2021

BALANCE SHEET
as at March 31, 2021

(₹ in Crores)

	Note No.	As at March 31, 2021		As at March 31, 2020	
ASSETS					
Non-Current Assets					
(a) Property, Plant & Equipment	3		**67.63**		1,384.79
(b) Capital Work-in-Progress			**1.31**		62.80
(c) Intangible Assets	3		**4.37**		357.54
(d) Intangible Assets Under Development			**-**		56.63
(e) Right-of-Use Asset	44		**19.20**		46.93
(g) Investment property	45		**1,297.63**		-
(f) Financial Assets:					
(i) Investments	4	**19,000.75**		18,452.21	
(ii) Loans	6	**6,553.69**		10,869.25	
(iii) Other Financial Assets	7	**49.54**	**25,603.98**	23.70	29,345.16
(h) Deferred Tax Assets (Net)	5		**121.36**		34.88
(i) Other Non-Current Assets	8		**448.66**		456.25
Total Non-Current Assets			**27,564.14**		**31,744.98**
Current Assets					
(a) Inventories	9		**102.04**		423.56
(b) Financial Assets:					
(i) Investments	4	**824.54**		986.71	
(ii) Trade Receivables	10	**155.08**		657.10	
(iii) Cash & Cash Equivalents	11	**893.24**		43.66	
(iv) Bank Balances Other Than (iii) above	12	**72.87**		35.08	
(v) Loans	13	**307.00**		80.12	
(vi) Other Financial Assets	14	**685.00**	**2,937.73**	95.16	1,897.83
(c) Assets held for sale			**-**		10.00
(d) Other Current Assets	15		**94.17**		399.50
Total Current Assets			**3,133.94**		**2,730.89**
TOTAL ASSETS			**30,698.08**		**34,475.87**
EQUITY AND LIABILITIES					
Equity					
(a) Equity Share capital	16	**45.11**		45.11	
(b) Other Equity	17	**23,138.63**		22,582.87	
Total Equity			**23,183.74**		**22,627.98**
Liabilities					
Non-Current Liabilities					
(a) Financial Liabilities:					
(i) Borrowings	18	**3,386.21**		2,389.78	
(ii) Lease Liability	44	**9.53**	**3,395.74**	22.90	2,412.68
(b) Provisions	19		**20.29**		47.24
(c) Other Non-Current Liabilities	20		**86.31**		141.75
Total Non-Current Liabilities			**3,502.34**		**2,601.67**
Current Liabilities					
(a) Financial Liabilities:					
(i) Borrowings	21	**2,475.46**		4,061.75	
(ii) Trade Payables					
Total outstanding dues of Micro enterprises and small enterprises		**4.16**		11.86	
Total outstanding dues of creditors other than Micro enterprises and small enterprises		**433.25**		605.96	
(iii) Lease Liability	44	**11.90**		19.90	
(iv) Other Financial Liabilities	22	**865.88**	**3,790.65**	4,228.43	8,927.90
(b) Other Current Liabilities	23		**59.78**		125.41
(c) Provisions	24		**15.67**		46.17
(d) Current Tax Liabilities (Net)	25		**145.90**		146.74
Total Current Liabilities			**4,012.00**		**9,246.22**
Total Liabilities			**7,514.34**		**11,847.89**
TOTAL EQUITY & LIABILITIES			**30,698.08**		**34,475.87**

The above Balance Sheet should be read in conjunction with the accompanying notes.

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

Rupen K. Bhatt
Partner
Membership Number: 046930
Mumbai, June 1, 2021

For and on behalf of the Board of Directors

Ajay G. Piramal
Chairman
London, May 13, 2021

Vivek Valsaraj
Chief Financial Officer
Mumbai, May 13, 2021

Bipin Singh
Company Secretary
Mumbai, May 13, 2021

STATEMENT OF PROFIT AND LOSS
for the Year ended March 31, 2021

Piramal

(₹ in Crores)

	Note No.	Year ended March 31, 2021		Year ended March 31, 2020	
Revenue from operations	26		**1,824.70**		2,012.89
Other Income	27		**95.76**		665.12
Total Income			**1,920.46**		**2,678.01**
EXPENSES					
Cost of materials consumed	28		**332.74**		121.01
Purchases of Stock-in-Trade	29		**159.52**		-
Changes in inventories of finished goods, work-in-progress and stock-in-trade	30		**(53.32)**		(15.44)
Employee benefits expense	31		**81.99**		92.72
Finance costs	32		**1,068.77**		1,710.06
Depreciation and amortisation expense	3 & 44		**32.82**		41.94
Expected Credit Loss on Financial Assets (including Commitments)	47(f)		**(162.84)**		327.88
Other expenses	33		**271.63**		124.20
Total Expenses			**1,731.31**		**2,402.37**
Profit Before Exceptional Items and Tax			**189.15**		**275.64**
Exceptional Items	34		**(258.35)**		-
Profit/(Loss) before Tax			**(69.20)**		**275.64**
Less: Income Tax Expense	50				
Current tax			**(9.31)**		66.59
Tax adjustment for earlier years			**-**		385.62
Deferred Tax (Net)			**60.33**		(61.81)
			51.02		**390.40**
Loss after Tax from Continued Operations			**(120.22)**		**(114.76)**
Income from Discontinued operations			**160.12**		**259.61**
Profit after Tax			**39.90**		144.85
Other Comprehensive Income/(Expense) (OCI), net of tax expense:	35				
A. Items that will not be reclassified to profit or loss					
Changes in fair values of equity instruments through OCI		**363.31**		(1,359.46)	
Remeasurement of Post Employment Benefit Obligations		**(3.21)**		(3.21)	
Income Tax Impact on above		**10.43**	**370.53**	0.81	**(1,361.86)**
B. Items that will be reclassified to profit or loss					
Deferred gains/(losses) on cash flow hedge on continuing operations		**7.31**		(24.01)	
Deferred gains/(losses) on cash flow hedge on discontinued operations		**6.08**		-	
Income Tax Impact on above		**(3.37)**	**10.02**	6.04	**(17.97)**
Total Other Comprehensive Income/(Expense) (OCI) for the Year			**380.55**		**(1,379.83)**
Total Comprehensive Income/(Loss) for the Year			**420.45**		**(1,234.98)**
Earnings Per Equity Share (EPS) (Face Value of ₹2/- each)					
For Continuing Operations					
a) Basic EPS for the year (₹)	43		**(5.07)**		(5.44)
b) Diluted EPS for the year (₹)	43		**(5.07)**		(5.44)
For Discontinued Operations					
a) Basic EPS for the year (₹)	43		**6.75**		12.32
b) Diluted EPS for the year (₹)	43		**6.75**		12.32
For Continuing and Discontinued Operations					
a) Basic EPS for the year (₹)	43		**1.68**		6.87
b) Diluted EPS for the year (₹)	43		**1.68**		6.87

The above Statement of Profit and Loss should be read in conjunction with the accompanying notes.

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

Rupen K. Bhatt
Partner
Membership Number: 046930
Mumbai, June 1, 2021

For and on behalf of the Board of Directors

Ajay G. Piramal
Chairman
London, May 13, 2021

Vivek Valsaraj
Chief Financial Officer
Mumbai, May 13, 2021

Bipin Singh
Company Secretary
Mumbai, May 13, 2021

CASH FLOW STATEMENT

for the Year ended March 31, 2021

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
A. CASH FLOW FROM OPERATING ACTIVITIES		
Profit before exceptional items and tax from continuing operations	**189.15**	275.64
Profit before exceptional items and tax from discontinuing operations	**226.11**	264.19
Adjustments for:		
Depreciation and amortisation expense	**94.95**	175.46
Provision written back	**(2.40)**	(120.28)
Finance Costs in relation to compulsory convertible debentures considered separately	**15.62**	7.90
Finance Costs attributable to other than financial services operations	**2.99**	493.74
Provision on diminution in value of investment	**64.45**	-
Interest Income on Financial assets	**(43.04)**	(264.99)
Dividend on Equity Instruments	**(75.54)**	-
Measurement of financial assets at FVTPL	**(22.57)**	18.69
Loss/(Gain) on Sale of Property Plant and Equipment	**0.10**	(0.25)
Provision for Inventories	**(5.34)**	35.63
Profit on Sale of Investment (Net)	**(4.26)**	(18.31)
Impairment on Financial instruments (including Commitments)	**(162.84)**	327.88
Expected Credit Loss on Trade Receivables	**4.75**	8.08
Provision for doubtful loans and advances	**37.12**	-
Bad debt recovery	**-**	(1.42)
Unrealised foreign exchange gain	**(11.89)**	(315.74)
Operating Profit Before Working Capital Changes	**307.36**	**886.23**
Adjustments For Changes In Working Capital:		
Adjustments for (increase)/decrease in operating assets		
- Trade receivables	**(112.41)**	18.05
- Other Current Assets	**110.31**	(108.90)
- Other Non-Current Assets	**(1.71)**	12.27
- Other Financial Assets – Non-Current	**(14.38)**	8.63
- Other Financial Assets – Loans – Non-Current	**1,958.98**	(3,012.86)
- Inventories	**(203.35)**	(96.30)
- Other Financial Assets – Current	**(32.87)**	191.90
- Other Financial Assets – Loans – Current	**58.10**	42.90
- Amounts realised from Debentures and Alternate Investment Funds (Net)	**388.72**	3,070.20
- Amounts invested in Mutual Funds, net	**(250.01)**	-
Adjustments for increase/(decrease) in operating liabilities		
- Trade Payables	**346.94**	167.90
- Non-Current provisions	**3.27**	7.37
- Other Current Financial Liabilities	**23.59**	10.64
- Other Current Liabilities	**(46.11)**	60.54
- Current provisions	**(30.38)**	3.77
- Other Non-current Liabilities	**(55.44)**	16.59
- Interest accrued	**(115.00)**	(81.87)
Cash Generated from Operations	**2,335.61**	**1,197.06**
- Taxes Paid (Net of Refunds)	**(78.94)**	(63.55)
Net Cash Generated from Operating Activities *	**2,256.67**	**1,133.51**

* Includes interest received ₹1,146.53 Crores (Previous year: ₹1,113.75 Crores), Dividend Received ₹8.39 Crores (Previous year: ₹637.54 Crores) and interest paid during the year ₹1,165.16 Crores (Previous year: ₹1,134.45 Crores) pertaining to financial services operations.

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
B. CASH FLOW FROM INVESTING ACTIVITIES		
Proceeds from sale of investment in subsidiary (net of transaction cost)	-	116.27
Proceeds from of sale of pharmaceutical business, net of expenses	3,452.90	-
(Purchase)/sale of investment held at FVTOCI	(600.29)	2,252.41
Payments for Purchase of Property Plant and Equipment/Intangible Assets	(62.48)	(85.73)
Proceeds from Sale of Property Plant and Equipment/Intangible Assets	0.03	0.74
Payments for acquisition of Investment property	(1,297.63)	-
Interest Received	99.97	376.39
Bank balances not considered as Cash and cash equivalents		
- Fixed deposits placed	(87.83)	(1,595.33)
- Matured	52.80	1,617.01
Other Bank Balances	(38.79)	(7.93)
Dividend on Equity Investments	67.99	-
Proceeds of asset (held for sale)	10.00	-
Purchase of Equity Investments in subsidiaries and Joint ventures	(884.96)	(726.35)
Loans/debentures repayment from/(given to) related parties, net	1,967.23	(73.40)
Release of escrow deposit	-	12.80
Net Cash Generated from/(used in) Investing Activities	**2,678.94**	**1,886.88**
C. CASH FLOW FROM FINANCING ACTIVITIES		
Proceeds from Non-Current Borrowings		
- Receipts	4,156.84	5,990.23
- Payments	(6,217.22)	(10,308.34)
Proceeds from Current Borrowings		
- Receipts	16,676.38	54,263.69
- Payments	(16,583.47)	(58,442.37)
Lease payments		
- Principal	(19.28)	(27.58)
- Interest	(2.99)	(4.79)
Coupon Payment on Compulsorily Convertible Debentures	(160.19)	(150.67)
Proceeds from Compulsorily Convertible Debentures	-	1,749.99
Proceeds from Right Issue	-	3,480.95
Rights share issue expenses	-	(14.77)
Expenses incurred on issue of Compulsorily Convertible Debentures	-	(5.45)
Expenses incurred on conversion of Compulsorily Convertible Debentures	-	(3.82)
Finance Costs Paid (other than those attributable to financial services operations)	-	(513.77)
Dividend Paid	(315.75)	(556.77)
Dividend Distribution Tax Paid	-	(0.09)
Net Cash used in Financing Activities	**(2,465.68)**	**(4,543.56)**
Net Increase/(Decrease) in Cash & Cash Equivalents [(A)+(B)+(C)]	**2,469.93**	(1,523.17)
Cash and Cash Equivalents as at April 1	**(1,576.69)**	(53.52)
Cash and Cash Equivalents as at March 31	**893.24**	**(1,576.69)**
Cash and Cash Equivalents Comprise of:		
Cash on Hand	0.01	0.07
Bank Overdraft	-	(1,620.35)
Balance with Scheduled Banks in Current Accounts	893.23	43.59
	893.24	**(1,576.69)**

Notes:

1. During the previous year, the Company had converted its ₹1,900 Crores of loan given to its wholly-owned subsidiary, PHL Fininvest Private Limited ("Fininvest") into equity shares.
2. During the previous year, the Company had converted its ₹900 Crores of loan given to its wholly-owned subsidiary, Piramal Capital & Housing Finance Limited into equity shares.
3. During the year, Company has received shares of Piramal Pharma Limited having value of ₹86.44 Crores as a consideration towards sale of investment in Piramal Healthcare Inc. (Refer Note 53(b)).

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

For and on behalf of the Board of Directors

Ajay G. Piramal
Chairman
London, May 13, 2021

Rupen K. Bhatt
Partner
Membership Number: 046930
Mumbai, June 1, 2021

Vivek Valsaraj
Chief Financial Officer
Mumbai, May 13, 2021

Bipin Singh
Company Secretary
Mumbai, May 13, 2021

STATEMENT OF CHANGES IN EQUITY

for the Year ended March 31, 2021

A. EQUITY SHARE CAPITAL (REFER NOTE 16):

(₹ in Crores)

Particulars	
Balance as at April 1, 2019	**36.89**
Changes in Equity Share Capital during the year (Refer note 52(a), 52(b) and 52(d))	8.22
Balance as at March 31, 2020	**45.11**
Changes in Equity Share Capital during the year	-
Balance as at March 31, 2021	**45.11**

B. OTHER EQUITY (EXCLUDING SHARE APPLICATION MONEY PENDING ALLOTMENT):

(₹ in Crores)

Particulars	Notes	Equity Component of Compulsorily Convertible Debentures	Reserves & Surplus						Other Items in OCI		Total
			Capital Reserve	Securities Premium	Capital Redemption Reserve	Debenture Redemption Reserve	General Reserve	Retained Earnings	Cash Flow Hedging Reserve	FVTOCI – Equity Instruments	
Balance as at April 1, 2019		3,359.71	2,379.74	2,950.68	61.73	1,516.88	5,798.55	1,658.26	3.65	1,721.60	19,450.80
Profit after tax for the year		-	-	-	-	-	-	144.85	-	-	144.85
Other Comprehensive Expense (net of tax expense) for the year		-	-	-	-	-	-	(2.40)	(17.97)	(1,359.46)	(1,379.83)
Issue and conversion of Compulsorily Convertible Debentures into Equity Shares (Refer Note 52(a))		(1,832.36)	-	3,295.69	-	-	-	-	-	-	1,463.33
Rights Issue of Equity shares (Refer note 52 (b))		-	-	3,475.65	-	-	-	-	-	-	3,475.65
Transfer on sale FVTOCI-Designated Instruments (Refer note 4)		-	-	-	-	-	-	670.40	-	(670.40)	-
On account of adoption of IND AS 116 during the year (Refer note 44)	17							3.52			3.52
Expenses incurred on rights issue of equity shares		-	-	(14.77)	-	-	-	-	-	-	(14.77)
Expenses incurred on conversion of Compulsorily Convertible Debentures		-	-	(3.82)	-	-	-	-	-	-	(3.82)
Transfer from Debenture Redemption Reserve		-	-	-	-	(694.35)	-	694.35	-	-	-
Dividend paid during the year		-	-	-	-	-	-	(556.77)	-	-	(556.77)
Dividend Distribution Tax thereon (Net of DDT paid of ₹114.35 Crores by subsidiary companies)		-	-	-	-	-	-	(0.09)	-	-	(0.09)
Balance as at March 31, 2020		**1,527.35**	**2,379.74**	**9,703.43**	**61.73**	**822.53**	**5,798.55**	**2,612.12**	**(14.32)**	**(308.26)**	**22,582.87**

(₹ in Crores)

Particulars	Notes	Equity Component of Compulsorily Convertible Debentures	Reserves & Surplus						Other Items in OCI		Total
			Capital Reserve	Securities Premium	Capital Redemption Reserve	Debenture Redemption Reserve	General Reserve	Retained Earnings	Cash Flow Hedging Reserve	FVTOCI – Equity Instruments	
Balance as at April 1, 2020	17	1,527.35	2,379.74	9,703.43	61.73	822.53	5,798.55	2,612.12	(14.32)	(308.26)	22,582.87
Profit after tax for the year		-	-	-	-	-	-	39.90	-	-	39.90
Other Comprehensive Expense (net of tax expense) for the year		-	-	-	-	-	-	(3.24)	10.02	373.77	380.55
Total Comprehensive Income/(Loss) for the year		-	-	-	-	-	-	36.66	10.02	373.77	420.45
Transfer from Debenture Redemption Reserve		-	-	-	-	(818.37)	-	818.37	-	-	-
On account of sale of pharma business to Piramal Pharma Limited (Refer note 53)		-	446.76	-	-	-	-	-	4.30	-	451.06
Dividend paid during the year		-	-	-	-	-	-	(315.75)	-	-	(315.75)
Balance as at March 31, 2021		**1,527.35**	**2,826.50**	**9,703.43**	**61.73**	**4.16**	**5,798.55**	**3,151.40**	**-**	**65.51**	**23,138.63**

C. SHARE APPLICATION MONEY PENDING ALLOTMENT (REFER NOTE 17):

(₹ in Crores)

Particulars	
Balance as at April 1, 2019	**4.24**
Movement during the year	(4.24)
Balance as at March 31, 2020	**-**
Movement during the year	-
Balance as at March 31, 2021	**-**

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

Rupen K. Bhatt
Partner
Membership Number: 046930
Mumbai, June 1, 2021

For and on behalf of the Board of Directors

Ajay G. Piramal
Chairman
London, May 13, 2021

Vivek Valsaraj
Chief Financial Officer
Mumbai, May 13, 2021

Bipin Singh
Company Secretary
Mumbai, May 13, 2021

1. GENERAL INFORMATION

Piramal Enterprises Limited (PEL) (including its subsidiaries) is one of India's large diversified companies, with a presence in Pharmaceuticals and Financial Services.

In Pharma, through end-to-end manufacturing capabilities across 13 global facilities and a large global distribution network to over 100 countries, The Group sells a portfolio of niche differentiated pharma products and provides an entire pool of pharma services (including in the areas of injectable, HPAPI etc.). The Company is also strengthening its presence in the Consumer Products segment in India.

In Financial Services, Group provides comprehensive financing solutions to various companies. It provides both wholesale and retail funding opportunities across sectors. In real estate, the platform provides housing finance and other financing solutions across the entire capital stack ranging from early stage private equity, structured debt, senior secured debt, construction finance, and flexi lease rental discounting. The wholesale business in non-real estate sector includes separate verticals - Corporate Finance Group (CFG) and Emerging Corporate Lending (ECL). CFG provides customised funding solutions to companies across sectors such as infrastructure, renewable energy, roads, industrials, auto components etc. while ECL focuses on lending towards Small and Medium Enterprises (SMEs). The Group has also launched Distressed Asset Investing platform that invests in equity and/or debt in assets across sectors (other than real estate) to drive restructuring with active participation in turnaround. The Group also has strategic alliances with top global funds such as APG Asset Management, Bain Capital Credit, CPPIB Credit Investment Inc. and Ivanhoé Cambridge (CDPQ). The Group has long-term equity investments in Shriram Group, a leading financial conglomerate in India.

PEL is a public limited Company incorporated and domiciled in India and has its registered office at Mumbai, India. It is listed on the BSE Limited and the National Stock Exchange of India Limited in India.

2A. SIGNIFICANT ACCOUNTING POLICIES

i) Basis of preparation of financial statements

Compliance with Ind AS

The standalone financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 ("the Act") read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, and other relevant provisions of the Act.

Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or a revision to the existing accounting standard requires a change in the accounting policy hitherto in use.

Historical Cost convention

The standalone financial statements have been prepared on the historical cost basis except for certain financial instruments and plan assets of defined benefit plans, which are measured at fair value.

ii) Investments in subsidiaries, associates, joint operations and joint ventures

Subsidiaries:

Subsidiaries are all entities (including structured entities) over which the group has control. The Company controls an entity when the Company is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity.

Associates:

An associate is an entity over which the Company has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

Joint Arrangements:

Under Ind AS 111 Joint Arrangements, investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement. The Company has only joint ventures.

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities relating to the arrangement.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement.

The Company recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the financial statements under the appropriate headings, if any.

Investments in Subsidiaries, Associates and Joint ventures are accounted at cost.

iii) Property, Plant and Equipment

Freehold Land is carried at historical cost. All other items of Property Plant & Equipment are stated at cost of acquisition, less accumulated depreciation and accumulated impairment losses, if any. Direct costs are capitalised until the assets are ready for use and includes freight, duties, taxes and expenses incidental to acquisition and installation. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to the statement of profit and loss during the reporting period in which they are incurred. Subsequent expenditures related to an item of Property Plant & Equipment are added to its carrying value only when it is probable that the future economic benefits from the asset will flow to the Company and cost can be reliably measured.

Losses arising from the retirement of, and gains or losses arising from disposal of Property, Plant and Equipment are recognised in the Statement of Profit and Loss.

Depreciation

Depreciation is provided on a pro-rata basis on the straight-line method ('SLM') over the estimated useful lives of the assets specified in Schedule II of the Companies Act, 2013/ on the basis of technical evaluation, which are as follows:

Asset Class	Useful life
Buildings*	10 years – 60 years
Roads	10 years
Furniture & Fixtures	3 years – 15 years
Plant & Equipment	3 years – 20 years
Continuous Process Plant	25 years
Office Equipment	3 years – 15 years
Motor Vehicles	8 years
Helicopter	20 years
Ships	13 years

*Useful life of leasehold improvements is as per lease period

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

iv) Intangible Assets

Intangible assets are stated at acquisition cost, net of accumulated amortisation and accumulated impairment losses, if any.

Gains or losses arising from the retirement or disposal of an intangible asset are determined as the difference between the disposal proceeds and the carrying amount of the asset and are recognised as income or expense in the Statement of Profit and Loss.

The research and development (R&D) cost is accounted in accordance with Ind AS – 38 'Intangibles'.

Research

Research costs, including patent filing charges, technical know-how fees, testing charges on animal and expenses incurred on development of a molecule till the stage of Pre-clinical studies and till the receipt of regulatory approval for commencing phase I trials are treated as revenue expenses and charged off to the Statement of Profit and Loss of respective year.

Development

Development costs relating to design and testing of new or improved materials, products or processes are recognised as intangible assets and are carried forward under Intangible Assets under Development until the completion of the project when they are capitalised as Intangible assets, if the following conditions are satisfied:

- it is technically feasible to complete the asset so that it will be available for use;
- management intends to complete the asset and use or sell it;
- there is an ability to use or sell the asset;
- it can be demonstrated how the asset will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the asset are available; and
- the expenditure attributable to the asset during its development can be reliably measured.

Intangible Assets with finite useful lives are amortised on a straight-line basis over the following period:

Asset Class	Useful life
Brands and Trademarks	10 – 15 years
Copyrights, Know-how (including qualifying Product Development Cost) and Intellectual property rights	4 – 15 years
Computer Software	3 – 6 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

v) Investment property

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Upon initial recognition, an investment property is measured at cost. Cost of a investment property comprises its purchase price and any directly attributable expenditure. Subsequent to initial recognition, investment property is measured at cost less accumulated depreciation and accumulated impairment losses, if any.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from the disposal. Any gain or loss on disposal of an investment property is recognised in profit or loss.

vi) Impairment of Assets

The Company assesses at each Balance Sheet date whether there is any indication that an asset may be impaired. For the purposes of assessing impairment, the smallest identifiable group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or group of assets, is considered as a cash generating unit. If any such indication exists, the Company estimates the recoverable amount of the asset. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. If such recoverable amount of the asset or the recoverable amount of the cash generating unit to which the asset belongs is less than its carrying amount, the carrying amount is reduced to its recoverable amount. The reduction is treated as an impairment loss and is recognised in the Statement of Profit and Loss. If at the Balance Sheet date there is an indication that a previously assessed impairment loss no longer exists or may have decreased, the recoverable amount is reassessed and the asset is reflected at the recoverable amount.

vii) Financial instruments

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Investments and Other Financial Assets

Classification

The Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

Subsequent Measurement

For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. For investments in equity instruments, this will depend on whether the Company has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

The Company reclassifies debt investments when and only when its business model for managing those assets changes.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the group classifies its debt instruments:

Amortised cost:

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method. Subsequently, these are measured at amortised cost using the Effective Interest Method less any impairment losses.

Fair value through other comprehensive income (FVTOCI):

Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at fair value through other comprehensive income (FVTOCI). Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in the statement of profit and loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to the statement of profit or loss and recognised in other gains/(losses). Interest income from these financial assets is included in other income using the effective interest rate method.

Fair value through profit or loss (FVTPL):

Assets that do not meet the criteria for amortised cost or FVTOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in the statement of profit and loss and presented net in the statement of profit and loss within other gains/(losses) in the period in which it arises. Interest income from these financial assets is included in other income.

Equity instruments

The Company subsequently measures all equity investments at fair value. Where the Company's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification on decrecognition of fair value gains and losses to the statement of profit and loss. Dividends from such investments are recognised in the statement of profit and loss when the Company's right to receive payments is established.

Changes in the fair value of financial assets at fair value through profit or loss are recognised in the statement of profit and loss.

Impairment of financial assets

The Company applies the expected credit loss model for recognising impairment loss on financial assets measured at amortised cost, loan commitments, trade receivables and other contractual rights to receive cash or other financial asset.

For trade receivables or any contractual right to receive cash or another financial asset that result from transactions that are within the scope of Ind AS 115, the Company always measures the loss allowance at an amount equal to lifetime expected credit losses.

Further, for the purpose of measuring lifetime expected credit loss ("ECL") allowance for trade receivables, the Company has used a practical expedient as permitted under Ind AS 109. This expected credit loss allowance is computed based on a provision matrix which takes into account historical credit loss experience and adjusted for forward-looking information.

In case of other than trade receivables, the expected credit loss is a product of exposure at default, probability of default and loss given default. The Company has devised an internal model to evaluate the probability of default and loss given default based on the parameters set out in Ind AS 109. Accordingly, the financial instruments are classified into Stage 1 – Standard Assets with zero to thirty days past due (DPD), Stage 2 – Significant Credit Deterioration or overdue between 31 to 90 days and Stage 3 – Default Assets with overdue for more than 90 days. The Company also takes into account the below qualitative parameters in determining the increase in credit risk for the financial assets:

1. Significant negative deviation in the business plan of the borrower
2. Internal rating downgrade for the borrower or the project
3. Current and expected financial performance of the borrower
4. Need for refinance of loan due to change in cash flow of the project
5. Significant decrease in the value of collateral
6. Change in market conditions and industry trends

For recognition of impairment loss on other financial assets and risk exposure (including off Balance Sheet Commitments), the Company determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL.

Lifetime ECL are the expected credit losses resulting from all possible default events over the expected life of a financial instrument. The 12-month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after the reporting date.

Default Assets wherein the management does not expect any realistic prospect of recovery are written off to the Statement of Profit and Loss.

Derecognition of financial assets

A financial asset is derecognised only when:

- The Company has transferred the rights to receive cash flows from the financial asset or
- retains the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the cash flows to one or more recipients.

Where the entity has transferred an asset, the Company evaluates whether it has transferred substantially all risks and rewards of ownership of the financial asset. In such cases, the financial asset is derecognised. Where the entity has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised.

Foreign exchange gains and losses

The fair value of financial assets denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. For foreign currency denominated financial assets measured at amortised cost and FVTPL, the exchange differences are recognised in profit or loss except for those which are designated as hedging instruments in a hedging relationship.

Non-current assets held for sale

Assets held for sale are measured at the lower of carrying amount or fair value less costs to sell. The determination of fair value less costs to sell includes use of management estimates and assumptions. The fair value of the assets held for sale has been estimated using valuation techniques (including income and market approach) which includes unobservable inputs. Non-current assets and Disposal Group that ceases to be classified as held for sale shall be measured at the lower of carrying amount before the non-current asset and Disposal Group was classified as held for sale and its recoverable amount at the date of the subsequent decision not to sell.

Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by a Company entity are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity Instrument

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued are recognised at the proceeds received, net of direct issue costs.

Compulsorily Convertible Debenture

Convertible instruments are separated into liability and equity components based on the terms of the contract. On issuance of the convertible debentures, the fair value of the liability component is determined using a market rate for an equivalent non-convertible instrument. This amount is classified as a financial liability measured at amortised cost (net of transaction costs) until it is extinguished on conversion or redemption. The remainder of the proceeds is allocated to the conversion option that is recognised and included in equity since conversion option meets Ind AS 32 criteria for fixed to fixed classification. Transaction costs are apportioned between the liability and equity components of the convertible debentures based on the allocation of proceeds to the liability and equity components when the instruments are initially recognised.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

Financial liabilities are classified as at FVTPL when the financial liability is either contingent consideration recognised by the Company as an acquirer in a business combination to which Ind AS 103 applies or is held for trading or it is designated as at FVTPL.

Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period. Where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the Company does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the financial statements for issue, not to demand payment as a consequence of the breach.

Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments.

Financial Guarantee Contracts

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently at the higher of the amount determined in accordance with Ind AS 37 and the amount initially recognised less cumulative amortisation, where appropriate.

The fair value of financial guarantees is determined as the present value of the difference in net cash flows between the contractual payments under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

Where guarantees in relation to loans or other payables of subsidiaries are provided for no compensation, the fair values are accounted for as contributions and recognised as part of the cost of the investment.

Derecognition of financial liabilities

The Company derecognises financial liabilities when, and only when, the Company's obligations are discharged, cancelled or have expired. An exchange between with a lender of debt instruments with substantially different terms is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability.

Derivatives and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged and the type of hedge relationship designated.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability –

(i) Cash flow hedges that qualify for hedge accounting:

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the other comprehensive income in cash flow hedging reserve within equity, limited to the cumulative change in fair value of the hedged item on a present value basis from the inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, within other gains/(losses).

(ii) Derivatives that are not designated as hedges:

The Company enters into certain derivative contracts to hedge risks which are not designated as hedges. Such contracts are accounted for at fair value through profit or loss.

Embedded derivatives

Derivatives embedded in a host contract that is an asset within the scope of Ind AS 109 are not separated. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Derivatives embedded in all other host contract are separated only if the economic characteristics and risks of the embedded derivative are not closely related to the economic characteristics and risks of the host and are measured at fair value through profit or loss. Embedded derivatives closely related to the host contracts are not separated.

Offsetting Financial Instruments

Financial Assets and Liabilities are offset and the net amount is reflected in the balance sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or counterparty.

viii) Trade Receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

ix) Inventories

Inventories comprise of Raw and Packing Materials, Work in Progress, Finished Goods (Manufactured and Traded) and Stores and Spares. Inventories are valued at the lower of cost and the net realisable value after providing for obsolescence and other losses, where considered necessary. Cost is determined on Weighted Average basis. Cost includes all charges in bringing the goods to their present location and condition, including octroi and other levies, transit insurance and receiving charges. The cost of Work-in-progress and Finished Goods comprises of materials, direct labour, other direct costs and related production overheads and Excise duty as applicable. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

x) Employee Benefits

(i) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

(ii) Other long-term employee benefit obligations

The liabilities for earned leave are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. They are therefore measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The benefits are discounted using the market yields at the end of the reporting period that have terms approximating to the terms of the related obligation. Remeasurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur. Long-term Service Awards are recognised as a liability at the present value of the defined benefit obligation as at the balance sheet date.

(iii) Post-employment obligations

The Company operates the following post-employment schemes:

- Defined Contribution plans such as provident fund, superannuation, pension, employee state insurance scheme
- Defined Benefit plans such as provident fund and Gratuity

In case of Provident fund, contributions are made to a Trust administered by the Company, except in case of certain employees, where the Contributions are made to the Regional Provident Fund Office.

Defined Contribution Plans

The Company's contribution to provident fund (in case of contributions to the Regional Provident Fund office), pension and employee state insurance scheme are considered as defined contribution plans, as the Company does not carry any further obligations apart from the contributions made on a monthly basis and are charged as an expense based on the amount of contribution required to be made.

Defined Benefit Plan

The liability or asset recognised in the balance sheet in respect of defined benefit provident and gratuity plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by actuaries using the projected unit credit method.

The present value of the defined benefit obligation denominated in INR is determined by discounting the estimated future cash outflows by reference to market yields at the end of the reporting period on government bonds that have terms approximating to the terms of the related obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit and loss.

Remeasurement gains and losses arising from experience adjustments, changes in actuarial assumptions and return on plan assets (excluding interest income) are recognised in the period in which they occur, directly in other comprehensive income. They are included in retained earnings in the statement of changes in equity and in the balance sheet.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service cost.

Bonus Plans

The Company recognises a liability and an expense for bonuses. The Company recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

xi) Provisions and Contingent Liabilities

Provisions are recognised when there is a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and there is a reliable estimate of the amount of the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material). The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made.

xii) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable.

Sale of goods: Revenue from the sale of goods is recognised when the Company transfers Control of the product. Control of the product transfers upon shipment of the product to the customer or when the product is made available to the customer, provided transfer of title to the customer occurs and the Company has not retained any significant risks of ownership or future obligations with respect to the product shipped. Amounts disclosed as revenue are net off returns, trade allowances, rebates and indirect taxes.

Sale of Services: In contracts involving the rendering of services/development contracts, revenue is recognised at the point in time in which services are rendered. In case of fixed price contracts, the customer pays a fixed amount based on the payment schedule. If the services rendered by the Company exceed the payment, a Contract asset (Unbilled Revenue) is recognised. If the payments exceed the services rendered, a contract liability (Deferred Revenue) is recognised.

If the contracts involve time-based billing, revenue is recognised in the amount to which the Company has a right to invoice.

Interest: Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the amortised cost and at the effective interest rate applicable.

Dividend: Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably).

xiii) Foreign Currency Transactions

In preparing the financial statements of the Company, transactions in currencies other than the Company’s functional currency viz. Indian Rupee are recognised at the rates of exchange prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in the statement of profit and loss. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences on monetary items are recognised in profit or loss in the period in which they arise.

xiv) Exceptional Items

When items of income and expense within profit or loss from ordinary activities are of such size, nature or incidence that their disclosure is relevant to explain the performance of the enterprise for the period, the nature and amount of such items is disclosed separately as Exceptional items.

xv) Leases

Effective April 1, 2019, the Company has adopted Ind AS 116 "Leases", applied to all lease contracts existing on April 1, 2019 using the modified retrospective method of transition. The Company's lease asset classes primarily consist of leases for land, buildings and IT assets.

At the date of commencement of the lease, the Company recognises a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease

The right-of-use assets are initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable.

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of the leases. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

The following is the summary of practical expedients elected on initial application:

1. Applied a single discount rate to a portfolio of leases of similar assets in similar economic environment with a similar end date.

2. Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term on the date of initial application.

3. Applied the practical expedient to grandfather the assessment of which transactions are leases. Accordingly, Ind AS 116 is applied only to contracts that were previously identified as leases under Ind AS 17.

xvi) Taxes on Income

Tax expense for the period, comprising current tax and deferred tax, are included in the determination of the net profit or loss for the period. Current tax is measured at the amount expected to be paid to the tax authorities in accordance with the Income Tax Act, 1961.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the separate financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

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 all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Current and deferred tax are recognised in the statement of profit and loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle the asset and the liability on a net basis. Deferred tax assets and deferred tax liabilities are offset when there is a legally enforceable right to set off assets against liabilities representing current tax and where the deferred tax assets and the deferred tax liabilities relate to taxes on income levied by the same governing taxation laws.

xvii) Cash and Cash Equivalents

In the cash flow statement, cash and cash equivalents includes cash on hand, demand deposits with banks, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

xviii) Borrowing Costs

General and specific borrowing costs directly attributable to acquisition or construction of qualifying assets (i.e. those Property Plant & Equipments which necessarily take a substantial period of time to get ready for their intended use) are capitalised. Other borrowing costs are recognised as an expense in the period in which they are incurred.

xix) Segment Reporting

The Chairman of the Company has been identified as the Chief Operating Decision Maker (CODM) as defined by Ind AS 108, "Operating Segments".

Operating segments are reported in a manner consistent with the internal reporting provided to the CODM. The accounting policies adopted for segment reporting are in conformity with the accounting policies adopted for the Company. Revenue and expenses have been identified to segments on the basis of their relationship to the operating activities of the segment. Income/ Costs which relate to the Company as a whole and are not allocable to segments on a reasonable basis, have been included under Unallocated Income/Costs. Interest income and expense are not allocated to respective segments (except in case of Financial Services segment).

In accordance with Ind AS 108 'Operating Segments', segment information has been given in the consolidated financial statements of the Company, which are presented in the same annual report and therefore, no separate disclosure on segment information is given in these financial statements.

xx) Standards issued but not yet effective

Ministry of Corporate Affairs ("MCA") notifies new standard or amendments to the existing standards. There is no such notification which would have been applicable from April 1, 2021.

xxi) Dividends

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

xxii) New and amended standards adopted by the Company

The Company has applied the following amendments to Ind AS for the first time for their annual reporting period commencing April 1, 2020:

- Definition of Material – amendments to Ind AS 1 and Ind AS 8
- Definition of a Business – amendments to Ind AS 103
- COVID-19 related concessions – amendments to Ind AS 116
- Interest Rate Benchmark Reform – amendments to Ind AS 109 and Ind AS 107.

The amendments listed above did not have any impact/material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

xxiii) Rounding of amounts

All amounts disclosed in the financial statements and notes have been rounded off to the nearest Crores as per the requirement of Division II, Schedule III, unless otherwise stated.

2B. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTIES

The preparation of the financial statements in conformity with Ind AS requires the Management to make estimates and assumptions considered in the reported amounts of assets and liabilities (including contingent liabilities) and the reported income and expenses during the year. The Management believes that the estimates used in preparation of the financial statements are prudent and reasonable. Future results could differ due to these estimates and the differences between the actual results and the estimates are recognised in the periods in which the results are known/materialise.

i) Estimation of uncertainty relating to COVID-19 global health pandemic

In assessing the recoverability of loans, receivables, intangible assets and investments, the Company has considered internal and external sources of information, including credit reports, economic forecasts and industry reports up to the date of approval of these standalone financial statements. The Company has performed sensitivity analysis on the assumptions used and based on current indicators of future economic conditions, the carrying amount of these assets represent the Company's best estimate of the recoverable amounts. As a result of the uncertainties resulting from COVID-19, the impact of this pandemic may be different from those estimated as on the date of approval of these financial statements and the Company will continue to monitor any changes to the future economic conditions. Also refer note 3, 10, 47 (a), 47 (f), 51.

ii) Fair Valuation:

Some of the Company's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an asset and liability, the Company uses market observable data to the extent it is available. When Level 1 inputs are not available, the Company engages third party qualified external valuer to establish the appropriate valuation techniques and inputs to the valuation model.

Information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Note 51.

iii) Expected Credit Loss:

When determining the provision for impairment loss on financial assets carried at amortised cost and Loan commitments, in line with Expected Credit Loss model, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort for determing the Probability of default (PD) and Loss Given default (LGD). This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and credit assessment and including forward-looking information.

The inputs used and process followed by the Company in determining the impairment loss in line with Expected Credit loss model have been detailed in Note 47f.

iv) Impairment loss in Investments and investment property carried at cost:

The Company conducts impairment reviews of investments in subsidiaries/associates/joint arrangements and Investment property, whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable or tests for impairment annually. Determining whether an asset is impaired requires an estimation of the recoverable amount, which requires the Company to estimate the value in use which base on future cash flows and a suitable discount rate in order to calculate the present value.

v) Deferred Taxes

Deferred tax is recorded on temporary differences between the tax bases of assets and liabilities and their carrying amounts, at the rates that have been enacted or substantively enacted at the reporting date. The ultimate realisation of deferred tax assets is dependent upon the generation of future taxable profits during the periods in which those temporary differences and tax loss carry-forwards become deductible. The Company considers the expected reversal of deferred tax liabilities and projected future taxable income in making this assessment. The amount of the deferred tax assets considered realisable, however, could be reduced in the near term if estimates of future taxable income during the carry-forward period are reduced.

3. PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS

(₹ in Crores)

Particulars	GROSS CARRYING AMOUNT					ACCUMULATED DEPRECIATION/AMORTISATION					NET CARRYING AMOUNT	
	Opening As at April 1, 2020	Additions	Deductions/ Adjustments	Transferred on sale of Pharma Business (Refer Note 53)	As at March 31, 2021 (A)	Opening As at April 1, 2020	For the Year	Deductions/ Adjustments	Transferred on sale of Pharma Business (Refer Note 53)	As at March 31, 2021 (B)	As at March 31, 2021 (A-B)	As at March 31, 2020
Tangible Assets												
Land Freehold	21.46	-	-	20.97	**0.49**	-	-	-	-	-	**0.49**	21.46
Buildings	776.03	0.27	14.67	726.58	**35.05**	67.86	11.50	6.83	65.20	**7.33**	**27.72**	708.17
Roads	3.47	-	-	2.04	**1.43**	1.39	0.25	-	0.72	**0.92**	**0.51**	2.08
Plant & Equipment	887.64	24.84	25.30	839.78	**47.40**	284.02	32.89	15.52	274.62	**26.77**	**20.63**	603.62
Furniture and fixtures	43.25	0.10	1.62	23.62	**18.11**	19.96	3.50	1.11	8.26	**14.09**	**4.02**	23.29
Motor Vehicles	8.01	-	-	0.76	**7.25**	3.49	0.83	-	0.35	**3.97**	**3.28**	4.52
Ships	0.88	-	-	-	**0.88**	0.44	0.08	-	-	**0.52**	**0.36**	0.44
Helicopter^	9.60	-	-	-	**9.60**	2.70	0.54	-	-	**3.24**	**6.36**	6.90
Office equipment	27.22	2.27	3.09	21.72	**4.68**	12.91	2.51	1.97	13.03	**0.42**	**4.26**	14.31
Total (I)	**1,777.56**	**27.48**	**44.68**	**1,635.47**	**124.89**	**392.77**	**52.10**	**25.43**	**362.18**	**57.26**	**67.63**	**1,384.79**
Intangible Assets (Acquired)												
Product-related Intangibles - Brands and Trademarks	451.51	-	-	451.51	-	126.24	16.33	-	142.57	-	-	325.27
Product-related Intangibles - Copyrights, Know-how and Intellectual property rights	17.79	-	-	17.79	-	8.93	0.88	-	9.81	-	-	8.86
Computer Software	47.08	2.78	3.09	31.61	**15.16**	25.04	4.14	3.09	15.30	**10.79**	**4.37**	22.04
Intangible Assets (Internally Generated)												
Product Know-how	2.32	6.55	2.32	6.55	-	0.95	0.40	1.04	0.31	-	-	1.37
Total (II)	**518.70**	**9.33**	**5.41**	**507.46**	**15.16**	**161.16**	**21.75**	**4.13**	**167.99**	**10.79**	**4.37**	**357.54**
Grand Total (I+II)	**2,296.26**	**36.81**	**50.09**	**2,142.93**	**140.05**	**553.93**	**73.85**	**29.56**	**530.17**	**68.05**	**72.00**	**1,742.33**

3. PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS

(₹ in Crores)

Particulars	GROSS CARRYING AMOUNT					ACCUMULATED DEPRECIATION/AMORTISATION					NET CARRYING AMOUNT	
	Opening As at April 1, 2019	Additions	Deductions/ Adjustments	Transferred on sale of Pharma Business	As at March 31, 2020 (A)	Opening As at April 1, 2019	For the Year	Deductions/ Adjustments	Transferred on sale of Pharma Business	As at March 31, 2020 (B)	As at March 31, 2020 (A-B)	As at March 31, 2019
Tangible Assets												
Land Freehold	21.46	-	-	-	21.46	-	-	-	-	-	21.46	21.46
Buildings	762.43	13.71	0.11	-	776.03	47.42	20.48	0.04	-	67.86	708.17	715.01
Roads	3.47	-	-	-	3.47	0.98	0.41	-	-	1.39	2.08	2.49
Plant & Equipment	850.82	37.75	0.93	-	887.64	210.36	74.25	0.59	-	284.02	603.62	640.46
Furniture and fixtures	42.54	0.84	0.13	-	43.25	15.24	4.83	0.11	-	19.96	23.29	27.30
Motor Vehicles	8.00	0.12	0.11	-	8.01	2.51	1.04	0.06	-	3.49	4.52	5.49
Ships	0.88	-	-	-	0.88	0.35	0.09	-	-	0.44	0.44	0.53
Helicopter^	9.60	-	-	-	9.60	2.16	0.54	-	-	2.70	6.90	7.44
Office equipment	24.14	3.34	0.26	-	27.22	8.62	4.54	0.25	-	12.91	14.31	15.52
Total (I)	**1,723.34**	**55.76**	**1.54**	**-**	**1,777.56**	**287.64**	**106.18**	**1.05**	**-**	**392.77**	**1,384.79**	**1,435.70**
Intangible Assets (Acquired)												
Product-related Intangibles - Brands and Trademarks*	451.51	-	-	-	451.51	94.62	31.62	-	-	126.24	325.27	356.89
Product-related Intangibles - Copyrights, Know-how and Intellectual property rights	17.79	-	-	-	17.79	7.17	1.76	-	-	8.93	8.86	10.62
Computer Software	38.48	9.26	0.66	-	47.08	19.35	6.35	0.66	-	25.04	22.04	19.13
Intangible Assets (Internally Generated)												
Product Know-how	2.32	-	-	-	2.32	0.76	0.19	-	-	0.95	1.37	1.56
Total (II)	**510.10**	**9.26**	**0.66**	**-**	**518.70**	**121.90**	**39.92**	**0.66**	**-**	**161.16**	**357.54**	**388.20**
Grand Total (I+II)	**2,233.44**	**65.02**	**2.20**	**-**	**2,296.26**	**409.54**	**146.10**	**1.71**	**-**	**553.93**	**1,742.33**	**1,823.90**

Refer Note 2(a)(iii)

* Material Intangible Assets as on March 31, 2021

Asset Class	Carrying Value as at March 31, 2021	Carrying Value as at March 31, 2020
Product-related Intangibles – Brands and Trademarks	-	325.27

Depreciation for the year ended March 31, 2021 includes depreciation amounting to ₹4.67 Crores (Previous year: ₹9.23 Crores) on assets used for Research and Development locations at Ennore and Mumbai.

^ The Company has a 25% share in joint ownership of Helicopter.

Refer Note 39 for the assets mortgaged as security against borrowings.

Refer Note 36B for the contractual capital commitments for purchase of Property, Plant & Equipment.

Considering internal and external sources of information, the Company has evaluated at the end of the reporting period, whether there is any indication that any intangible asset may be impaired. Where such indication exists, the Company has estimated the recoverable amount of the intangible assets based on 'value in use' method. The financial projections on the basis of which the future cash flows have been estimated consider –

(a) reassessment of the discount rates,

(b) revisiting the growth rates factored while arriving at terminal value, and these variables have been subjected to a sensitivity analysis. The carrying amount of the intangible assets represent the Company's best estimate of the recoverable amounts.

4. INVESTMENTS

Investments – Non-Current

(₹ in Crores)

	Particulars	As at March 31, 2021		As at March 31, 2020	
	Investments in Equity Instruments (Fully paid up, unless otherwise stated):				
A.	**In Subsidiaries (Unquoted) – At cost:**				
i.	PHL Fininvest Private Limited @		**4,667.17**		4,667.17
ii.	Piramal Holdings (Suisse) SA				
	Class A shares	**106.70**		106.70	
	Class B shares (Non-Voting)	**1,224.80**		1,224.80	
	Add: Capital Contribution (Guarantee)	**8.88**		8.88	
	Less: Impairment Provision	**1,312.35**	**28.03**	1,312.35	28.03
iii.	Piramal Healthcare Inc. #	**-**		55.67	
	Add: Capital Contribution	**-**	**-**	30.77	86.44
iv.	Piramal Systems and Technologies Private Limited	**4.50**		4.50	
	Less: Impairment Provision	**4.50**	**-**	-	4.50
v.	Piramal Dutch Holdings N.V. #		**-**		1,390.54
vi.	PEL Finhold Private Limited	**0.03**		0.03	
	Add: Capital Contribution	**45.52**		-	
	Less: Impairment Provision	**45.55**	**-**	-	0.03
vii.	Piramal Fund Management Private Limited		**108.26**		108.26
viii.	Piramal Investment Advisory Services Private Limited		**2.70**		2.70
ix.	Piramal Consumer Products Private Limited		**14.57**		14.57
x.	Piramal Healthcare UK Limited (Capital Contribution – Guarantee) #		**-**		1.06
xi.	Piramal Healthcare Canada Limited (Capital Contribution – Guarantee) #		**-**		2.21
xii.	Piramal Dutch IM Holdco B.V.		**143.49**		143.49
xiii.	PEL Pharma Inc. #		**-**		6.54
xiv.	Piramal Capital and Housing Finance Limited @@	**7,896.65**		7,896.65	
	Add: Capital Contribution (Guarantee)	**3.77**	**7,900.42**	-	7,896.65
xv.	Piramal Asset Management Private Limited		**1.00**		1.00
xvi.	Piramal Securities Limited		**42.00**		37.00
xvii.	Piramal Pharma Limited #**		**871.55**		-
xviii.	Virdis Power Infrastructure Managers Private Limited		**0.01**		-
xix.	Viridis Infrastructure Investment Managers Private Limited		**0.01**		-
			13,779.21		**14,390.19**
B.	**In Joint Ventures (Unquoted) – At Cost:**				
i.	Convergence Chemicals Private Limited#		**-**		35.71
ii.	India Resurgence ARC Private Limited		**54.00**		54.00
iii.	India Resurgence Asset Management Business Private Limited		**20.00**		20.00
iv.	Shrilekha Business Consultancy Private Limited		**2,146.16**		2,146.16
			2,220.16		**2,255.87**
C.	**In Associates:**				
	Unquoted – At Cost:				
i.	Allergan India Private Limited		**-**		3.92
ii.	Shriram Capital Limited		**0.01**		0.01
			0.01		**3.93**
D.	**Other Bodies Corporate:**				
	Quoted – At FVTOCI:				
i.	Shriram City Union Finance Limited (Face Value of ₹10 each)		**897.36**		492.47
ii.	Clarivate PLC		**558.71**		-
			1,456.07		**492.47**
	Unquoted – At FVTPL:				
i.	TCP Limited		**- ***		- *
			-		**-**

(₹ in Crores)

Particulars		As at March 31, 2021		As at March 31, 2020
Investments in Preference Shares (fully paid up):				
Optionally Convertible Participative Preference Shares - at FVTPL				
A. In Subsidiaries (Unquoted):				
i. Piramal Fund Management Private Limited		**105.00**		105.00
		105.00		**105.00**
Investment in Debentures (Refer Note below):				
A. In Subsidiaries (Quoted):				
Non-Convertible Debentures – At amortised cost				
Piramal Capital Housing Finance Limited		**269.26**		152.30
		269.26		**152.30**
B. In Subsidiaries (Unquoted):				
Optionally Convertible Debentures – At FVTPL				
Piramal Systems & Technologies Private Limited ##		-		23.13
		-		**23.13**
C. In Joint Venture (Unquoted) – At amortised cost				
India Resurgence Asset Management Business Private Limited		**17.03**		24.55
		17.03		**24.55**
D. Other Bodies Corporate (Refer note 38):				
Unquoted:				
Redeemable Optionally Convertible Debentures - At Amortised Cost:				
Redeemable Non-Convertible Debentures - At Amortised Cost	**394.44**		930.16	
Less: Provision for Impairment based on Expected credit loss model	**(163.40)**	**231.04**	(310.80)	619.36
		231.04		**619.36**
Investments in Share Warrants (Refer note 51)				
A. Other Bodies Corporate:				
Quoted:				
Share Warrants		-		1.48
		-		**1.48**
Investments in Alternative Investment Funds (Refer note 51)				
A. In Subsidiaries – At Cost: (Unquoted)				
Class A Units of Piramal Investment Opportunities Fund Scheme - I		**2.65**		2.65
		2.65		**2.65**
B. In Joint Ventures – At Cost: (Unquoted)				
Piramal Ivanhoe Residential Equity Fund 1		**115.29**		115.29
India Resurgence Fund - Scheme 2		**170.19**		187.22
		285.48		**302.51**
C. In Other Body Corporate – At FVTPL (Unquoted)		**634.84**		78.77
		922.97		**383.93**
Non-Current Investments		**19,000.75**		**18,452.21**

* Amounts are below the rounding off norm adopted by the Company.

Notes:

a) To the extent of debentures (including interest) redeemable within 12 months of the reporting date, the amount has been presented as part of current investments as per the requirements of Schedule III. The balance amount has been presented as non-current.

b) During the previous year, the Company has sold its entire direct investment of 9.96% in Shriram Transport Finance Company Limited. Upon sale, the Company has reclassified the cumulative fair value changes of ₹670.40 Crores from Other Comprehensive Income to Retained Earnings.

@ During the previous year, the Company converted its loan to PHL Fininvest Private Limited ("Fininvest") into shares resulting into allotment of 57,431,656 equity shares of ₹10 each at ₹87.06 per share for which shares are pending allotment and 189,985,071 equity shares of ₹10 each at ₹73.69 per share in Fininvest to the Company.

@@ During the previous year, the Company converted its loan to Piramal Capital Housing Finance (PCHFL) into shares resulting into allotment of 784,655,623 equity shares of ₹10 each at ₹11.47 per share in PCHFL to the Company. The shares are pending allotment.

Refer note 53 (a).

** Includes investment in share warrants of ₹0.10 Crores of Piramal Pharma Limited.

The value of optionally fully convertible debentures of Piramal Systems and Technologies Pvt. Ltd. is net of provisions on account of expected credit loss.

Investments – Current

(₹ in Crores)

Particulars	As at March 31, 2021	As at March 31, 2020
Investment in Debentures:		
In Other Body Corporates		
Quoted:		
Redeemable Non-Convertible Debentures – At FVTPL	**554.60**	650.37
Unquoted:		
Redeemable Non-Convertible Debentures – At Amortised Cost	**19.93**	351.78
Less: Provision for Impairment based on Expected credit loss model	**-**	(15.44)
	574.53	**986.71**
Investment in Mutual Funds (Quoted) – At FVTPL:	**250.01**	-
Current Investments	**824.54**	**986.71**
Aggregate market value of quoted investments		
- Non-Current	**1,725.33**	646.25
- Current	**804.61**	650.37
Aggregate carrying value of quoted investments (Gross)		
- Non-Current	**1,725.33**	646.25
- Current	**804.61**	650.37
Aggregate carrying value of unquoted investments (Gross)		
- Non-Current	**18,801.22**	19,429.12
- Current	**19.93**	351.78
Aggregate amount of impairment in value of investments	**1,525.80**	1,638.60
Refer Note 39 for Investments mortgaged as security against borrowings.		
Details of Investments:		
(i) Financial Assets carried at Cost		
Investments in Equity Instruments of Subsidiaries	**13,779.21**	14,390.19
Investments in Equity Instruments of Joint Ventures	**2,220.16**	2,255.87
Investments in Equity Instruments of Associates	**0.01**	3.93
Investments in Alternative Investment Fund	**288.13**	305.16
	16,287.51	**16,955.15**
(ii) Financial assets carried at fair value through profit or loss (FVTPL)		
Preference Shares	**105.00**	105.00
Mutual Funds	**250.01**	-
Share warrants	**-**	1.48
Debentures	**554.60**	673.50
Alternative Investment Fund	**634.84**	78.77
	1,544.45	**858.75**
(iii) Financial assets carried at amortised cost		
Debentures	**537.26**	1,132.55
	537.26	**1,132.55**
(iv) Financial assets measured at FVTOCI		
Equity instruments - Equity Shares	**1,456.07**	492.47
	1,456.07	**492.47**
Total	**19,825.29**	**19,438.92**

5. DEFERRED TAX ASSETS (NET)

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
(a) Deferred Tax Assets on account of temporary differences:				
- Provision for assets of financial services	**59.84**		100.83	
- Other Provisions	**11.32**		5.23	
- Amortisation of expenses which are allowed in current year	**0.19**		0.23	
- Expenses that are allowed on payment basis	**18.17**		32.87	
- Measurement of financial assets at amortised cost/fair value	**34.03**		25.76	
- Deferred Revenue	**35.68**		59.02	
- Fair value measurement of derivative contracts	**-**		4.44	
- Effect of recognition of lease rent expense	**1.35**		1.31	
		160.58		229.69
(b) Deferred Tax Liabilities on account of temporary differences:				
- Property, Plant and Equipment and Intangible Assets	**(7.79)**		(175.17)	
- Measurement of financial liabilities at amortised cost	**(31.27)**		(19.64)	
- Fair value measurement of derivative contracts	**(0.16)**		-	
		(39.22)		(194.81)
NET DEFERRED TAX ASSETS		**121.36**		**34.88**

Deferred Tax Assets and Deferred Tax Liabilities have been offset as they relate to the same governing taxation law.
Refer Note 50 for movements during the year.

6. LOANS – NON-CURRENT

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
AT AMORTISED COST:				
Inter Corporate Deposits Receivables (Secured) – Credit Impaired				
Inter Corporate Deposits	**89.00**		89.00	
Less: Provision for expected credit loss	**50.00**	**39.00**	50.00	39.00
Terms Loans Receivables (Secured) – Credit Impaired				
Term Loans	**24.38**		24.38	
Less: Provision for expected credit loss	**24.38**	**-**	24.38	-
Loans (Unsecured And Considered Good)				
Loans to related parties, net of provisions (refer note 38)		**6,514.69**		10,830.25
TOTAL		**6,553.69**		**10,869.25**

7. OTHER FINANCIAL ASSETS – NON-CURRENT

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Bank deposits with more than 12 months maturity	**35.93**	0.90
Security Deposits	**13.61**	22.80
TOTAL	**49.54**	**23.70**

8. OTHER NON-CURRENT ASSETS

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Advance tax (Net of provision of ₹4,532.59 Crores as at March 31, 2021 (Previous year: ₹4,449.65 Crores)	**448.55**	426.58
Capital Advances	**0.09**	2.64
Advances recoverable	**0.02**	27.03
TOTAL	**448.66**	**456.25**

9. INVENTORIES

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Raw and Packing Materials [Stock in transit is Nil as on March 31, 2021, (Previous year: ₹3.50 Crores)]	**15.68**	187.05
Work-in-Progress	**13.14**	141.24
Finished Goods	**24.77**	46.77
Stock-in-trade	**47.16**	25.00
Stores and Spares	**1.29**	23.50
TOTAL	**102.04**	**423.56**

Notes:

1. Refer Note 39 for the inventories hypothecated as security against borrowings.
2. The cost of inventories recognised as an expense during the year was ₹857.01 Crores (Previous year: ₹987.08 Crores). It includes ₹415.28 Crores (Previous year: ₹879.39 Crores) pertaining to the discontinued operations.
3. The cost of inventories recognised as an expense includes ₹0.93 Crores (Previous year reversal of ₹0.21 Crores) in respect of write downs of inventory to net realisable value and an expense reversal of ₹6.28 Crores (Previous year reversal of ₹35.42 Crores) in respect of provisions for slow moving/non-moving/expired/near expiry products.
4. Refer Note 2(a)(ix) for policy for valuation of inventories.

10. TRADE RECEIVABLES

(₹ in Crores)

		As at March 31, 2021		As at March 31, 2020	
(a)	Secured – Considered Good	**0.18**		0.18	
(b)	Unsecured – Considered Good	**155.30**		658.57	
	Less: Expected Credit Loss on (b)	**(0.40)**	**155.08**	(1.65)	657.10
(c)	Unsecured – Considered Doubtful	**7.39**		25.04	
	Less: Expected Credit Loss on (c)	**(7.39)**	**-**	(25.04)	-
TOTAL			**155.08**		**657.10**

The credit period on sale of goods generally ranges from 7 to 90 days (Previous Year: 7 to 150 days).

The Company has a documented Credit Risk Management Policy for its Pharmaceuticals Manufacturing and Services business. For every new customer (except established large pharma companies), Company performs a credit rating check using an external credit agency. If a customer clears the credit rating check, the credit limit for that customer is derived using internally documented scoring systems. The credit limits for all the customers are reviewed on an ongoing basis.

Of the Trade Receivables balance as at March 31, 2021 of ₹162.87 Crores (as at March 31, 2020 of ₹683.79 Crores), the top 3 customers of the Company represent the balance of ₹42.03 Crores as at March 31, 2021 (as at March 31, 2020 - ₹116.13 Crores). There were four customers (Previous year: three customers) who represent more than 5% of total balance of Trade Receivables.

The Company has used a practical expedient by computing the expected credit loss allowance for External Trade Receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience, adjusted for forward looking information including the likelihood of increased credit risk considering emerging situations due to COVID-19 based on external sources of information. The expected credit loss allowance is based on the ageing of the days the receivables are due and the rates as given in the provision matrix. The provision matrix at the end of the reporting period is as follows:

Ageing	Expected credit loss (%) – For external customers
Less than 365 days	0.30%
More than 365 days	100.00%

(₹ in Crores)

Ageing of Expected credit loss	March 31, 2021	March 31, 2020
Within due date	**0.28**	1.28
After Due date	**7.51**	25.41

(₹ in Crores)

Ageing of receivables	As at March 31, 2021	As at March 31, 2020
Less than 365 days	155.09	634.53
More than 365 days	7.78	49.26
Total	**162.87**	**683.79**

If the trade receivables (discounted) are not paid at maturity, the bank has right to request the Company to pay the unsettled balance. As the Company has not transferred the risks and rewards relating to these customers, it continues to recognise the full carrying amount of the receivables and has recognised the cash received on the transfer as a secured borrowing (Refer Note 21).

At the end of the reporting period, the carrying amount of the trade receivables that have been transferred but have not been de-recognised amounted to ₹Nil (Previous year: ₹33.55 Crores) and the carrying value of associated liability is ₹Nil (Previous year: ₹33.55 Crores) (Refer Note 21).

(₹ in Crores)

Movement in Expected Credit Loss Allowance:	Year ended March 31, 2021	Year ended March 31, 2020
Balance at the beginning of the year	26.69	27.96
Less: Amounts written off	-	(9.24)
Less: Amounts Transferred to Piramal Pharma Limited	(23.66)	-
Add: Net Movement in expected credit loss allowance on trade receivables calculated at lifetime expected credit losses *	4.76	7.97
Balance at the end of the year	**7.79**	**26.69**

Refer Note 38 for the receivables from Related Parties.
Refer Note 39 for the receivables hypothecated as security against borrowings.
* It includes ₹2.98 Crores transferred to Piramal Pharma Ltd. on account of pharma transaction (Refer Note 53).

11. CASH AND CASH EQUIVALENTS

(₹ in Crores)

		As at March 31, 2021	As at March 31, 2020
- Cash and Cash equivalents			
i.	Balance with Banks:		
	- Current Accounts	893.23	43.59
ii.	Cash on Hand	0.01	0.07
TOTAL		**893.24**	**43.66**

12. OTHER BANK BALANCES

(₹ in Crores)

		As at March 31, 2021		As at March 31, 2020	
i.	Earmarked balances with banks:				
	- Unclaimed Dividend Account	20.68		21.68	
	- Others *	49.73		13.15	
			70.41		34.83
ii.	Margin Money		2.46		0.25
TOTAL			**72.87**		**35.08**

* Current year mainly comprises of bank fixed deposit. Previous year includes right issue proceeds pending utilisation kept in Escrow account of ₹12.66 Crores.

13. LOANS – CURRENT

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
Loans Receivables from Related Parties, net of provisions (Unsecured and Considered Good) (refer note 38)		300.16		61.43
Inter Corporate Deposits Receivables (Unsecured and Considered Good)		6.84		18.69
Inter Corporate Deposits Receivables (Unsecured) - Credit Impaired				
Inter Corporate Deposits	8.30		8.30	
Less: allowance for expected credit loss	8.30	-	8.30	-
TOTAL		**307.00**		**80.12**

14. OTHER FINANCIAL ASSETS – CURRENT

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Security Deposits	**4.79**	20.55
Guarantee Commission receivable	**6.60**	11.84
Unbilled revenues#	**-**	25.07
Other Receivables from Related Parties	**665.08**	30.42
Interest Accrued	**2.04**	0.29
Others	**6.49**	6.99
TOTAL	**685.00**	**95.16**

Classified as financial asset as right to consideration is unconditional upon passage of time. During the year ended March 31, 2021, ₹25.07 Crores (Previous year: ₹14.54 Crores) of unbilled revenue as on April 1, 2020 has been reclassified to Trade Receivables upon billing to customers.

15. OTHER CURRENT ASSETS

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
Unsecured and Considered Good (Unless otherwise stated)				
Advances:				
Unsecured and Considered Good	**39.68**		76.03	
Considered Doubtful	**1.46**		0.08	
	41.14		76.11	
Less: Provision for doubtful advances	**1.46**	**39.68**	0.08	76.03
Balance with Government Authorities		**48.74**		275.80
Prepayments		**5.75**		34.15
Claims Receivable		**-**		13.52
TOTAL		**94.17**		**399.50**

16. SHARE CAPITAL

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
AUTHORISED SHARE CAPITAL		
400,000,000 (400,000,000) Equity Shares of ₹2/- each	**80.00**	80.00
3,000,000 (3,000,000) Preference Shares of ₹100/- each	**30.00**	30.00
24,000,000 (24,000,000) Preference Shares of ₹10/- each	**24.00**	24.00
105,000,000 (105,000,000) Unclassified Shares of ₹2/- each	**21.00**	21.00
	155.00	**155.00**
ISSUED CAPITAL		
226,138,301 (226,138,301) Equity Shares of ₹2/- each	**45.23**	45.23
TOTAL	**45.23**	**45.23**
SUBSCRIBED AND PAID UP		
225,538,356 (225,538,356) Equity Shares of ₹2/- each (fully paid up)	**45.11**	45.11
TOTAL	**45.11**	**45.11**

(i) Movement in Equity Share Capital

Particulars	As at March 31, 2021		As at March 31, 2020	
	No. of shares	**₹ in Crores**	**No. of shares**	**₹ in Crores**
At the beginning of the year	**225,538,356**	**45.11**	184,446,972	36.89
Add: Issued during the year (Refer Note 52(a),(b) and (d))	**-**	**-**	41,091,384	8.22
At the end of the year	**225,538,356**	**45.11**	**225,538,356**	**45.11**

There are no equity shares due and outstanding to be credited to Investor Education and Protection Fund as at the year end.

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(ii) Details of shareholders holding more than 5% shares in the Company

Particulars	As at March 31, 2021		As at March 31, 2020	
	No. of shares	% Holding	No. of shares	% Holding
The Sri Krishna Trust through its Trustees, Mr. Ajay Piramal and Dr.(Mrs.) Swati A. Piramal	**78,877,580**	**34.97%**	78,877,580	34.97%
Life Insurance Corporation of India	**18,682,087**	**8.28%**	17,989,691	7.98%

(iii) Aggregate number of shares issued for consideration other than cash during the period of five years immediately preceding the balance sheet date:

Particulars	Financial Year	No. of shares
Equity Shares of ₹2 each allotted as fully paid-up pursuant to merger of Piramal Phytocare Limited into the Company (Refer note 52 (d))	2019-20	3,05,865

(iv) Terms and Rights attached to equity shares

Equity Shares:

The Company has one class of equity shares having a par value of ₹2/- per share. Each shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

17. OTHER EQUITY

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Capital Reserve	**2,826.50**	2,379.74
Securities Premium	**9,703.43**	9,703.43
Capital Redemption Reserve	**61.73**	61.73
Debenture Redemption Reserve	**4.16**	822.53
Equity component of Compulsorily Convertible Debentures	**1,527.35**	1,527.35
General Reserve	**5,798.55**	5,798.55
FVTOCI - Equity Instruments	**65.51**	(308.26)
Cash Flow Hedging Reserve	**-**	(14.32)
Retained Earnings	**3,151.40**	2,612.12
TOTAL	**23,138.63**	**22,582.87**

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
CAPITAL RESERVE				
At the beginning of the year	**2,379.74**		2,379.74	
Add: on account of sale of pharma business to Piramal Pharma Limited [Refer note 53]	**446.76**		-	
		2,826.50		**2,379.74**

This reserve is outcome of business combinations carried out during the current year and previous years.

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
SECURITIES PREMIUM				
At the beginning of the year	**9,703.43**		2,950.68	
Add: Issue and Conversion of Compulsorily Convertible Debentures into Equity Shares (Refer note 52 (a))	-		3,295.69	
Add: Rights Issue of Equity shares (Refer note 52 (b))	-		3,475.65	
Less: Expenses incurred on conversion of Compulsorily Convertible Debentures	-		(3.82)	
Less: Expenses incurred on rights issue of equity shares	-		(14.77)	
		9,703.43		**9,703.43**

Securities Premium is used to record the premium on issue of shares. The reserve is utilised in accordance with the Provisions of the Companies Act, 2013.

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
CAPITAL REDEMPTION RESERVE				
At the beginning of the year	61.73		61.73	
Add: Transferred during the year	-		-	
		61.73		61.73

This reserve was created as per requirements of Companies Act pursuant to buyback of equity shares and redemption of preference shares.

	As at March 31, 2021		As at March 31, 2020	
DEBENTURE REDEMPTION RESERVE				
At the beginning of the year	822.53		1,516.88	
Add/(Less): Transferred during the year on repayment	(818.37)		(694.35)	
		4.16		822.53

The Debenture redemption reserve is created as per the requirements of Rule 18(7) of the Companies (Share Capital and Debentures) Rules, 2014.

	As at March 31, 2021		As at March 31, 2020	
EQUITY COMPONENT OF COMPULSORILY CONVERTIBLE DEBENTURES				
At the beginning of the year	1,527.35		3,359.71	
Less: Issue and conversion of Compulsorily Convertible Debentures - Equity Component (Refer note 52 (a))	-		(1,832.36)	
		1,527.35		1,527.35

This is the equity component of the issued Compulsorily Convertible Debentures. The liability component is reflected in financial liabilities (Refer note 18 and 22).

	As at March 31, 2021		As at March 31, 2020	
GENERAL RESERVE				
At the beginning of the year	5,798.55		5,798.55	
Add: Transfer during the year	-		-	
		5,798.55		5,798.55

General reserve is created from time to time by way of transfer of profits from retained earnings for appropriation purposes. It is created by a transfer from one component of equity to another and is not an item of other comprehensive income.

	As at March 31, 2021		As at March 31, 2020	
FVTOCI – EQUITY INSTRUMENTS				
At the beginning of the year	(308.26)		1,721.60	
Less: Transfer on sale of FVTOCI-Designated Instruments (Refer note 4)	-		(670.40)	
	373.77	65.51	(1,359.46)	(308.26)

The Company has elected to recognise changes in the fair value of certain investments in equity securities in Other Comprehensive Income. These changes are accumulated within the FVTOCI equity investments reserve within equity. The Company transfers amounts from this reserve to retained earnings when the relevant equity securities are derecognised.

	As at March 31, 2021		As at March 31, 2020	
CASH FLOW HEDGING RESERVE				
At the beginning of the year	(14.32)		3.65	
Less: Transfer on account of sale of pharma business to Piramal Pharma Limited (Refer note 53(a))	4.30		-	
Add/(Less): Movement during the year	10.02		(17.97)	
		-		(14.32)

The Company uses hedging instruments as part of its management of foreign currency risk associated with its Foreign Currency Non-repatriable loans and for forecasted sales. Amounts recognised in cash flow hedging reserve is reclassified to Statement of Profit and Loss when the hedged items affect the statement of Profit and Loss. To the extent these hedges are effective, the change in the fair value of hedging instrument is recognised in the Cash Flow Hedging Reserve. (Refer Note 47(e))

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
SHARE APPLICATION MONEY PENDING ALLOTMENT				
At the beginning of the year	-		4.24	
Add/(Less): Movement during the year	-		(4.24)	
		-		-

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
RETAINED EARNINGS				
At the beginning of the year	**2,612.12**		1,658.26	
Add: Transfer on sale of FVTOCI-Designated Instruments (Refer note 4)	-		670.4	
Add/(Less): Profit/(Loss) for the year	**39.90**		144.85	
Less: Remeasurement of Post Employment Benefit Obligations (net of tax)	**(3.24)**		(2.40)	
Add: On account of adoption of IND AS 116 during the year (Refer note 44)	-		3.52	
Add/(Less): Transfer from/(to) Debenture Redemption Reserve	**818.37**		694.35	
Less: Dividend paid (including Dividend Distribution Tax)	**(315.75)**		(556.86)	
		3,151.40		2,612.12
TOTAL		**23,138.63**		**22,582.87**

On Aug 4, 2020, a Dividend of ₹14 per equity share (Face value of ₹2/- each) amounting to ₹315.75 Crores was paid to holders of fully paid equity shares. The Finance Act, 2020 has repealed the Dividend Distribution Tax (DDT) hence DDT is not applicable.

On May 13, 2021, a Dividend of ₹33 per equity share (Face value of ₹2/- each) amounting to ₹787.59 Crores has been recommended by the Board of Directors which is subject to approval of the Shareholders. The amounts calculated are based on the number of shares likely to be entitled for dividend as estimated on May 13, 2021.

18. BORROWINGS – NON-CURRENT

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Secured – at amortised cost		
Term Loan From Banks:		
Rupee Loans	**720.35**	175.10
Term Loan From Others	**218.99**	-
Redeemable Non-Convertible Debentures	**2,446.87**	2,073.06
Unsecured – at amortised cost		
Redeemable Non-Convertible Debentures	-	0.18
Liability component of Compulsorily Convertible debentures	-	70.79
Foreign Currency Non-Repatriable Loans	-	70.65
TOTAL	**3,386.21**	**2,389.78**

Terms of repayment, nature of security & rate of interest in case of Secured Loans (includes amount included in Current Maturities of Long-Term Debt-Refer Note 22)

A. Term Loan from Banks – Rupee Loans

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First ranking exclusive pledge over certain shares of Piramal Pharma Limited in favour of the Security Trustee for the benefit of the Lenders and the Lenders successors	Total Tenor of 30 months from the date of first drawdown principal repayable in 24 months -33.34%, repayable in 27 months - 33.33%, repayable in 30 months -33.33%	**500.00**	-
First ranking exclusive pledge over certain shares of Piramal Pharma Limited in favour of the Security Trustee for the benefit of the Lenders and the Lenders successors	Total Tenor of 36 months from the date of first drawdown principal repayable in 12 months-10.00%, repayable in 24 months-20%, repayable in 36 months-70%	**266.00**	-
First charge over identified OTC brands and Second charge on Immovable office property at Kurla. No further charge to be created on the same except for existing encumbrances.	Total Tenor of 3 years from date of first drawdown repayable in the 1st year of Q1 and Q2 -1% each, Q3 and Q4 -4% each,i n the 2nd year of Q1 and Q2 -5% each, Q3 and Q4- 10% each, in the 3rd year of Q1 and Q2 -10% each, Q3 and Q4-20% each	-	270.00

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(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First *pari passu* charge on all the movable properties of the Company's i.e Plant and Machinery (excluding Current Assets and Intangible Assets), both present and future, at the below locations:(a) Pithampur, Madhya Pradesh (b) Ennore, Chennai (c) Digwal Village, Medak District, Andhra Pradesh (d) Mahad, District Raigad, Maharashtra (e) Matoda Village, Ahmedabad. First *pari passu* charge on Company s immovable properties at (a) Pithampur, Madhya Pradesh and (b) Mahad, District Raigad, Maharashtra (c) Digwal, Sangareddy District, Telangana. First *pari passu* charge by way of hypothecation of receivables from the loans extended for the financial services business, minimum fixed asset Cover of 1.15 x. Charge over specified OTC Brands	Bullet Repayment, Total tenor of 24 months from date of first drawdown.	-	150.00
First *pari passu* charge on the underlying assets/fixed assets of the Company.	Total Tenor of 24 months from date of first drawdown repayable in 1st year of Q3 & Q4 each - 5%, in the 2nd year of Q1 - 5%, Q3 - 20%, and Q4 - 65%	-	425.00
First *pari passu* charge on all the movable properties of the Company's i.e Plant and Machinery (excluding Current Assets and Intangible Assets), both present and future, at the below locations:(a) Pithampur, Madhya Pradesh (b) Ennore, Chennai (c) Digwal Village, Medak District, Andhra Pradesh (d) Mahad, District Raigad, Maharashtra (e) Matoda Village, Ahmedabad. First *pari passu* charge on Company s immovable properties at (a) Pithampur, Madhya Pradesh and (b) Mahad, District Raigad, Maharashtra (c) Digwal, Sangareddy District, Telangana. First *pari passu* charge by way of hypothecation of receivables from the loans extended for the financial services business.	Total tenor of 13 months from date of first drawdown, repayable on monthly basis of ₹50 Crores each starting from the end of 4th month.	-	500.00
First *pari passu* charge on all the movable properties of the Company's i.e Plant and Machinery (excluding Current Assets and Intangible Assets), both present and future, at the below locations:(a) Pithampur, Madhya Pradesh (b) Ennore, Chennai (c) Digwal Village, Medak District, Andhra Pradesh (d) Mahad, District Raigad, Maharashtra (e) Matoda Village, Ahmedabad. First *pari passu* charge on Company s immovable properties at (a) Pithampur, Madhya Pradesh and (b) Mahad, District Raigad, Maharashtra (c) Digwal, Sangareddy District, Telangana. First *pari passu* charge by way of hypothecation of receivables from the loans extended for the financial services business.	Bullet Repayment, Total tenor of 13 months from date of first drawdown.	-	300.00

The coupon rates for the above loans are 11.25% per annum (Previous Year: 8.90% to 10.40% per annum).

Refer Note 39 for assets hypothecated/mortgaged as securities against the Secured Borrowings.

B. Term Loan from other banks -Rupee Loans

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First ranking exclusive pledge over certain shares of Piramal Pharma Limited in favour of the Security Trustee for the benefit of the Lenders and the Lenders successors	Total Tenor of 30 months from the date of first drawdown principal repayable in 24 months-33.34%, repayable in 27 months - 33.33%, repayable in 30 months -33.33%	**125.00**	-
First ranking exclusive pledge over certain shares of Piramal Pharma Limited in favour of the Security Trustee for the benefit of the Lenders and the Lenders successors	Total Tenor of 30 months from the date of first drawdown principal repayable in 24 months-33.34%, repayable in 27 months - 33.33%, repayable in 30 months -33.33%	**100.00**	-

The coupon rates for the above loans are 11.25% per annum (Previous year: Nil).

Refer Note 39 for assets hypothecated/mortgaged as securities against the Secured Borrowings.

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C. Redeemable Non-Convertible Debentures:

(₹ in Crores)

Nature of Security	Particulars	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Secured by a First *Pari passu* mortgage over specifically Mortgaged Premises and a first *pari passu* hypothecation over portions of specific identified Receivables as set out in the Debenture Trust Deed and the Deed of Hypothecation.	50 (Previous Year: 50) (payable annually) 9.75% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹5 Crores is redeemable at par at the end of 3650 days from the date of allotment.	**5.00**	5.00
Secured by a First *Pari Passu* mortgage over specifically Mortgaged Premises and a first *pari passu* hypothecation over portions of specific identified Receivables as set out in the Debenture Trust Deed and the Deed of Hypothecation.	350 (Previous Year: 350) (payable annually) 9.75% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹35 Crores is redeemable at par at the end of 3652 days from the date of allotment.	**35.00**	35.00
First ranking exclusive pledge over the certain shares of Piramal Pharma Limited and First ranking exclusive charge by way of hypothecation over identified receivables of PHL Fininvest Private Limited in favour of the Debenture Trustee. First ranking *pari passu* charge by way of hypothecation over inter-corporate deposits granted to PCHFL.	760 (Previous Year: NIL) (payable quarterly) 9.50% Secured Rated Unlisted Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹76 Crores is redeemable at par at the end of 1,095 days from the date of allotment.	**76.00**	-
First ranking exclusive pledge over the certain shares of Piramal Pharma Limited, First ranking exclusive charge by way of hypothecation over identified receivables of PHL Fininvest Private Limited and certain assets including PCHFL ICD and first ranking *pari passu* charge over the receivables, investments and other currents assets of PCHFL in favour of the Debenture Trustee.	25,900 (Previous Year: NIL) (payable quarterly) 9.00% Secured Rated Unlisted Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹2,590 Crores is redeemable at par at the end of 1,096 days from the date of allotment.	**2,590.00**	-
Secured by a First *Pari Passu* charge by way of hypothecation of Receivables of Inter-Company Deposits placed with PHL Fininvest Private Limited from Piramal Enterprises Limited and a first ranking *pari passu* mortgage over specifically mortgaged premises.	5,000 (Previous Year: NIL) (payable annually) 8.55% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹500 Crores is redeemable at par at the end of 1,093 days from the date of allotment.	**500.00**	-
Secured by a First *Pari Passu* mortgage over specifically Mortgaged Premises and a first *pari passu* hypothecation over portions of specific identified Receivables as set out in the Debenture Trust Deed and the Deed of Hypothecation.	100 (Previous Year: 100) (payable annually) 9.57% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹10 Crores is redeemable at par at the end of 1826 days from the date of allotment	**10.00**	10.00
A first ranking exclusive charge by way of hypothecation over Hypothecated assets held by the Security provider. In addition, a guarantee is being provided by the Security provider in favour of the Debenture Trustee. Security Provider is PHL Fininvest Private Limited (PHL Fininvest Private Limited is a subsidiary of the Company).	NIL (Previous Year: 3,000) (payable monthly) 9.70% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹300 Crores is redeemable at par at the end of 731 days from the date of allotment	-	300.00
A first ranking exclusive charge by way of hypothecation over Hypothecated assets held by the Security provider. In addition, a guarantee is being provided by the Security provider in favour of the Debenture Trustee. Security Provider is PHL Fininvest Private Limited (PHL Fininvest Private Limited is a subsidiary of the Company).	NIL (Previous Year: 250) (payable monthly) 9.70% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹175 Crores is redeemable at par at the end of 731 days from the date of allotment	-	25.00
A first ranking exclusive charge by way of hypothecation over Hypothecated assets held by the Security provider. In addition, a guarantee is being provided by the Security provider in favour of the Debenture Trustee. Security Provider is PHL Fininvest Private Limited (PHL Fininvest Private Limited is a subsidiary of the Company).	NIL (Previous Year: 250) (payable monthly) 9.70% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹25 Crores is redeemable at par at the end of 731 days from the date of allotment	-	25.00

(₹ in Crores)

Nature of Security	Particulars	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Secured through a First *Pari Passu* charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation	NIL (Previous Year: 2,000) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹200 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	200.00
Secured through a First *Pari Passu* charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	NIL (Previous Year: 500) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹50 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	50.00
Secured through a First *Pari Passu* charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	NIL (Previous Year: 400) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹40 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	40.00
Secured through a First *Pari Passu* charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	NIL (Previous Year: 150) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹15 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	15.00
Secured through a First *Pari Passu* charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	NIL (Previous Year: 100) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹10 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	10.00
Secured through a First *Pari Passu* charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	NIL (Previous Year: 100) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹10 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	10.00
Secured through a First *Pari Passu* charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	NIL (Previous Year: 50) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹5 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	5.00
Secured through a First *Pari Passu* charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed cum Deed of Mortgage and the Deed of Hypothecation.	NIL (Previous Year: 550) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹55 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	55.00
Secured through a First *Pari Passu* charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed cum Deed of Mortgage and the Deed of Hypothecation.	NIL (Previous Year: 250) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹25 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	25.00
Secured through a First *Pari Passu* charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed cum Deed of Mortgage and the Deed of Hypothecation.	NIL (Previous Year: 200) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹20 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	20.00

Piramal

(₹ in Crores)

Nature of Security	Particulars	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Secured through a First *Pari Passu* charge by hypothecation over the Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	NIL (Previous Year: 5,000) (payable monthly) 9.00% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹500 Crores is redeemable at par at the end of 547 days from the date of allotment	-	500.00
Secured through a First *Pari Passu* charge by hypothecation over the Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company and set out in the Debenture Trust deed and Deed of Hypothecation. The Company shall maintain security cover of at least one times of the entire redemption amount throughout the tenure of the NCDs.	NIL (Previous Year: 5,000) (payable monthly) 9.00% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹500 Crores is redeemable at par at the end of 546 days from the date of allotment	-	500.00
Secured through a First ranking exclusive charge by way of hypothecation over the receivables, to be created by its affliates. The Company shall maintain security cover of at least one times of the entire redemption amount throughout the tenure of the NCDs.	NIL (Previous Year: 3,000) (payable monthly) 9.00% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹300 Crores is redeemable at par at the end of 836 days from the date of allotment	-	300.00
Secured by (i) A first ranking exclusive charge by way of hypothecation over the receivables, to be created by its affiliates and (ii) A first ranking charge by way of hypothecation over (i) the Designated Account and monies in it, to be created by the Company. (iii) any other security specified from time to time under the debenture trust deed.	NIL (Previous Year: 7,500) (payable quarterly) 10.25% Secured Rated UnListed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹750 Crores is redeemable at par at the end of 457 days from the date of allotment	-	750.00
Secured by: (i) a first ranking exclusive charge by way of hypothecation over the Hypothecated Assets, to be created by PHL Fininvest, so as to ensure compliance with the Security Cover Ratio at all times in accordance with clause 6.2 of this Deed (ii) a first ranking exclusive charge by way of hypothecation over the Designated Account Assets, to be created by the Company; and (iii) a first ranking exlusive pledge over the Pledged Shares to be created by the Pledgors, in favour of the Debenture Trustee for the benefit of the Secured Parties, in form and substance satisfactory to the Debenture Trustee.	NIL (Previous Year: 16,000) (payable quarterly) 10.25% Secured Rated Unlisted Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹910 Crores is redeemable at par at the end of 548 days from the date of allotment	-	910.00
Secured by: (i) a first ranking exclusive charge by way of hypothecation over the Hypothecated Assets, to be created by PHL Fininvest, so as to ensure compliance with the Security Cover Ratio at all times in accordance with clause 6.2 of this Deed (ii) a first ranking exclusive charge by way of hypothecation over the Designated Account Assets, to be created by the Company; and (iii) a first ranking exlusive pledge over the Pledged Shares to be created by the Pledgors, in favour of the Debenture Trustee for the benefit of the Secured Parties, in form and substance satisfactory to the Debenture Trustee.	NIL (Previous Year: 1,500) (payable quarterly) 10.25% Secured Rated Unlisted Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹90 Crores is redeemable at par at the end of 531 days from the date of allotment	-	90.00

(₹ in Crores)

Particulars	Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Secured by (a) a first ranking exclusive pledge to be created by PHL FinInvest over such number of the ReNew NCDs held by it, constituting the Collateral Securities;(b) a first ranking exclusive pledge to be created by PFMPL over such number of the ReNew NCDs held by it, constituting the Collateral Securities;(c) a first ranking pledge to be created by the Company over such number of the WGHPL NCDs held by it, constituting the Collateral WGHPL Securities with a first priority of payment in respect of the Existing Debentures and a second priority of payment in respect of the Common Secured Obligations provided after the Step Up Date the priority of payment in relation to the Common Secured Obligations will step up to first priority;(d) A first ranking pledge to be created by PHL FinInvest over such number of the WGHPL NCDs held by it, constituting the Collateral WGHPL Securities with a first priority of payment in respect of the Existing Debentures and a second priority of payment in respect of the Common Secured Obligations provided after the Step Up Date the priority of payment in relation to the Common Secured Obligations will step up to first priority;(e) a second ranking exclusive fixed charge over all its present and future rights, titles, interests, benefits, claims, demands of the Company in the Designated Account Assets (PEL) which upon occurrence of the Step Up Date shall stand automatically converted to a first ranking exclusive charge (excluding in respect of the Securities Receivables whether or not deposited in the Designated Account (PEL) the charge in relation to which will have the ranking set out in paragraph (h) below);(f) a first ranking exclusive fixed charge over all its present and future rights, titles, interests, benefits, claims, demands of PHL FinInvest in the Designated Account Assets (PHL FinInvest);(g) a second ranking exclusive fixed charge over all rights, title, interest, benefits, claims and demands whatsoever of the Company or PHL FinInvest, whether presently in existence or acquired hereafter in, to, under and/or in respect of the WGHPL Securities Receivables, whether or not deposited in the Designated Accounts, both present and future which upon occurrence of the Step Up Date shall stand automatically converted to a first ranking exclusive charge;(h) a first ranking exclusive fixed charge over all rights, title, interest, benefits, claims and demands whatsoever of PHL FinInvest and PFMPL, whether presently in existence or acquired hereafter in, to, under and/or in respect of the Securities Receivables, whether or not deposited in the Designated Accounts, both present and future; and (i) a first ranking exclusive charge over all present and future rights, title, interest, benefit, claims, demands of PHL FinInvest and PFMPL in, to and under the Underlying Securities Documents to the fullest extent permitted under the Applicable Law and terms of the Underlying Securities Documents (but to the extent of the Securities),	NIL (Previous Year: 6,900) (payable at maturity) 10.00% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹399.40 Crores is redeemable at par at the end of 368 days from the date of allotment	-	399.40

The coupon rate for the above debentures are in the range of 8.55% to 9.75% per annum (Previous Year: 7.90% to 10.25% per annum).

Refer Note 39 for assets hypothecated/mortgaged as securities against the Secured Borrowings.

A. Redeemable Non-Convertible Debentures – Unsecured

(₹ in Crores)

Particulars	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
(Previous Year: 1,000) 8.20% (payable annually) Unsecured Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹100 Crores redeemable at par at the end of 1130 days from the date of allotment.	-	100.00
(Previous Year: 250) 8.20% (payable annually) Unsecured Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹25 Crores redeemable at par at the end of 1130 days from the date of allotment.	-	25.00

The coupon rate for the above debentures – (Previous Year: 8.20% per annum).

B. Term Loan from Banks- FCNR Loan – Unsecured

(₹ in Crores)

Particulars	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Long-term Unsecured foreign currency Non-Repatriable loans from banks	Loan shall be repaid by 18 EMI's starting from month following the end of moratorium period of 18 months	-	240.22

The coupon rate for the above loan – (Previous Year: 6.00% per annum).

Terms and Description of Compulsorily Convertible Debentures:

Compulsorily Convertible debentures (CCD) outstanding as at March 31, 2021 is ₹1,749.99 Crores. Each CCD has a par value of ₹151,000 and is convertible at the option of the CCD holder into Equity shares of the Company starting from December 19, 2019 in the ratio of hundred equity share of ₹2 each for every one CCD held. Any CCD not converted will be compulsory converted into equity shares on June 12, 2021 at a price of ₹1,510 per share. The CCD carry a coupon of 9.28% per annum, payable in 3 half-yearly installments. The basis of presentation of the liability and equity portions of these shares is explained in the summary of significant accounting policies. The CCDs allotted and the equity shares arising out of conversion of such CCDs shall not be disposed off for a period of 18 months from the date of trading approval.

During the previous year ended March 31, 2020, outstanding CCD were ₹1,749.99 Crores.

Refer Note 52(a) for movement in CCDs.

19. NON-CURRENT PROVISIONS

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Provision for employee benefits (refer note 37)	**20.29**	47.24
TOTAL	**20.29**	**47.24**

20. OTHER NON-CURRENT LIABILITIES

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Deferred Revenue (Refer Note 38)	**86.31**	141.75
	86.31	**141.75**

(Note: Deferred Revenue is related to Facility Fees Income)

21. BORROWINGS – CURRENT

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
Secured – At Amortised Cost				
Loans from banks:				
- Working capital Demand Loan	**100.00**		651.69	
- Overdraft with banks (including PCFC)	-		1,675.68	
- Collaterised Debt Obligations	-	**100.00**	33.55	2,360.92
Unsecured – At Amortised Cost				
Loans from banks:				
- Repayable on demand	-		400.11	
- Others	**415.00**		-	
- PCFC from banks	-		230.66	
Intercorporate Deposits	**351.76**		-	
Commercial Papers	**1,608.70**	**2,375.46**	1,070.06	1,700.83
TOTAL		**2,475.46**		**4,061.75**

Note:

Description of loan	Terms of repayment	Rate of Interest
Secured Loans:		
Working capital Demand Loan*	At Call	8.75% per annum
Unsecured Loans:		
Commercial Papers	Repayable within 365 days from date of disbursement	7.00% to 8.50% per annum
Loans from Banks	Repayable on the 365th day from date of disbursement	5.00% per annum
Inter Corporate Deposits	Repayable by the end of credit period	8.25% per annum

Terms of repayment, nature of security & rate of interest in case of Secured Loans:

Working capital Demand Loan

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Repayable on May 31, 2021	**50.00**	-
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Repayable on April 30, 2021	**50.00**	-
First *pari passu* charge by way of hypothecation on receivables from PHL Fininvest Pvt Ltd (100% subsidiary of PEL) to PEL.	Bullet Repayment at the end of the tenor of 6 months from date of first drawdown.	-	50.00
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Bullet Repayment at the end of the tenor of 6 months from date of first drawdown.	-	125.00
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Bullet Repayment at the end of the tenor of 6 months from date of first drawdown.	-	125.00
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Bullet Repayment at the end of the tenor of 4 months from date of first drawdown.	-	125.00
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Bullet Repayment at the end of the tenor of 4 months from date of first drawdown.	-	125.00
Secured by hypothecation of inventories and book debts	Repayable on Sept 18, 2020	-	10.00
Secured by hypothecation of inventories and book debts	Repayable on July 31, 2020	-	50.00
Secured by hypothecation of inventories and book debts	Repayable on May 15, 2020	-	15.00
Secured by hypothecation of inventories and book debts	Repayable on Apr 22, 2020	-	24.91
Secured by hypothecation of inventories and book debts	Repayable on Apr 11, 2020	-	1.66

Refer Note 39 for assets hypothecated/mortgaged as securities against the Secured Borrowings.

Terms of repayment & rate of interest in case of Unsecured Loans:

Inter Corporate Deposits

(₹ in Crores)

Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Inter Corporate Deposit	Repayment on June 7, 2021 for an amount of ₹350 Crores	**350.00**	-

The coupon rate for the above instruments is 8.25% per annum (Previous year: Nil).

Other loans from Banks

(₹ in Crores)

Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Short-term loans from banks	Repayable on March 10, 2022	**415.00**	-

The coupon rate for the above instruments is 5% per annum (Previous year: Nil).

22. OTHER FINANCIAL LIABILITIES – CURRENT

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Current maturities of long-term debt	**810.23**	4,123.99
Unclaimed Dividend (Refer note below)	**20.68**	21.68
Employee related liabilities	**24.08**	58.27
Capital Creditors	**0.37**	3.12
Derivative Financial Liability	**0.64**	17.66
Security Deposits Received	**0.56**	3.18
Other payables	**9.32**	0.53
TOTAL	**865.88**	**4,228.43**

Note: There are no amounts due and outstanding to be credited to Investor Education and Protection Fund as at the current and previous year end.

23. OTHER CURRENT LIABILITIES

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Advances from Customers	**2.18**	30.44
Statutory Dues	**2.16**	2.25
Deferred Revenue	**55.44**	92.72
TOTAL	**59.78**	**125.41**

During the current year ended March 31, 2021, the Company has recognised revenue of ₹10.30 Crores (Previous Year: ₹9.69 Crores) arising from opening advance from customers as of April 1, 2020.

Balance amount of ₹20.14 Crores is transferred to Piramal Pharma Ltd. on account of Pharma transaction (Refer Note 53 (a)).

Note: Deferred revenue pertains to facility fees income

24. CURRENT PROVISIONS

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Provision for Employee Benefits+	**12.17**	42.67
Provision For Litigations & Disputes#	**3.50**	3.50
TOTAL	**15.67**	**46.17**

+ Refer Note 49 for movements during the year

Refer Note 47(f) for movements during the year

25. CURRENT TAX LIABILITIES (NET)

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Provision for Income Tax [Net of Advance tax of ₹390.57 Crores (Previous year: ₹389.73 Crores)]	**145.90**	146.74
TOTAL	**145.90**	**146.74**

26. REVENUE FROM OPERATIONS

(₹ in Crores)

	Year ended March 31, 2021		Year ended March 31, 2020	
A. REVENUE FROM CONTRACTS WITH CUSTOMERS				
Sale of products		**535.30**		198.64
B. INCOME OF FINANCING ACTIVITIES				
Income of financing activities:				
- Interest income on instruments measured at amortised cost	**1,041.80**		1,033.46	
- Facility Fees Income from group companies	**92.72**		62.86	
- Income on instruments mandatorily measured at FVTPL	**146.38**		79.83	
- Dividend income on instruments designated at FVTOCI (Refer note below)	**6.16**		14.48	
- Dividend income from Subsidiary	**-**		542.44	
- Dividend income from Associate/JV	**-**		78.73	
- Others	**-**		0.04	
		1,287.06		1,811.84
		1,822.36		**2,010.48**
Other operating revenues:				
- Miscellaneous Income	**2.34**	**2.34**	2.41	2.41
TOTAL		**1,824.70**		**2,012.89**

Note:

All dividends from equity investments designated as at FVTOCI recognised for both the years relate to investments held at the end of each reporting period. There was no dividend income relating to investments derecognised during the reporting period.

Disaggregate Revenue Information

The table below presents disaggregated revenues from contracts with customers by major product and timing of transfer of goods or services for each of our business segments. The Company believes that this disaggregation best depicts how the nature, amount, timing and uncertainty of our revenues and cashflows are affected by industry, market and other economic factors.

For the year ended March 31, 2021:

Pharmaceuticals

Revenue by product line/ timing of transfer of goods/ services for continuing operations

(₹ in Crores)

	Year ended March 31, 2021		Year ended March 31, 2020	
	At Point in time	Over time	At Point in time	Over time
Pharma	**274.67**	**-**	198.64	-
Over the counter products	**260.63**	**-**	-	-
Total	**535.30**	**-**	**198.64**	**-**

Reconciliation of revenue recognised with contract price for continuing operations

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Sale of products and services at transaction price	**543.66**	198.70
Less: Discounts	**(8.36)**	(0.06)
Revenue recognised on sale of products and services	**535.30**	**198.64**

27. OTHER INCOME

(₹ in Crores)

	Year ended March 31, 2021		Year ended March 31, 2020	
Interest Income on Financial Assets (at amortised costs)		**41.39**	261.76	261.76
Dividend Income				
- On Current Investments at FVTPL	**2.23**	**2.23**	2.33	2.33
Other Gains & Losses:				
- Foreign Exchange Gain (Net)		**-**		215.67
Income on instruments mandatorily measured at FVTPL		**-**		3.65
Profit on Sale of Investment (Net)		**4.26**		18.31
Provision written back		**0.03**		125.29
Miscellaneous Income		**47.85**		38.11
TOTAL		**95.76**		**665.12**

Provision written back relates to write back of provisions for various expenses created in earlier years that is no longer required.

28. COST OF MATERIALS CONSUMED*

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Opening Inventory	**17.23**	19.38
Add: Purchases	**331.19**	118.86
Less: Closing Inventory	**15.68**	17.23
TOTAL	**332.74**	**121.01**

* Opening, purchases and closing inventory disclosed pertains to continuing operations.

29. PURCHASES OF STOCK-IN-TRADE

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Traded Goods	**159.52**	-
TOTAL	**159.52**	-

30. CHANGES IN INVENTORIES OF FINISHED GOODS, WORK-IN-PROGRESS AND STOCK-IN-TRADE*

(₹ in Crores)

	Year ended March 31, 2021		Year ended March 31, 2020	
OPENING STOCKS:				
Work-in-Progress	**16.92**		8.31	
Finished Goods	**14.83**		8.02	
Stock-in-trade	**-**	**31.75**	-	16.31
CLOSING STOCKS:				
Work-in-Progress	**13.14**		16.92	
Finished Goods	**24.77**		14.83	
Stock-in-trade	**47.16**	**85.07**	-	31.75
TOTAL		**(53.32)**		**(15.44)**

* Changes in inventories of finished goods, Work-In-Progress and Stock-in-Trade represents movement pertains to continuing operations.

31. EMPLOYEE BENEFITS EXPENSE

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Salaries and Wages	**99.91**	143.43
Contribution to Provident and Other Funds (Refer Note 37)	**5.12**	7.46
Gratuity Expenses (Refer Note 37)	**(3.25)**	(1.68)
Staff Welfare	**6.13**	16.15
Corporate Expense Allocation pertaining to Pharma business transferred	**(25.92)**	(72.64)
TOTAL	**81.99**	**92.72**

32. FINANCE COSTS

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Finance Charge on financial liabilities measured at amortised cost	**1,026.08**	1,620.15
Other borrowing costs	**42.69**	89.91
TOTAL	**1,068.77**	**1,710.06**

33. OTHER EXPENSES

(₹ in Crores)

	Year ended March 31, 2021		Year ended March 31, 2020	
Processing Charges		**0.38**		0.50
Consumption of Stores and Spares Parts		**2.79**		2.12
Consumption of Laboratory materials		**1.62**		1.41
Power, Fuel and Water Charges		**9.37**		11.95
Repairs and Maintenance				
Buildings	**9.41**		11.91	
Plant and Machinery	**4.20**		4.09	
Others	**0.08**	**13.68**	0.15	16.15
Rent		**4.13**		8.57
Rates & Taxes		**32.99**		15.39
Insurance		**4.03**		3.90
Travelling Expenses		**0.89**		10.43
Directors' Commission		**2.58**		-
Directors' Sitting Fees		**1.15**		1.09
Provision for Diminution in value of Investments		**64.45**		-
Bad Debts written off during the period		**-**	2.42	
Less: Bad Debts written off out of Provision for Doubtful Debts		**-**	(2.31)	0.11
Expected Credit Loss on Trade Receivables		**1.78**		-0.96
Loss on Sale of Property Plant & Equipment (Net)		**0.10**		0.09
Expenditure towards Corporate Social Responsibility activities		**7.00**		19.55
Donations		**6.49**		0.47
Contribution to Electoral Trust		**-**		10.00
Freight		**7.74**		2.22
Export Expenses		**0.52**		0.14
Clearing and Forwarding Expenses		**4.10**		1.01
Communication and Postage		**4.57**		4.46
Printing and Stationery		**0.37**		2.11
Claims		**-**		0.02
Legal Charges		**4.30**		5.54
Exchange Loss (net)		**30.82**		-
Professional Charges		**30.41**		45.27
Royalty Expense		**13.54**		9.92
Information Technology Costs		**8.63**		8.91
R & D Expenses (net)		**0.08**		0.12

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Provision for doubtful loans & advances	**37.12**	-
Miscellaneous Expenses	**3.43**	17.27
Corporate Expense Allocation pertaining to Pharma business transferred	**(27.43)**	(73.56)
TOTAL	**271.63**	**124.20**

Details in respect of Corporate Social Responsibility Expenditure:

- Gross amount required to be spent during the year - ₹6.21 Crores (Previous year: - ₹8.68 Crores)

- Amount spent during the year on revenue expenditure ₹7.00 Crores (Previous year: - ₹19.55 Crores)

- Amount spent during the year on Capital expenditure - Nil (Previous year: - Nil).

34. EXCEPTIONAL ITEMS

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Transaction cost on transfer of pharma business (refer note 53 (a))	**(258.35)**	-
TOTAL	**(258.35)**	-

35. OTHER COMPREHENSIVE INCOME/(EXPENSE) (NET OF TAXES)

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Fair Valuation of Equity Investments	**373.77**	(1,359.46)
Remeasurement of post-employment benefit obligations	**(3.24)**	(2.40)
Deferred gains/(losses) on cash flow hedge	**10.02**	(17.97)
TOTAL	**380.55**	**(1,379.83)**

36. CONTINGENT LIABILITIES AND COMMITMENTS

(₹ in Crores)

			As at March 31, 2021	As at March 31, 2020
A	**CONTINGENT LIABILITIES:**			
1	**Claims against the Company not acknowledged as debt:**			
	Vide Demand dated June 5, 1984, the Government has asked for payment to the credit of the Drugs Prices Equalisation Account, the difference between the common sale price and the retention price on production of Vitamin 'A' Palmitate (Oily Form) from January 28, 1981 to March 31, 1985 which is not accepted by the Company. The Company has been legally advised that the demand is untenable.		**0.61**	0.61
2	**Others**			
	i.	Appeals filed in respect of disputed demands:		
		Income Tax		
		- where the Company is in appeal	**163.67**	475.12
		- where the Department is in appeal	**368.55**	243.97
		Sales Tax	**15.56**	16.71
		Central/State Excise/Service Tax/Custom	**56.33**	73.88
		Labour Matters	-	0.29
		Stamp Duty	-	4.00
		Legal Cases	**0.21**	6.94
	ii.	Unexpired Letters of Credit	-	14.23
	Note: Future cash outflows in respect of 1 and 2(i) above are determinable only on receipt of judgements/decisions pending with various forums/authorities.			
	Refer note 38 in case of performance guarantees			
B	**COMMITMENTS:**			
	a)	Estimated amount of contracts remaining to be executed on capital account and not provided for	**3.87**	35.07
	b)	The Company has imported raw materials at concessional rates, under the Advance License Scheme of the Government of India, to fulfil conditions related to quantified exports in stipulated period	**1.42**	16.07
	Refer note 47 a in case of loan commitments			

37. EMPLOYEE BENEFITS:

Brief description of the Plans:

Other Long-term Employee Benefit Obligations:

Leave Encashment, which are expected to be availed or encashed beyond 12 months from the end of the year are treated as other long-term employee benefits. The Company's liability is actuarially determined (using the Projected Unit Credit method) at the end of each year. Actuarial losses/gains are recognised in the Statement of Profit and Loss in the year in which they arise.

Long-term Service Awards are recognised as a liability at the present value of the defined benefit obligation as at the balance sheet date.

Defined Contribution plans:

The Company's defined contribution plans are Provident Fund (in case of certain employees), Superannuation, Employees State Insurance Fund and Employees' Pension Scheme (under the provisions of the Employees' Provident Funds and Miscellaneous Provisions Act, 1952). The Company has no further obligation beyond making the contributions to such plans.

Post-employment benefit plans:

Gratuity for employees in India is as per the Payment of Gratuity Act, 1972. Employees who are in continuous service for a period of 5 years are eligible for gratuity. The amount of gratuity payable on retirement/termination is the employees last drawn basic salary per month computed proportionately for the number of years of service. The gratuity plan is a funded plan and the Company makes contributions to recognised funds in India.

The Company's Gratuity Plan is administered by an insurer and the Investments are made in various schemes of the trust. The Company funds the plan on a periodical basis.

In case of certain employees, Provident fund is administered through an in-house trust. Periodic contributions to the trust are invested in various instruments considering the return, maturity, safety, etc., within the overall ambit of the Provident Fund Trust Rules and investment pattern notified through the Ministry of Labour investment guidelines for exempted provident funds.

These plans typically expose the Group to actuarial risks such as: investment risk, interest rate risk, longevity risk and salary risk.

Investment risk

The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds. Plan investment is a mix of investments in government securities, equity, mutual funds and other debt instruments.

Interest risk

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 debt investments.

Longevity risk

The present value of the defined benefit plan 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 plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The gratuity plan is a funded plan and the Company makes contributions to trust administered by the Company. The Company does not fully fund the liability and maintains a target level of funding to be maintained over a period of time based on estimations of expected gratuity payments. In respect of certain employees, Provident Fund contributions are made to a Trust administered by the Company. The contributions made to the trust are recognised as plan assets. Plan assets in the Provident fund trust are governed by local regulations, including limits on contributions in each class of investments.

The Company actively monitors how the duration and the expected yield of the investments are matching the expected cash outflows arising from the employee benefit obligations, with the objective that assets of the gratuity/provident fund obligations match the benefit payments as they fall due. Investments are well diversified, such that the failure of any single investment would not have a material impact on the overall level of assets.

A large portion of assets consists of government and corporate bonds, although the Company also invests in equities, cash and mutual funds. The plan asset mix is in compliance with the requirements of the regulations in case of Provident fund.

I. Charge to the Statement of Profit and Loss based on Defined Contribution Plans:

(₹ in Crores)

Particulars	Year ended March 31, 2021	Year ended March 31, 2020
Employer's contribution to Regional Provident Fund Office	**0.86**	1.48
Employer's contribution to Superannuation Fund	**0.17**	0.26
Employer's contribution to Employees' State Insurance	**0.34**	0.70
Employer's contribution to Employees' Pension Scheme 1995	**3.03**	5.42
Employer's contribution to National Pension Scheme	**0.41**	0.85

Included in Contribution to Provident and Other Funds and R&D Expenses (Refer Note 31 and 33)

II. Disclosures for defined benefit plans based on actuarial valuation reports:

A. Change in Defined Benefit Obligation

(₹ in Crores)

Particulars	(Funded)			
	Gratuity		Provident Fund	
	Year ended March 31,		Year ended March 31,	
	2021	2020	2021	2020
Present Value of Defined Benefit Obligation as at beginning of the year	**67.89**	59.99	**270.77**	233.66
Interest Cost	**2.52**	4.57	**22.82**	20.78
Current Service Cost	**2.01**	4.23	**7.26**	12.22
Past Contributions from employer	**-**	-	**-**	-
Contributions from plan participants	**-**	-	**13.71**	20.81
Liability Transferred In for Employees Joined	**-**	0.24	**13.19**	8.60
Liability Transferred Out for Employees left/Transferred	**(46.63)**	(0.25)	**-**	-
Benefits Paid from the fund	**(7.83)**	(3.50)	**(28.32)**	(25.30)
Actuarial (Gains)/loss - due to change in Demographic Assumptions	**(0.05)**	-	**-**	-
Actuarial (Gains)/loss - due to change in Financial Assumptions	**0.04**	2.32	**-**	-
Actuarial (Gains)/loss - due to experience adjustments	**2.88**	0.29		
Present Value of Defined Benefit Obligation as at the end of the year	**20.83**	**67.89**	**299.43**	**270.77**

B. Changes in the Fair Value of Plan Assets

(₹ in Crores)

Particulars	(Funded)			
	Gratuity		Provident Fund	
	Year ended March 31,		Year ended March 31,	
	2021	2020	2021	2020
Fair Value of Plan Assets as at beginning of the year	**23.01**	25.18	**270.77**	233.66
Interest Income	**1.51**	1.93	**22.83**	20.78
Contributions from employer	**31.01**	-	**20.96**	33.03
Contributions from plan participants	**-**	-	**-**	-
Assets Transferred In for Employees joined	**-**	-	**13.19**	8.60
Assets Transferred out for Employees left/Transferred	**(46.63)**	-	**-**	-
Benefits Paid from the fund	**(7.83)**	(3.50)	**(28.32)**	(25.30)
Return on Plan Assets, Excluding Interest Income	**(0.34)**	(0.60)	**-**	-
Fair Value of Plan Assets as at the end of the year	**0.73**	**23.01**	**299.43**	**270.77**

C. Amount recognised in the Balance Sheet

(₹ in Crores)

Particulars	(Funded)			
	Gratuity		Provident Fund	
	As at March 31,		As at March 31,	
	2021	2020	2021	2020
Present Value of Defined Benefit Obligation as at the end of the year	**20.83**	67.89	**299.43**	270.77
Fair Value of Plan Assets as at end of the year	**0.73**	23.01	**299.43**	270.77
Net Liability recognised in the Balance Sheet (Refer Note 19)	**20.10**	**44.88**	**-**	**-**
Recognised under:				
Non-current provision (Refer Note 19)	**20.10**	**44.88**	**-**	**-**

The Provident Fund has a surplus that is not recognised on the basis that future economic benefits are not available to the Company in the form of a reduction in future contributions or a cash refund due to local regulations.

The Company has no legal obligation to settle the deficit in the funded plan (Gratuity), if any, with an immediate contribution or additional one off contributions.

D. Expenses recognised in Statement of Profit and Loss

(₹ in Crores)

Particulars	(Funded)			
	Gratuity		Provident Fund	
	Year ended March 31,		Year ended March 31,	
	2021	2020	2021	2020
Current Service Cost	2.01	4.23	7.26	12.22
Past Service Cost	-	-	-	-
Net interest Cost	1.01	2.64	-	-
Curtailments Cost/(Credit)	-	-	-	-
Settlements Cost/(Credit)	-	-	-	-
Net Actuarial (gain)/loss	-	-	-	-
Total Expenses/(Income) recognised in the Statement of Profit And Loss*	**3.02**	**6.87**	**7.26**	**12.22**

*Included in Salaries and Wages, Contribution to Provident and Other Funds, Gratuity Fund and R&D Expenses (Refer Note 31 and 33).

E. Expenses Recognised in the Other Comprehensive Income (OCI) for Current Year

(₹ in Crores)

Particulars	Gratuity	
	Year ended March 31,	
	2021	2020
Actuarial (Gains)/Losses on Obligation for the Period - Due to changes in demographic assumptions	(0.05)	-
Actuarial (Gains)/Losses on Obligation for the Period - Due to changes in financial assumptions	0.04	2.32
Actuarial (Gains)/Losses on Obligation for the Period - Due to experience adjustment	2.88	0.29
Return on Plan Assets, Excluding Interest Income	0.34	0.60
Change in Asset Ceiling	-	-
Net (Income)/Expense for the Period Recognised in OCI	**3.21**	**3.21**

F. Significant Actuarial Assumptions

(%)

Particulars	(Funded)			
	Gratuity		Provident Fund	
	As at March 31,		As at March 31,	
	2021	2020	2021	2020
Discount Rate (per annum)	6.49	6.56	6.49	6.56
Expected Rate of return on Plan Assets (per annum)	6.49	6.56	6.49	6.56
Salary escalation rate	9% for 3 years then 6%	9% for 3 years then 6%	N.A	N.A

The expected rate of return on plan assets is based on market expectations at the closing of the year. The rate of return on long-term government bonds is taken as reference for this purpose.

In case of certain employees, the Provident Fund contribution is made to a Trust administered by the Company. In terms of the Guidance note issued by the Institute of Actuaries of India, the actuary has provided a valuation of Provident fund liability based on the assumptions listed above and determined that there is no shortfall at the end of each reporting period.

G. Movements in the present value of net defined benefit obligation are as follows:

(₹ in Crores)

Particulars	Gratuity As at March 31, 2021	Gratuity As at March 31, 2020
Opening Net Liability	**44.88**	34.81
Expenses Recognised in Statement of Profit or Loss	**3.02**	6.87
Expenses Recognised in OCI	**3.21**	3.21
Net Liability/(Asset) Transfer In	**-**	0.24
Net (Liability)/Asset Transfer Out	**-**	(0.25)
Benefit Paid Directly by the Employer	**-**	-
Employer's Contribution	**(31.01)**	-
Net Liability/(Asset) Recognised in the Balance Sheet	**20.10**	**44.88**

H. Category of Assets

(₹ in Crores)

Particulars	Gratuity As at March 31,		Provident Fund As at March 31,	
	2021	2020	2021	2020
Government of India Assets (Central & State)	**0.34**	9.44	**129.72**	113.45
Public Sector Unit Bonds	**-**	-	**21.06**	18.33
Corporate Bonds	**0.19**	9.85	**94.47**	87.29
Fixed Deposits under Special Deposit Schemes of Central Government*	**0.04**	1.29	**28.59**	28.22
Equity Shares of Listed Entities/Mutual Funds	**0.06**	2.35	**22.31**	20.43
Others*	**0.08**	0.08	**3.28**	3.05
Total	**0.72**	**23.01**	**299.43**	**270.77**

* Except these, all the other investments are quoted.

I. Other Details

Particulars	Gratuity As at March 31, 2021	Gratuity As at March 31, 2020
No. of Active Members	**341**	4,122
Per Month Salary For Active Members (₹ in Crores)	**2.57**	12.45
Average Expected Future Service (Years)	**7.00**	8.00
Projected Benefit Obligation (PBO) (₹ in Crores)	**20.83**	67.89
Prescribed Contribution For Next Year (12 Months) (₹ in Crores)	**2.57**	**12.45**

J. Cash Flow Projection: From the Fund

(₹ in Crores)

Projected Benefits Payable in Future Years From the Date of Reporting	Gratuity Estimated for the year ended March 31, 2021	Gratuity Estimated for the year ended March 31, 2020
1st Following Year	**12.88**	20.96
2nd Following Year	**0.87**	4.52
3rd Following Year	**0.71**	4.52
4th Following Year	**1.23**	4.77
5th Following Year	**0.69**	5.28
Sum of Years 6 To 10	**3.78**	24.53

The Company's Gratuity Plan is administered by an insurer and the Investments are made in various schemes of the trust. The Company funds the plan on a periodical basis.

In case of certain employees, Provident fund is administered through an in-house trust. Periodic contributions to the trust are invested in various instruments considering the return, maturity, safety, etc., within the overall ambit of the Provident Fund Trust Rules and investment pattern notified through the Ministry of Labour investment guidelines for exempted provident funds.

Weighted average duration of the defined benefit obligation is 7 years (Previous year: 7 years)

K. Sensitivity Analysis

(₹ in Crores)

Projected Benefit Obligation	Gratuity As at March 31, 2021	Gratuity As at March 31, 2020
Impact of +1% Change in Rate of Discounting	**(0.74)**	(3.17)
Impact of -1% Change in Rate of Discounting	**0.60**	3.57
Impact of +1% Change in Rate of Salary Increase	**0.59**	3.52
Impact of -1% Change in Rate of Salary Increase	**(0.54)**	(3.19)

The above sensitivity analysis are based on change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the defined benefit liability recognised in the balance sheet.

The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

The liability for Leave Encashment (Non-Funded) as at year end is ₹12.10 Crores (Previous year: ₹42.30 Crores).

The liability for Long-term Service Awards (Non-Funded) as at year end is ₹0.26 Crores (Previous year: ₹2.73 Crores).

38. RELATED PARTY DISCLOSURES

1. List of related parties

A. Controlling Entities

The Ajay G. Piramal Foundation@
Piramal Phytocare Limited Senior Employees Option Trust@*
The Sri Krishna Trust through its Trustees, Mr. Ajay Piramal and Dr. (Mrs.) Swati A. Piramal@
Aasan Info Solutions (India) Private Limited@
Piramal Welfare Trust through its Trustee, Piramal Corporate Services Limited@
PRL Realtors LLP@
Anand Piramal Trust@
Nandini Piramal Trust@
V3 Designs LLP@

@ There are no transactions during the year.

* During the year it became non-promoter – non-public.

B. Subsidiaries

The Subsidiary companies including step down subsidiaries:

Name of the Company	Principal Place of Business	Proportion of Ownership interest held as at March 31, 2021
PHL Fininvest Private Limited (PHL Fininvest)	India	**100%**
Piramal International	Mauritius	**100%**
Piramal Holdings (Suisse) SA (Piramal Holdings)	Switzerland	**100%**
Piramal Critical Care Italia, S.P.A**	Italy	**80%**
Piramal Critical Care Deutschland GmbH**	Germany	**80%**
Piramal Critical Care Limited **	U.K.	**80%**
Piramal Healthcare (Canada) Limited ** (Piramal Healthcare, Canada)	Canada	**80%**
Piramal Critical Care B.V. **	Netherlands	**80%**
Piramal Pharma Solutions (Dutch) B.V. **	Netherlands	**80%**
Piramal Critical Care Pty. Ltd. **	Australia	**80%**

Name of the Company	Principal Place of Business	Proportion of Ownership interest held as at March 31, 2021
Piramal Healthcare UK Limited ** (Piramal Healthcare UK)	U.K.	**80%**
Piramal Healthcare Pension Trustees Limited**	U.K.	**80%**
Piramal Critical Care South Africa (Pty.) Ltd. **	South Africa	**80%**
Piramal Dutch Holdings N.V. @@	Netherlands	**80%**
Piramal Healthcare Inc. **	U.S.A.	**80%**
Piramal Critical Care, Inc. ** (PCCI)	U.S.A.	**80%**
Piramal Pharma Inc.**	U.S.A.	**80%**
Piramal Pharma Solutions Inc.** (Piramal Pharma Solutions)	U.S.A.	**80%**
PEL Pharma Inc.**	U.S.A.	**80%**
Ash Stevens LLC ** (Ash Stevens)	U.S.A.	**80%**
PEL Healthcare LLC (w.e.f. June 26, 2020) **	U.S.A.	**80%**
Piramal Dutch IM Holdco B.V.	Netherlands	**100%**
PEL-DRG Dutch Holdco B.V. $	Netherlands	**100%**
Piramal Capital and Housing Finance Limited	India	**100%**
Piramal Fund Management Private Limited (Piramal Fund)	India	**100%**
Piramal Asset Management Private Limited	India	**100%**
Piramal Investment Advisory Services Private Limited (PIASPL)	India	**100%**
Piramal Investment Opportunities Fund (PIOF)	India	**100%**
INDIAREIT Investment Management Co. $$	Mauritius	**100%**
Piramal Asset Management Private Limited $$	Singapore	**100%**
Piramal Capital International Limited $$	Mauritius	**100%**
Piramal Securities Limited	India	**100%**
Piramal Systems & Technologies Private Limited (Piramal System)	India	**100%**
Piramal Technologies SA @	Switzerland	**100%**
PEL Finhold Private Limited	India	**100%**
Piramal Consumer Products Private Limited ***	India	**100%**
Piramal Pharma Limited (w.e.f. March 4, 2020) ^	India	**80%**
Piramal Finance Sales & Services Pvt. Ltd. (w.e.f. September 9, 2020) ****	India	**100%**
Virdis Power Investment Managers Private Ltd. (w.e.f. October 17, 2020)	India	**100%**
Virdis Infrastructure Investment Managers Private Ltd. (w.e.f. October 22, 2020)	India	**100%**
Convergence Chemicals Private Ltd. (subsidiary w.e.f. February 24, 2021 and joint venture up to February 23, 2021) @@	India	**80%**

** held through Piramal Dutch Holdings N.V.

**** held through PHL Finvest Private Ltd.

@ held through Piramal Systems & Technologies Private Limited

$ held through Piramal Dutch IM Holdco B.V.

$$ held through Piramal Fund Management Private Limited

@@ held through Piramal Pharma Ltd.

^ Note on common control transaction with subsidiaries.

The Board of Directors ('Board') of the Company at their meeting held on June 26, 2020, had *inter alia*, approved the sale of the major line of pharmaceutical business, ('Pharma Business'), including those held by the Company directly and through its wholly-owned subsidiaries, to Piramal Pharma Limited, a subsidiary of the Company ('PPL').

This transaction was completed on October 6, 2020 on receipt of requisite approvals. The consideration received by the Company from PPL is ₹4,487 Crores and the excess of such consideration over the net assets, net of tax, has been transferred to capital reserve, the transaction being a common control transaction under IND AS 103 "Business Combinations

Consequently, operations relating to the Pharma Business in respect of total income, total expenses and tax have been disclosed separately as Discontinued operations as part of the results. The previous periods have been restated in the Statement to give effect to the presentation requirements of Ind AS 105: "Non-Current Assets Held for Sale and Discontinued Operations".

Name of the Company	Principal Place of Business	Proportion of Ownership interest held as at March 31, 2020
PHL Fininvest Private Limited (PHL Fininvest)	India	100%
Searchlight Health Private Limited #	India	51%
Piramal International	Mauritius	100%
Piramal Holdings (Suisse) SA (Piramal Holdings)	Switzerland	100%
Piramal Critical Care Italia, S.P.A**	Italy	100%
Piramal Critical Care Deutschland GmbH**	Germany	100%
Piramal Critical Care Limited **	U.K.	100%
Piramal Healthcare (Canada) Limited ** (Piramal Healthcare, Canada)	Canada	100%
Piramal Critical Care B.V. **	Netherlands	100%
Piramal Pharma Solutions (Dutch) B.V. **	Netherlands	100%
Piramal Critical Care Pty. Ltd. **	Australia	100%
Piramal Healthcare UK Limited ** (Piramal Healthcare UK)	U.K.	100%
Piramal Healthcare Pension Trustees Limited**	U.K.	100%
Piramal Critical Care South Africa (Pty) Ltd **	South Africa	100%
Piramal Dutch Holdings N.V.	Netherlands	100%
Piramal Healthcare Inc. **	U.S.A.	100%
Piramal Critical Care, Inc. ** (PCCI)	U.S.A.	100%
Piramal Pharma Inc.**	U.S.A.	100%
Piramal Pharma Solutions Inc.** (Piramal Pharma Solutions)	U.S.A.	100%
PEL Pharma Inc.**	U.S.A.	100%
Ash Stevens LLC ** (Ash Stevens)	U.S.A.	100%
DRG Holdco Inc.	U.S.A.	0%
Piramal IPP Holdings LLC (liquidated w.e.f. 30.12.2019)	U.S.A.	0%
Decision Resources Inc.	U.S.A.	0%
Decision Resources International, Inc.	U.S.A.	0%
DR/Decision Resources, LLC	U.S.A.	0%
Millennium Research Group Inc.	Canada	0%
Decision Resources Group Asia Ltd	Hong Kong	0%
DRG UK Holdco Limited	U.K.	0%
Decision Resources Group UK Limited	U.K.	0%
Sigmatic Limited	U.K.	0%
DRG Analytics & Insights Private Limited	India	0%
DRG Singapore Pte Ltd	Singapore	0%
Sharp Insight Limited	U.K.	0%
Decision Resources Japan K.K.	Japan	0%
Piramal Dutch IM Holdco B.V.	Netherlands	100%
PEL-DRG Dutch Holdco B.V.	Netherlands	100%
Piramal Capital and Housing Finance Limited	India	100%
Piramal Fund Management Private Limited (Piramal Fund)	India	100%
Piramal Asset Management Private Limited$$	India	100%
Piramal Investment Advisory Services Private Limited (PIASPL)	India	100%
Piramal Investment Opportunities Fund (PIOF)	India	100%
INDIAREIT Investment Management Co.$$	Mauritius	100%
Piramal Asset Management Private Limited$$	Singapore	100%
Piramal Capital International Limited$$	Mauritius	100%
Piramal Securities Limited	India	100%
Piramal Systems & Technologies Private Limited (Piramal System)	India	100%
Piramal Technologies SA@	Switzerland	100%
PEL Finhold Private Limited	India	100%
Piramal Consumer Products Private Limited	India	100%
Piramal Pharma Limited (w.e.f. March 4, 2020)	India	100%

** held through Piramal Dutch Holdings N.V.

@ held through Piramal Systems & Technologies Private Limited.

$ held through Piramal Dutch IM Holdco B.V.

$$ held through Piramal Fund Management Private Limited.

C. Associates and Joint Ventures

Name of the Entity	Principal Place of business	% voting power held as at March 31, 2021	% voting power held as at March 31, 2020	Relationship as at March 31, 2021	Relationship as at March 31, 2020
Convergence Chemicals Private Limited (Convergence) (subsidiary w.e.f. February 24, 2021 and joint venture up to February 23, 2021)	India	**80.00%**	51.00%	**Step-down Subsidiary**	Joint Venture
Shrilekha Business Consultancy Private Limited (Shrilekha Business Consultancy)	India	**74.95%**	74.95%	**Joint Venture**	Joint Venture
Shriram Capital Limited (Shriram Capital) (mainly through Shrilekha Business Consultancy Private Limited)	India	**20.00%**	20.00%	**Associate**	Associate
Allergan India Private Limited (Allergan)	India	**39.20%**	49.00%	**Associate**	Associate
Bluebird Aero Systems Limited (up to March 3, 2021)	Israel	**-**	27.83%	**-**	Associate
India Resurgence ARC Private Limited (Formerly known as Piramal Assets Reconstruction Private Limited) (IRAPL)	India	**50.00%**	50.00%	**Joint Venture**	Joint Venture
India Resurgence Asset Management Business Private Limited (Formerly known as PEL Asset Resurgence Advisory Private Limited) (IRAMBPL)	India	**50.00%**	50.00%	**Joint Venture**	Joint Venture
India Resurgence Fund - Scheme - 2	India	**50.00%**	50.00%	**Joint Venture**	Joint Venture
India Resurgence ARC Trust I (w.e.f May 3, 2019)	India	**50.00%**	50.00%	**Joint Venture**	Joint Venture
Piramal Ivanhoe Residential Equity Fund 1	India	**50.00%**	50.00%	**Joint Venture**	Joint Venture
Asset Resurgence Mauritius Manager	Mauritius	**50.00%**	50.00%	**Joint Venture**	Joint Venture
Piramal Structured Credit Opportunities Fund (w.e.f. Feb 26, 2020) (PSCOF)	India	**25.00%**	25.00%	**Joint Venture**	Joint Venture

Other Intermediaries:

Shriram Transport Finance Company Limited (up to June 17, 2019)

Shriram City Union Finance Limited (Shriram City Union)

D. Other related parties

Entities controlled by Key Management Personnel*:

Aasan Corporate Solutions Private Limited (Aasan Corporate Solutions)

Gopikrishna Piramal Memorial Hospital (GPMH)

Piramal Corporate Services Limited (PCSL)

Piramal Glass Limited (PGL)

PRL Developers Private Limited (PRL)

PRL Agastya Private Limited

Piramal Estates Private Limited

Glider Buildcon Realtors Private Limited

Ansa Deco Glass Private Limited (till March 30, 2021)

Piramal Glass Ceylon Limited

*Where there are transactions during the current or previous year.

Employee Benefit Trusts:

Staff Provident Fund of Piramal Healthcare Limited (PPFT)

E. Key Management Personnel

Mr. Ajay G. Piramal

Dr. (Mrs.) Swati A. Piramal

Ms. Nandini Piramal

Mr. Vijay Shah (resigned from being a Whole-Time Director and continued as Non-executive Non-independent director of the Company w.e.f. May 11, 2020)

Mr. Rajesh Laddha (w.e.f. May 11, 2020)

F. Relatives of Key Management Personnel

Mr. Anand Piramal [Son of Mr Ajay G. Piramal and Dr. (Mrs.) Swati A. Piramal]

Mr. Peter DeYoung [Husband of Ms. Nandini Piramal]

G. Non-Executive/Independent Directors

Dr. R.A. Mashelkar (Resigned w.e.f. October 28, 2020)
Mr. Gautam Banerjee
Mr. Goverdhan Mehta (Resigned w.e.f. October 28, 2020)
Mr. N. Vaghul
Mr. S. Ramadorai
Mr. Deepak Satwalekar
Mr. Keki Dadiseth (Resigned w.e.f. October 28, 2020)
Mr. Siddharth N Mehta (Resigned w.e.f. February 4, 2020)
Mrs. Arundhati Bhattacharya (w.e.f. October 25, 2018 and resigned w.e.f. April 16, 2020)
Mr. Kunal Bahl (appointed w.e.f. October 14, 2020)
Mr. Suhail Nathani (appointed w.e.f. October 14, 2020)
Ms. Anjali Bansal (appointed w.e.f. November 19, 2020)

2. Details of transactions with related parties.

(₹ in Crores)

Details of Transactions	Subsidiaries		Joint Ventures		Associates & its intermediates		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Purchase of Goods										
- Piramal Glass Limited	-	-	-	-	-	-	2.23	5.43	2.23	5.43
- Piramal Critical Care Inc	14.61	27.40	-	-	-	-	-	-	14.61	27.40
- Piramal Pharma Limited	373.27	-	-	-	-	-	-	-	373.27	-
- Others	-	-	-	-	-		-	0.02	-	0.02
TOTAL	387.88	27.40	-	-	-	-	2.23	5.45	390.11	32.85
Sale of Goods										
- Allergan	-	-	-	-	26.97	80.33	-	-	26.97	80.33
- Piramal Pharma Limited	49.80	-							49.80	-
- Piramal Healthcare UK	7.31	37.08	-	-	-	-	-	-	7.31	37.08
- Piramal Critical Care Inc.	52.83	98.98	-	-	-	-	-	-	52.83	98.98
- Piramal Healthcare, Canada	2.28	19.54	-	-	-	-	-	-	2.28	19.54
- Piramal Critical Care Limited	1.90	11.27	-	-	-	-	-	-	1.90	11.27
- Piramal Critical Care BV	10.47	16.23	-	-	-	-	-	-	10.47	16.23
- Ash Stevens	-	4.32	-	-	-	-	-	-	-	4.32
- Convergence	-	-	1.23	-					1.23	-
- Others	-	0.46	-	-	-	-	-	-	-	0.46
TOTAL	124.59	187.88	1.23	-	26.97	80.33	-	-	152.79	268.21
Rendering of Services										
- Allergan	-	-	-	-	-	1.50	-	-	-	1.50
- Piramal Healthcare UK	1.29	38.04	-	-	-	-	-	-	1.29	38.04
- Piramal Pharma Limited	24.90	-	-	-	-	-	-	-	24.90	-
- Piramal Critical Care Inc.	-	5.38	-	-	-	-	-	-	-	5.38
- Piramal Glass Limited	-	-	-	-	-	-	0.98	0.27	0.98	0.27
- Ash Stevens	-	0.23	-	-	-	-	-	-	-	0.23
TOTAL	26.19	43.65	-	-	-	1.50	0.98	0.27	27.17	45.42
Guarantee commission income										
- Piramal Healthcare UK	0.32	0.63	-	-	-	-	-	-	0.32	0.63
- PHL Fininvest	10.78	13.64	-	-	-	-	-	-	10.78	13.64
- Piramal Dutch Holdings N.V.	1.92	-	-	-	-	-	-	-	1.92	-
- Piramal Healthcare, Canada	-	0.11	-	-	-	-	-	-	-	0.11
- DRG Holdco Inc.	-	4.32	-	-	-	-	-	-	-	4.32
- PEL Pharma Inc.	1.10	1.43	-	-	-	-	-	-	1.10	1.43
- Piramal Critical Care Limited	1.86	3.36	-	-	-	-	-	-	1.86	3.36
- Convergence	0.04	-	0.15	0.26	-	-	-	-	0.19	0.26
- Others	-	0.01	-	-	-	-	-	-	-	0.01
TOTAL	16.02	23.50	0.15	0.26	-	-	-	-	16.17	23.76

(₹ in Crores)

Details of Transactions	Subsidiaries		Joint Ventures		Associates & its intermediates		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Deemed capital contribution (Financial Guarantee)										
- Piramal Capital and Housing Finance	**3.77**	-	-	-	-	-	-	-	**3.77**	-
TOTAL	**3.77**	-	-	-	-	-	-	-	**3.77**	-
Receiving of Services										
- Piramal Pharma Inc.	**2.51**	37.79	-	-	-	-	-	-	**2.51**	37.79
- Ash Stevens	**10.88**	-							**10.88**	-
- Piramal Healthcare UK	**7.63**	17.31	-	-	-	-	-	-	**7.63**	17.31
- PRL Agastya Private Limited		-					**6.00**	6.04	**6.00**	6.04
TOTAL	**21.02**	**55.10**	-	-	-	-	**6.00**	**6.04**	**27.02**	**61.14**
Royalty Expense										
- PCSL	-	-	-	-	-	-	**18.30**	9.92	**18.30**	9.92
TOTAL	-	-	-	-	-	-	**18.30**	**9.92**	**18.30**	**9.92**
Rent Expense										
- Aasan Corporate Solutions Private Limited	-	-	-	-	-	-	**10.63**	11.04	**10.63**	11.04
- Gopikrishna Piramal Memorial Hospital	-	-	-	-	-	-	**1.01**	0.70	**1.01**	0.70
TOTAL	-	-	-	-	-	-	**11.64**	**11.74**	**11.64**	**11.74**
Rent Income										
- Piramal Capital and Housing Finance	-	0.01	-	-	-	-	-	-	-	0.01
TOTAL	-	**0.01**	-	-	-	-	-	-	-	**0.01**
Reimbursement of expenses recovered										
- Piramal Critical Care Inc.	**0.42**	3.72	-	-	-	-	-	-	**0.42**	3.72
- Piramal Healthcare UK	**0.46**	0.96	-	-	-	-	-	-	**0.46**	0.96
- Piramal Capital and Housing Finance	**0.15**	0.36	-	-	-	-	-	-	**0.15**	0.36
- Piramal Healthcare, Canada	**0.12**	0.07	-	-	-	-	-	-	**0.12**	0.07
- DRG Holdco	-	0.22	-	-	-	-	-	-	-	0.22
- Piramal Pharma Limited	**43.70**	-	-	-	-	-	-	-	**43.70**	-
- India Resurgence Asset Management Business Private Limited"	-	-	**0.31**	2.40	-	-	-	-	**0.31**	2.40
- PRL Developers	-	-	-	-	-	-	**0.06**	0.15	**0.06**	0.15
- Ansa Decoglass Private Limited	-	-	-	-	-	-	**0.07**	0.07	**0.07**	0.07
- Glider Buildcon Realtors Private Limited	-	-	-	-	-	-	**0.11**	0.14	**0.11**	0.14
- Piramal Critical Care UK Limited	**0.18**	0.21	-	-	-	-	-	-	**0.18**	0.21
- Piramal Glass Limited	-	-	-	-	-	-	**0.07**	0.82	**0.07**	0.82
- Convergence	**0.02**	-	**0.02**	-	-	-	-	-	**0.04**	-
- Piramal Fund	**0.05**	-	-	-	-	-	-	-	**0.05**	-
- PRL Agastya Private Limited	-	-	-	-	-	-	**0.01**	-	**0.01**	-
- PHL Fininvest	**0.15**	-	-	-	-	-	-	-	**0.15**	-
- Piramal Pharma Solutions	**0.07**	-	-	-	-	-	-	-	**0.07**	-
- Piramal Healthcare LLC	**3.44**	-	-	-	-	-	-	-	**3.44**	-
- Piramal Estates	-	-	-	-	-	-	**0.05**	-	**0.05**	-
- Others	**0.35**	0.51	-	0.12	-	-	-	0.43	**0.35**	1.06
TOTAL	**49.11**	**6.05**	**0.33**	**2.52**	-	-	**0.37**	**1.61**	**49.81**	**10.18**
Reimbursement of expenses paid										
- Piramal Critical Care Inc.	**0.61**	0.47	-	-	-	-	-	-	**0.61**	0.47
- Piramal Healthcare UK	**0.33**	3.91	-	-	-	-	-	-	**0.33**	3.91
- India Resurgence Asset Management Business Private Limited	-	-	-	1.91	-	-	-	-	-	1.91
- Aasan Corporate Solutions Private Limited	-	-	-	-	-	-	**0.16**	0.52	**0.16**	0.52
- Ash Stevens	**0.18**	0.49	-	-	-	-	-	-	**0.18**	0.49
- Piramal Dutch Holdings N.V.	**0.23**	-	-	-	-	-	-	-	**0.23**	-
- PEL Pharma Inc.	**0.04**	-	-	-	-	-	-	-	**0.04**	-
- Piramal Healthcare, Canada	**0.33**	-	-	-	-	-	-	-	**0.33**	-
- Piramal Critical Care UK Limited	**0.18**	-	-	-	-	-	-	-	**0.18**	-
- Piramal Critical Care BV	**0.14**	-	-	-	-	-	-	-	**0.14**	-
- Others	**0.37**	-	-	-	-	-	-	0.05	**0.37**	0.05
TOTAL	**2.41**	**4.87**	-	**1.91**	-	-	**0.16**	**0.57**	**2.57**	**7.35**

(₹ in Crores)

Details of Transactions	Subsidiaries		Joint Ventures		Associates & its intermediates		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Sale of Land										
- Ansa Decoglass Private Limited	-	-	-	-	-	-	-	0.02	-	0.02
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**0.02**	**-**	**0.02**
Contribution to Funds										
- PPFT	-	-	-	-	-	-	**19.77**	32.41	**19.77**	32.41
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**19.77**	**32.41**	**19.77**	**32.41**
Dividend Income/Distribution	-									
- Piramal Capital and Housing Finance	-	412.00	-	-	-	-	-	-	-	412.00
- PHL Fininvest	-	130.00	-	-	-	-	-	-	-	130.00
- Shriram Business Consultancy	-	-	-	-	-	78.73	-	-	-	78.73
- Allergan	-	-	-	-	**75.54**	-			**75.54**	-
- India Resurgence Fund - Scheme 2	-	-	**20.76**	18.23	-	-	-	-	**20.76**	18.23
- Shriram City Union	-	-	-	-	**6.16**	14.48	-	-	**6.16**	14.48
- PIOF	**0.14**	0.44	-	-	-	-	-	-	**0.14**	0.44
TOTAL	**0.14**	**542.44**	**20.76**	**18.23**	**81.70**	**93.21**	**-**	**-**	**102.60**	**653.88**
Finance granted /(repayments) - Net (including loans and Equity contribution/Investments in cash or in kind)										
- Piramal Dutch Holdings	**(543.37)**	62.70	-	-	-	-	-	-	**(543.37)**	62.70
- DRG Holdco	-	(47.85)	-	-	-	-	-	-	-	(47.85)
- Piramal Dutch IM Holdco B.V.	**(1,461.96)**	(2,070.42)	-	-	-	-	-	-	**(1,461.96)**	(2,070.42)
- Convergence	-	-	**(6.00)**	(4.50)	-	-	-	-	**(6.00)**	(4.50)
- Piramal Fund	**(164.51)**	187.11	-	-	-	-	-	-	**(164.51)**	187.11
- Piramal Capital and Housing Finance (refer note below)	**1,066.00**	3,151.74	-	-	-	-	-	-	**1,066.00**	3,151.74
- PHL Fininvest	**(2,925.65)**	2,518.67	-	-	-	-	-	-	**(2,925.65)**	2,518.67
- India Resurgence Asset Management Business Private Limited	-	-	**(7.53)**	27.50	-	-	-	-	**(7.53)**	27.50
- IRAPL	-	-	-	3.00	-	-	-	-	-	3.00
- Piramal Ivanhoe Residential Equity Fund 1	-	-	-	(6.78)	-	-	-	-	-	(6.78)
- India Resurgence Fund - Scheme 2	-	-	**(17.03)**	29.13	-	-	-	-	**(17.03)**	29.13
- Piramal Investment Advisory Services	**52.10**	247.90	-	-	-	-	-	-	**52.10**	247.90
- Others	**10.16**	(8.58)	-	-	-	-	-	-	**10.16**	(8.58)
TOTAL	**(3,967.23)**	**4,041.28**	**(30.56)**	**48.35**	**-**	**-**	**-**	**-**	**(3,997.79)**	**4,089.62**
Processing fees charged on debentures										
- Piramal Finance	**42.08**	12.08	-	-	-	-	-	-	**42.08**	12.08
- PHL Fininvest	**50.64**	50.77	-	-	-	-	-	-	**50.64**	50.77
TOTAL	**92.72**	**62.85**	**-**	**-**	**-**	**-**	**-**	**-**	**92.72**	**62.85**
Interest Received on Loans/Investments										
- Piramal Pharma Limited	**0.07**	-	-	-	-	-	-	-	**0.07**	-
- Convergence	-	-	**1.10**	2.70	-	-	-	-	**1.10**	2.70
- Piramal Fund	**11.06**	29.15	-	-	-	-	-	-	**11.06**	29.15
- PHL Fininvest	**607.73**	666.02	-	-	-	-	-	-	**607.73**	666.02
- Piramal Dutch Holdings N.V.	**9.06**	25.72	-	-	-	-	-	-	**9.06**	25.72
- Piramal Dutch IM Holdco B.V.	**24.21**	175.43	-	-	-	-	-	-	**24.21**	175.43
- Piramal Capital and Housing Finance	**170.44**	36.36	-	-	-	-	-	-	**170.44**	36.36
- PEL Pharma Inc.	**1.74**	-	-	-	-	-	-	-	**1.74**	-
- PEL Finhold	**76.69**	-							**76.69**	-
- Others	**4.43**	3.03	-	-	-	-	-	-	**4.43**	3.03
TOTAL	**905.43**	**935.72**	**1.10**	**2.70**	**-**	**-**	**-**	**-**	**906.53**	**938.41**
Interest Income on debentures/commercial paper										
- Piramal Capital and Housing Finance	**26.06**	4.98							**26.06**	4.98
- Piramal System	**2.16**	2.16	-	-	-	-	-	-	**2.16**	2.16
TOTAL	**28.22**	**7.14**	**-**	**-**	**-**	**-**	**-**	**-**	**28.22**	**7.14**

(₹ in Crores)

Details of Transactions	Subsidiaries		Joint Ventures		Associates & its intermediates		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Interest Expense on loans										
- Piramal Capital and Housing Finance	**5.70**	69.07	-	-	-	-	-	-	**5.70**	69.07
TOTAL	**5.70**	**69.07**	-	-	-	-	-	-	**5.70**	**69.07**
Interest Expense on debentures										
- Piramal Capital and Housing Finance	-	3.32	-	-	-	-	-	-	-	3.32
- PHL Fininvest	-	1.42	-	-	-	-	-	-	-	1.42
TOTAL	-	**4.74**	-	-	-	-	-	-	-	**4.74**

Interest rates charged to subsidiaries are made at market rates comparable with prevailing rates in the respective geographies. All other transactions were made on normal commercial terms and conditions and at market rates.

'During the year ended March 31, 2021, the Company transferred certain financial assets of ₹388.42 Crores (Previous Year: ₹1,897.09 Crores) to Piramal Capital and Housing Finance Limited and financial assets of ₹Nil (Previous Year: ₹198.18 Crores) to PHL Fininvest Private Limited, both wholly-owned subsidiaries, for an aggregate consideration of ₹388.42 Crores (Previous Year: ₹2,095.27 Crores). Accordingly the financial statements for the year ended March 31, 2021 are not comparable with the financial statements of the previous year.

Out of the total finance granted during the previous year ended March 31, 2020, ₹1,900 Crores and ₹900 Crores were converted into equity shares during the previous year of PHL Fininvest Private Limited and Piramal Capital and Housing Finance Limited, respectively.

Compensation of Key Managerial personnel and it's relatives

The remuneration of directors and other members of key managerial personnel and its relatives during the year was as follows:

(₹ in Crores)

Particulars	2021	2020
Short-term employee benefits	**15.92**	33.04
Post-employment benefits	**1.59**	3.13
Other long-term benefits	**0.15**	0.53
Commission and other benefits to non-executive/independent directors	**3.73**	1.09
Total	**21.39**	**37.79**

Payments made to the directors and other members of key managerial personnel are approved by the Nomination & Remuneration Committee.

3. Balances of related parties.

(₹ in Crores)

Account Balances	Subsidiaries		Joint Ventures		Associates & its intermediates		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Loans to related parties - Unsecured (at amortised cost)										
- Piramal Fund	**89.35**	284.51	-	-	-	-	-	-	**89.35**	284.51
- Piramal Dutch Holdings N.V.	-	561.53	-	-	-	-	-	-	-	561.53
- Piramal Dutch IM Holdco B.V.	-	1,464.41	-	-	-	-	-	-	-	1,464.41
- Piramal Capital and Housing Finance	**2,666.00**	1,600.00	-	-	-	-	-	-	**2,666.00**	1,600.00
- PHL Fininvest	**3,748.64**	6,674.29	-	-	-	-	-	-	**3,748.64**	6,674.29
- Convergence	-	-	-	24.50	-	-	-	-	-	24.50
- Piramal Investment Advisory Services	**300.00**	248.37	-	-	-	-	-	-	**300.00**	248.37
- PEL Finhold Private Limited (Net of provision for doubtful Loans of ₹21.5 Crores)	-	-	-	-	-	-	-	-	-	-
- Others**	**10.70**	34.07	-	-	-	-	-	-	**10.70**	34.07
TOTAL	**6,814.69**	**10,867.18**	-	**24.50**	-	-	-	-	**6,814.69**	**10,891.68**
**includes amount receivable from Piramal System, Net of provision for doubtful Loans of ₹14.22 Crores pertaining to Piramal System										
Interest receivable on loans to related parties										
- Piramal Investment Advisory Services	**0.16**	-	-	-	-	-	-	-	**0.16**	-
TOTAL	**0.16**	-	-	-	-	-	-	-	**0.16**	-

(₹ in Crores)

Account Balances	Subsidiaries		Joint Ventures		Associates & its intermediates		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Current Account balances with related parties										
- Piramal Healthcare UK	**0.60**	1.28	-	-	-	-	-	-	**0.60**	1.28
- Piramal Pharma Limited (Including consideration receivable)	**655.37**	-	-	-	-	-	-	-	**655.37**	-
- India Resurgence Asset Management Business Private Limited	-	-	**0.36**	(0.04)	-	-	-	-	**0.36**	(0.04)
- Piramal Dutch Holdings N.V.	**(0.23)**		-	-	-	-	-	-	**(0.23)**	-
- Piramal Capital and Housing Finance	**0.17**	29.14	-	-	-	-	-	-	**0.17**	29.14
- Piramal Healthcare, Canada	**0.12**	-	-	-	-	-	-	-	**0.12**	-
- Piramal Pharma Solutions	**(0.15)**	-	-	-	-	-	-	-	**(0.15)**	-
- Ash Stevens	**0.00**	-	-	-	-	-	-	-	**0.00**	-
- Piramal Glass Limited	-	-	-	-	-	-	**0.45**	(0.59)	**0.45**	(0.59)
- Piramal Pharma Limited	-	-	-	-	-	-	-	-	-	-
- PRL Developers Pvt Ltd	-	-	-	-	-	-	**0.29**	0.24	**0.29**	0.24
- Glider Buildcon Realtors Private Limited	-	-	-	-	-	-	**0.30**	0.17	**0.30**	0.17
- Piramal Critical care UK Limited	**(0.18)**	-	-	-	-	-	-	-	**(0.18)**	-
- Piramal Critical Care Inc.	**(0.18)**	-	-	-	-	-	-	-	**(0.18)**	-
- PEL Healthcare LLC	**3.44**	-	-	-	-	-	-	-	**3.44**	-
- Others	**(0.15)**	0.08	-	-	-	-	**0.11**	0.06	**(0.04)**	0.14
TOTAL	**658.82**	**30.50**	**0.36**	**0.03**	**-**	**-**	**1.15**	**(0.12)**	**660.33**	**30.41**
Income Receivable										
- PIOF	-	0.05	-	-	-	-	-	-	-	0.05
TOTAL	**-**	**0.05**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**0.05**
Trade Receivables										
- Piramal Healthcare UK	-	38.99	-	-	-	-	-	-	-	38.99
- Piramal Pharma Limited	**25.32**	-	-	-	-	-	-	-	**25.32**	-
- Piramal Critical Care Inc.	-	2.74	-	-	-	-	-	-	-	2.74
- Piramal Critical Care UK Limited	-	34.23	-	-	-	-	-	-	-	34.23
- Piramal Critical Care BV	-	17.02	-	-	-	-	-	-	-	17.02
- Ash Stevens	-	0.99	-	-	-	-	-	-	-	0.99
- Piramal Healthcare, Canada	-	3.47	-	-	-	-	-	-	-	3.47
- PRL Agastya Private Limited	-	-	-	-	-	-	**0.03**	0.38	**0.03**	0.38
- Allergan	-	-	-	-	**0.19**	9.44	-	-	**0.19**	9.44
- Others	-	-	-	-	-	-		0.08	-	0.08
TOTAL	**25.32**	**97.44**	**-**	**-**	**0.19**	**9.44**	**0.03**	**0.46**	**25.54**	**107.34**
Unbilled Revenue										
- Piramal Healthcare UK	-	14.08	-	-	-	-	-	-	-	14.08
- Piramal Critical Care Inc.	-	9.44	-	-	-	-	-	-	-	9.44
TOTAL	**-**	**23.52**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**23.52**
Deferred Income										
- Piramal Capital and Housing Finance	**4.81**	46.89	-	-	-	-	-	-	**4.81**	46.89
- PHL Fininvest	**136.94**	187.58	-	-	-	-	-	-	**136.94**	187.58
TOTAL	**141.75**	**234.47**	**-**	**-**	**-**	**-**	**-**	**-**	**141.75**	**234.47**
Advance to Vendor										
- Piramal Fund Management Private Limited	**0.28**	-	-	-	-	-	-	-	**0.28**	-
-Piramal Glass Limited	-	-	-	-	-	-	**1.72**	1.72	**1.72**	1.72
TOTAL	**0.28**	**-**	**-**	**-**	**-**	**-**	**1.72**	**1.72**	**1.99**	**1.72**
Long-Term Financial Assets										
- Aasan Corporate Solutions Private Limited	-	-	-	-	-	-	**7.28**	7.28	**7.28**	7.28
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**7.28**	**7.28**	**7.28**	**7.28**

(₹ in Crores)

Account Balances	Subsidiaries		Joint Ventures		Associates & its intermediates		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Trade Payable										
- Piramal Pharma Limited	**214.88**	-	-	-	-	-	-	-	**214.88**	-
- Piramal Pharma Inc.	-	29.03	-	-	-	-	-	-	-	29.03
- Piramal Healthcare UK	**0.14**	1.69	-	-	-	-	-	-	**0.14**	1.69
- Piramal Critical Care Inc.	-	25.54	-	-	-	-	-	-	-	25.54
- Piramal Corporate services Private Limited	-	-	-	-	-	-	**0.42**	2.13	**0.42**	2.13
- Piramal Glass Limited	-	-	-	-	-	-	-	0.36	-	0.36
- Piramal Pharma Solutions Inc.	-	(0.06)	-	-	-	-	-	-	-	(0.06)
- Piramal Capital and Housing Finance	-	5.81	-	-	-	-	-	-	-	5.81
- Others	-	0.31	-	-	-	-	-	0.02	-	0.33
TOTAL	**215.02**	**62.32**	**-**	**-**	**-**	**-**	**0.42**	**2.51**	**215.44**	**64.83**
Payable for purchase of debentures										
- Piramal Capital and Housing Finance	-	152.30	-	-	-	-	-	-	-	152.30
TOTAL	**-**	**152.30**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**152.30**
Guarantee Commission Receivable/(Payable)										
- Piramal Healthcare UK	**0.02**	0.62	-	-	-	-	-	-	**0.02**	0.62
- Piramal Healthcare Inc.	**(0.13)**	(0.13)	-	-	-	-	-	-	**(0.13)**	(0.13)
- Piramal Dutch Holdings N.V.	**1.27**	-	-	-	-	-	-	-	**1.27**	-
- Piramal Healthcare, Canada	-	0.04	-	-	-	-	-	-	-	0.04
- PEL Pharma Inc.	**0.73**	1.12	-	-	-	-	-	-	**0.73**	1.12
- Phl Fininvest	**4.05**	3.40	-	-	-	-	-	-	**4.05**	3.40
- Piramal Critical Care UK Limited	**0.57**	0.76	-	-	-	-	-	-	**0.57**	0.76
- Piramal Capital and Housing Finance	-	6.04	-	-	-	-	-	-	-	6.04
- Convergence	**0.11**	-	-	-	-	-	-	-	**0.11**	-
TOTAL	**6.61**	**11.85**	**-**	**-**	**-**	**-**	**-**	**-**	**6.61**	**11.85**
Investments in Debentures										
- India Resurgence Asset Management Business Private Limited	-	-	**17.03**	-	-	-	-	-	**17.03**	-
TOTAL	**-**	**-**	**17.03**	**-**	**-**	**-**	**-**	**-**	**17.03**	**-**

(₹ in Crores)

Contingent Liabilities	Subsidiaries		Joint Ventures		Associates and intermediates		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Guarantees Outstanding										
- Piramal Healthcare UK	-	457.24	-	-	-	-	-	-	-	457.24
TOTAL	**-**	**457.24**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**457.24**

All outstanding balances are unsecured and are repayable in cash.

39. Property, Plant & Equipment, Brands and Trademarks, Investment in Non-Convertible Debentures, Inter Corporate Deposits, Other Financial Assets and specified receivables relating to subsidiaries are mortgaged/hypothecated to the extent of ₹7,685 Crores (As on March 31, 2020: ₹6,136.40 Crores) as a security against long-term secured borrowings as at March 31, 2021.

Plant & Equipment, Inventories, Trade receivables, Investment in Non-Convertible Debentures and Inter Corporate Deposits are hypothecated as a security to the extent of ₹110 Crores (As on March 31, 2020 ₹2,410.78 Crores) against short-term secured borrowings as at March 31, 2021.

40.

(₹ in Crores)

Particulars	For the year ended March 31, 2021	For the year ended March 31, 2020
Miscellaneous Expenses in Note 33 includes Auditors' Remuneration in respect of:		
A) Statutory Auditors:		
a) Audit Fees	**0.95**	1.00
b) GST Audit Fees	**0.20**	0.15
c) Other Services	**0.13**	0.16
d) Reimbursement of Out of pocket Expenses	**0.04**	0.13
B) Audit fees of erstwhile Auditors of Piramal Phytocare Limited: (Refer note 52 d)		
a) Audit Fees	**-**	0.02
b) Reimbursement of Out of pocket Expenses	**-**	0.00
Expenditure considered in other equity includes Statutory Auditors' remuneration in respect of :		
Expenses in relation to Rights Issue	**-**	0.50

41. Disclosures as required by the Micro, Small and Medium Enterprises Development Act, 2006 ("MSMED Act") are as under:

(₹ in Crores)

Particulars	As at March 31, 2021	As at March 31, 2020
Principal amount due to suppliers registered under the MSMED Act and remaining unpaid as at year end	**4.16**	11.86
Interest due to suppliers registered under the MSMED Act and remaining unpaid as at year end	**7.86**	7.70
Principal amounts paid to suppliers registered under the MSMED Act, beyond the appointed day during the year	**19.36**	151.20
Interest paid, other than under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	**-**	-
Interest paid, under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	**-**	-
Interest due and payable towards suppliers registered under MSMED Act, for payments already made	**0.16**	3.24
Further interest remaining due and payable for earlier years	**7.70**	4.46

The above information regarding Micro, Small and Medium Enterprises has been determined to the extent such parties have been identified on the basis of information available with the Company.

42. The Company has advanced loans to its subsidiary companies. The disclosures pursuant to Regulation 34(3) read with para A of Schedule V to Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Principal amounts outstanding as at the year-end were:

(₹ in Crores)

Subsidiary Companies	As at March 31, 2021	As at March 31, 2020
Piramal Systems & Technologies Private Limited	**13.16**	16.08
Piramal Dutch Holdings N.V.	**-**	543.37
Piramal Dutch IM Holdco B.V.	**-**	1,461.96
Piramal Fund Management Private Limited	**89.35**	253.86
Piramal Capital & Housing Finance Limited	**2,666.00**	1,600.00
PHL Fininvest Private Limited	**3,748.64**	6,674.29
Piramal Asset Management Private Limited	**10.70**	10.40
Piramal Investment Advisory Services Private Limited	**300.00**	247.90
PEL Finhold Private Limited	**21.50**	-

The maximum amounts due during the year were:

(₹ in Crores)

Subsidiary Companies	2020-21	2019-20
PHL Fininvest Private Limited	7,536.68	8,742.26
Piramal Fund Management Private Limited	253.86	890.90
Piramal Capital & Housing Finance Limited	2,666.00	2,500.00
Piramal Systems & Technologies Private Limited	16.08	16.08
Piramal Dutch Holdings N.V.	480.49	543.37
Piramal Dutch IM Holdco B.V.	1,410.18	3,781.84
PEL Pharma Inc.	154.04	-
Piramal Consumer Products Private Limited	-	0.27
Piramal Asset Management Private Limited	10.70	10.40
Piramal Investment Advisory Services Private Limited	300.00	247.90
Convergence Chemicals Private Limited	24.50	-
Piramal Pharma Limited	13.54	-
Piramal Securities Limited	1.00	-
PEL Finhold Private Limited	1,295.15	-

43. Earnings Per Share (EPS) – EPS is calculated by dividing the profit/(loss) attributable to the equity shareholders by the weighted average number of equity shares outstanding during the year. The earnings and weighted average numbers of equity shares used in calculating basic and diluted earnings per equity share are as follows:

Particulars	For the year ended March 31, 2021	For the year ended March 31, 2020
Basic EPS for the year (₹)		
From continuing operations	(5.07)	(5.44)
From discontinued operations	6.75	12.32
Total basic EPS	1.68	**6.87**
Diluted EPS for the year (₹)		
From continuing operations	(5.07)	(5.44)
From discontinued operations	6.75	12.32
Total diluted EPS	1.68	**6.87**
Face value per share (₹)	2.00	2.00

(a) Profit/(Loss) attributable to the owners of Piramal Enterprises Limited used in calculation of basic and diluted earnings per share

(₹ in Crores)

		For the year ended March 31, 2021	Previous Year ended March 31, 2020
1.	Profit/(Loss) after tax from continuing operations attributable to the equity shareholders	(120.22)	(114.76)
2.	Profit/(Loss) from discontinued operations attributable to the equity shareholders	160.12	259.61
3.	Profit for the year attributable to the equity shareholders (1+2)	39.90	144.85

(b) Weighted average number of shares used in calculation of basic and diluted earnings per share

		Number of shares	
		For the year ended March 31, 2021	Previous Year ended March 31, 2020
1.	Weighted Average Number of Equity Shares for calculating Basic EPS (nos.)	237,127,756	210,772,008
2.	Weighted Average Potential Equity Shares in respect of right shares reserved for CCD holders and right shares held in abeyance (nos.)	2,143,733	892,700
3.	Total Weighted Average Number of Equity Shares for calculating Diluted EPS (nos.) (1+2)	239,271,489	211,664,708

Following information is presented to disclose the effect on net profit after tax from continuing operations, Basic and Diluted EPS, without the effect of tax adjustment of prior years (Refer Note 50):

(₹ in Crores)

Particulars	Previous Year ended March 31, 2020
Loss from Continuing Operations after Tax As reported in the standalone financial statements	(114.76)
Add: Impact of Tax adjustment of prior years (Refer Note 50)	385.62
Adjusted Profit After Tax	**270.86**
Basic EPS for the period (₹)	
As reported in the standalone financial statements	(5.44)
Add: Impact of Tax adjustment of prior years	18.30
Adjusted Basic EPS	**12.86**
Diluted EPS for the period (₹)	
As reported in the standalone financial statements	(5.44)
Add: Impact of Tax adjustment of prior years	18.24
Adjusted Diluted EPS	**12.80**

44. (i) Amounts recognised in the balance sheet

The balance sheet shows the following amounts relating to leases:

Right-of-use assets

Movement during the year ended March 31, 2021

(₹ in Crores)

Category of Asset	Opening as on April 1, 2020	Additions during 2020-21	Deduction/Transfer during 2020-21	Depreciation for 2020-21	Closing as on March 31, 2021
Building	32.34	**5.30**	**7.25**	**16.28**	**14.12**
Leasehold Land	5.78	**-**	**5.20**	**0.04**	**0.54**
Storage unit	0.48	**-**	**-**	**0.40**	**0.08**
Guest House	0.30	**0.56**	**-**	**0.32**	**0.54**
IT Assets	8.03	**-**	**-**	**4.11**	**3.92**
Total	**46.93**	**5.86**	**12.45**	**21.15**	**19.20**
Lease liabilities as on April 1, 2020	42.80				

Movement during the year ended March 31, 2020

(₹ in Crores)

Category of Asset	Opening as on April 1, 2019	Additions during 2019-20	Deductions during 2019-20	Depreciation for 2019-20	Closing as on March 31, 2020
Building	49.09	7.22	-	23.97	32.34
Leasehold Land	5.85	-	-	0.07	5.78
Storage unit	1.08	-	-	0.60	0.48
Guest House	0.68	-	-	0.38	0.30
IT Assets	12.37	-	-	4.34	8.03
Total	**69.07**	**7.22**	**-**	**29.36**	**46.93**
Lease liabilities as on April 1, 2019	63.22				

(ii) Amounts recognised in the statement of profit or loss

The statement of profit or loss shows the following amounts relating to leases

(₹ in Crores)

Particulars	For the year ended March 31, 2021	Previous Year ended March 31, 2020
Interest expense on lease liabilities (included in finance cost) -Refer note 32	**2.99**	4.81
Expense relating to short-term leases (included in Other Expenses) -Refer note 33	**3.10**	13.68
Expense relating to leases of low-value assets (other than short-term leases as disclosed above) (included in Other expenses) -Refer note 33	**1.03**	7.02

The difference between the lease obligation recorded as of March 31, 2019 under IndAS 17 disclosed under note 44 of Annual report 2019 and the value of the lease liability as of April 1, 2019 is primarily on account of inclusion of extension and termination options reasonably certain to be exercised, in measuring the lease liability in accordance with IndAS 116 and discounting the lease liabilities to the present value under IndAS 116.

The weighted average incremental borrowing rate applied to lease liabilities as at April 1, 2020 is 8.91%.

The bifurcation below provides details regarding the contractual maturities of lease liabilities as of March 31, 2021 and March 31, 2020 on an undiscounted basis:

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
1 year	**14.70**	21.35
1-3 years	**8.20**	22.93
3-5 years	**0.21**	3.92
More than 5 years	**0.04**	0.11

45. INVESTMENT PROPERTY

Investment property, recorded at a carrying value of ₹1,297.63 Crores, consists of land development rights acquired during the year, without any restriction on its realisability and is being held for capital appreciation and eventual monetisation by exploring various options.

In accordance with Ind AS 113, the fair value of investment property is determined by the Company at ₹1,579 Crores following the risk-adjusted discounted cash flow method and based on Level 3 inputs from an independent valuation expert.

46. The Company manages its capital to ensure that it will be able to continue as going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance. The capital structure of the Company consists of net debt (borrowings as detailed in notes 18, 21 and 22 offset by cash and bank balances) and total equity of the Company.

The Company determines the amount of capital required on the basis of annual as well as long-term operating plans and other strategic investment plans. The funding requirements are met through convertible and non-convertible debt securities or other long-term /short-term borrowings. The Company monitors the capital structure on the basis of total debt to equity ratio and maturity profile of the overall debt portfolio of the Company.

The capital components of the Company are as given below:

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Equity	**23,183.74**	22,627.98
Total Equity	**23,183.74**	**22,627.98**
Borrowings - Non-current	**3,386.21**	2,389.78
Borrowings - Current	**2,475.46**	4,061.75
Current Maturities of Long-term Debt	**810.23**	4,123.99
Total Debt	**6,671.90**	**10,575.52**
Cash & Cash equivalents	**(893.24)**	(43.66)
Net Debt	**5,778.66**	**10,531.86**
Debt/Equity Ratio	**0.25**	**0.47**

The terms of the Secured and unsecured loans and borrowings contain certain financial covenants primarily requiring the Company to maintain certain financial ratios like Total Debt to Total Net Worth, Interest Coverage Ratio, Fixed Asset Cover ratio, Minimum net worth conditions, etc. The Company is broadly in compliance with the said covenants and the banks have generally waived/condoned such covenants.

47. RISK MANAGEMENT

The Company's activities expose it to market risk, liquidity risk and credit risk.

The Company has an independent and dedicated Enterprise Risk Management (ERM) system to identify, manage and mitigate business risks.

The Senior Mangaement along with a centralised treasury manages the liquidity and interest rate risk on the balance sheet.

This note explains the sources of risk which the entity is exposed to and how the entity manages the risk and the impact of hedge accounting in the financial statements

Risk	Exposure arising from	Management
Liquidity risk	Borrowings and other liabilities	The Senior Management along with centralised treasury deliberates on the static liquidity gap statement, future asset growth plans, tenor of assets, market liquidity and pricing of various sources of funds. It decides on the optimal funding mix taking into consideration the asset strategy and a focus on diversifying sources of funds.
Market risk - Interest rate	Long-term borrowings at variable rates	The Senior Management along with centralised treasury reviews the interest rate gap statement and the mix of floating and fixed rate assets and liabilities.
Market risk - Securities price risks	Equity Investment	The Company continue to effectively evaluate various risks involved in underlying assets, before and after making any such strategic investments.
Market risk - Foreign exchange	Transactions denominated in foreign currency	The centralised treasury function aggregates the foreign exchange exposure and takes measures to hedge the exposure based on prevalent macroeconomic conditions.
Credit risk	Cash and cash equivalents, trade receivables, derivative financial instruments, financial assets measured at amortised cost.	Diversification of bank deposits, credit limits and letters of credit Each investment in financial services is assessed by the investment team as well as independent risk team on the risk-return framework. The combined analysis of these teams is presented to the Investment Committee for investment decision. The risk is being partly mitigated by setting up a concentration risk framework, which incentivises business units to diversify portfolio across counterparties, sectors and geographies.

a) Liquidity Risk Management

Liquidity Risk refers to insufficiency of funds to meet the financial obligations. Liquidity Risk Management implies maintenance of sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit lines to meet obligations when due.

The Senior Management along with centralised treasury is responsible for the management of the Company's short-term, medium-term and long-term funding and liquidity management requirements. The Company manages liquidity risk by maintaining adequate reserves, banking facilities and by continuously monitoring forecast and actual cash flows, and by assessing the maturity profiles of financial assets and liabilities. The Company has access to undrawn borrowing facilities at the end of each reporting period, as detailed below:

The Company has the following undrawn credit lines available as at the end of the reporting period.

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Undrawn credit lines	10,790.00	11,169.00
	10,790.00	11,169.00

Note: This includes Non-Convertible Debentures, Inter Corporate Deposits and Commercial Papers where only credit rating has been obtained and which can be issued, if required, within a short period of time.

The following tables detail the Company's remaining contractual maturity for its non-derivative financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Company can be required to pay. The tables include both interest and principal cash flows. To the extent that interest flows are floating rate, the rate applicable as of reporting period ends respectively has been considered.

(₹ in Crores)

Maturities of Financial Liabilities	March 31, 2021			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years & above
Borrowings	3,778.07	4,017.81	7.80	43.89
Trade Payables	437.41	-	-	-
Lease liability	14.70	8.20	0.21	0.04
Other Financial Liabilities	55.65	-	-	-
	4,285.83	4,026.01	8.01	43.93

(₹ in Crores)

Maturities of Financial Liabilities	March 31, 2020			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years & above
Borrowings	8,762.84	2,597.32	7.81	47.78
Trade Payables	617.82	-	-	-
Lease liability	21.35	22.93	3.92	0.11
Other Financial Liabilities	104.44	-	-	-
	9,506.45	**2,620.25**	**11.73**	**47.89**

The following table details the Company's expected maturity for its non-derivative financial assets. The table has been drawn up based on the undiscounted contractual maturities of the financial assets including interest that will be earned on those assets. The inclusion of information on non-derivative financial assets is necessary in order to understand the Company's liquidity risk management as the liquidity is managed on a net asset and liability basis. Hence, maturities of the relevant assets have been considered below.

(₹ in Crores)

Maturities of Financial Assets	March 31, 2021			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years & above
Investments & Loans	-	**703.69**	-	**398.70**
Loans to related parties	**971.12**	**2,507.13**	**5,145.35**	-
Trade Receivables	**162.87**	-	-	-
	1,133.99	**3,210.82**	**5,145.35**	**398.70**

(₹ in Crores)

Maturities of Financial Assets	March 31, 2020			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years & above
Investments & Loans	1,186.02	74.99	608.94	343.81
Loans to related parties	972.74	3,957.67	7,675.40	2,324.30
Trade Receivables	683.79	-	-	-
	2,842.55	**4,032.66**	**8,284.34**	**2,668.11**

In assessing whether the going concern assumption is appropriate, the Company has considered a range of factors relating to current and expected profitability, debt repayment schedule and potential sources of replacement financing. The Company has performed sensitivity analysis on such factors considered and based on current indicators of future economic conditions; there is a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Because of the uncertainties resulting from COVID-19, the impact of this pandemic may be different from those estimated as on the date of approval of these financial statements and the Company will continue to monitor any changes to the future economic conditions.

The balances disclosed in the table above are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as at March 31, 2021.

In case of undrawn loan commitments, the expected maturities are as under:

(₹ in Crores)

Particulars	March 31, 2021		March 31, 2020	
	Up to 3 year	Up to 5 year	Up to 3 year	Up to 5 year
Commitment to Piramal Capital & Housing Finance Limited (fund and non-fund based)	**2,084.00**	-	5,650.00	-
Commitment to invest in ICDs of PHL Fininvest Private Limited	**6,251.36**	-	-	3,325.71
Total	**8,335.36**	-	**5,650.00**	**3,325.71**

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
	1 to 3 years	1 to 3 years
Commitment to invest in AIF	**2.66**	19.75
Total	**2.66**	**19.75**

Company has below commitments to invest in AIF in addition to above which will be invested as and when suitable investment opportunity arises:

Commitment as on March 31, 2021

Fund Name	Total Commitment (USD Million)	Balance Commitment (USD Million)	Total Commitment (₹ Crores)	Balance Commitment (₹ Crores)
Asia Real Estate Opportunities Fund	-	-	732.07	258.07
India Resurgence Fund - Scheme 2	100.00	75.34	731.15	550.85

Commitment as on March 31, 2020

Fund Name	Total Commitment (USD Million)	Balance Commitment (USD Million)	Total Commitment (₹ Crores)	Balance Commitment (₹ Crores)
India Resurgence Fund - Scheme 2	100.00	75.26	756.70	569.48
Piramal Ivanhoe Residential Equity Fund 1	250.00	234.76	1,891.75	1,776.46

b) Interest Rate Risk Management

The Company is exposed to interest rate risk as it has assets and liabilities based on floating interest rates as well. Senior Management along with centralised treasury assess the interest rate risk run by it and provide appropriate guidelines to the treasury to manage the risk. The Senior Management along with centralised treasury reviews the interest rate risk on periodic basis and decides on the asset profile and the appropriate funding mix. The Senior Management along with centralised treasury reviews the interest rate gap statement and the interest rate sensitivity analysis.

The exposure of the Company's borrowings to the interest rate risk at the end of the reporting period is mentioned below:

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Variable rate borrowings	100.00	3,825.11
Fixed rate borrowings	6,696.11	6,759.64
	6,796.11	10,584.75

The sensitivity analysis below have been determined based on the exposure to interest rates for assets and liabilities at the end of the reporting period. For floating rate assets and liabilities, the analysis is prepared assuming the amount of the liabilities/assets outstanding at the end of the reporting period was outstanding for the whole year and the rates are reset as per the applicable reset dates. The basis risk between various benchmarks used to reset the floating rate assets and liabilities has been considered to be insignificant.

If interest rates related to FCNR borrowings had been 25 basis points higher/lower and all other variables were held constant, and other borrowings had been 100 basis points higher/lower and all other variables were held constant, the Company's Profit before tax for the year ended/Other Equity (pre-tax) as on March 31, 2021 would decrease/increase by NIL for FCNR Borrowing (Previous year: ₹0.60 Crores) and ₹1.00 Crore (Previous year: ₹35.85 Crores) for other borrowings totalling to ₹1.00 Crore (Previous year: ₹36.45 Crores) respectively. This is attributable to the Company’s exposure to borrowings at floating interest rates.

If interest rates related to loans given/debentures invested had been 100 basis points higher/lower and all other variables were held constant, the Company's Profit before tax for the year ended/Other Equity (pre-tax) as on March 31, 2021 would increase/decrease by ₹41.70 Crores (Previous year: ₹108.77 Crores). This is attributable to the Company’s exposure to lendings at floating interest rates.

c) Other price risks

The Company is exposed to equity price risks arising from equity investments and classified in the balances sheet at fair value through Other Comprehensive Income.

Equity price sensitivity analysis (Refer note 4):

The table below summarises the impact of increases/decreases (pre-tax) on the Company's Equity and OCI for the year. Analysis is based on the assumption that equity index had increased/decreased by 5% with all the other variables held constant, and these investments moved in the line with the index.

(₹ in Crores)

Particulars	Impact on OCI	
	March 31, 2021	March 31, 2020
Equity Index, Increase by 5%	72.80	24.62
Equity Index, Decrease by 5%	(72.80)	(24.62)

The Company has designated the following securities as FVTOCI Investments (Refer note 4):

Shriram City Union Finance Limited

Clarivate PLC

The Company chose this presentation alternative because the investment were made for strategic purposes rather than with a view to make profit on subsequent sale.

d) Foreign Currency Risk Management

The Company is exposed to Currency Risk arising from its trade exposures and Capital receipt/payments denominated, in other than the Functional Currency. The Company has a detailed policy which includes setting of the recognition parameters, benchmark targets, the boundaries within which the treasury has to perform and also lays down the checks and controls to ensure the effectiveness of the treasury function.

The Company has defined strategies for addressing the risks for each category of exposures (e.g. for exports, for imports, for loans, etc.). The centralised treasury function aggregates the foreign exchange exposure and takes prudent measures to hedge the exposure based on prevalent macro-economic conditions.

a) Derivatives outstanding as at the reporting date

Firm commitment and highly probable forecast transaction	As at March 31, 2021		As at March 31, 2020	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
Forward contracts to sell USD/INR	60.00	459.01	76.00	587.31

b) Particulars of foreign currency exposures as at the reporting date

Currencies	As at March 31, 2021		As at March 31, 2020	
	Trade receivables		Trade receivables	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
AUD	-	-	0.05	0.23
EUR	0.04	0.38	6.86	56.81
GBP	0.14	1.44	0.16	1.49
USD	3.42	25.01	46.93	355.11
SGD	-	-	0.01	0.04
CAD	-	-	5.00	26.55

Currencies	As at March 31, 2021		As at March 31, 2020	
	Trade payables/(advance to suppliers)		Trade payables/(advance to suppliers)	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
AUD	0.01	0.04	0.01	0.05
CAD	-	-	0.04	0.21
CHF	0.23	1.77	1.33	9.55
EUR	0.11	0.95	1.03	8.05
GBP	(0.02)	(0.25)	0.07	0.64
THB	-	-	0.45	0.08
SEK	-	-	0.03	0.02
USD	(1.27)	(9.30)	16.55	117.39
NZD	-	-	*	*
JPY	0.22	0.02	0.44	0.03
SGD	-	-	*	*
AED	-	-	0.03	0.06
RUB	0.02	*	-	-

Currencies	As at March 31, 2021		As at March 31, 2020	
	Loan from Banks		Loan from Banks	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
USD	-	-	32.38	245.05

Currencies	As at March 31, 2021				As at March 31, 2020			
	Loans to Related Parties		Current Account Balances receivable (payable)		Loans to Related Parties		Current Account Balances receivable (payable)	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
USD	-	-	0.69	5.03	235.45	1,781.68	2.67	20.22
GBP	-	-	0.01	0.06	11.64	108.67	0.39	3.67
EUR	-	-	-	-	9.58	79.26	1.75	14.51
CHF	-	-	-	-	4.57	35.73	0.16	1.22
AUD	-	-	-	-	-	-	-	-
CAD	-	-	0.02	0.13	-	-	-	-
RUB	-	-	5.38	0.53	-	-	-	-

* Amounts are below the rounding off norms adopted by the Company.

c) Sensitivity Analysis:

Of the above, the Company is mainly exposed to USD, GBP & EUR. Hence the following table analyses the Company's Sensitivity to a 5% increase and a 5% decrease in the exchange rates of these currencies against INR.

Particulars		For the year ended March 31, 2021				For the year ended March 31, 2020			
Currencies	Increase /Decrease	Total Assets in FC (in Millions)	Total Liabilities in FC (In Millions)	Change in exchange rate (in ₹)	Impact on Profit or Loss before tax/ Other Equity (pre-tax) for the year (in ₹ Crores)	Total Assets in FC (in Millions)	Total Liabilities in FC (In Millions)	Change in exchange rate (in ₹)	Impact on Profit or Loss before tax/ Other Equity (pre-tax) for the year (in ₹ Crores)
USD	Increase by 5%**	4.11	(1.27)	3.66	1.97	285.05	48.93	3.78	89.34
USD	Decrease by 5%**	4.11	(1.27)	(3.66)	(1.97)	285.05	48.93	(3.78)	(89.34)
GBP	Increase by 5%**	0.15	(0.02)	5.04	0.09	12.19	0.07	4.67	5.66
GBP	Decrease by 5%**	0.15	(0.02)	(5.04)	(0.09)	12.19	0.07	(4.67)	(5.66)
EUR	Increase by 5%**	0.04	0.11	4.29	(0.03)	18.19	1.03	4.14	7.10
EUR	Decrease by 5%**	0.04	0.11	(4.29)	0.03	18.19	1.03	(4.14)	(7.10)

** Holding all the other variables constant.

e) Accounting for cash flow hedge

The objective of hedge accounting is to represent, in the Company’s financial statements, the effect of the Company’s use of financial instruments to manage exposures arising from particular risks that could affect profit or loss. As part of its risk management strategy, the Company makes use of financial derivative instruments, such as foreign currency range forwards and forward exchange contracts for hedging the risk arising on account of highly probable foreign currency forecast sales.

The Company has a Board approved policy on assessment, measurement and monitoring of hedge effectiveness which provides a guideline for the evaluation of hedge effectiveness, treatment and monitoring of the hedge effective position from an accounting and risk monitoring perspective. Hedge effectiveness is ascertained at the time of inception of the hedge and periodically thereafter. The Company assesses hedge effectiveness on prospective basis. The prospective hedge effectiveness test is a forward looking evaluation of whether or not the changes in the fair value or cash flows of the hedging position are expected to be highly effective in offsetting the changes in the fair value or cash flows of the hedged position over the term of the relationship.

For derivative contracts designated as hedge, the Company documents, at inception, the economic relationship between the hedging instrument and the hedged item, the hedge ratio, the risk management objective for undertaking the hedge and the methods used to assess the hedge effectiveness. The derivative contracts have been taken to hedge foreign currency fluctuations risk arising on account of highly probable foreign currency forecast sales.

The Company applies cash flow hedge to hedge the variability arising out of foreign exchange currency fluctuations on account of highly probable forecast sales. Such contracts are generally designated as cash flow hedges.

The Company determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. The forward exchange forward contracts are denominated in the same currency as the highly probable future sales, therefore the hedge ratio is 1:1. Further, the entity has excluded the foreign currency basis spread and takes such excluded element through the income statement. Accordingly, the Company designates only the spot rate in the hedging relationship.

Hedge effectiveness is assessed through the application of dollar offset method and designation of spot rate as the hedging instrument. The excluded portion of the foreign currency basis spread is taken directly through income statement.

The table below enumerates the Company's hedging strategy, typical composition of the Company's hedge portfolio, the instruments used to hedge risk exposures and the type of hedging relationship for the year ended March 31, 2021:

Sr. No.	Type of risk/ hedge position	Hedged item	Description of hedging strategy	Hedging instrument	Description of hedging instrument	Type of hedging relationship
1	Foreign Currency hedge	Highly probable forecast sales	Foreign currency denominated highly probable forecast sales is converted into functional currency using a forward contract.	Foreign exchange forward contracts	Forward contracts are contractual agreements to buy or sell a specified financial instrument at a specific price and date in the future. These are customised contracts transacted in the over–the–counter market. Further, the foreign currency basis spread is separated and accounted for at FVTPL. Accordingly, only the spot rate has been designated in the hedging relationship.	Cash flow hedge

The tables below provide details of the derivatives that have been designated as cash flow hedges for the periods presented:

As at March 31, 2021

(₹ in Crores)

	Notional principal amounts	Derivative Financial Instruments - Assets	Derivative Financial Instruments – Liabilities	Change in fair value for the year recognised in OCI	Ineffectiveness recognised in profit or loss	Line item in profit or loss that includes hedge ineffective-ness	Amount reclassified from cash flow hedging reserve to profit or loss	Line item in profit or loss affected by the reclassifica-tion
Foreign exchange forward contracts	**Nil (USD)**	-	-	**2.94**	-	**Not applicable**	**7.08**	**Revenue**

As at March 31, 2020

(₹ in Crores)

	Notional principal amounts	Derivative Financial Instruments - Assets	Derivative Financial Instruments – Liabilities	Change in fair value for the year recognised in OCI	Ineffectiveness recognised in profit or loss	Line item in profit or loss that includes hedge ineffective-ness	Amount reclassified from cash flow hedging reserve to profit or loss	Line item in profit or loss affected by the reclassifica-tion
Foreign exchange forward contracts	7.60 (USD)	-	(17.66)	(22.96)	-	Not applicable	4.99	Revenue

The table below provides a profile of the timing of the notional amounts of the Company's hedging instruments (based on residual tenor) along with the average price or rate as applicable by risk category:

	As at March 31, 2021				As at March 31, 2020			
	Total	Up to 1 year	1-5 years	Over 5 years	Total	Up to 1 year	1-5 years	Over 5 years
Foreign currency risk:								
Forward exchange contracts	-	-	-	-	7.60 Crores (USD)	7.60 Crores (USD)	-	-
Average INR:USD forward contract rate	-	-	-	-	77.28	77.28	-	-

(iii) The following table provides a reconciliation by risk category of the components of equity and analysis of OCI items resulting from hedge accounting:

(₹ in Crores)

Movement in Cash flow hedge reserve for the years ended	March 31, 2021
As on March 31, 2019	**3.65**
Effective portion of changes in fair value:	
Foreign exchange forward contracts	**(30.68)**
Tax on movements on reserves during the year	**7.72**
Net amount reclassified to profit or loss:	**-**
Foreign exchange forward contracts	**6.67**
Tax on movements on reserves during the year	**(1.68)**
As on April 1, 2020	**(14.32)**
Effective portion of changes in fair value:	
Foreign exchange forward contracts	**3.42**
Tax on movements on reserves during the year	**(0.48)**
Contracts novated to PPL	**5.53**
Tax on the Contracts novated to PPL	**(1.23)**
Net amount reclassified to profit or loss:	
Foreign exchange forward contracts	**9.97**
Tax on movements on reserves during the year	**(2.89)**
As on March 31, 2021	**-**

f) Credit Risk

Typically, the receivables of the Company can be classified in 2 categories:

1. Pharma Trade Receivables

2. Financial Services business -
   i) Loan Book primarily comprising of Real estate developers, Infrastructure Companies and Others; and
   ii) Strategic Investment made in other corporate bodies.

Please refer Note 10 for risk mitigation techniques followed for Pharma Trade Receivables. Risk mitigation measures for Financial Services business primarily comprising of Real Estate Developers and Corporate Finance Groups are explained in the note below.

The credit risk on liquid funds and other financial instruments is limited because the counterparties are banks with high credit-ratings assigned by credit-rating agencies or mutual funds.

Financial Services Business

The Company is exposed to Credit Risk through its lending activity. Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Company. The Company has adopted a policy of dealing with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults.

Wholesale lending:

The Company's Risk management team has developed proprietary internal rating models to evaluate risk return trade-off for the loans and investments made by the Company. The output of traditional credit rating model is an estimate of probability of default. These models are different from the traditional credit rating models as they integrate both probability of default and loss given default into a single model.

The lending exposure includes lending to the below sectors:

Sectors	Exposure as at	
	March 31, 2021	March 31, 2020
Real Estate	**39.09%**	77.34%
Infrastructure	**58.35%**	21.13%
Others	**2.56%**	1.53%

Credit Risk Management

For wholesale lending business, credit risk management is achieved by considering various factors like:

- Cash flow at risk – This is an assessment of the standalone project or business from which interest servicing and principal repayment is expected to be done.
- Security cover – This is an assessment of the value of the security under stress scenario which is further adjusted for factors like liquidity, enforceability, transparency in valuation etc. of the collateral.
- Promoter strength – This is an assessment of the promoter from financial, management and performance perspective.
- Exit – This is an assessment of the liquidity of the loan or investment.

The output from each of the analysis is converted to a risk weight equivalent. Each of the four components of the risk analysis are assigned a specific weight which differ based on type of investment. The risk weight is then converted into capital requirement. The required capital and the return is combined to create a metric which is used for deal assessment.

Based on the above assessment the risk team categorises the deals in to the below Risk Grades

Risk Grading	Description
I	Extremely good loan
II	Good loan
III	Moderate loan
IV	Weak loan
V	Extremely weak loan

Further, a periodic review of the performance of the portfolio is also carried out by the Risk Group. The Risk Group adjusts the stress case considered during the initial approval based on actual performance of the deal, developments in the sector, regulatory changes etc. The deal level output is combined to form a portfolio snapshot. The trends from portfolio are used to provide strategic inputs to the management.

Provision for Expected Credit Loss

The Company has assessed the credit risk associated with its financial assets for provision of Expected Credit Loss (ECL) as at the reporting dates. The Company makes use of various reasonable supportive forward looking parameters which are both qualitative as well as quantitative while determining the change in credit risk and the probability of default. These parameters have been detailed out in Note No.vii of Significant Accounting Policies. Based on the result yielded by the above assessment the Financial assets are classified into (1) Standard (Performing) Asset, (2) Significant Credit Deteriorated (Under-Performing) Asset (3) Default (Non-Performing) Asset (Credit Impaired). For the purpose of expected credit loss analysis the Company defines default as any asset with more than 90 days overdues. This is also as per the rebuttable presumption provided by the standard.

The Company provides for expected credit loss based on the following:

Category – Description	Stages	Basis for Recognition of Expected Credit Loss
Assets for which credit risk has not significantly increased from initial recognition	Stage 1	12 month ECL
Assets for which credit risk has increased significantly but not credit impaired	Stage 2	Life time ECL
Assets for which credit risk has increased significantly and credit impaired	Stage 3	Loss Given Default (LGD)

For the year ended March 31, 2021 and March 31, 2020 the Company has developed a PD Matrix after considering some parameters as stated below:

The key parameters for various scorecards are highlighted as follows -Real Estate products (Construction Finance, Structured Debt, LRD) - (1) Developer Grade (2) Past Overdue History (3) Tenant profile (4) Status from monthly Asset Monitoring report (5) Stage of the project (6) Geography etc. Some of the Parameters for Non-Real Estate products (Senior lending, mezzanine, project fiancé etc.) - (1) Sponsor strength (2) Overdues (3) Average Debt service coverage ratio (4) Regulatory Risk (5) Stability of EBITDA (6) Quality of underlying assets etc. Based on these parameters the Company has computed the PD.

The Company has also built in model scorecards to determine the internal LGD. However, due to lack of default history to statistically substantiate the internal LGD, the Company has made use of a combination of both internal as well as external LGD. The Company also maintains Expected Credit Loss for undisbursed limits after applying the Credit conversion factor (CCF). CCF for these limits is computed based on historical disbursement trends observed across various products.

Impact of COVID-19 pandemic on the credit risk

The outbreak of COVID-19 pandemic across the globe and in India has contributed to a significant decline and volatility in the global and Indian financial markets and slowdown in the economic activities. The Company through it's financial services segment offers long-term and short-term wholesale lending primarily to the real estate and infrastructure sector. In accordance with Reserve Bank of India (RBI) guidelines, the Company had proposed a moratorium benefit on the payment of principal instalments and/or interest, to all eligible borrowers classified as standard, even if overdue as on February 29, 2020 excluding the collections already made in the month of March 2020, basis approval by the management on a case to case basis. Accordingly, for all such accounts where the moratorium is granted, the asset classification will remain standstill during the moratorium period. (i.e. the number of days past due shall exclude the moratorium period for the purposes of asset classification as per the Company's policy).

The Company had ran a scenario analysis as on March 31, 2020 using proprietary algorithm-based risk models on the portfolio taking into account the possible impact related to COVID-19 pandemic.

Further the Company has, based on available information estimated and applied management overlays in the previous year, for the purpose of determination of the provision for impairment of financial assets. The management continued to consider macroeconomic overlay similar to its previous study. Given the uncertainty over the potential macro-economic impact, the Company's management has considered internal and external information and economic forecasts up to the date of approval of these financial statements.

During the quarter and year ended March 31, 2020, the Company has estimated and recognised an additional expected credit loss of ₹303 Crores on certain financial assets, on account of the anticipated effect of the global health pandemic. As a result of uncertainties resulting from COVID-19, the impact of this pandemic may be different from those estimated as on the date of approval of these financial statements and the Company will continue to monitor any changes to the future economic conditions.

Accordingly, the provision for expected credit loss on financial assets as at March 31, 2021 includes potential impact on account of the pandemic. Based on the current indicators of future economic conditions, the Company considers this provision to be adequate.

Expected Credit Loss as at end of the Reporting period:

As at March 31, 2021

(₹ in Crores)

Particulars	Asset Group	Gross Carrying Amount (Exposure)	Expected Credit Loss	Carrying Amount net of impairment provision
Very High quality liquid assets/Related party loans	Receivable from Related Parties	**7,486.53**	**-**	**7,486.53**
	Investments at amortised cost	**286.28**	**-**	**286.28**
	Other Financial Assets & Loans	**69.70**	**-**	**69.70**
Assets for which credit risk has not significantly increased from initial recognition	Investments at amortised cost	**131.60**	**8.57**	**123.03**
	Loans at amortised cost		**-**	**-**
Assets for which credit risk has increased significantly and assets which are credit impaired	Investments at amortised cost	**282.77**	**154.83**	**127.94**
	Loans at amortised cost	**121.68**	**82.68**	**39.00**
Total		**8,378.56**	**246.08**	**8,132.49**

As at March 31, 2020

(₹ in Crores)

Particulars	Asset Group	Gross Carrying Amount (Exposure)	Expected Credit Loss	Carrying Amount net of impairment provision
Very High quality liquid assets/Related party loans	Receivable from Related Parties	10,933.94	-	10,933.94
	Investments at amortised cost	176.85	-	176.85
	Other Financial Assets & Loans	76.6	-	76.60
Assets for which credit risk has not significantly increased from initial recognition	Investments at amortised cost	992.99	188.09	804.90
	Loans at amortised cost	18.69	-	18.69
Assets for which credit risk has increased significantly and assets which are credit impaired	Investments at amortised cost	288.96	138.15	150.81
	Loans at amortised cost	121.68	82.68	39.00
Total		12,609.71	408.92	12,200.79

i) Reconciliation of Loss Allowance

For the year ended March 31, 2021

(₹ in Crores)

Investments and Loans	Loss allowance measured at 12 month expected losses	Loss allowance measured at life-time expected losses	
		Financial assets for which credit risk has increased significantly and not credit-impaired	Financial assets which are credit-impaired
Balance at the beginning of the year	**188.09**	-	**220.83**
Transferred to Lifetime ECL credit impaired - specific provision			
Bad debts recovered			
On Account of Rate Change	**(1.83)**	-	**17.99**
On Account of Disbursements	-	-	-
On Account of Repayments/Transfers *	**(177.69)**	-	**(1.31)**
Balance at the end of the year	**8.57**	-	**237.51**

*The reduction in provision is on account of repayments and transfer of portfolio during the year (Refer Note 38(2)).

For the year ended March 31, 2020

(₹ in Crores)

Investments and Loans	Loss allowance measured at 12 month expected losses	Loss allowance measured at life-time expected losses	
		Financial assets for which credit risk has increased significantly and not credit-impaired	Financial assets which are credit-impaired
Balance at the beginning of the year	51.74	4.67	81.01
Transferred to 12-month ECL	-	-	-
Transferred to Lifetime ECL credit impaired - collective provision	-	-	-
Transferred to Lifetime ECL credit impaired - specific provision		(4.56)	4.56
On Account of Rate Change	182.87	1.46	135.26
On Account of Disbursements	-	-	-
On Account of Repayments/Transfers *	(46.52)	(1.57)	-
Balance at the end of the year	188.09	-	220.83

* The reduction in provision is on account of repayments and transfer of portfolio during the year (Refer Note 38(2)).

ii) Movement in Expected Credit Loss on undrawn loan commitments (including revocable commitments):

(₹ in Crores)

Particulars	Expected Credit Loss on Loan Commitments as at March 31,	
	2021	2020
Balances as at the beginning of the year	-	1.61
Additions	-	-
Amount used/reversed	-	(1.61)
Balances as at the end of the year	-	-
Classified as Non-current	-	-
Classified as Current	-	-
Total	-	-

iii) The amounts of Financial Assets outstanding in the Balance Sheet along with the undrawn loan commitments (Refer Note 47(a)) as at the end of the reporting period represent the maximum exposure to credit risk.

Description of Collateral held as security and other credit enhancements

The Company generally ensures a security cover of more than 100% of the proposed facility amount. The Company periodically monitors the quality as well as the value of the security to meet the prescribed limits. The collateral held by the Company varies on case to case basis and includes:

i) First/Subservient charge on the Land and/or Building of the project or other projects

ii) First/Subservient charge on the fixed and current assets of the borrower

iii) Hypothecation over receivables from funded project or other projects of the borrower

iv) Pledge on Shares of the borrower or their related parties

v) Guarantees of Promoters/Promoter Undertakings

vi) Post dated/Undated cheques

vii) Pledge on investment in shares made by borrower entity

iv) The credit impaired assets as at the reporting dates were secured by charge on land and building and project receivables amounting to:

(₹ in Crores)

Particulars	As at March 31, 2021	As at March 31, 2020
Value of Security	166.94	192.55

48. The Company conducts research and development to find new sustainable chemical routes for pharmaceutical & herbal products. The Company is undertaking development activities for Oral Solids and Sterile Injectables, apart from other Active Pharmaceutical Ingredients.

The Company's research and development centers at Mumbai, Ennore and Ahmedabad have been transferred to Piramal Pharma Ltd. pursuant to transfer of pharma business. (Refer Note 53(a))

Details of additions to Property Plant & Equipments, Intangibles under Development and Revenue Expenditure for Department of Scientific & Industrial Research (DSIR) Recognised research and development facilities/division of the Company at Mumbai, Ennore and Ahmedabad for the year are as follows:

(₹ in Crores)

Description	For the year ended March 31, 2021	For the year ended March 31, 2020
Revenue Expenditure*	53.56	112.42
TOTAL	**53.56**	**112.42**
Capital Expenditure, Net		
Additions to Property Plant & Equipment	1.04	4.27
Additions to Intangibles under Development	3.39	7.30
TOTAL	**4.43**	**11.57**

*The amount included in Note 34, under R&D Expenses (net) does not include ₹40.68 Crores (Previous year: ₹81.54 Crores) relating to Ahmedabad locations. (Refer Note 53(a))

49. MOVEMENT IN PROVISIONS:

(₹ in Crores)

Particulars	Litigations/Disputes	
	2021	2020
Balances as at the beginning of the year	3.50	3.50
Additions	-	-
Unwinding of Discount	-	-
Revaluation of closing balances	-	-
Amount used	-	-
Unused amounts reversed	-	-
Balances as at the end of the year	**3.50**	**3.50**
Classified as Non-current	-	-
Classified as Current (Refer Note 24)	3.50	3.50
TOTAL	**3.50**	**3.50**

Provision for litigation/disputes represents claims against the Company not acknowledged as debts that are expected to materialise in respect of matters under litigation. Future cash outflows are determinable only on receipt of judgements/decisions pending with various forums/authorities.

50. INCOME TAXES RELATING TO OPERATIONS

a) Tax expense recognised in statement of profit and loss

(₹ in Crores)

Particulars	Year ended March 31, 2021	Year ended March 31, 2020
Current tax (for continuing and discontinuing operations):		
In respect of the current year	-	130.42
	-	**130.42**
Deferred tax (for continuing and discontinuing operations):		
In respect of the current year	**79.58**	(121.05)
Tax adjustment for earlier years (Refer note h)	-	385.62
	79.58	**264.57**
Total tax expense recognised	**79.58**	**394.99**
Total tax expense attributble to		
from continuing operations	**51.02**	390.40
from discontinuing operations	**28.56**	4.59

b) Tax (expense)/benefits recognised in other comprehensive income

(₹ in Crores)

Particulars	Year ended March 31, 2021	Year ended March 31, 2020
Current tax:	-	-
Deferred tax:		
Arising on income and expenses recognised in other comprehensive income:		
Fair value Remeasurement of hedging instruments entered into for cash flow hedges	**3.37**	(6.04)
Changes in fair values of equity instruments	**(10.46)**	-
Remeasurement of defined benefit obligation	**0.03**	(0.81)
Total tax expense recognised	**(7.06)**	**(6.85)**

c) Deferred tax balances

The following is the analysis of deferred tax assets/(liabilities) presented in the separate statement of financial position:

(₹ in Crores)

	March 31, 2021	March 31, 2020
Deferred tax assets	**160.58**	229.69
Deferred tax liabilities	**(39.22)**	(194.81)
	121.36	**34.88**

Deferred tax assets and liabilities are recognised for the future tax consequences of temporary differences between the carrying values of assets and liabilities and their respective tax bases. Deferred tax assets are recognised to the extent that it is probable that future taxable income will be available against which the deductible temporary differences could be utilised.

d) Movement of Deferred Tax during the year ended March 31, 2021

(₹ in Crores)

Particulars	Opening balance	Recognised in profit or loss	Recognised in other comprehensive income	Recognised in Capital reserves (Refer note 53(a))	Closing balance
Deferred tax (liabilities)/assets in relation to:					
Measurement of financial liabilities at amortised cost	**(19.64)**	**(11.63)**	-	-	**(31.27)**
Measurement of financial assets at amortised cost/fair value	**25.76**	**(2.19)**	**10.46**	-	**34.03**
Provision for assets of financial services	**100.83**	**(40.99)**	-	-	**59.84**
Fair value measurement of derivative contracts	**4.44**	**(1.23)**	**(3.37)**	-	**(0.16)**
Other Provisions	**5.23**	**6.09**	-	-	**11.32**
Property, Plant and Equipment and Intangible Assets	**(175.17)**	**8.38**	-	**159.00**	**(7.79)**
Deferred Revenue	**59.02**	**(23.34)**	-	-	**35.68**
Amortisation of expenses which are allowed in current year	**0.23**	**(0.04)**	-	-	**0.19**
Expenses that are allowed on payment basis	**32.87**	**(14.67)**	**(0.03)**	-	**18.17**
Recognition of lease rent expense	**1.31**	**0.04**	-	-	**1.35**
Total	**34.88**	**(79.58)**	**7.06**	**159.00**	**121.36**

Movement of Deferred Tax during the year ended March 31, 2020

(₹ in Crores)

Particulars	Opening balance	Recognised in profit or loss	Recognised in Other Comprehensive Income	Closing balance
Deferred tax (liabilities)/assets in relation to:				
Measurement of financial liabilities at amortised cost	**(62.99)**	**43.35**	-	**(19.64)**
Measurement of financial assets at amortised cost/fair value	**0.83**	**24.93**	-	**25.76**
Provision for assets of financial services	**45.67**	**55.15**	-	**100.83**
Fair value measurement of derivative contracts	**(4.36)**	**2.76**	**6.04**	**4.44**
Other Provisions	**7.96**	**(2.73)**	-	**5.23**
Property, Plant and Equipment and Intangible Assets	**(234.81)**	**59.64**	-	**(175.17)**
Deferred Revenue	**58.47**	**0.55**	-	**59.02**
Amortisation of expenses which are allowed in current year	**0.32**	**(0.09)**	-	**0.23**
Expenses that are allowed on payment basis	**58.52**	**(26.46)**	**0.81**	**32.87**
Unused tax credit (MAT credit entitlement)	**421.74**	**(421.74)**	-	-
Recognition of lease rent expense	**1.24**	**0.07**	-	**1.31**
Total	**292.60**	**(264.57)**	**6.85**	**34.88**

e) The income tax expense for the year can be reconciled to the accounting profit as follows:

(₹ in Crores)

Particulars	For the year ended March 31, 2021	For the year ended March 31, 2020
Profit before tax from continuing and discontinuing operations	**119.48**	539.84
Income tax expense calculated at 25.17%	**30.07**	**135.88**
Effect of expenses that are not deductible in determining taxable profit	**74.44**	42.93
Effect of incomes which are exempt from tax	-	(160.47)
Effect of deduction in tax for interest on Compulsorily Convertible Debentures	**(36.94)**	(13.03)
Tax adjustment for earlier years on account of new tax regime being opted (refer note h)	-	385.62
Effect of business loss off set against capital gain recognised in capital reserve	**8.90**	-
Effect of deduction from dividend income	**(21.13)**	-
Others	**24.24**	4.06
Income tax expense recognised in profit or loss	**79.58**	**394.99**

f) The tax rate used for the reconciliations above is the corporate tax rate of 25.17% for the year 2020-21 and 2019-20.

g) In assessing the realisability of deferred tax assets, the Company considers the extent to which it is probable that the deferred tax asset will be realised. The ultimate realisation of deferred tax assets is dependent upon the generation of future taxable profits during the periods in which those temporary differences and tax loss carry-forwards become deductible. The Company considers the expected reversal of deferred tax liabilities, projected future taxable income and tax planning strategies in making this assessment. Based on this, the Company believes that it is probable that the Company will realise the benefits of these deductible differences. The amount of deferred tax asset considered realisable, however, could be reduced in the near term if the estimates of future taxable income during the carry-forward period are reduced.

h) The Company during the previous year has exercised the option of lower tax permitted under Section 115BAA of the Income Tax Act, 1961 as introduced by the Taxation Laws (Amendment) Act, 2019 ('the Amendment Act'). Accordingly, the Company has recognised provision for income tax for the year ended March 31, 2020 basis the rate provided in the said Amendment Act. The Company has re-measured the opening balance of Deferred Tax Assets (net) including Minimum Alternate Tax (MAT) as at April 1, 2019 and accounted net tax expense of ₹385.62 Crores relating to the same in the previous year.

51. FAIR VALUE MEASUREMENT

a) Financial Instruments by category (net of ECL provision):

(₹ in Crores)

Particulars	March 31, 2021			March 31, 2020		
	FVTPL	FVTOCI	Amortised Cost	FVTPL	FVTOCI	Amortised Cost
Financial Assets						
Investments	**1,544.45**	**1,456.07**	**537.26**	858.76	492.47	1,132.56
Loans	-	-	**6,860.69**	-		10,949.37
Cash & Bank Balances	-	-	**966.11**	-		78.74
Trade Receivables	-	-	**155.08**	-		657.10
Other Financial Assets	-	-	**734.54**	-	-	118.86
	1,544.45	**1,456.07**	**9,253.68**	**858.76**	**492.47**	**12,936.63**
Financial liabilities						
Borrowings (including current maturities of Long-term Borrowings)	-	-	**6,671.90**	-	-	10,575.52
Trade Payables	-	-	**437.41**	-	-	617.82
Other Financial Liabilities	**0.64**	-	**76.44**	17.66		129.58
	0.64	-	**7,185.75**	**17.66**	-	**11,322.92**

b) Fair Value Hierarchy and Method of Valuation

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are (a) recognised and measured at fair value and (b) measured at amortised cost and for which fair values are disclosed in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the group has classified its financial instruments into the three levels prescribed under the accounting standard. An explanation of each level follows underneath the table.

(₹ in Crores)

Financial Assets	March 31, 2021					
	Notes	Carrying Value	Level 1	Level 2	Level 3	Total
Measured at FVTPL - Recurring Fair Value Measurements						
Investments						
Investments in Preference Shares	**i.**	**105.00**	-	-	**105.00**	**105.00**
Investments in debentures or bonds:						
Redeemable Non-Convertible Debentures	**iii.**	**554.60**	-	-	**554.60**	**554.60**
Investment in Alternative Investment Fund	**v.**	**634.84**	-	-	**634.84**	**634.84**
Measured at FVTOCI						
Investments in Equity Instruments	**iv.**	**1,456.07**	**1,456.07**	-	-	**1,456.07**
Measured at Amortised Cost for which fair values are disclosed						
Investments						
Investments in debentures or bonds (Gross of adjustment for Expected Credit Loss allowance)	**vii.**	**700.66**	**269.26**	-	**433.94**	**703.20**
Loans						
Term Loans (Gross of adjustment for Expected Credit Loss allowance)	**vii.**	**24.38**	-	-	**24.38**	**24.38**
Intercorporate Deposits (Gross of adjustment for Expected Credit Loss allowance)	**vii.**	**2,770.14**	-	-	**2,752.26**	**2,752.26**

(₹ in Crores)

Financial Liabilities	March 31, 2021					
	Notes	Carrying Value	Level 1	Level 2	Level 3	Total
Measured at Amortised Cost for which fair values are disclosed						
Borrowings (including Current Maturities of Long -Term Borrowings) (Gross)	viii.	6,671.90	-	-	6,727.84	6,727.84
Measured at FVTPL						
Derivative Financial Liabilities	vi.	0.64	-	0.64	-	0.64

(₹ in Crores)

Financial Assets	March 31, 2020					
	Notes	Carrying Value	Level 1	Level 2	Level 3	Total
Measured at FVTPL - Recurring Fair Value Measurements						
Investments						
Investments in Preference Shares	i.	105.00	-	-	105.00	105.00
Investments in debentures or bonds:						
Redeemable Optionally Convertible Debentures	ii.	23.13	-	-	23.13	23.13
Redeemable Non-Convertible Debentures	iii.	650.37	-	-	650.37	650.37
Investments in Share Warrants	iv.	1.48	-	-	1.48	1.48
Investment in Alternative Investment Fund	v.	78.77			78.77	78.77
Other Financial Assets						
Derivative Financial Assets	vi.	-	-	-	-	-
Measured at FVTOCI						
Investments in Equity Instruments	iv.	492.47	492.47	-	-	492.47
Measured at Amortised Cost for which fair values are disclosed						
Investments						
Investments in debentures or bonds (Gross of Expected Credit Loss allowance)	vii.	1,458.80	152.30	-	1,335.21	1,487.51
Loans						
Term Loans (Gross of Expected Credit Loss allowance)	vii.	32.68	-	-	-	-
Intercorporate Deposits (Gross of Expected Credit Loss allowance)	vii.	107.69	-	-	106.95	106.95

(₹ in Crores)

Financial Liabilities	March 31, 2020					
	Notes	Carrying Value	Level 1	Level 2	Level 3	Total
Measured at Amortised Cost for which fair values are disclosed						
Borrowings (including Current Maturities of Long-Term Borrowings) (Gross)	viii.	10,575.52	-	-	10,742.86	10,742.86
Measured at FVTPL						
Derivative Financial Liabilities	vi.	17.66	-	17.66	-	17.66

Except for those financial instruments for which the carrying amounts are mentioned in the above table, the Company considers that the carrying amounts recognised in the financial statements approximate their fair values.

For financial assets that are measured at fair value, the carrying amounts are equal to the fair values.

Level 1: Level 1 hierarchy includes financial instruments measured using quoted prices. This includes listed equity instruments, traded bonds and mutual funds that have quoted price. The fair value of all equity instruments (including bonds) which are traded in the stock exchanges is valued using the closing price as at the reporting period.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, traded bonds, over-the counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for Investment in Preference Shares, Alternative Investment Funds, Debentures, Term Loans and Inter Corporate Deposits.

Valuation techniques used to determine the fair values:

i. The fair value of the preference shares has been calculated by using price to earnings method.

ii. The fair value of the optionally convertible debentures has been calculated by using price to earnings method observed for comparable peers in the industry.

iii. Discounted cash flow method has been used to determine the fair value. The yield used for discounting has been determined based on trades, market polls, levels for similar issuer with same maturity, spread over matrices, etc. For instruments where the returns are linked to the share price of the investee company the equity price has been derived using Monte Carlo simulation and local volatility model using the inputs like spot rate, volatility surface, term structures and risk free rates from globally accepted 3rd party vendor for these data.

iv. This includes listed equity instruments which are fair valued using quoted prices and closing NAV in the market.

v. Investments in Alternative Investment Funds is valued basis the net asset value received from the fund house.

vi. This includes forward exchange contracts whose fair value is determined using forward exchange rate at the balance sheet date.

vii. Discounted cash flow method basis contractual cash flow has been used to determine the fair value. The discounting factor used has been arrived at after adjusting the rate of interest for the financial assets by the difference in the Government Securities rates from date of initial recognition to the reporting dates. Credit risk adjustment has not been considered while arriving at the fair values.

viii. Fair values of borrowings are based on discounted cash flow using a current borrowing rate. They are classified as Level 3 values hierarchy due to the use of unobservable inputs, including own credit risk. The discounting factor used has been arrived at after adjusting the rate of interest for the financial liabilities by the difference in the Government Securities rates from date of initial recognition to the reporting dates.

c) Fair value measurements for financial assets measured at FVTPL using significant unobservable inputs (level 3)

The following table presents the changes in level 3 items for the year ended March 31, 2021 and March 31, 2020.

(₹ in Crores)

Particulars	Debentures (NCDs & OCDs)	Preference shares	Alternative Investment Fund	Share Warrants	Total
As at April 1, 2019	816.21	115.00	43.90	-	975.11
Acquisitions	-	-	30.00	4.48	34.48
Gains/(Losses) recognised in profit or loss	57.86	(10.00)	4.87	(3.00)	49.73
Transfer out during the year	-	-	-	-	-
Realisations	(200.56)	-	-	-	(200.56)
As at March 31, 2020	673.51	105.00	78.77	1.48	858.76
Acquisitions	-	-	524.70	-	524.70
Gains/(Losses) recognised in profit or loss	(21.93)	-	31.37	(1.48)	7.96
Realisations	(96.98)				(96.98)
As at March 31, 2021	**554.60**	**105.00**	**634.84**	**-**	**1,294.44**

d) Valuation Process

The Company engages external valuation consultants to fair value below mentioned financial instruments measured at FVTPL . The main level 3 inputs used for preference shares and debentures are as follows:

1. For Non-Convertible Debentures, Waterfall approach has been used to arrive at the yields for securities held by the Company. For determining the equity prices Monte Carlo simulations and local volatility model using the inputs like spot rate, volatility surface, term structures and risk free rates from globally accepted 3rd party vendor for these data have been used.

2. For Preference Shares and Optionally Convertible Debentures, considered the value as maximum of debt value or equity value as on valuation date. For computation of debt value, discounted cash flow method has been used. For computation of equity value, market approach - comparable company multiple approach, the price to earnings multiple of peer companies in particular has been used.

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e) Sensitivity for instruments measured at FVTPL:

(₹ in Crores)

Nature of the instrument	Fair value As on March 31, 2021	Fair value As on March 31, 2020	Significant unobservable inputs*	Increase/ Decrease in the unobservable input	Sensitivity Impact for the year ended March 31, 2021		Sensitivity Impact for the year ended March 31, 2020	
					FV Increase	FV Decrease	FV Increase	FV Decrease
Non-Convertible Debentures	**554.60**	650.37	Discount rate	0.70%	**(1.45)**	**1.46**	1.25	(1.26)
			Equity component (projections)	10%	-	-	-	-
Optionally Convertible Debentures	-	23.13	Discount rate	1% for March 20	-	-	-	-
			Equity valuation	10% for March 20	-	-	6.00	(6.00)
Preference Shares	**105.00**	105.00	Equity valuation	10%	-	-	-	-
	105.00	105.00	Discount rate	0.375% (0.7% for March 20)	**(0.60)**	**0.60**	(1.06)	1.07

* There were no significant inter-relationships between unobservable inputs that materially affect fair values.

f) Management uses its best judgement in estimating the fair value of its financial instruments (including impact on account of COVID-19). However, there are inherent limitations in any estimation technique. Therefore, for substantially all financial instruments, the fair value estimates presented above are not necessarily indicative of all the amounts that the Company could have realised or paid in sale transactions as of respective dates. As such, the fair value of the financial instruments subsequent to the respective reporting dates may be different from the amounts reported at each year end.

52(a) (i) On December 19, 2019, 115,894 Compulsorily Convertible Debentures ("CCD") having face value of ₹151,000 per CCD were allotted to Caisse de dépôt et placement du Québec for an aggregate amount of ₹1,749.99 Crores. Each CCD is convertible into 100 equity shares having face value of ₹2 each.

(ii) On October 25, 2017, 464,330 Compulsorily Convertible Debentures ("CCD") having face value of ₹107,600 per CCD were allotted to the CCD holders for an aggregate amount of ₹4,996.19 Crores. Each CCD was convertible into 40 equity shares of ₹2 each. 225,000 equity shares were allotted by the Company pursuant to optional conversion of 5,625 CCDs by the CCD holders and 4,162,000 equity shares were allotted by the Company pursuant to optional conversion of 104,050 CCDs by the CCD holders during the year ended March 31, 2018 and March 31, 2019, respectively. During the three months ended June 30, 2019, 548,120 equity shares were allotted by the Company pursuant to optional conversion of 13,703 CCDs and 13,638,080 Equity shares were allotted pursuant to compulsory conversion of outstanding 340,952 CCDs on maturity, respectively.

52(b) (i) On December 24, 2019, the Company offered 27,929,649 equity shares under Rights Issue at a price of ₹1,300 per share (including premium of ₹1,298 per share). Out of the aforesaid issue, 26,385,861 equity shares were allotted by the Company on January 29, 2020 and 1,535,944 Rights Equity shares have been reserved for the CCD Holder (as per regulation 74(1) of Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018) and 7,844 Rights Equity Shares have been kept in abeyance.

(ii) On March 8, 2018, the Company had issued 8,310,275 equity shares under Rights Issue at a price of ₹2,380 per share (including premium of ₹2,378 per share). Out of this rights issue, 11,298 and 7,485,574 equity shares were allotted by the Company during the year ended March 31, 2019 and year ended March 31, 2018, respectively.

During the three months ended June 30, 2019 and September 30, 2019, 213,392 and 66 equity shares, respectively, were allotted by the Company under Rights Issue at a price of ₹2,380 per share (including premium of ₹2,378 per share) to the CCD holders out of the Right Equity shares reserved for them (as per regulation 53 of erstwhile Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009) and shares held in abeyance.

As on March 31, 2021, 24,573 Rights equity shares have been kept in abeyance. 575,372 Rights equity shares reserved for the CCD holders (as per regulation 53 of erstwhile Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009) have not been subscribed by them and these unsubscribed rights shall be dealt with by the Board of Directors of the Company, in accordance with the law and hence are considered to be dilutive in nature.

52(c) Proceeds from the rights issue have been utilised up to March 31, 2020 in the following manner:

(₹ in Crores)

Particulars	Planned	Actual till 31/03/2021
a) Repayment or prepayment, in full or in part, of certain borrowings in Piramal Enterprises Ltd & Piramal Capital Housing Finance Ltd	2,900.00	**2,900.00**
b) General Corporate Purposes	718.31	**517.62**
Add: Issue related expenses #	12.54	**12.54**
Total	**3,630.85**	**3,430.16**
Less: Rights Shares held in Abeyance (Refer note 52 (b))	(1.02)	-
Less: Rights Shares reserved in favour of Compulsorily Convertible Debenture Holders (Refer note 52 (b))	(199.67)	-
Total	**3,430.16**	**3,430.16**

Issue expenses of ₹14.77 Crores were incurred as against the estimated expenses of ₹12.54 Crores.

52(d) The National Company Law Tribunal had approved a "Scheme of Amalgamation" ("Scheme") of Piramal Phytocare Limited ("Transferor company"), an associate of the Company, with the Company and its respective shareholders vide it's order dated November 4, 2019. Pursuant to the necessary filings with Registrar of Companies, Mumbai, the Scheme has become effective from December 2, 2019 with the appointed date of April 1, 2018. As prescribed by the Scheme, 305,865 equity shares of the Company of ₹2/- each were issued to the shareholders of Transferor Company on December 13, 2019, as a consideration in the ratio of 1 fully paid up equity share of ₹2 each of the Company for every 70 equity shares of ₹10 each held in transferor Company.

The amalgamation has been accounted for under the "pooling of interest" method referred to in Appendix C of Ind AS 103 - Business Combinations of Entities under Common Control, as prescribed by the Scheme. Accordingly, all the assets, liabilities and reserves of transferor company as on April 1, 2018 have been aggregated with those of the Company at their respective book values. The comparative financial information in the financial statements of the Company have been restated for the accounting impact of merger, as if the merger had occurred from the beginning of the comparative period. The difference of ₹21.35 Crores between the net value of assets, liabilities and reserves of the transferor company acquired and the sum of (a) the face value of new shares issued and allotted pursuant to merger and (b) the carrying value of investment of the Company in equity shares of transferor Company being cancelled has been transferred to capital reserve of the Company, as prescribed by the Scheme. The impact of merger is not significant on the financial statements and EPS of the Company.

The book value of assets, liabilities and reserves taken over from the transferor companies as on the appointed date were transferred to the Company as mentioned below:

Particulars			**(₹ in Crores)**
Assets			
Non-Current Assets			
Property, Plant & Equipment		0.31	
Other Non-Current Assets		0.31	0.62
Current Assets			
Inventories		0.32	
Financial Assets:			
Trade Receivables		1.00	
Cash & Cash equivalents		1.98	
Bank balances other than above		0.00	
Other Financial Assets		0.21	
Other Current Assets		3.96	7.47
Total Assets	(I)		**8.09**

Particulars			**(₹ in Crores)**
Liabilities			
Non-Current Liabilities			
Provisions		0.45	0.45
Current Liabilities			
Financial Liabilities:			
Trade payables		2.90	
Other Financial Liabilities		1.18	
Other Current Liabilities		19.94	
Provisions		1.05	25.07
Total Liabilities	(II)		**25.52**
Reserves			
Securities Premium		2.50	
Surplus in Statement of Profit and Loss		(45.89)	(43.39)
Total Reserves	(III)		**(43.39)**
Net value of Assets, liabilities and reserves (I-II-III)			25.96
Less: Carrying value of investment of the Company in equity shares of transferor Company being cancelled			(4.55)
Less: Face value of new shares issued and allotted pursuant to merger			(0.06)
Amount Credited to Capital Reserve (Refer Note 17)			**21.35**

53. (A) DISCONTINUED OPERATIONS

(i) Transfer of Pharma Business:

The Board of Directors ('Board') of the Company at their meeting held on June 26, 2020, had *inter alia*, approved the sale of the major line of pharmaceuticals business, ('Pharma business'), including those held by the Company directly and through its wholly-owned subsidiaries, to Piramal Pharma Ltd., a subsidiary of the Company ('PPL'). The transaction was completed on October 6, 2020 on receipt of requisite approvals. The consideration received by the Company from PPL is ₹4,487 Crores and the excess of such consideration the net assets, net of tax, has been transferred to capital reserve, the transaction being a common control transaction under Ind AS 103 "Business Combinations".

Consequently, operations relating to the Pharma Business in respect of total income, total expenses and tax have been disclosed separately as Discontinued Operations as part of the results. The previous periods have been restated in the standalone financial statements to give effect to the presentation requirements of Ind AS 105: "Non-Current Assets Held for Sale and Discontinued Operations"

(ii) Analysis of profit/(loss) for the year from discontinued operations:

(₹ in Crores)

Particulars	**Year ended March 31, 2021**	**Year ended March 31, 2020**
Revenue from operations	**1,075.84**	2,206.29
Other income	**81.35**	33.94
Total Income (I)	**1,157.19**	**2,240.23**
Cost of Goods Sold	**395.38**	837.80
Other expenses	**535.70**	1,138.23
Total Expenses (II)	**931.08**	**1,976.03**
Profit/(Loss) before exceptional items and tax ((I)-(II))	**226.11**	**264.20**
Exceptional items	**(37.43)**	-
Profit/(Loss) before tax	**188.68**	**264.20**
Less:Tax expense	**28.56**	4.59
Profit/(Loss) from discontinued operations after tax	**160.12**	**259.61**
Other Comprehensive Income and (Expense) (OCI)		
Deferred gains/(losses) on cash flow hedge, net of tax	**4.30**	-
	4.30	**-**
Total Comprehensive Income, net of tax expense	**164.42**	**259.61**

Piramal

(iii) Cash flows from discontinued operations

(₹ in Crores)

Particulars	Year ended March 31, 2021	Year ended March 31, 2020
Net cash inflows from operating activities	**52.57**	90.91
Net cash outflows from investing activities	**(50.71)**	(112.35)
Net cash outflows from financing activities	**(1.12)**	(1.36)

53.(B) DISPOSAL OF PHARMACEUTICAL BUSINESS

(₹ in Crores)

Particulars	Year ended March 31, 2021
(i) Consideration received	
Consideration in form of cash received	**3,710.00**
Consideration in form of cash receivable	**592.00**
Consideration in form of shares	**185.00**
Total consideration	**4,487.00**
(ii) Analysis of asset and liabilities over which control was lost on October 6, 2020:	
Assets	
Property, Plant & Equipment	**1,273.29**
Investment in Subsidiaries, Associates and Joint Venture	**1,526.42**
Other Intangible Assets	**339.47**
Trade receivables	**458.82**
Inventories	**530.21**
Other assets	**570.60**
Total assets	**4,698.81**
Liabilities	
Trade payables	**516.60**
Other liabilities	**142.44**
Other Equity	**4.30**
Total liabilities	**663.34**
Net assets disposed off	**4,035.47**
(iii) Gain on disposal	
Consideration	**4,487.00**
Less: Net assets disposed off	**(4,035.47)**
Less: Difference in carrying value of investment transferred and fair value of shares received	**(98.56)**
Add: Tax adjusted in reserves	**93.79**
Gain on disposal	**446.76**

54. In accordance with Ind AS 108 'Operating Segments', segment information has been given in the consolidated financial statements of the Company, which are presented in the same Annual Report and therefore, no separate disclosure on segment information is given in these financial statements.

55. The financial statements have been approved for issue by Company's Board of Directors on May 13, 2021.

Signature to notes 1 to 55 of financial statements

For and on behalf of the Board of Directors

Ajay G. Piramal
Chairman
London, May 13, 2021

Vivek Valsaraj
Chief Financial Officer
Mumbai, May 13, 2021

Bipin Singh
Company Secretary
Mumbai, May 13, 2021

FORM AOC-1

(Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of the Companies (Accounts) Rules, 2014)

STATEMENT CONTAINING SALIENT FEATURES OF THE FINANCIAL STATEMENT OF SUBSIDIARIES/JOINT VENTURES

PART "A": SUBSIDIARIES

Name of the Subsidiary Company	PHL Fininvest Private Limited	Piramal International	Piramal Asset Management Pvt. Ltd. (singapore)	Piramal Holdings (Suisse) SA	Piramal Fund Management Private Limited	INDIAREIT Investment Management Co.	Piramal Asset Management Private Limited, India	Piramal Capital and Housing Finance Limited	Piramal Investment Advisory Services Private Limited	Piramal Investment Opportunities Fund	Piramal Systems and Technologies Private Limited
Reporting period for the subsidiary	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**December 31, 2020***	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**
Reporting currency	INR	INR	USD	CHF	INR	USD	INR	INR	INR	INR	INR
Average rate	-	-	74.24	80.49	-	74.24	-	-	-	-	-
Closing rate	-	-	73.12	77.50	-	73.12	-	-	-	-	-
Share capital (Including Additional Paid In Capital)	628.68	3.68	8.16	1,512.58	0.19	0.31	1.00	19,283.72	2.70	5.00	4.50
Reserves & Surplus	4,576.93	(3.68)	(26.80)	(1,495.08)	(11.99)	109.78	(6.13)	2,202.92	(4.52)	-	(55.24)
Total assets	13,001.28	-	5.77	29.86	218.33	110.44	5.94	52,656.68	556.88	5.01	0.86
Total liabilities	7,795.66	-	24.41	12.36	230.13	0.35	11.07	31,170.05	558.70	0.01	51.60
Investments	2,971.24	-	-	-	172.52	-	5.00	11,351.75	257.22	4.60	-
Turnover	1,933.58	-	3.39	1.01	17.76	11.55	1.08	4,924.89	39.76	0.16	-
Profit/ (Loss) before taxation	665.21	-	2.29	(2.54)	(34.72)	11.92	(0.44)	1,540.23	9.35	0.14	(50.18)
Provision for taxation	174.07	-	0.14	(6.19)	-	0.37	-	505.79	2.55	-	-
Profit/ (Loss) after taxation	491.14	-	2.14	3.65	(34.72)	11.55	(0.44)	1,034.44	6.81	0.14	(50.18)
Other Comprehensive Income / (Expense)	(0.47)	-	-	-	0.62	-	0.03	0.65	-	-	-
Proposed dividend	-	-	-	-	-	-	-	-	-	-	-
Effective % of shareholding	100	100	100	100	100	100	100	100	100	100	100

Name of the Subsidiary Company	Piramal Technologies SA	Piramal Dutch IM Holdco B.V.	PEL-DRG Dutch Holdco B.V.	PEL Finhold Private Limited	Piramal Consumer Products Private Limited	Piramal Securities Limited	Piramal Finance Sales and Service Private limited	Viridis Power Investment Managers Private Limited	Viridis Infrastructure Investment Managers Private Limited	Piramal Pharma Limited	Piramal Critical Care Deutschland GmbH
Reporting period for the subsidiary	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 4, 2021 to March 31, 2021**	**December 31, 2020***
Reporting currency	CHF	USD	USD	INR	INR	INR	INR	INR	INR	INR	EUR
Average rate	80.49	74.24	74.24	-	-	-	-	-	-	-	86.60
Closing rate	77.50	73.12	73.12	-	-	-	-	-	-	-	85.71
Share capital (Including Additional Paid In Capital)	25.58	152.20	152.20	0.03	14.57	42.00	0.10	0.01	0.01	994.60	79.60
Reserves & Surplus	(53.94)	2.47	206.10	(20.15)	7.30	(26.93)	0.53	(0.00)	(0.00)	3,106.02	(63.03)
Total assets	51.33	373.10	598.82	2.48	21.88	17.37	1.74	0.01	0.01	5,756.67	34.61
Total liabilities	79.70	218.43	240.52	22.59	0.01	2.30	1.11	0.00	0.00	1,656.05	18.05
Investments	22.60	367.05	-	-	-	-	-	-	-	1,591.52	-
Turnover	0.02	-	-	11.13	-	10.06	5.56	-	-	2,938.81	42.45
Profit/ (Loss) before taxation	(22.64)	(13.57)	541.03	(65.57)	0.75	0.51	0.71	(0.00)	(0.00)	686.78	(10.85)
Provision for taxation	-	-	-	0.09	0.19	0.06	0.18	-	-	115.28	-
Profit/ (Loss) after taxation	(22.64)	(13.57)	541.03	(65.65)	0.56	0.45	0.53	(0.00)	(0.00)	571.50	(10.85)
Other Comprehensive Income / (Expense)	-	-	-	-	-	0.16	-	-	-	3.27	-
Proposed dividend	-	-	-	-	-	-	-	-	-	-	-
Effective % of shareholding	100	100	100	100	100	100	100	100	100	80	80

Name of the Subsidiary Company	Piramal Critical Care Italia, S.P.A	Piramal Critical Care Limited	Piramal Healthcare (Canada) Limited	Piramal Healthcare (UK) Limited	Piramal Healthcare Pension Trustees Limited	Piramal Critical Care South Africa (Pty) Ltd	Piramal Dutch Holdings N.V.	Piramal Healthcare Inc.	Piramal Critical Care, Inc.
Reporting period for the subsidiary	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***
Reporting currency	EUR	USD	CAD	GBP	GBP	ZAR	USD	USD	USD
Average rate	86.60	74.24	56.22	97.06	97.06	4.56	74.24	74.24	74.24
Closing rate	85.71	73.12	58.02	100.71	100.71	4.93	73.12	73.12	73.12
Share capital (Including Additional Paid In Capital)	21.43	87.04	187.90	233.97	1.00	4.81	1,657.21	1,987.93	126.76
Reserves & Surplus	4.54	94.86	382.54	411.41	1.00	0.92	336.53	(810.22)	666.33
Total assets	44.86	1,227.59	601.41	1,205.77	-	43.04	3,062.82	1,182.57	2,395.57
Total liabilities	18.89	1,045.68	30.96	560.39	-	37.32	1,069.08	4.86	1,602.47
Investments	-	7.91	-	-	-	-	2,686.73	168.30	-
Turnover	46.30	306.41	284.33	784.50	-	26.67	0.45	19.29	1,207.02
Profit/ (Loss) before taxation	(6.37)	(69.13)	133.19	54.30	-	(0.62)	(35.49)	15.99	216.05
Provision for taxation	-	-	(19.86)	11.37	-	0.04	-	0.95	52.01
Profit/ (Loss) after taxation	(6.37)	(69.13)	153.05	42.93	-	(0.66)	(35.49)	15.03	164.03
Other Comprehensive Income / (Expense)	-	(3.45)	-	-	-	-	-	-	-
Proposed dividend	-	-	-	-	-	-	-	-	-
Effective % of shareholding	80	80	80	80	80	80	80	80	80

Name of the Subsidiary Company	Piramal Pharma Inc.	Piramal Pharma Solutions Inc.	PEL Pharma Inc.	Ash Stevens LLC	Piramal Critical Care B.V.	Piramal Critical Care Pty Limited	PEL Healthcare LLC	Piramal Pharma Solutions (Dutch) B.V.	CCPL
Reporting period for the subsidiary	**December 31, 2020**	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**December 31, 2020***	**March 31, 2021**
Reporting currency	USD	USD	USD	USD	EUR	AUD	USD	EUR	**INR**
Average rate	74.24	74.24	74.24	74.24	86.60	53.37	74.24	86.60	**1.00**
Closing rate	73.12	73.12	73.12	73.12	85.71	55.66	73.12	85.71	**1.00**
Share capital (Including Additional Paid In Capital)	61.10	104.80	73.48	327.49	8.57	2.78	134.28	-	**70.01**
Reserves & Surplus	(47.37)	(458.15)	(99.63)	160.34	(10.76)	0.09	(0.51)	(0.83)	**31.67**
Total assets	63.50	378.73	730.33	541.89	120.74	5.41	158.31	0.37	**197.71**
Total liabilities	49.77	732.08	756.48	54.06	122.93	2.54	24.53	1.19	**96.04**
Investments	-	-	522.79	-	-	-	-	-	**-**
Turnover	11.22	133.33	9.35	317.50	155.53	2.52	75.42	1.77	**8.80**
Profit/ (Loss) before taxation	(0.65)	(152.75)	(23.59)	70.21	(8.57)	0.23	(0.50)	0.09	**0.59**
Provision for taxation	0.03	(0.63)	0.02	-	-	0.03	0.01	-	**0.11**
Profit/ (Loss) after taxation	(0.67)	(152.13)	(23.61)	70.21	(8.57)	0.20	(0.51)	0.09	**0.48**
Other Comprehensive Income / (Expense)	-	-	-	-	-	-	-	-	**-**
Proposed dividend	-	-	-	-	-	-	-	-	**-**
Effective % of shareholding	80	80	80	80	80	80	80	80	**80**

* For the purposes of the Consolidated Financial Statements included in this annual report, the accounts of the Company have been rolled forward to March 31, 2021. The details provided herein, however, are based on the statutory financial year.

1. Name of the subsidiaries which are yet to commence operations-
   a) Viridis Power Investment Managers Private Limited
   b) Viridis Infrastructure Investment Managers Private Limited
   c) Piramal Pharma Solutions B.V.
2. Name of the subsidiaries which have been liquidated or sold or ceased to be subsidiary during the year-
   a) Searchlight Health Private Limited
3. Following are the new subsidiaries added during the year-
   a) PEL Healthcare LLC
   b) Convergence Chemicals Private Limited (Joint venture till 23rd February 2021 and Subsidiary W.e.f 24 February 2021 as per Indian Accounting standards)
   c) Viridis Power Investment Managers Private Limited
   d) Viridis Infrastructure Investment Managers Private Limited
   e) Piramal Finance Sales and Service Private limited

PART "B": ASSOCIATES AND JOINT VENTURES

Statement pursuant to Section 129(3) of the Companies Act, 2013 related to Associate Companies and Joint Ventures

Name of the Associates / Joint Ventures	India Resurgence ARC Private Limited*	India Resurgence Asset Management Business Private Limited*	Shrilekha Business Consultancy Private Limited ##	Asset Resurgence Mauritius Manager	Allergan India Private Limited*	Shriram Capital Limited ##
Latest Balance Sheet Date	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**	**March 31, 2021**
Shares of Associates / Joint Ventures held by the Company on the year end						
- Number	54,000,000	20,000,000	62,234,605	95,445	3,920,000	1,000
- Amount of Investment in Associate / Joint Venture	54.00	20.00	2,146.16	0.62	3.92	0.01
- Effective Holding %	50%	50%	74.95%	50%	39%	20%
Description of how there is significant influence	Based on shareholding and decision making power	Based on shareholding and decision making power	Based on shareholding and decision making power	Based on shareholding and decision making power	Based on shareholding and decision making power	Based on shareholding and decision making power
Reason why the associate / joint venture is not consolidated	Not Applicable since Equity accounting has been adopted	Not Applicable since Equity accounting has been adopted	Not Applicable since Equity accounting has been adopted	Not Applicable since Equity accounting has been adopted	Not Applicable since Equity accounting has been adopted	Not Applicable since Equity accounting has been adopted
Networth attributable to Shareholding as per latest Balance Sheet	52.03	5.00	3,700.50	2.98	109.67	0.01
Profit / Loss for the year						
i. Considered in Consolidation	0.67	-	239.16	(2.13)	39.84	-
ii. Not considered in Consolidation	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable

Piramal Enterprises Limited (PEL) holds 74.95% in Shrilekha Business Consultancy Private Limited, which holds 26.68% in Shriram Capital Limited (SCL), thereby giving PEL an effective interest of 20% in SCL. Shrilekha Business Consultancy Private Limited has been accounted as a Joint Venture in the financial statement in accordance with Indian Accounting standards.

* based on unaudited financial statements.

1. There are no associates / joint ventures which are yet to commence operations
2. Name of the associates / joint ventures which have been liquidated or sold or ceased to be associate/ joint venture during the year

a) Bluebird Aero Systems Limited

INDEPENDENT AUDITOR'S REPORT

To The Members of
Piramal Enterprises Limited
Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Piramal Enterprises 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 and joint ventures, which comprise the Consolidated Balance Sheet as at March 31, 2021, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Cash Flow Statement and the Consolidated Statement of Changes in Equity for the year then ended, and a summary of significant 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/financial information of the subsidiaries, associates and joint ventures 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 read with the Companies (Indian Accounting Standards) Rules, 2015, as amended ('Ind AS'), and other accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at March 31, 2021, 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 specified under Section 143 (10) of the Act (SAs). 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 and joint ventures 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 sub-paragraphs (a) of the Other Matters Section below, is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

Emphasis of Matter

As more fully described in Note 2(b)(i) to the Consolidated Financial statements, to assess the recoverability of certain assets, the Group has considered internal and external information in respect of the current and estimated future global including Indian economic indicators consequent to the global health pandemic. The actual impact of the pandemic may be different from that considered in assessing the recoverability of these assets.

Our opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement , 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.

Sr. No.	Key Audit Matter	Auditor's Response
1.	**Impairment loss allowance on loans and Investments pertaining to finance business** **Charge: (₹152.46) Crores for year ended March 31, 2021** **Provision: ₹2,819.77 Crores at March 31, 2021 (including on loan commitments of ₹109.83 Crores)** Refer to the accounting policies in Note 2(a)(ix), Note 2(b)(iv) and Note 49(f) to the consolidated financial statements	
1(a)	Of ₹2,819.77 Crores of expected credit loss provisioning as at March 31, 2021, ₹1,848.46 Crores (including on loan commitment of ₹90.23 Crores), are audited by Other Auditors of the Component. The Component is in the business of wholesale and retail lending primarily to the real estate and infrastructure sector. The key audit matter provided below is as communicated by the Other Auditors:	As principal auditors, we had issued written communication to the auditor of the component ('Other Auditors') for key audit procedures to be performed by them. In accordance with such communication, below is summary of procedures performed by the Other Auditors, as reported by them. • Performing an end to end process walkthroughs to identify the key systems, applications and controls used in the ECL processes. Testing the relevant manual controls, general IT and application controls over key systems used in the ECL process.

Sr. No.	Key Audit Matter	Auditor's Response
	Subjective estimate Under Ind AS 109, Financial Instruments, allowance for loan losses is determined using an expected credit loss (ECL) estimation model. The estimation of ECL on financial instruments involves significant judgement and estimates. The key areas where we identified significant management judgement and therefore increased levels of audit focus in the Component's estimation of ECLs are: • Data inputs – The application of ECL model requires several data inputs. This increases the risk relating to the completeness and accuracy of the data that has been used to create assumptions in the model. • Model estimations – Inherently judgemental models are used to estimate ECL which involves determining Probabilities of Default ("PD"), Loss Given Default ("LGD"), and Exposures at Default ("EAD"). The PD and the LGD are the key drivers of estimation complexity associated with Component's modelling approach. • Economic scenarios – Ind AS 109 requires the Component to measure ECLs on an unbiased forward-looking basis reflecting a range of future economic conditions. Significant management judgement is applied in determining the economic scenarios used and the probability weights applied to them especially when considering the current uncertain economic environment arising from COVID-19. • Qualitative adjustments – Adjustments to the model-driven ECL results are recorded by management to address known impairment model limitations or emerging trends as well as risks not captured by models. These adjustments are inherently uncertain and significant management judgement is involved in estimating these amounts especially in relation to economic uncertainty as a result of COVID-19. As a part of risk assessment, we determined that the effect of these matters has a high degree of estimation uncertainty, with a potential range of reasonable outcomes greater than our materiality for the financial statements as a whole, and possibly many times that amount. **Disclosures** The disclosures regarding the Component's application of Ind AS 109 are key to explaining the significant judgements and material inputs to the Ind AS 109 ECL results.	• Testing the design and operating effectiveness of the key controls over the completeness and accuracy of the key inputs, data and assumptions into the Ind AS 109 impairment models. • Testing the Component's controls over authorisation and calculation of management overlays. • Evaluating whether the methodology applied by the Component is compliant with the requirements of the relevant accounting standards and confirmed that the calculations are performed in accordance with the approved methodology, including checking mathematical accuracy of the workings. • Sample testing over key inputs, data and assumptions impacting ECL calculations to assess the completeness, accuracy and relevance of data and reasonableness of periods considered, economic forecasts, weights, and model assumptions applied. • Assessing the 'Governance Framework' over validation, implementation and model monitoring in line with the RBI guidance. • Testing certain model calculations through re-performance. • Assessing whether the disclosures on key judgements, assumptions and quantitative data with respect to impairment loss allowance in the financial statements are appropriate and sufficient. • Involvement of specialists by Other auditors – involved financial risk modelling specialists for the following: i. Evaluating the appropriateness of the Component's Ind AS 109 impairment methodologies and reasonableness of assumptions used (including management overlays). ii. For models which were changed or updated during the year, evaluating whether the changes were appropriate by assessing the updated model methodology. iii. The reasonableness of the Component's considerations of the impact of the current economic environment due to COVID-19 on the ECL determination. Additionally, audit oversight procedures carried out by us over the work performed by the Other Auditors w.r.t. wholesale loan portfolio consisted of: a) Reviewing a written summary of the audit procedures performed by the Other Auditors. b) Discussion with the Component's Management to understand the key assumptions (i.e. staging, EAD, PD and LGD rates) and other inputs, including macro-economic factors, used in the computation of ECL provision. c) Discussion with the Other Auditors on their assessment and conclusions relating to impact of COVID-19, macro-economic factors, triggers for significant increase in credit risk and other inputs used in computation of ECL provision. d) On a sample basis, independently retesting loan contracts and evaluating the key assumptions used in the computation of ECL provision. e) Discussion with the Other Auditors on their evaluation of events up to the date of the audit report, and obtaining communication in this regard.

<table>
<tr><th>Sr. No.</th><th>Key Audit Matter</th><th>Auditor's Response</th></tr>
<tr><td>1 (b)</td><td>Of ₹2,819.77 Crores of expected credit loss provisioning as at March 31, 2021, ₹720.04 Crores (including on loan commitment of ₹19.60 Crores), are audited by Other Auditors.

The Component is in the business of wholesale lending primarily to the real estate and infrastructure sector.

Subjective estimate

Under Ind AS 109, Financial Instruments, allowance for loan losses is determined using an expected credit loss (ECL) estimation model. The estimation of ECL on financial instruments involves significant judgement and estimates. The key areas where we identified significant management judgement and therefore increased levels of audit focus in the Component's estimation of ECLs are:

• Data inputs – The application of ECL model requires several data inputs. This increases the risk relating to the completeness and accuracy of the data that has been used to create assumptions in the model.

• Model estimations – Inherently judgemental models are used to estimate ECL which involves determining Probabilities of Default ("PD"), Loss Given Default ("LGD"), and Exposures at Default ("EAD"). The PD and the LGD are the key drivers of estimation complexity associated with Component's modelling approach.

• Economic scenarios – Ind AS 109 requires the Component to measure ECLs on an unbiased forward-looking basis reflecting a range of future economic conditions. Significant management judgement is applied in determining the economic scenarios used and the probability weights applied to them especially when considering the current uncertain economic environment arising from COVID-19

• Qualitative adjustments – Adjustments to the model-driven ECL results are recorded by management to address known impairment model limitations or emerging trends as well as risks not captured by models. These adjustments are inherently uncertain and significant management judgement is involved in estimating these amounts especially in relation to economic uncertainty as a result of COVID-19.

As a part of risk assessment, we determined that the effect of these matters has a high degree of estimation uncertainty, with a potential range of reasonable outcomes greater than our materiality for the financial statements as a whole, and possibly many times that amount.

Disclosures

The disclosures regarding the Component's application of Ind AS 109 are key to explaining the significant judgements and material inputs to the Ind AS 109 ECL results.</td><td>As principal auditors, we had issued written communication to the auditor of the component ('Other Auditors') for key audit procedures to be performed.

In accordance with such communication, the procedures performed by the Other Auditors, as reported by them, have been provided below:

• Performing an end to end process walkthroughs to identify the key systems, applications and controls used in the ECL processes. Testing the relevant manual controls, general IT and application controls over key systems used in the ECL process.
• Testing the design and operating effectiveness of the key controls over the completeness and accuracy of the key inputs, data and assumptions into the Ind AS 109 impairment models.
• Testing the Component's controls over authorisation and calculation of management overlays.
• Evaluating whether the methodology applied by the Component is compliant with the requirements of the relevant accounting standards and confirmed that the calculations are performed in accordance with the approved methodology, including checking mathematical accuracy of the workings.
• Sample testing over key inputs, data and assumptions impacting ECL calculations to assess the completeness, accuracy and relevance of data and reasonableness of periods considered, economic forecasts, weights, and model assumptions applied.
• Assessing the 'Governance Framework' over validation, implementation and model monitoring in line with the RBI guidance.
• Testing certain model calculations through re-performance.
• Assessing whether the disclosures on key judgements, assumptions and quantitative data with respect to impairment loss allowance in the Standalone financial statements are appropriate and sufficient.
• Involvement of specialists Other auditors – involved financial risk modelling specialists for the following:
i. Evaluating the appropriateness of the Component's Ind AS 109 impairment methodologies and reasonableness of assumptions used (including management overlays).
ii. For models which were changed or updated during the year, evaluating whether the changes were appropriate by assessing the updated model methodology.
iii. The reasonableness of the Component's considerations of the impact of the current economic environment due to COVID-19 on the ECL determination.

Additionally, audit oversight procedures carried out by us over the work performed by the Other Auditors consisted of:

• Reviewing a written summary of the audit procedures performed by the Other Auditors.
• Discussion with the Component's Management to understand the key assumptions (i.e. staging, EAD, PD and LGD rates) and other inputs, including macro-economic factors, used in the computation of ECL provision.
• Discussion with the Other Auditors on their assessment and conclusions relating to impact of COVID-19, macro-economic factors, triggers for significant increase in credit risk and other inputs used in computation of ECL provision.
• On a sample basis, independently retesting loan contracts and evaluating the key assumptions used in the computation of ECL provision.
• Discussion with the Other Auditors on their evaluation of events up to the date of the audit report, and obtaining communication in this regard.</td></tr>
<tr><td>1 (c)</td><td>Of ₹2,819.77 Crores of expected credit loss provisioning as at March 31, 2021, ₹246.08 Crores are audited by us.
The Parent as part of its financial services segment offers long-term and short-term wholesale lending primarily to the real estate and infrastructure sector. Loans and investment portfolio in the finance business are measured at amortised cost less impairment allowance for losses. The Company applies the expected credit loss (ECL) model for recognising impairment loss.</td><td>We performed the following key audit procedures:
a) We held discussions with the Management and performed an overall assessment of the ECL provision at each stage including management's assessment of COVID-19 impact, to determine if the provision was reasonable considering the Company's portfolio, risk profile, credit risk management practices and the macroeconomic environment.</td></tr>
</table>

Sr. No.	Key Audit Matter	Auditor's Response
	The Company's assessment of expected credit loss involves use of judgements and estimates, such as determination of probability of default (PD), determination of the staging , loss given default (LGD), exposure at default (EAD), estimating Management overlay for economic uncertainty expected to result from COVID 19 pandemic, forward-looking information and macro-economic factors, in computing the ECL on loans and investments.	b) We evaluated the design of internal controls relating to the computation of ECL provision, the key assumptions (i.e. staging, EAD, PD and LGD rates) and other inputs used therein, including macro-economic factors c) We selected a sample of loan contracts and tested the operating effectiveness of controls over computation of ECL provision, the key assumptions and inputs used therein, through inspection of evidence of performance of these controls or independently re-performing the control. d) Through a sample of loan contracts, we performed substantive procedures, including test of details to evaluate adequacy of ECL provisioning made.
2	Recoverable value assessment of Investment Property (Land Development Rights) – Carrying Value of ₹1,297.63 Crores and Recoverable Value of ₹1,579 Crores. [Refer to Note 2a(vii), 2b (ix) and Note 57 to the consolidated financial statements]	
	The Parent has acquired development rights for certain land parcels which are classified as Investment Property and held for capital appreciation. The management while determining the recoverable value has exercised significant judgements and estimates relating to expected revenue, related cost and risk-adjusted discount rates. We have identified recoverable value assessment of investment property as a key audit matter for the current year audit as the Company exercises significant judgement in estimating the recoverable value of investment property.	We performed the following key audit procedures: a) Obtained understanding of management's process and evaluated design and tested operating effectiveness of controls for determination of recoverable value of the investment property. b) Performed physical verification of the underlying Investment Property and corroborated the saleable area with the Letter of intent and independent architect certificate obtained by the management. c) Obtained the recoverable value working prepared by the management basis the inputs from an independent valuation expert for the project to evaluate the appropriateness of the underlying data, methodology applied and assumption used by the management for determining the recoverable value of investment property. We have also involved internal valuation specialist, to evaluate the appropriateness of the key assumptions used by the management for determining the recoverable value of investment property.

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 Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Business Responsibility Report, Corporate Governance, 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, joint ventures 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, joint ventures 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.

Management's Responsibility 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 and joint ventures in accordance with the Ind AS and other accounting principles generally accepted in India. The respective Board of Directors of the companies included in the Group and of its associates and joint ventures 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 its joint ventures 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 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 Board of Directors of the companies included in the Group and of its associates and joint ventures 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 intends 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 and joint ventures are also responsible for overseeing the financial reporting process of the Group and of its associates and joint ventures.

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 judgement 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 control 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 system 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 and joint ventures 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 and joint ventures 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 Group and its associates and joint ventures to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial information of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities 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 control 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

(a) We did not audit the financial statements/financial information of 22 subsidiaries, whose financial statements/financial information reflect total assets of ₹73,467.23 crores as at March 31, 2021, total revenues of ₹9,986.32 crores and net cash flows amounting to ₹354.97 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 ₹239.16

crores for the year ended March 31, 2021, as considered in the consolidated financial statements, in respect of an associate and a joint venture, whose financial statements/financial information have not been audited by us. These financial statements/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, joint venture and associate, and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries, joint venture and associate is based solely on the reports of the other auditors.

(b) We did not audit the financial statements/financial information of 17 subsidiaries, whose financial statements/financial information reflect total assets of ₹4,882.67 crores as at March 31, 2021, total revenues of ₹373.32 crores and net cash flows amounting to ₹26.26 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 ₹95.35 crores for the year ended March 31, 2021, as considered in the consolidated financial statements, in respect of two associates and seven joint ventures, whose financial statements/financial information have not been audited by us. These financial statements/financial information are unaudited and 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, joint ventures and associates, is based solely on such unaudited financial statements/financial information. In our opinion and according to the information and explanations given to us by the Management, these financial statements/financial information are not material to the Group.

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 and the financial statements/financial information certified by the Management.

Report on Other Legal and Regulatory Requirements

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 separate financial statements/ financial information of the subsidiaries, an associate and a joint venture 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 so far as it appears from our examination of those books, returns 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 Cash Flow Statement 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.

e) On the basis of the written representations received from the directors of the Parent as on March 31, 2021 taken on record by the Board of Directors of the Company and the reports of the statutory auditors of its subsidiary companies, an associate company and a joint venture company incorporated in India, none of the directors of the Group companies, its associate company and joint venture company incorporated in India is disqualified as on March 31, 2021 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 over financial reporting 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, an associate company and a joint venture company, incorporated in India. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of internal financial controls over financial reporting 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, and having regard to the independent legal opinions obtained by the Company, the remuneration paid by the Parent to its directors during the year is in accordance with the provisions of Section 197 read with Schedule V 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, its associate and a joint venture;

   ii) Provision has been made in the consolidated financial statements, as required under the applicable law or accounting standards, for material foreseeable losses, if any, 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, its subsidiary companies, an associate company and a joint venture company, incorporated in India.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Rupen K. Bhatt
Partner
(Membership No. 046930)
(UDIN: 21046930AAAACT9850)

Place: Mumbai
Date: June 1, 2021

ANNEXURE "A" TO THE INDEPENDENT AUDITOR'S REPORT

(Referred to in paragraph (f) under 'Report on Other Legal and Regulatory Requirements' Section of our report to the members of the Piramal Enterprises Limited of even date)

Report on the Internal Financial Controls Over Financial Reporting 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 Ind AS financial statements of the Company as of and for the year ended March 31, 2021, we have audited the internal financial controls over financial reporting of Piramal Enterprises Limited (hereinafter referred to as "the Parent") and its subsidiary companies, an associate company and a joint venture company, which are companies incorporated in India, as of that date.

Management's Responsibility for Internal Financial Controls

The respective Board of Directors of the Parent, its subsidiary companies, its associate companies and joint ventures, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting 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 (the "Guidance Note") issued by the ("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 over financial reporting of the Parent, its subsidiary companies, its associate company and its joint venture company, which are companies incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note issued by the ICAI 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. 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 over financial reporting 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 system over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, 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, an associate companies and a joint venture company, 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 system over financial reporting of the Parent, its subsidiary companies, its associate company and its joint venture company, which are companies incorporated in India.

Meaning of Internal Financial Controls Over Financial Reporting

A company's internal financial control over financial reporting 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 over financial reporting 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 Over Financial Reporting

Because of the inherent limitations of internal financial controls over financial reporting, 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 over financial reporting to future periods are subject to the risk that the internal financial control over financial reporting 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, its associate company and a joint venture company, which are companies incorporated in India, have, in all material respects, an adequate internal financial controls system over financial reporting and such internal financial controls over financial reporting were operating effectively as at March 31, 2021, based on the criteria for internal financial control over financial reporting established by the respective companies considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

Other Matters

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls over financial reporting insofar as it relates to ten subsidiary companies, an associate company and a joint venture company, which are companies incorporated in India, is based solely on the corresponding reports of the auditors of such companies 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: 21046930AAAACT9850)

Place: Mumbai
Date: June 1, 2021

CONSOLIDATED BALANCE SHEET

as at March 31, 2021

(₹ in Crores)

	Note No.	As at March 31, 2021		As at March 31, 2020	
ASSETS					
Non-Current Assets					
(a) Property, Plant & Equipment	3		**2,732.86**		2,432.90
(b) Capital Work-in-Progress			**400.84**		266.12
(c) Goodwill	41		**1,114.28**		1,139.07
(d) Other Intangible Assets	3		**2,522.19**		2,661.85
(e) Intangible Assets under development			**234.82**		250.99
(f) Right of Use Assets	55		**193.40**		181.65
(g) Investment property	57		**1,297.63**		-
(h) Financial Assets:					
(i) Investments					
- Investments accounted for using the equity method	4(a)	**4,316.85**		4,218.24	
- Other Investments	4(b)	**14,150.32**		12,274.16	
(ii) Loans	5	**27,387.67**		31,304.48	
(iii) Other Financial Assets	6	**519.52**	**46,374.36**	549.55	48,346.43
(i) Deferred tax assets (Net)	7		**937.24**		2,372.32
(j) Other Non-Current Assets	8		**1,443.82**		1,144.17
Total Non-Current Assets			**57,251.44**		**58,795.50**
Current Assets					
(a) Inventories	9		**1,299.23**		1,061.17
(b) Financial Assets:					
(i) Investments	4(b)	**3,562.09**		2,950.39	
(ii) Trade Receivables	10	**1,544.73**		1,324.39	
(iii) Cash & Cash equivalents	11	**5,719.01**		4,340.94	
(iv) Bank balances other than (iii) above	12	**1,305.71**		430.18	
(v) Loans	13	**5,045.61**		4,075.79	
(vi) Other Financial Assets	14	**605.99**	**17,783.14**	1,118.23	14,239.92
(c) Other Current Assets	15		**785.05**		801.99
(d) Asset classified as held for sale	56		-		10.00
Total Current Assets			**19,867.42**		**16,113.08**
Total Assets			**77,118.86**		**74,908.58**
EQUITY AND LIABILITIES					
Equity					
(a) Equity Share capital	16	**45.11**		45.11	
(b) Other equity	17	**33,972.85**		30,526.48	
(c) Non-controlling interests		**1,121.00**		-	
Total equity			**35,138.96**		**30,571.59**
Liabilities					
Non-current liabilities					
(a) Financial Liabilities:					
(i) Borrowings	18	**28,096.76**		20,306.25	
(ii) Lease Liabilities	55	**140.39**		144.20	
(iii) Other Financial Liabilities	19	-	**28,237.15**	0.72	20,451.17
(b) Provisions	20		**30.16**		65.21
(c) Deferred tax liabilities (Net)	21		**222.68**		8.22
(d) Other Non-Current Liabilities	22		**142.66**		139.39
Total Non-Current Liabilities			**28,632.65**		**20,663.99**
Current liabilities					
(a) Financial Liabilities:					
(i) Borrowings	23	**3,362.45**		7,949.91	
(ii) Trade payables					
Total outstanding dues of Micro enterprises and small enterprises		**32.49**		12.26	
Total outstanding dues of creditors other than Micro enterprises and small enterprises		**1,145.90**		977.57	
(iii) Lease liabilities	55	**47.51**		39.46	
(iv) Other Financial Liabilities	24	**8,187.18**	**12,775.53**	14,077.00	23,056.20
(b) Other Current Liabilities	25		**216.10**		159.54
(c) Provisions	26		**165.88**		244.35
(d) Current Tax Liabilities (Net)	27		**189.74**		212.91
Total Current Liabilities			**13,347.25**		**23,673.00**
Total Liabilities			**41,979.90**		**44,336.99**
Total Equity & Liabilities			**77,118.86**		**74,908.58**

The above Consolidated Balance Sheet should be read in conjunction with the accompanying notes.

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

Rupen K. Bhatt
Partner
Membership Number: 046930
Mumbai, June 1, 2021

For and on behalf of the Board of Directors

Ajay G. Piramal
Chairman
London, May 13, 2021

Vivek Valsaraj
Chief Financial Officer
Mumbai, May 13, 2021

Bipin Singh
Company Secretary
Mumbai, May 13, 2021

CONSOLIDATED STATEMENT OF PROFIT AND LOSS

for the Year ended March 31, 2021

(₹ in Crores)

	Note No.	Year ended March 31, 2021		Year ended March 31, 2020	
Revenue from operations	29		12,809.35		13,068.29
Other Income (Net)	30		363.64		491.11
Total Income			13,172.99		13,559.40
Expenses					
Cost of materials consumed	31	1,412.20		1,377.19	
Purchases of stock-in-trade	32	664.69		473.45	
Changes in inventories of finished goods, work-in-progress and stock-in-trade	33	(155.30)		(173.82)	
Employee benefits expense	34	1,650.47		1,610.20	
Finance costs	35	4,208.53		5,320.62	
Depreciation and amortisation expense	3 & 55	560.88		520.30	
Impairment on financial instruments (including commitments)	49 (f)	9.91		1,874.72	
Other expenses, (Net)	36	1,763.13		1,639.18	
Total Expenses			10,114.51		12,641.84
Profit before share of net profit of associates and joint ventures, exceptional items and tax			3,058.48		917.56
Share of net profit of associates and joint ventures	4 (a)		338.43		489.56
Profit after share of net profit of associates and joint ventures before exceptional items and tax			3,396.91		1,407.12
Exceptional Items	37		58.86		-
Profit after share of net profit of associates and joint ventures and before tax			3,455.77		1,407.12
Less: Income Tax Expense					
Current Tax (including tax expense of prior years)	52		377.79		355.81
Deferred Tax, Net	52		406.83		(152.97)
Tax adjustment of earlier years	52		1,258.29		1,757.59
			2,042.91		1,960.43
Profit/ (Loss) from continuing operations after tax and share of profit of associates and joint ventures			1,412.86		(553.31)
Profit/(loss) before tax from discontinued operations	56(a)		-		(131.74)
Gain on disposal of Healthcare Insights & Analytics group (net of transaction cost)	56(a)		-		757.48
Less:Tax expense on above	56(a)		-		51.29
Profit from discontinued operations			-		574.45
Profit for the year			1,412.86		21.14
Other Comprehensive Income/(Expenses) (OCI):					
A. Items that will not be reclassified to profit or loss					
(a) Changes in fair values of equity instruments through OCI	38	363.31		(1,359.46)	
(b) Remeasurement of Post Employment Benefit plans	38	(3.69)		(4.20)	
Less: Income Tax Impact on above	38 & 52	10.72		1.05	
B. Items that will be reclassified to profit and loss					
(a) Deferred gains/(losses) on cash flow hedge	38	23.31		(46.75)	
(b) Deferred gains/(losses) on cash flow hedge of discontinued operations	38	-		3.92	
(c) Exchange differences on translation of financial statements of foreign operations	38	(18.01)		372.97	
(d) Exchange differences on translation of discontinued operation	38	-		115.83	
(e) Gain on bargain purchase		7.43		-	
Less: Income Tax Impact on above	38 & 52	3.78		(36.64)	
Other Comprehensive Income/(Expense)			386.85		(953.28)
Total Comprehensive Income for the year			1,799.71		(932.14)
Profit for the year attributable to:					
- Owners of the Company			1,332.34		24.03
- Non-controlling interests			80.52		(2.89)
Other Comprehensive income/(expense) for the year attributable to:					
- Owners of the Company			376.79		(953.28)
- Non-controlling interests			10.06		-
Total Comprehensive income/(loss) for the year attributable to:					
- Owners of the Company			1,709.13		(929.25)
- Non-controlling interests			90.58		(2.89)
Total Comprehensive Income/(Loss) attributable to owners of Piramal Enterprises Limited:					
Continuing operations			1,709.13		(1,626.34)
Discontinued operations			-		697.09
Earnings per equity share (for continuing operation):	45				
Basic EPS (in ₹)			56.19		(26.25)
Diluted EPS (in ₹)			55.68		(26.25)
Earnings per equity share (for discontinued operation):	45				
Basic EPS (in ₹)			-		27.39
Diluted EPS (in ₹)			-		27.39
Earnings per equity share (for discontinued and continuing operation):	45				
Basic EPS (in ₹)			56.19		1.14
Diluted EPS (in ₹)			55.68		1.14

The above Consolidated Statement of Profit and Loss should be read in conjunction with the accompanying notes.

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

Rupen K. Bhatt
Partner
Membership Number: 046930
Mumbai, June 1, 2021

For and on behalf of the Board of Directors

Ajay G. Piramal
Chairman
London, May 13, 2021

Vivek Valsaraj
Chief Financial Officer
Mumbai, May 13, 2021

Bipin Singh
Company Secretary
Mumbai, May 13, 2021

CONSOLIDATED CASH FLOW STATEMENT

for the Year ended March 31, 2021

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
A. CASH FLOW FROM OPERATING ACTIVITIES		
Profit before share of net profit of associates and joint ventures, exceptional items and tax from Continuing operations	**3,058.48**	917.56
Loss before tax from discontinued operations	**-**	(106.37)
Adjustments for:		
Depreciation and amortisation expense	**560.88**	659.04
Provision written back	**(4.71)**	(120.28)
Finance Costs attributable to other than financial services operations	**142.67**	766.24
Interest Income on Current Investments, Loans and bank deposits	**(39.34)**	(160.93)
Measurement of financial assets at FVTPL	**69.43**	126.86
Loss/ (Gain) on Sale of Property Plant and Equipment	**1.89**	(2.40)
Loss/(Profit) on Sale on Non-Current Investment	**10.13**	(6.01)
Gain on conversion of joint venture into subsidiary	**(26.31)**	-
Amortisation of grants & Other deferred income	**(28.75)**	(19.36)
Fair Value gain on Contingent Consideration	**(162.08)**	(8.38)
Write back of contingent and deferred consideration	**-**	(81.30)
Property, Plant & Equipment written off	**3.43**	-
Provision for Inventories	**8.45**	74.58
Impairment on financial instruments (including commitments)	**9.91**	1,874.72
Trade Receivables written off and Expected Credit Loss on Trade Receivables	**9.48**	9.82
Provision for Doubtful Advances	**78.96**	-
Unrealised foreign exchange loss	**24.71**	3.92
Operating Profit Before Working Capital Changes	**3,717.23**	**3,927.71**
Adjustments For Changes In Working Capital:		
Adjustments for (increase)/decrease in operating assets		
- Trade receivables	**(238.57)**	(159.02)
- Other Current Assets	**20.78**	(348.86)
- Other Non-Current Assets	**6.05**	23.65
- Other Financial Assets – Non-Current	**66.15**	(502.01)
- Other Financial Assets – Loans - Non-Current	**3,736.05**	1,501.71
- Inventories (including development rights)	**(231.24)**	(304.42)
- Other Financial Assets – Current	**(0.30)**	178.76
- Other Financial Assets – Loans – Current	**(845.47)**	816.61
- Amounts realised from Debentures and Alternate Investment Funds (Net)	**516.62**	2,294.51
- Amounts invested in Mutual Funds	**(2,139.29)**	18.48
Adjustments for increase/(decrease) in operating liabilities		
- Trade Payables	**183.95**	171.26
- Non-Current provisions	**(38.86)**	10.05
- Other Current Financial Liabilities	**9.32**	79.68
- Other Current Liabilities	**47.50**	(42.20)
- Current provisions	**(1.01)**	(0.61)
- Other Non-current Financial Liabilities	**4.30**	(65.71)
- Other Non-current Liabilities	**2.50**	75.73
- Interest accrued	**(391.36)**	686.02
Cash Generated from Operations	**4,424.35**	**8,361.34**
- Taxes Paid (Net of Refunds)	**(759.81)**	(845.00)
Net Cash Generated from Operating Activities *	**3,664.54**	**7,516.34**

Note: *Includes interest received ₹4,265.67 Crores (Previous year: ₹7,327.11 Crores), Dividend Received ₹34.94 Crores (Previous year: ₹17.25 Crores) and interest paid during the year ₹4,424 Crores (Previous year: ₹4,104.64 Crores) pertaining to financial services operations.

	Year ended March 31, 2021	Year ended March 31, 2020
B. CASH FLOW FROM INVESTING ACTIVITIES		
Payments for Purchase of Property Plant and Equipment/Intangible Assets	**(595.18)**	(470.66)
Proceeds from Sale of Property Plant and Equipment/Intangible Assets	**4.94**	4.13
Payments for acquisition of Investment property (Refer Note 57)	**(1,297.63)**	-
Interest Received	**36.55**	157.43
Bank balances not considered as Cash and cash equivalents		-
- Fixed deposits placed	**(13,425.48)**	(1,975.90)
- Matured	**12,516.14**	1,659.66

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
(Investment in)/ sale of investment held at FVTOCI	**(600.29)**	2,252.41
Proceeds from sale of investment in subsidiary (Net)	**-**	5,791.89
Sale of investment measured at FVTPL	**-**	7.80
Purchase of investment measured at FVTPL	**(2.74)**	(10.67)
Proceeds from sale of Associate	**21.74**	-
Dividend/redemption received from Associates/Joint Ventures	**164.04**	78.73
Investment in Associate/Joint Venture	**(14.99)**	(34.97)
Loan repaid by Joint Venture	**7.75**	4.55
Payment of Deferred consideration	**-**	(6.42)
Payment of Contingent consideration	**-**	(2.09)
Amount paid on acquisition of subsidiaries (Refer Note 58)	**(197.39)**	-
Receipt of deferred cash consideration	**600.29**	-
Proceeds of asset (held for sale)	**10.00**	-
Release of escrow deposit	**-**	12.80
Net Cash (Used in)/ Generated from Investing Activities	**(2,772.25)**	**7,468.69**
C. CASH FLOW FROM FINANCING ACTIVITIES		
Proceeds from Non-Current Borrowings [Excludes Exchange Fluctuation Gain of ₹57.39 Crores (Previous Year Loss ₹140.21 Crores) on reinstatement of Foreign Currency Loan]		
- Receipts	**20,631.79**	24,558.39
- Payments	**(19,551.44)**	(33,148.88)
Proceeds from Current Borrowings [Excludes Exchange Fluctuation Gain of ₹3.64 Crores (Previous Year Loss ₹15.09 Crores) on reinstatement of Foreign Currency Loan]		
- Receipts	**21,068.14**	67,752.23
- Payments	**(22,745.02)**	(75,739.41)
Lease payments		
- Principal	**(52.03)**	(87.72)
- Interest	**(14.77)**	(27.06)
Proceeds from Compulsorily Convertible Debentures Issue	**-**	1,749.99
Proceeds from Compulsorily Convertible Preference share Issue	**75.00**	-
Expenses incurred on conversion of Compulsorily Convertible Debentures	**-**	(3.82)
Expenses incurred on issue of Compulsorily Convertible Debentures	**-**	(5.45)
Coupon Payment on Compulsorily Convertible Debentures	**(160.19)**	(150.67)
Proceeds from Right Issue	**-**	3,480.95
Amount received towards issue of shares to NCI, net of transaction cost	**3,146.59**	-
Rights share issue expenses	**-**	(14.77)
Gains on forward contracts taken against the inflow from equity investment from Investors in Pharma segment	**100.80**	-
Finance Costs Paid (other than those attributable to financial services operations)	**(111.54)**	(714.38)
Dividend Paid	**(315.75)**	(556.73)
Dividend Distribution Tax Paid	**-**	(111.23)
Net Cash Generated from/(Used in) Financing Activities	**2,071.58**	**(13,018.56)**
Net Increase in Cash & Cash Equivalents [(A)+(B)+(C)]	**2,963.87**	**1,966.47**
Cash and Cash Equivalents as at April 1	**2,611.58**	**623.24**
Add: Effect of exchange fluctuation on cash and cash equivalents	**(4.22)**	**21.87**
Add: Cash balance acquired	**10.42**	**-**
Cash and Cash Equivalents as at March 31	**5,581.65**	**2,611.58**
Cash and Cash Equivalents Comprise of:		
Cash on Hand	**0.16**	1,585.54
Balance with Scheduled Banks in Current Accounts	**5,163.76**	1,700.34
Fixed Deposit with original maturity of less than 3 months	**555.09**	1,055.06
Bank Overdraft	**(137.36)**	(1,729.36)
	5,581.65	**2,611.58**

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes.

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

Rupen K. Bhatt
Partner
Membership Number: 046930
Mumbai, June 1, 2021

For and on behalf of the Board of Directors

Ajay G. Piramal
Chairman
London, May 13, 2021

Vivek Valsaraj
Chief Financial Officer
Mumbai, May 13, 2021

Bipin Singh
Company Secretary
Mumbai, May 13, 2021

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the Year ended March 31, 2021

A. Equity Share Capital (Refer Note 16):

(₹ in Crores)

Particulars	
Balance as at April 1, 2019	**36.89**
Changes in Equity Share Capital during the year (Refer note 60 (a), 60 (b) and 61)	8.22
Balance as at March 31, 2020	**45.11**
Changes in Equity Share Capital during the year	-
Balance as at March 31, 2021	**45.11**

B. Other Equity (Excluding share application money pending allotment):

(₹ in Crores)

		Attributable to the owners of Piramal Enterprises Limited														
		Reserves & Surplus									Other Items in OCI					
Particulars	Notes	Equity Component of Compulsorily Convertible Debentures	Securities Premium	Capital Reserve	Capital Redemption Reserve	Debenture Redemption Reserve	General Reserve	Reserve Fund U/S 45-IC (1) Of Reserve Bank Of India Act, 1934	Reserve Fund u/s 29C of the NHB Act, 1987	Retained Earnings	Foreign Currency Translation Reserve	FVTOCI – Equity Instruments	FVTOCI – Debt Instruments	Cash Flow Hedging Reserve	Other equity	Non-controlling Interests
Balance as at April 1, 2019		**3,359.71**	**2,944.50**	**78.01**	**61.73**	**1,516.88**	**5,714.60**	**23.50**	**288.52**	**11,352.73**	**161.16**	**1,666.90**	**11.58**	**3.32**	**27,183.14**	**9.03**
Profit/ (Loss) after tax for the year		-	-	-	-	-	-	-	-	24.03	-	-		-	24.03	(2.89)
Other Comprehensive Income/ (Expense), net of tax expense for the year		-	-	-	-	-	-	-		(3.15)	325.41	(1,359.46)		(35.83)	(1,073.03)	-
Add: Reclassification to profit & loss on disposal of discontinued operations (Refer note 56 (a))		-	-	-	-	-	-	-	-	-	115.83	-	-	3.92	119.75	-
On account of adoption of Ind AS 116 (Refer note 55)		-	-	-	-	-	-	-	-	18.06	-	-	-	-	18.06	-
Issue and conversion of Compulsorily Convertible Debentures into Equity Shares (Refer Note 60(a))		(1,832.36)	3,295.69	-	-	-	-	-	-	-	-	-	-	-	1,463.33	-
Rights Issue of Equity Shares (Refer Note 60(b))		-	3,475.65	-	-	-	-	-	-	-	-	-	-	-	3,475.65	-
Transfer on sale FVTOCI–Designated Instruments (Refer note 4)	17	-	-	-	-	-	-	-	-	615.70	-	(615.70)	-	-	-	-
Expenses incurred on conversion of Compulsorily Convertible Debentures		-	(3.82)	-	-	-	-	-	-	-	-	-	-	-	(3.82)	-
Expenses incurred on rights issue of equity shares		-	(14.77)	-	-	-	-	-	-	-	-	-	-	-	(14.77)	-
Transfer from Debenture Redemption Reserve		-	-	-	-	(694.35)	-	-	-	694.35	-	-	-	-	-	-
Transfer to Reserve Fund U/S 45-IC (1) of Reserve Bank Of India Act, 1934		-	-	-	-	-		17.75	-	(17.75)	-	-	-	-	-	-
Transfer to Reserve Fund U/s 29C of The NHB Act, 1987		-	-	-	-	-	-	-	6.10	(6.10)	-	-	-	-	-	-
Transaction with Non-controlling interest										5.36	-	-	-	-	5.36	(6.14)
Dividend Paid during the year		-	-	-	-	-	-	-	-	(556.77)	-	-	-	-	(556.77)	-
Dividend Distribution Tax thereon		-	-	-	-	-	-	-	-	(114.45)	-	-	-	-	(114.45)	-
Balance as at March 31, 2020		**1,527.35**	**9,697.25**	**78.01**	**61.73**	**822.53**	**5,714.60**	**41.25**	**294.62**	**12,012.01**	**602.40**	**(308.26)**	**11.58**	**(28.59)**	**30,526.48**	**-**

(₹ in Crores)

Particulars	Notes	Attributable to the owners of Piramal Enterprises Limited														Non-controlling Interests
		Reserves & Surplus									Other Items in OCI				Other equity	
		Equity Component of Compulsorily Convertible Debentures	Securities Premium	Capital Reserve	Capital Redemption Reserve	Debenture Redemption Reserve	General Reserve	Reserve Fund U/S 45-IC (1) Of Reserve Bank Of India Act, 1934	Reserve Fund u/s 29C of the NHB Act, 1987	Retained Earnings	Foreign Currency Translation Reserve	FVTOCI - Equity Instruments	FVTOCI - Debt Instruments	Cash Flow Hedging Reserve		
Balance as at April 1, 2020		**1,527.35**	**9,697.25**	**78.01**	**61.73**	**822.53**	**5,714.60**	**41.25**	**294.62**	**12,012.01**	**602.40**	**(308.26)**	**11.58**	**(28.59)**	**30,526.48**	**-**
Issue of share to non-controlling interests by the subsidiary company		-	3,249.49	-	-	-	-	-	-	(831.19)	-	-	-	-	2,418.30	1,030.42
Profit/ (Loss) after tax for the year		-	-	-	-	-	-	-	-	1,332.34	-	-	-	-	1,332.34	80.52
Other Comprehensive Income/ (Expense), net of tax expense for the year		-	-	-	-	-	-	-	-	(2.93)	(18.27)	373.77	-	16.79	369.36	10.06
Gain on bargain purchase on acquisition of subsidiary (Refer Note 58(i))		-	-	7.43	-	-	-	-	-	-	-	-	-	-	7.43	-
Tax on transfer of pharma business to Piramal Pharma Limited	17	-	-	(66.81)	-	-	-	-	-	-	-	-	-	-	(66.81)	-
Transaction cost towards issue of shares to non-controlling interest		-	-	-	-	-	-	-	-	(298.50)	-	-	-	-	(298.50)	-
Transfer from Debenture Redemption Reserve		-	-	-	-	(818.37)	-	-	-	818.37	-	-	-	-	-	-
Transfer to Reserve Fund U/S 45-IC (1) of Reserve Bank Of India Act, 1934		-	-	-	-	-	-	99.43	-	(99.43)	-	-	-	-	-	-
Transfer to Reserve Fund U/s 29C of The NHB Act, 1987		-	-	-	-	-	-	-	206.89	(206.89)	-	-	-	-	-	-
Dividend Paid during the year		-	-	-	-	-	-	-	-	(315.75)	-	-	-	-	(315.75)	-
Balance as at March 31, 2021		**1,527.35**	**12,946.74**	**18.63**	**61.73**	**4.16**	**5,714.60**	**140.68**	**501.51**	**12,408.03**	**584.13**	**65.51**	**11.58**	**(11.80)**	**33,972.85**	**1,121.00**

C. Share Application money pending allotment (Refer Note 17 & 61):

(₹ in Crores)

Particulars	
Balance as at March 31, 2019	**4.24**
Movement during the year	(4.24)
Balance as at March 31, 2020	**-**
Movement during the year	-
Balance as at March 31, 2021	**-**

The above Consolidated Statement of Changes in Equity to be read in conjunction with accompanying notes.

In terms of our report attached
For **Deloitte Haskins & Sells LLP**
Chartered Accountants

Rupen K. Bhatt
Partner
Membership Number: 046930
Mumbai, June 1, 2021

For and on behalf of the Board of Directors

Ajay G. Piramal
Chairman
London, May 13, 2021

Vivek Valsaraj
Chief Financial Officer
Mumbai, May 13, 2021

Bipin Singh
Company Secretary
Mumbai, May 13, 2021

1. GENERAL INFORMATION

Piramal Enterprises Limited (PEL) (including its subsidiaries) is one of India's large diversified companies, with a presence in Pharmaceuticals and Financial Services.

In Pharma, through end-to-end manufacturing capabilities across 13 global facilities and a large global distribution network to over 100 countries, PEL sells a portfolio of niche differentiated pharma products and provides an entire pool of pharma services (including in the areas of injectable, HPAPI etc.). The Company is also strengthening its presence in the Consumer Products segment in India.

In Financial Services, Group provides comprehensive financing solutions to various companies. It provides both wholesale and retail funding opportunities across sectors. In real estate, the platform provides housing finance and other financing solutions across the entire capital stack ranging from early stage private equity, structured debt, senior secured debt, construction finance, and flexi lease rental discounting. The wholesale business in non-real estate sector includes separate verticals - Corporate Finance Group (CFG) and Emerging Corporate Lending (ECL). CFG provides customised funding solutions to companies across sectors such as infrastructure, renewable energy, roads, industrials, auto components etc. while ECL focuses on lending towards Small and Medium Enterprises (SMEs). The Group has also launched Distressed Asset Investing platform that invests in equity and/or debt in assets across sectors (other than real estate) to drive restructuring with active participation in turnaround. The Group also has strategic alliances with top global funds such as APG Asset Management, Bain Capital Credit, CPPIB Credit Investment Inc. and Ivanhoé Cambridge (CDPQ). The Group has long-term equity investments in Shriram Group, a leading financial conglomerate in India.

PEL is a public limited Company incorporated and domiciled in India and has its registered office at Mumbai, India. It is listed on the BSE Limited and the National Stock Exchange of India Limited in India.

2A. SIGNIFICANT ACCOUNTING POLICIES

i) Basis of preparation

Compliance with Ind AS

The Consolidated financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act) read with Companies (Indian Accounting Standards) Rules, 2015, as amended, and other relevant provisions of the Act.

Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or a revision to the existing accounting standard requires a change in the accounting policy hitherto in use.

The Separate financial statements are presented in addition to the consolidated financial statements presented by the Group.

Historical Cost convention

The Consolidated financial statements have been prepared on the historical cost basis except for the following:

a) certain financial instruments and contingent consideration – measured at fair value

b) assets classified as held for sale – measured at fair value less cost to sell

c) cash settled stock appreciation rights – measured at fair value

d) plan assets of defined benefit plans, which are measured at fair value

ii) Principles of consolidation and equity accounting

(a) Subsidiaries:

Subsidiaries are all entities (including Structured entities) over which the group has control. Control is achieved when the Group has power over the investee, is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to use its power to affect its returns. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations by the group.

The group combines the financial statements of the parent and its subsidiaries line by line adding together like items of assets, liabilities, equity, income and expenses. Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit and loss, consolidated statement of changes in equity and balance sheet respectively.

(b) Associates:

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. Investments in associates are accounted for using the equity method of accounting (see (d) below), after initially being recognised at cost. Wherever necessary, adjustments are made to financial statements of associates to bring there accounting policies in line with those used by the other members of group.

(c) Joint Arrangements:

Under Ind AS 111 Joint Arrangements, investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement.

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities relating to the arrangement.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The Group recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the financial statements under the appropriate headings.

Interests in joint ventures are accounted for using the equity method (see (d) below), after initially being recognised at cost in the consolidated balance sheet.

(d) Equity method:

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of post acquisition profits or losses of the investee in profit and loss, and the group's share of other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates or joint ventures are recognised as a reduction in the carrying amount of the investment.

Unrealised gains on transactions between the group and its associates and joint ventures are eliminated to the extent of the group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

The carrying amount of equity accounted investments are tested for impairment in accordance with the policy mentioned in Note 2a (vi) below.

(e) Changes in ownership interests

The group treats transactions with non-controlling interests that do not result in loss of control as transactions with equity owners of the group. A change in the ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised within equity.

iii) Business Combinations

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the:

- fair values of the assets transferred;
- liabilities incurred to the former owners of the acquired business;
- equity interests issued by the group; and
- fair value of any asset or liability resulting from a contingent consideration arrangement.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred.

The excess of the

- consideration transferred;
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity

over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised in other comprehensive income and accumulated in equity as capital reserve provided there is clear evidence of the underlying reasons for classifying the business combination as a bargain purchase. In other cases, the bargain purchase gain is recognised directly in equity as capital reserve.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in profit or loss.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in profit or loss or other comprehensive income, as appropriate.

Common control transactions

Business combinations involving entities that are controlled by the group are accounted for using the pooling of interests method as follows:

1. The assets and liabilities of the combining entities are reflected at their carrying amounts.
2. No adjustments are made to reflect fair values, or recognise any new assets or liabilities. Adjustments are only made to harmonise accounting policies.
3. The balance of the retained earnings appearing in the financial statements of the transferor is aggregated with the corresponding balance appearing in the financial statements of the transferee or is adjusted against general reserve.
4. The identity of the reserves are preserved and the reserves of the transferor become the reserves of the transferee.
5. The difference, if any, between the amounts recorded as share capital issued plus any additional consideration in the form of cash or other assets and the amount of share capital of the transferor is transferred to capital reserve and is presented separately from other capital reserves.
6. The financial information in the financial statements in respect of prior periods is restated as if the business combination had occurred from the beginning of the preceding period in the financial statements, irrespective of the actual date of combination. However, where the business combination had occured after that date, the prior period information is restated only from that date.

iv)(a) Property, Plant and Equipment

Freehold Land is carried at historical cost. All other items of Property Plant & Equipments are stated at cost of acquisition, less accumulated depreciation and accumulated impairment losses, if any. Direct costs are capitalised until the assets are ready for use and includes freight, duties, taxes and expenses incidental to acquisition and installation.

The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.

Subsequent expenditures related to an item of Property Plant & Equipment are added to its carrying value only when it is probable that the future economic benefits from the asset will flow to the Company & cost can be reliably measured.

Losses arising from the retirement of, and gains or losses arising from disposal of Property, Plant and Equipment are recognised in the Statement of Profit and Loss.

Depreciation

Depreciation is provided on a pro-rata basis on the straight-line method ('SLM') over the estimated useful lives of the assets specified in Schedule II of the Companies Act, 2013 estimated useful lives as determined by the management of respective subsidiaries based on technical evaluation. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

The estimated useful lives of Property, Plant & Equipment are as stated below:

Asset Class	Useful life
Buildings*	3 years - 60 years
Roads	10 years
Plant & Equipment	3 - 20 years
Continuous Process Plant	25 years
Office Equipment	3 years - 15 years
Motor Vehicles	4 - 8 years
Helicopter	20 years
Ships	13 years/28 Years
Furniture & fixtures	3 - 15 years

*Useful life of leasehold improvements is as per lease period

iv)(b) Non-current assets held for sale

Assets held for sale are measured at the lower of carrying amount or fair value less costs to sell. The determination of fair value less costs to sell includes use of management estimates and assumptions. The fair value of the assets held for sale has been estimated using valuation techniques (including income and market approach) which includes unobservable inputs. Non-current assets and Disposal Group that ceases to be classified as held for sale shall be measured at the lower of carrying amount before the non-current asset and Disposal Group was classified as held for sale and its recoverable amount at the date of the subsequent decision not to sell.

v) Intangible Assets

Intangible assets are stated at acquisition cost, net of accumulated amortisation and accumulated impairment losses, if any.

Gains or losses arising from the retirement or disposal of an intangible asset are determined as the difference between the disposal proceeds and the carrying amount of the asset and are recognised as income or expense in the Consolidated Statement of Profit and Loss.

The research and development (R&D) cost is accounted in accordance with Ind AS - 38 'Intangibles'.

Research

Research costs, including patent filing charges, technical know-how fees, testing charges on animal and expenses incurred on development of a molecule till the stage of Pre-clinical studies and till the receipt of regulatory approval for commencing phase I trials are treated as revenue expenses and charged off to the Statement of Profit and Loss of respective year.

Development

Development costs relating to design and testing of new or improved materials, products or processes are recognised as intangible assets and are carried forward under Intangible Assets under Development until the completion of the project when they are capitalised as Intangible assets, if the following conditions are satisfied:

- it is technically feasible to complete the asset so that it will be available for use;
- management intends to complete the asset and use or sell it;
- there is an ability to use or sell the asset;
- it can be demonstrated how the asset will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the asset are available; and
- the expenditure attributable to the asset during its development can be reliably measured.

Intangible Assets with finite useful lives are amortised on a straight-line basis over the following period:

Asset Class	Useful life
Brands and Trademarks	5 - 25 years
Copyrights, Know-how (including qualifying Product Development Cost) and Intellectual property rights	4 - 25 years
Computer Software (including acquired database)	2 - 9 years
Customer relationships	8 - 14 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Certain trademarks are assessed as Intangible Assets with indefinite useful lives.

vi) Goodwill

Goodwill on acquisition is included in intangible assets. Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Goodwill is carried at cost less accumulated impairment losses.

vii) Investment property

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Upon initial recognition, an investment property is measured at cost. Cost of a investment property comprises its purchase price and any directly attributable expenditure. Subsequent to initial recognition, investment property is measured at cost less accumulated depreciation and accumulated impairment losses, if any.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from the disposal. Any gain or loss on disposal of an investment property is recognised in profit or loss.

viii) Impairment of Assets

The Group assesses at each Balance Sheet date whether there is any indication that an asset may be impaired. For the purposes of assessing impairment, the smallest identifiable group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets, is considered as a cash generating unit. If any such indication exists, the Group estimates the recoverable amount of the asset. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. If such recoverable amount of the asset or the recoverable amount of the cash generating unit to which the asset belongs is less than its carrying amount, the carrying amount is reduced to its recoverable amount. The reduction is treated as an impairment loss and is recognised in the Consolidated Statement of Profit and Loss. If at the Balance Sheet date there is an indication that if a previously assessed impairment loss no longer exists or may have decreased, the recoverable amount is reassessed and the asset is reflected at the recoverable amount.

ix) Financial instruments

Financial assets and financial liabilities are recognised when a Group entity becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Investments and Other Financial assets

Classification:

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. For investments in equity instruments, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the group classifies its debt instruments:

Amortised cost:

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method. Subsequently, these are measured at amortised cost using the Effective Interest Method less any impairment losses.

Fair value through other comprehensive income (FVTOCI):

Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at fair value through other comprehensive income (FVTOCI). Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in profit and loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/ (losses). Interest income from these financial assets is included in other income using the effective interest rate method.

Fair value through profit or loss (FVTPL):

Assets that do not meet the criteria for amortised cost or FVTOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss and presented net in the statement of profit and loss within other gains/(losses) in the period in which it arises. Interest income from these financial assets is included in other income.

Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss. Dividends from such investments are recognised in profit or loss when the Group's right to receive payments is established.

Changes in the fair value of financial assets at fair value through profit or loss are recognised in the consolidated statement of profit and loss.

Impairment of financial assets

The Company applies the expected credit loss model for recognising impairment loss on financial assets measured at amortised cost, loan commitments, trade receivables and other contractual rights to receive cash or other financial asset.

For trade receivables or any contractual right to receive cash or another financial asset that result from transactions that are within the scope of Ind AS 115, the Company always measures the loss allowance at an amount equal to lifetime expected credit losses.

Further, for the purpose of measuring lifetime expected credit loss ("ECL") allowance for trade receivables, the Company has used a practical expedient as permitted under Ind AS 109. This expected credit loss allowance is computed based on a provision matrix which takes into account historical credit loss experience and adjusted for forward-looking information.

In case of other than trade receivables, the expected credit loss is a product of exposure at default, probability of default and loss given default. The Company has devised an internal model to evaluate the probability of default and loss given default based on the parameters set out in Ind AS 109. Accordingly, the financial instruments are classified into Stage 1 – Standard Assets with zero to thirty days past due (DPD), Stage 2 – Significant Credit Deterioration or overdue between 31 to 90 days and Stage 3 – Default Assets with overdue for more than 90 days. The Company also takes into account the below qualitative parameters in determining the increase in credit risk for the financial assets:

1. Significant negative deviation in the business plan of the borrower
2. Internal rating downgrade for the borrower or the project
3. Current and expected financial performance of the borrower
4. Need for refinance of loan due to change in cash flow of the project
5. Significant decrease in the value of collateral
6. Change in market conditions and industry trends

For recognition of impairment loss on other financial assets and risk exposure (including off Balance Sheet commitments), the Group determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL. Lifetime ECL are the expected credit losses resulting from all possible default events over the expected life of a financial instrument. The 12-month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after the reporting date.

Default Assets wherein the management does not expect any realistic prospect of recovery are written off to the Statement of Profit and Loss.

Derecognition of financial assets

A financial asset is derecognised only when:

- The Group has transferred the rights to receive cash flows from the financial asset or
- retains the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the cash flows to one or more recipients.

Where the entity has transferred an asset, the Group evaluates whether it has transferred substantially all risks and rewards of ownership of the financial asset. In such cases, the financial asset is derecognised. Where the entity has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised.

Foreign exchange gains and losses

The fair value of financial assets denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. For foreign currency denominated financial assets measured at amortised cost and FVTPL, the exchange differences are recognised in profit or loss except for those which are designated as hedging instruments in a hedging relationship.

Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by a Group entity are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity Instrument

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued are recognised at the proceeds received, net of direct issue costs.

Compulsorily Convertible Debenture

Convertible instruments are separated into liability and equity components based on the terms of the contract. On issuance of the convertible debentures, the fair value of the liability component is determined using a market rate for an equivalent non-convertible instrument. This amount is classified as a financial liability measured at amortised cost (net of transaction costs) until it is extinguished on conversion or redemption. The remainder of the proceeds is allocated to the conversion option that is recognised and included in equity since conversion option meets Ind AS 32 criteria for fixed to fixed classification. Transaction costs are apportioned between the liability and equity components of the convertible debentures based on the allocation of proceeds to the liability and equity components when the instruments are initially recognised.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

Financial liabilities are classified as at FVTPL when the financial liability is either contingent consideration recognised by the Group as an acquirer in a business combination to which Ind AS 103 applies or is held for trading or it is designated as at FVTPL.

Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period. Where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the Group does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the financial statements for issue, not to demand payment as a consequence of the breach.

Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments.

Financial Guarantee Contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contracts issued by the Group are initially measured at their fair values and are subsequently measured at the higher of:

- the amount of the loss allowance determined in accordance with Ind AS 109; and
- the amount initially recognised less, where appropriate, cumulative amortisation recognised in accordance with the revenue recognition policies.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. An exchange between with a lender of debt instruments with substantially different terms is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability.

Derivatives and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged and the type of hedge relationship designated.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

(i) Cash flow hedges that qualify for hedge accounting:
The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the other comprehensive income in cash flow hedging reserve within equity, limited to the cumulative change in fair value of the hedged item on a present value basis from the inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, within other gains/(losses).

(ii) Derivatives that are not designated as hedges:
The group enters into certain derivative contracts to hedge risks which are not designated as hedges. Such contracts are accounted for at fair value through profit or loss.

Embedded derivatives

Derivatives embedded in a host contract that is an asset within the scope of Ind AS 109 are not separated. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Derivatives embedded in all other host contract are separated only if the economic characteristics and risks of the embedded derivative are not closely related to the economic characteristics and risks of the host and are measured at fair value through profit or loss. Embedded derivatives closely related to the host contracts are not separated.

Offsetting Financial Instruments

Financial Assets and Liabilities are offset and the net amount is reflected in the balance sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or counterparty.

x) Trade Receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

xi) Inventories

Inventories comprise of Raw and Packing Materials, Work in Progress, Finished Goods (Manufactured and Traded) and Stores and Spares. Inventories are valued at the lower of cost and the net realisable value after providing for obsolescence and other losses, where considered necessary. Cost is determined on Weighted Average basis. Cost includes all charges in bringing the goods to their present location and condition, including octroi and other levies, transit insurance and receiving charges. The cost of Work-in-progress and Finished Goods comprises of materials, direct labour, other direct costs and related production overheads and Excise duty as applicable.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

xii) Employee Benefits

(i) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

(ii) Other long-term employee benefit obligations

The liabilities for earned leave are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. They are therefore measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The benefits are discounted using the market yields at the end of the reporting period that have terms approximating to the terms of the related obligation. Remeasurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur. Long-Term Service Awards are recognised as a liability at the present value of the defined benefit obligation as at the balance sheet date.

(iii) Post-employment obligations

The Group operates the following post-employment schemes:

- Defined Contribution plans such as provident fund, superannuation, pension, employee state insurance scheme and other social security schemes in overseas jurisdictions.

- Defined Benefit plans such as provident fund and Gratuity, Pension fund (in case of a subsidiary) In case of Provident fund, contributions are made to a Trust administered by the Group, except in case of certain employees, where the Contributions are made to the Regional Provident Fund Office.

Defined Contribution Plans

The Group's contribution to provident fund (in case of contributions to the Regional Provident Fund office), pension and employee state insurance scheme and other social security schemes in overseas jurisdictions are considered as defined contribution plans, as the Group does not carry any further obligations apart from the contributions made on a monthly basis and are charged as an expense based on the amount of contribution required to be made.

In case of 401(k) contribution plan (in case of US subsidiaries), contribution by the Group is discretionary. Any contribution made is charged to the Statement of Profit and Loss.

Defined Benefit Plan

The liability or asset recognised in the balance sheet in respect of defined benefit provident and gratuity plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by actuaries using the projected unit credit method.

Except in case of an overseas subsidiary, the present value of the defined benefit obligation denominated in I NR is determined by discounting the estimated future cash outflows by reference to market yields at the end of the reporting period on government bonds that have terms approximating to the terms of the related obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit and loss. In case of an overseas subsidiary, where pension is classified as a Defined Benefit Scheme, assets are measured using market values and liabilities are measured using a Projected Unit Credit method and discounted using market yields determined by reference to high-quality corporate bonds that are denominated in the currency in which benefits will be paid, and that have terms approximating to the terms of the related obligation. Shortfall, if any, is provided for in the financial statements.

Remeasurement gains and losses arising from experience adjustments, changes in actuarial assumptions and return on plan assets (excluding interest income) are recognised in the period in which they occur, directly in other comprehensive income. They are included in retained earnings in the statement of changes in equity and in the balance sheet. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service cost.

Bonus Plans – The Group recognises a liability and an expense for bonuses. The group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

xiii) Provisions and Contingent Liabilities

Provisions are recognised when there is a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and there is a reliable estimate of the amount of the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material). The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense. Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made.

xiv) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable.

Sale of goods: Revenue from the sale of goods is recognised when the Group transfers Control of the product. Control of the product transfers upon shipment of the product to the customer or when the product is made available to the customer, provided transfer of title to the customer occurs and the Group has not retained any significant risks of ownership or future obligations with respect to the product shipped. Amounts disclosed as revenue are net off returns, trade allowances, rebates and indirect taxes.

Sale of Services: In contracts involving the rendering of services/development contracts, revenue is recognised at the point in time in which services are rendered. Advisory fees are accounted on an accrual basis in accordance with the Investment Management Agreement and Advisory Services Agreement.

In case of fixed price contracts, the customer pays a fixed amount based on the payment schedule and the Group recognises revenue on the basis of input method. If the services rendered by the Group exceed the payment, a Contract asset (Unbilled Revenue) is recognised. If the payments exceed the services rendered, a contract liability (Deferred Revenue/Advance from Customers) is recognised. If the contracts involve time-based billing, revenue is recognised in the amount to which the Group has a right to invoice.

Interest: Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the amortised cost and at the effective interest rate applicable.

Dividend: Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably).

xv) Foreign Currency Transactions

In preparing the financial statements of each individual Company entity, transactions in currencies other than the entity’s functional currency (foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in profit or loss. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences on monetary items are recognised in profit or loss in the period in which they arise.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Company’s foreign operations that have a functional currency other than presentation currency i.e. Indian Rupees are translated using exchange rates prevailing at the reporting date. Income and expense items are translated at the average exchange rates for the period. Exchange differences arising, if any, are recognised in other comprehensive income and held in foreign currency translation reserve (FCTR), a component of equity, except to the extent that the translation difference is allocated to non-controlling interest. When a foreign operation is disposed off, the relevant amount recognised in FCTR is transferred to the statement of income as part of the profit or loss on disposal. Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the exchange rate prevailing at the reporting date.

Foreign currency differences arising from translation of intercompany receivables or payables relating to foreign operations, the settlement of which is neither planned nor likely in the foreseeable future, are considered to form part of net investment in foreign operation and are recognised in FCTR.

xvi) Exceptional Items

When items of income and expense within profit or loss from ordinary activities are of such size, nature or incidence that their disclosure is relevant to explain the performance of the enterprise for the period, the nature and amount of such items is disclosed separately as Exceptional items.

xvii) Government Grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the group will comply with all attached conditions.

Government grants relating to income are deferred and recognised in the profit or loss over the period necessary to match them with the costs that they are intended to compensate and presented within other income.

Government grants relating to purchase of property, plant and equipment are included in non-current liabilities as deferred income and are credited to profit or loss on a straight-line basis over the expected lives of the related assets and presented within other income.

xviii) Leases

Effective April 1, 2019, the Company has adopted Ind AS 116 "Leases", applied to all lease contracts existing on April 1, 2019 using the modified retrospective method of transition. The Company's lease asset classes primarily consist of leases for land, buildings and IT assets.

At the date of commencement of the lease, the Group recognises a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The right-of-use assets are initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable.

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of the leases. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the group changes its assessment if whether it will exercise an extension or a termination option.

Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

The following is the summary of practical expedients elected on initial application:

1. Applied a single discount rate to a portfolio of leases of similar assets in similar economic environment with a similar end date
2. Applied the exemption not to recognize right-of-use assets and liabilities for leases with less than 12 months of lease term on the date of initial application.
3. Applied the practical expedient to grandfather the assessment of which transactions are leases. Accordingly, Ind AS 116 is applied only to contracts that were previously identified as leases under Ind AS 17.

xix) Taxes on Income

Tax expense for the period, comprising current tax and deferred tax, are included in the determination of the net profit or loss for the period. Current tax is measured at the amount expected to be paid to the tax authorities in accordance with the taxation laws prevailing in the respective jurisdictions.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

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 all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle the asset and the liability on a net basis. Deferred tax assets and deferred tax liabilities are offset when there is a legally enforceable right to set off assets against liabilities representing current tax and where the deferred tax assets and the deferred tax liabilities relate to taxes on income levied by the same governing taxation laws.

Deferred tax liabilities are not recognised for temporary differences between the carrying amount and tax bases of investments in subsidiaries, associates and interest in joint arrangements where the group is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets are not recognised for temporary differences between the carrying amount and tax bases of investments in subsidiaries, associates and interest in joint arrangements where it is not probable that the differences will reverse in the foreseeable future and taxable profit will not be available against which the temporary difference can be utilised.

xx) Cash and Cash Equivalents

In the cash flow statement, cash and cash equivalents includes cash on hand, demand deposits with banks, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

xxi) Borrowing Costs

General and specific borrowing costs directly attributable to acquisition or construction of qualifying assets (i.e. those Property, Plant & Equipments which necessarily take a substantial period of time to get ready for their intended use) are capitalised. Other borrowing costs are recognised as an expense in the period in which they are incurred.

xxii) Segment Reporting

The Chairman has been identified as the Chief Operating Decision Maker (CODM) as defined by Ind AS 108, “Operating Segments.”

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision makers.

The accounting policies adopted for segment reporting are in conformity with the accounting policies adopted for the Group. Revenue and expenses have been identified to segments on the basis of their relationship to the operating activities of the segment. Income/Costs which relate to the Group as a whole and are not allocable to segments on a reasonable basis, have been included under Unallocated Income/Costs. Interest income and expense are not allocated to respective segments (except in case of Financial Services segment).

xxiii) Dividends

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

xxiv) Share appreciation rights

Liabilities for the group’s share appreciation rights are recognised as employee benefit expense over the relevant service period. The liabilities are remeasured to fair value at each reporting date and are presented as employee benefit obligations in the balance sheet.

xxv) New and amended standards adopted by the Company

The Company has applied the following amendments to Ind AS for the first time for their annual reporting period commencing April 1, 2020:

- Definition of Material – amendments to Ind AS 1 and Ind AS 8
- Definition of a Business – amendments to Ind AS 103
- COVID-19 related concessions – amendments to Ind AS 116
- Interest Rate Benchmark Reform – amendments to Ind AS 109 and Ind AS 107

The amendments listed above did not have any impact/ material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

xxvi) Rounding of amounts

All amounts disclosed in the financial statements and notes have been rounded off to the nearest crores as per the requirement of Division II, Schedule III, unless otherwise stated.

2B. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTIES

The preparation of the financial statements in conformity with Ind AS requires the Management to make estimates and assumptions considered in the reported amounts of assets and liabilities (including contingent liabilities) and the reported income and expenses during the year. The Management believes that the estimates used in preparation of the financial statements are prudent and reasonable. Future results could differ due to these estimates and the differences between the actual results and the estimates are recognised in the periods in which the results are known/materialise.

i) Estimation of uncertainty relating to COVID-19 global health pandemic:

In assessing the recoverability of loans, receivables, intangible assets, deferred tax assets and investments, the Group has considered internal and external sources of information, including credit reports, economic forecasts and industry reports up to the date of approval of these Consolidated financial statements. The Group has performed sensitivity analysis on the assumptions used and based on current indicators of future economic conditions, the carrying amount of these assets represent the Group's best estimate of the recoverable amounts. As a result of the uncertainties resulting from COVID-19, the impact of this pandemic may be different from those estimated as on the date of approval of these financial statements and the Group will continue to monitor any changes to the future economic conditions. Also refer note 3, 10, 49 (a), 49 (f), 54.

ii) Fair Valuation:

Some of the Group's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an asset and liability, the Group uses market observable data to the extent it is available. When Level 1 inputs are not available, the Group engages third party qualified external valuers to establish the appropriate valuation techniques and inputs to the valuation model.

Information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Note 55.

iii) Impairment of Goodwill (Refer Note 41)

Determining whether goodwill is impaired requires an estimation of the recoverable amount of the cash-generating units to which goodwill has been allocated. The recoverable amount is higher of the Value-in-Use and Fair Value Less Cost To Sell (FVLCTS). The value in use calculation requires the directors to estimate the future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate the present value. Where the actual future cash flows are less than expected, a material impairment loss may arise.

iv) Expected Credit Loss:

When determining whether the risk of default on a financial instrument has increased significantly since initial recognition, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and credit assessment and including forward-looking information.

The inputs used and process followed by the Group in determining the increase in credit risk have been detailed in Note 50 (f).

v) Deferred Taxes

Deferred tax is recorded on temporary differences between the tax bases of assets and liabilities and their carrying amounts, at the rates that have been enacted or substantively enacted at the reporting date. The ultimate realisation of deferred tax assets is dependent upon the generation of future taxable profits during the periods in which those temporary differences and tax loss carry-forwards become deductible. The Group considers the expected reversal of deferred tax liabilities and projected future taxable income in making this assessment. The amount of the deferred tax assets considered realisable, however, could be reduced in the near term if estimates of future taxable income during the carry-forward period are reduced.

vi) Functional Currency (Refer Note 49(d))

Functional currency is the currency of the primary economic environment in which the Company and its subsidiaries operate. The Group assesses the factors as per Ind AS 21 in determining the functional currency of the Company and its subsidiaries. If there is any change in underlying transactions, events and conditions in the Company or its subsidiary, the Group reassesses the functional currency.

vii) Assessment of Significant influence (Refer Note 39 (d))

Irrespective of the voting rights in an entity, if the Company has a right to appoint Directors or participates in all significant financial and operating decisions of an investee, there is an existence of significant influence and the investment is considered as an Associate.

viii) Assessment of Joint control (Refer Note 39 (b))

Irrespective of the voting rights in an entity, if a contractual arrangement requires unanimous consent from all the parties for the relevant activities and if there is a separation of the legal form of the structure, the arrangement is accounted as a Joint venture.

ix) Impairment loss in investment property carried at cost:

The Company conducts impairment reviews of Investment property, whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable or tests for impairment annually. Determining whether an asset is impaired requires an estimation of the recoverable amount, which requires the Company to estimate the value in use which base on future cash flows and a suitable discount rate in order to calculate the present value.

3. PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS

(₹ in Crores)

Particulars	GROSS CARRYING AMOUNT					ACCUMULATED DEPRECIATION/AMORTISATION					NET CARRYING AMOUNT	
	Opening As at April 1, 2020	Addition$	Deletions/ Adjustments	Exchange Difference	As at March 31, 2021 (A)	Opening As at April 1, 2020	For the Year#	Deletions/ Adjustments	Exchange Difference	As at March 31, 2021 (B)	As at March 31, 2021 (A-B)	As at March 31, 2020
Property, Plant & Equipment												
Land Freehold	105.22	18.38	1.00	5.49	**128.09**	0.40	0.24	-	0.05	**0.69**	**127.40**	104.82
Buildings	998.24	109.92	15.11	(3.65)	**1,089.40**	111.01	32.82	(6.64)	0.07	**137.26**	**952.14**	887.23
Roads	4.88	-	-	0.13	**5.01**	1.94	0.36	-	0.05	**2.35**	**2.66**	2.94
Plant & Equipment	2,183.47	474.11	39.65	3.86	**2,621.79**	821.33	241.77	(24.06)	(1.10)	**1,037.94**	**1,583.85**	1,362.14
Furniture & fixtures	74.55	5.03	1.73	0.02	**77.87**	33.76	9.74	(1.15)	0.24	**42.59**	**35.28**	40.79
Office Equipment	39.00	5.86	3.19	(0.01)	**41.66**	19.10	5.89	(2.03)	-	**22.96**	**18.70**	19.90
Ships	0.88	-	-	-	**0.88**	0.44	0.09	-	-	**0.53**	**0.35**	0.44
Helicopter ^	9.60	-	-	-	**9.60**	2.70	0.54	-	-	**3.24**	**6.36**	6.90
Motor Vehicles	12.09	0.01	0.30	0.06	**11.86**	4.35	1.41	(0.04)	0.02	**5.74**	**6.12**	7.74
Total (I)	**3,427.93**	**613.31**	**60.98**	**5.90**	**3,986.16**	**995.03**	**292.86**	**(33.92)**	**(0.67)**	**1,253.30**	**2,732.86**	**2,432.90**
Intangible Assets (Acquired)												
Customer relations*	131.24	-	-	(4.44)	**126.80**	34.65	10.80	-	(1.34)	**44.11**	**82.69**	96.59
Product-related Intangibles - Brands and Trademarks*+	2,749.69	-	-	(77.65)	**2,672.04**	481.19	141.64	-	(13.70)	**609.13**	**2,062.91**	2,268.50
Product-related Intangibles - Copyrights, Knowhow and Intellectual property rights*	305.31	3.16	-	(8.43)	**300.04**	90.02	17.52	-	(1.92)	**105.62**	**194.42**	215.29
Computer Software (Including acquired database)	70.83	62.67	3.09	0.07	**130.48**	44.77	17.51	(3.09)	0.25	**59.44**	**71.04**	26.06
Intangible Assets (Internally Generated)												
Product Know-how	64.62	72.36	2.32	5.27	**139.93**	9.21	19.60	(1.04)	1.03	**28.80**	**111.13**	55.41
Total (II)	**3,321.69**	**138.19**	**5.41**	**(85.18)**	**3,369.29**	**659.84**	**207.08**	**(4.13)**	**(15.68)**	**847.10**	**2,522.19**	**2,661.85**
Grand Total (I + II)	**6,749.62**	**751.50**	**66.39**	**(79.28)**	**7,355.45**	**1,654.87**	**499.94**	**(38.05)**	**(16.35)**	**2,100.40**	**5,255.05**	**5,094.75**

* Material Intangible Assets as on March 31, 2021.

Asset Class	Asset Description	Carrying Value as at March 31, 2021	Carrying Value as at March 31, 2020	Remaining useful life as on March 31, 2021
Product-related Intangibles - Brands and Trademarks	Brands and trademarks	**293.46**	325.27	**3 years to 12 years**
Product-related Intangibles - Brands and Trademarks	Purchased Brands	**1,738.77**	1,901.18	**17 to 22 years**
Customer Relations	Purchased Brands	**47.52**	57.41	**7 years**
Product-related Intangibles - Copyrights, Knowhow and Intellectual property rights	Purchased Brands	**169.68**	198.26	**7 years**

Depreciation for the year includes depreciation amounting to ₹8.38 Crores (Previous Year ₹9.23 Crores) on assets used for Research and Development locations at Ennore and Mumbai.

+ Certain Brands are in the process of being registered in the name of the Company, for which the necessary application has been made with trade mark registry.

^ The Company has a 25% share in joint ownership of Helicopter.

3. PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS (CONTD.)

Considering internal and external sources of information, the Group has evaluated at the end of the reporting period, whether there is any indication that any intangible asset may be impaired. Where such indication exists, the Group has estimated the recoverable amount of the intangible assets based on 'value in use' method. The financial projections on the basis of which the future cash flows have been estimated consider (a) reassessment of the discount rates, (b) revisiting the growth rates factored while arriving at terminal value, and these variables have been subjected to a sensitivity analysis. The carrying amount of the intangible assets represent the Group's best estimate of the recoverable amounts.

Refer Note 28 B for the contractual capital commitments for purchase of Property, Plant & Equipment.

Refer Note 44 for the assets mortgaged as security against borrowings.

$ include additions through business combination

Additions	Amount (₹ in Crores)
Property, Plant & Equipment	
Land Freehold	18.38
Buildings	99.45
Plant & Equipment	166.62
Furniture & fixtures	0.57
Office Equipment	0.33
	285.35
Intangible Assets (Acquired)	
Computer Software	10.16
Total	**295.51**

3. PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS (CONTD.)

(₹ in Crores)

Particulars	GROSS CARRYING AMOUNT					ACCUMULATED DEPRECIATION/AMORTISATION					NET CARRYING AMOUNT	
	Opening as at April 1, 2019	Additions	Deletions/ Adjustments	Exchange Difference	As at March 31, 2020 (A)	Opening as at April 1, 2019	For the Year#	Deductions/ Adjustments	Exchange Difference	As at March 31, 2020 (B)	As at March 31, 2020 (A-B)	As at March 31, 2019
Property, Plant & Equipment												
Land Freehold	102.64	-	0.43	3.01	105.22	0.16	0.24	-	-	0.40	104.82	102.48
Buildings	977.36	31.20	24.96	14.64	998.24	83.69	39.05	13.72	1.99	111.01	887.23	893.67
Roads	4.84	-	-	0.04	4.88	1.51	0.41	-	0.02	1.94	2.94	3.33
Plant & Equipment	1,911.21	228.62	39.96	83.60	2,183.47	592.44	221.40	28.10	35.59	821.33	1,362.14	1,318.77
Furniture & fixtures	80.43	8.26	16.26	2.12	74.55	25.52	12.39	4.60	0.45	33.76	40.79	54.91
Office Equipment	43.06	5.47	9.75	0.22	39.00	15.34	10.07	6.58	0.27	19.10	19.90	27.72
Ships	0.88	-	-	-	0.88	0.35	0.09	-	-	0.44	0.44	0.53
Helicopter ^	9.60	-	-	-	9.60	2.16	0.54	-	-	2.70	6.90	7.44
Motor Vehicles	12.11	0.19	0.26	0.05	12.09	3.30	1.51	0.45	(0.01)	4.35	7.74	8.81
Total (I)	**3,142.13**	**273.74**	**91.62**	**103.68**	**3,427.93**	**724.47**	**285.70**	**53.45**	**38.31**	**995.03**	**2,432.90**	**2,417.66**
Intangible Assets (Acquired)												
Customer relations*	220.87	-	103.46	13.83	131.24	74.69	20.59	64.70	4.07	34.65	96.59	146.18
Favourable lease	1.41	-	1.44	0.03	-	0.99	0.21	1.24	0.04	-	-	0.42
Product-related Intangibles - Brands and Trademarks*+	2,592.58	-	41.53	198.64	2,749.69	326.79	132.06	5.79	28.13	481.19	2,268.50	2,265.79
Product-related Intangibles - Copyrights, Knowhow and Intellectual property rights*	276.96	4.79	-	23.56	305.31	58.13	25.76	-	6.13	90.02	215.29	218.83
Computer Software (Including acquired database)	429.47	113.45	483.03	10.94	70.83	235.19	88.97	284.39	5.00	44.77	26.06	194.28
Intangible Assets (Internally Generated)												
Product Know-how	16.91	44.34	-	3.37	64.62	2.55	6.18	-	0.48	9.21	55.41	14.36
Total (II)	**3,538.20**	**162.58**	**629.46**	**250.37**	**3,321.69**	**698.34**	**273.77**	**356.12**	**43.85**	**659.84**	**2,661.85**	**2,839.86**
Grand Total (I + II)	**6,680.33**	**436.32**	**721.08**	**354.05**	**6,749.62**	**1,422.81**	**559.47**	**409.57**	**82.16**	**1,654.87**	**5,094.75**	**5,257.52**

* Material Intangible Assets as on March 31, 2020.

Asset Class	Asset Description	Carrying Value as at March 31, 2020	Carrying Value as at March 31, 2019	Remaining useful life as on March 31, 2020
Product-related Intangibles - Brands and Trademarks	Brands and trademarks	325.27	356.89	4 years to 13 years
Product-related Intangibles - Brands and Trademarks	Purchased Brands	1,901.18	1,830.89	18-23 years
Customer Relations	Purchased Brands	57.41	59.91	8 years
Product-related Intangibles - Copyrights, Knowhow and Intellectual property rights	Purchased Brands	198.26	156.57	8 years

Depreciation for the year includes depreciation amounting to ₹9.23 Crores (Previous Year ₹9.81 Crores) on assets used for Research and Development locations at Ennore and Mumbai.

+ Certain Brands are in the process of being registered in the name of the Company, for which the necessary application has been made with trade mark registry.

^ The Company has a 25% share in joint ownership of Helicopter.

Considering internal and external sources of information, the Group has evaluated at the end of the reporting period, whether there is any indication that any intangible asset may be impaired. Where such indication exists, the Group has estimated the recoverable amount of the intangible assets based on 'value in use' method. The financial projections on the basis of which the future cash flows have been estimated consider (a) an increase in economic uncertainties due to Covid 19, (b) reassessment of the discount rates, (c) revisiting the growth rates factored while arriving at terminal value, and these variables have been subjected to a sensitivity analysis.

The carrying amount of the intangible assets represent the Group's best estimate of the recoverable amounts.
Refer Note 28 B for the contractual capital commitments for purchase of Property, Plant & Equipment
Refer Note 44 for the assets mortgaged as security against borrowings.
For disposal of assets refer Note 56(a) and 56(b).

Piramal

4 (a) Investments accounted for using the equity method

Particulars	As at March 31, 2021		As at March 31, 2020	
	Quantity	(₹ in crores)	Quantity	(₹ in crores)
Investments in Equity Instruments:				
A. In Joint Ventures (Unquoted) - At Cost:				
i. Convergence Chemicals Private Limited				
Interest as at April 1	35,705,100	37.53	35,705,100	30.39
Add - Share of profit for the year		14.62		7.14
Less - Share of unrealised profit on closing stock		(10.70)		*
Add - Share of other comprehensive income for the year		*		*
Less - De-recognised on conversion into subsidiary (Refer note 58(ii))		(41.45)		
		-		37.53
ii. Shrilekha Business Consultancy Private Limited				
Interest as at April 1	62,234,605	3,461.34	62,234,605	3,148.74
Add - Share of profit for the year		239.16		391.33
Less - Dividend received		-		(78.73)
		3,700.50		3,461.34
iii. India Resurgence ARC Private Limited				
Interest as at April 1	54,000,000	51.36	51,000,000	50.71
Add - Investment during the year		-	3,000,000	3.00
Add - Share of profit/(loss) for the year		0.67		(2.35)
		52.03		51.36
iv. India Resurgence Asset Management Business Private Limited				
Interest as at April 1	20,000,000	5.00	15,000,000	-
Add - Investment during the year		-	5,000,000	5.00
Add - Share of profit for the year		-		-
		5.00		5.00
v. Piramal Ivanhoe Residential Equity Fund 1				
Interest as at April 1	1,152,880	139.82	1,220,708	122.60
Less: Addition/ (Redemption) during the year		-	(67,828)	(6.79)
Add - Share of profit for the year		3.05		24.01
		142.87		139.82
vi. India Resurgence Fund Scheme II				
Interest as at April 1	18,720,819	193.75	15,807,476	158.71
Add - Investment/(Redemption) during the year	(1,702,258)	(17.03)	2,913,343	29.13
Add - Share of profit for the year		48.36		13.14
Less - Dividend received		(20.76)		(7.23)
		204.32		193.75
vii. India Resurgence ARC Trust I				
Interest as at April 1	539,500	53.95		-
Add - Investment during the year	(52,649)	(5.26)	539,500	53.95
Add - Share of profit for the year		-		-
		48.69		53.95
viii. Asset Resurgence Mauritius Manager				
Interest as at April 1	95,445	5.11		-
Add - Investment during the year		-	95,445	0.62
Add - Share of (loss)/profit for the year		(2.13)		4.49
		2.98		5.11
ix. Piramal Structured Credit Opportunities Fund				
Interest as at April 1	3,579	36.01		-
Add - Investment during the year	1,022	14.91	3,579	36.01
Add - Share of profit for the year		5.56		-
Less - Dividend received		(5.70)		
		50.78		36.01
Total (A)		4,207.17		3,983.87

Particulars		As at March 31, 2021		As at March 31, 2020	
		Quantity	(₹ in crores)	Quantity	(₹ in crores)
B.	**In Associates:**				
	Unquoted - At Cost:				
i.	Allergan India Private Limited				
	Interest as at April 1	**3,920,000**	**194.37**	3,920,000	142.57
	Add - Share of profit for the year		**39.84**		51.80
	Add - Share of other comprehensive income for the year		*		*
	Less - Dividend received		**(124.54)**		-
			109.67		**194.37**
ii.	Shriram Capital Limited				
	Interest as at April 1	**1,000**	**0.01**	1,000	0.01
			0.01		**0.01**
iii.	Bluebird Aero Systems Limited				
	Interest as at April 1	**67,137**	**39.99**	67,137	39.99
	Add - Share of profit for the year		*		*
	Add - Currency translation differences		*		*
	Less - Disposed during the year		**(39.99)**		*
			-		**39.99**
	Total (B)		**109.68**		**234.37**
	Total equity accounted investments (A+B)		**4,316.85**		**4,218.24**

* Below rounding off norms adopted by the Group.

4 (b) Investments

Non-Current Investments:

(₹ in Crores)

Particulars	As at March 31, 2021	As at March 31, 2020
Investments in Equity Instruments (fully paid-up)		
Other Bodies Corporate		
Quoted - At FVTOCI:	**1,456.07**	492.47
	1,456.07	**492.47**
Unquoted - At FVTPL:	**13.00**	11.81
	13.00	**11.81**
Investment in Debentures:		
Other Bodies Corporate:		
Quoted:		
Redeemable Non-Convertible Debentures - At Amortised Cost:	**518.11**	722.55
Redeemable Non-Convertible Debentures - At FVTPL	**2,057.69**	1,975.83
Unquoted:		
Redeemable Non-Convertible Debentures - At Amortised Cost:	**7,793.16**	9,451.05
Less: Provision for Impairment based on Expected credit loss model	**764.71**	894.09
	9,604.25	**11,255.34**
Investments in Alternative Investment Funds/Venture Capital Funds		
In Others (Unquoted) - At FVTPL:	**3,077.00**	514.54
	3,077.00	**514.54**
Total Non-Current Investments	**14,150.32**	**12,274.16**

* Below rounding off norms adopted by the Group.

Piramal

4 (b) Current Investments:

(₹ in Crores)

Particulars	As at March 31, 2021	As at March 31, 2020
Investment in Debentures:		
A. In Other Bodies Corporate		
Quoted:		
Redeemable Non-Convertible Debentures - At Amortised Cost:	-	446.10
Redeemable Non-Convertible Debentures - At FVTPL:	**554.60**	650.37
	554.60	**1,096.47**
Unquoted:		
Redeemable Non-Convertible Debentures - At Amortised Cost	**846.55**	1,897.81
Less: Provision for Impairment based on Expected credit loss model	**38.61**	101.81
	807.94	**1,796.00**
Investment in Mutual Funds (Quoted) - At FVTPL:	**2,155.20**	6.68
	2,155.20	**6.68**
Investments in Alternative Investment Funds/Venture Capital Funds - At FVTPL:	**44.35**	51.24
	44.35	**51.24**
Total Current Investments	**3,562.09**	**2,950.39**
Aggregate market value/carrying value of quoted investments		
- Non-Current	**4,031.87**	3,190.85
- Current	**2,709.80**	1,103.15
Aggregate gross carrying value of unquoted investments		
- Non-Current	**10,870.16**	9,977.40
- Current	**890.90**	1,949.05
Aggregate amount of provision for impairment in value of investments	**803.32**	995.90
Refer Note 44 for Investments mortgaged as security against borrowings.		
Details of Total Investments:		
(i) Financial assets carried at fair value through profit or loss (FVTPL)		
Mandatorily measured at FVTPL		
Equity Instruments - Equity Shares	**13.00**	11.81
Mutual Funds	**2,155.20**	6.68
Debentures	**2,612.29**	2,626.20
Alternative Investment Fund/Venture Capital Funds	**3,121.35**	565.78
	7,901.84	**3,210.47**
(ii) Financial assets carried at amortised cost		
Debentures	**8,354.50**	11,521.61
	8,354.50	**11,521.61**
(iii) Financial assets measured at FVTOCI		
Equity instruments - Equity Shares	**1,456.07**	492.47
	1,456.07	**492.47**
Total	**17,712.41**	**15,224.55**

5. LOANS – NON-CURRENT

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
LOANS (SECURED AND CONSIDERED GOOD) - AT AMORTISED COST				
Term Loans (Refer Note 44)	**24,494.99**		30,758.83	
Less: Provision for expected credit loss	**(614.18)**		(965.74)	
		23,880.81		29,793.09
LOANS (SECURED AND CREDIT IMPAIRED) - AT AMORTISED COST				
Inter Corporate Deposits (Refer Note 44)	**92.78**		92.78	
Less: Provision for expected credit loss	**(50.00)**		(50.27)	
		42.78		42.51
LOANS (SECURED AND CONSIDERED GOOD) - AT FVTPL				
Term Loans	**1,511.42**		579.14	
		1,511.42		579.14
LOANS (SECURED AND CREDIT IMPAIRED) - AT AMORTISED COST				
Term Loans	**1,401.74**		596.21	
Less: Provision for expected credit loss	**(709.52)**		(219.62)	
		692.22		376.59
LOANS (UNSECURED AND CONSIDERED GOOD) - AT AMORTISED COST				
Term Loans	**31.48**		-	
Less: Provision for expected credit loss	**(11.29)**		-	
		20.19		-
LOANS (SECURED AND SIGNIFICANT INCREASE IN CREDIT RISK) - AT AMORTISED COST				
Term Loans	**1,500.77**		646.81	
Less: Provision for expected credit loss	**(263.93)**		(178.45)	
		1,236.84		468.36
LOANS (UNSECURED AND CONSIDERED GOOD) - AT AMORTISED COST				
Loans to related parties (Refer Note 43)		**-**		22.37
Loans to Employees		**3.41**		22.42
TOTAL		**27,387.67**		**31,304.48**

6. OTHER FINANCIAL ASSETS – NON-CURRENT

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Bank deposits with more than 12 months maturity	**35.93**	-
Unbilled revenue #	**58.18**	64.99
Security Deposits	**425.41**	484.56
TOTAL	**519.52**	**549.55**

Classified as financial asset as right to consideration is unconditional upon passage of time.

7. DEFERRED TAX ASSETS (NET)

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
(a) Deferred Tax Assets on account of temporary differences		
- Measurement of financial assets at amortised cost/fair value	**105.38**	84.46
- Provision for expected credit loss on financial assets (including commitments)	**704.89**	739.25
- Other Provisions	**11.32**	5.22
- Unused Tax Credit/losses	**221.05**	460.05
- Amortisation of expenses which are allowed in current year	**0.19**	0.23
- Expenses that are allowed on payment basis	**26.49**	47.42
- Recognition of lease rent expense	**1.35**	1.31
- Unrealised profit margin on inventory	**29.41**	22.92
- Deferred Revenue	**35.68**	59.02
- Goodwill on Merger of wholly-owned subsidiaries (Refer Note 39 (a))	**-**	1,258.29
- Fair value measurement of derivative contracts	**-**	4.45
- Other temporary differences	**17.99**	6.36
	1,153.75	**2,688.98**
(b) Deferred Tax Liabilities on account of temporary differences		
- Property, Plant and Equipment and Intangible assets	**12.32**	172.97
- Measurement of financial liabilities at amortised cost	**161.83**	87.09
- Unamortised processing fees	**38.88**	56.34
- Fair value measurement of derivative contracts	**0.16**	-
- Other temporary differences	**3.32**	0.26
	216.51	**316.66**
TOTAL (a-b)	**937.24**	**2,372.32**

Deferred Tax Assets and Deferred Tax Liabilities of the respective entities have been offset as they relate to the same governing taxation laws.

Refer Note 52 for movements during the year.

8. OTHER NON-CURRENT ASSETS

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Advance Tax [Net of Provision of ₹6,467.64 Crores at March 31, 2021 (Previous year: ₹6,162.76 Crores)]	**1,369.30**	1,077.55
Advances recoverable	**48.58**	50.73
Unamortised distribution fees	**7.79**	13.25
Prepayments	**0.07**	-
Capital Advances	**17.91**	2.64
Pension Assets (Refer Note 42)	**0.17**	-
TOTAL	**1,443.82**	**1,144.17**

9. INVENTORIES

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Raw and Packing Materials [includes in Transit of ₹Nil as on March 31, 2021, (Previous year: ₹3.50 Crores)]	**463.25**	394.10
Work-in-Progress	**325.82**	326.61
Finished Goods	**155.80**	89.97
Stock-in-trade [includes in Transit of ₹3.84 Crores as on March 31, 2021, (Previous year: ₹Nil Crores)]	**274.93**	184.69
Stores and Spares	**79.43**	65.80
TOTAL	**1,299.23**	**1,061.17**

1. Refer Note 44 for the inventories hypothecated as security against borrowings.
2. The cost of inventories recognised as an expense during the year was ₹2,015.84 crores (Previous year: ₹1,756.40 Crores).
3. The cost of inventories recognised as an expense includes a reversal of ₹19.57 Crores (Previous year: expense of ₹3.31 Crores) in respect of write downs of inventory to net realisable value and a charge of ₹28.02 crores (Previous year: ₹76.31 Crores) in respect of provisions for slow moving/ non moving/ expired/ near expiry products.
4. Refer Note 2(a)(xi) for policy for valuation of inventories.

10. TRADE RECEIVABLES

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
Secured - Considered Good	**0.18**		0.18	
Unsecured - Considered Good	**1,551.50**		1,332.88	
Unsecured - Considered Doubtful	**48.48**		37.77	
Less: Expected Credit Loss on Trade Receivables	**(55.43)**		(46.44)	
		1,544.73		1,324.39
TOTAL		**1,544.73**		**1,324.39**

In the Pharmaceuticals Manufacturing and Services business, the credit period on sale of goods ranges from 7 to 150 days.

The Group has a documented Credit Risk Management Policy for its Pharmaceuticals Manufacturing and Services business. For every new customer (except established large pharma companies), the group performs a credit rating check using an external credit agency. If a customer clears the credit rating check, the credit limit for that customer is derived using internally documented scoring systems. The credit limits for all the customers are reviewed on an ongoing basis.

The Group has used a practical expedient by computing the expected credit loss allowance for External Trade Receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience, adjusted for forward-looking information including the likelihood of increased credit risk considering emerging situations due to COVID-19. Based on external sources of information the group has concluded that the carrying amount of the trade receivables represent the Group's best estimate of the recoverable amounts'. The expected credit loss allowance is based on the ageing of the days the receivables are due and the rates as given in the provision matrix. The provision matrix at the end of the reporting period is as under:

Ageing - Pharmaceuticals Manufacturing and Services business	Expected credit loss (%) - For external customers
Less than 365 days	0.30%
More than 365 days	100.00%

(₹ in Crores)

Ageing	Expected credit loss As at March 31, 2021	Expected credit loss As at March 31, 2020
Within due date	**5.36**	3.99
After Due date	**50.07**	42.45

(₹ in Crores)

Ageing of receivables	As at March 31, 2021	As at March 31, 2020
Less than 365 days	**1534.58**	1,328.38
More than 365 days	**65.57**	42.45
Total	**1,600.15**	**1,370.83**

If the trade receivables (discounted) are not paid at maturity, the bank has right to request the Group to pay the unsettled balance. As the Group has not transferred the risks and rewards relating to these customers, it continues to recognize the full carrying amount of the receivables and has recognised the cash received on the transfer as a secured borrowing (Refer Note 23).

At the end of the reporting period, the carrying amount of the trade receivables that have been transferred but have not been de-recognised amounted to ₹Nil Crores (Previous year: ₹33.55 Crores) and the carrying value of associated liability is ₹Nil Crores (Previous year: ₹33.55 Crores) (Refer Note 23).

Movement in Expected Credit Loss Allowance:

(₹ in Crores)

Particulars	Year ended March 31, 2021	Year ended March 31, 2020
Balance at the beginning of the year	**46.44**	56.25
Add: Movement in expected credit loss allowance on trade receivables calculated at lifetime expected credit losses	**9.47**	6.04
Less: Bad debts written off	**-**	(9.24)
Less: Amount derecognised on disposal of subsidiary (Refer Notes 37 and 56 (b))	**-**	(7.12)
Add: Effect of translation differences	**(0.48)**	0.51
Balance at the end of the year	**55.43**	**46.44**

Refer Note 44 for the receivables hypothecated as security against borrowings.

11. CASH AND CASH EQUIVALENTS

(₹ in Crores)

		As at March 31, 2021		As at March 31, 2020	
i.	Balance with Banks				
	- Current Account	**5,163.76**		1,700.34	
	- Deposit Account (less than 3 months original maturity)	**555.09**		1,055.06	
			5,718.85		2,755.40
ii.	Cheques on Hand		**-**		1,585.42
iii.	Cash on Hand		**0.16**		0.12
TOTAL			**5,719.01**		**4,340.94**

12. OTHER BANK BALANCES

(₹ in Crores)

		As at March 31, 2021		As at March 31, 2020	
i.	Earmarked balances with banks				
	- Unclaimed Dividend Account	**20.68**		21.68	
	- Others (Refer note below)	**500.65**		13.15	
			521.33		34.83
ii.	Margin Money		**8.08**		0.25
iii.	Deposit Account (more than 3 months original maturity but less than 12 months)		**776.30**		395.10
TOTAL			**1,305.71**		**430.18**

13. LOANS - CURRENT

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
Loans Secured and Considered Good - at amortised cost:				
Term Loans	**4,449.62**		3,992.30	
Less: Allowance for expected credit loss	**(209.93)**		(328.14)	
		4,239.69		3,664.16
Loans (Secured and Considered Good) - AT FVTPL				
Term Loans	**39.97**	**39.97**	310.75	310.75
Loans (Unsecured and considered good) - At Amortised Cost				
Term Loans	**742.25**		-	
Less: Provision for expected credit loss	**(24.50)**		-	
		717.75		-
Inter Corporate Deposits Receivables (Unsecured and Considered Good)- At Amortised Cost		**6.84**		18.69
Loans to Related Parties Unsecured and Considered Good- At Amortised Cost (Refer Note 43)		**-**		2.12
Loans (Secured and Signifcant Increase in credit risk) - At Amortised Cost				
Term Loans	**56.32**		117.68	
Less: Provision for expected credit loss	**(14.96)**		(37.61)	
		41.36		80.07
Inter Corporate Deposits Unsecured - Credit Impaired				
Inter Corporate Deposits	**8.30**		8.30	
Less: Allowance for expected credit loss	**(8.30)**		(8.30)	
		-		-
TOTAL		**5,045.61**		**4,075.79**

14. OTHER FINANCIAL ASSETS - CURRENT

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Security Deposits	**416.98**	521.56
Advances recoverable	**0.19**	0.02
Guarantee Commission receivable (Refer Note 43)	**-**	-
Derivative Financial Assets	**17.07**	17.84
Contingent consideration (Refer Note 56 (a))	**0.08**	454.66
Other Receivable from related parties (Refer Note 43)	**3.26**	-
Unbilled revenues#	**34.26**	24.85
Restricted Deposit - Escrow Account (Refer note below)	**-**	7.57
Interest Accrued	**8.46**	5.66
Others	**125.69**	86.07
TOTAL	**605.99**	**1,118.23**

Classified as financial asset as right to consideration is unconditional upon passage of time. During the year ended March 31, 2021, ₹24.85 Crores (Previous year: ₹11.50 Crores) of unbilled revenue as on March 31, 2020 has been reclassified to Trade Receivables upon billing to customers.

15. OTHER CURRENT ASSETS

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
Unsecured and Considered Good (Unless otherwise stated)				
Advances:				
Unsecured and Considered Good	144.40		137.03	
Considered Doubtful	1.46		0.08	
	145.86		137.11	
Less: Provision for Doubtful Advances	(1.46)		(0.08)	
		144.40		137.03
Prepayments		80.31		111.70
Unamortised distribution fees		168.34		155.33
Balance with Government Authorities		387.66		384.42
Claims Receivable		4.34		13.51
TOTAL		**785.05**		**801.99**

16. SHARE CAPITAL

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Authorised Share Capital		
400,000,000 (400,000,000) Equity Shares of ₹2/- each	80.00	80.00
3,000,000 (3,000,000) Preference Shares of ₹100/- each	30.00	30.00
24,000,000 (24,000,000) Preference Shares of ₹10/- each	24.00	24.00
105,000,000 (105,000,000) Unclassified Shares of ₹2/- each	21.00	21.00
	155.00	155.00
Issued Capital		
226,138,301 (226,138,301) Equity Shares of ₹2/- each	45.23	45.23
	45.23	45.23
Subscribed and paid-up		
225,538,356 (225,538,356) Equity Shares of ₹2/- each (fully paid-up)	45.11	45.11
TOTAL	**45.11**	**45.11**

(i) Movement in Equity Share Capital

Particulars	As at March 31, 2021		As at March 31, 2020	
	No. of shares	₹ in Crores	No. of shares	₹ in Crores
At the beginning of the year	225,538,356	45.11	184,446,972	36.89
Add: Issued during the year (Refer Note 60 (a), 60(b) & 61)	-	-	41,091,384	8.22
At the end of the year	**225,538,356**	**45.11**	**225,538,356**	**45.11**

There are no equity shares due and outstanding to be credited to Investor Education and Protection Fund as at the year end.

(ii) Details of shareholders holding more than 5% shares in the Company

Particulars	As at March 31, 2021		As at March 31, 2020	
	No. of shares	% Holding	No. of shares	% Holding
The Sri Krishna Trust through its Trustees, Mr.Ajay Piramal and Dr.(Mrs.) Swati A. Piramal	78,877,580	34.97%	78,877,580	34.97%
Life Insurance Corporation of India	18,682,087	8.28%	17,989,691	7.98%

(iii) Aggregate number of shares issued for consideration other than cash during the period of five years immediately preceding the balance sheet date:

Particulars	Financial Year	No. of shares
Equity Shares of ₹2 each allotted as fully paid-up pursuant to merger of Piramal Phytocare Limited into the Company (Refer Note 61)	2019-20	305,865

(iv) Terms and Rights attached to equity shares

Equity Shares:

The Company has one class of equity shares having a par value of ₹2/- per share. Each shareholder is eligible for one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

17. OTHER EQUITY

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Capital Reserve	**18.63**	78.01
Securities Premium	**12,946.74**	9,697.25
Equity component of Compulsorily Convertible Debentures	**1,527.35**	1,527.35
Capital Redemption Reserve	**61.73**	61.73
Debenture Redemption Reserve	**4.16**	822.53
General Reserve	**5,714.60**	5,714.60
Foreign Currency Translation Reserve	**584.13**	602.40
Reserve Fund U/S 45-IC (1) of Reserve Bank of India Act, 1934	**140.68**	41.25
Reserve Fund u/s 29C of the NHB Act, 1987	**501.51**	294.62
FVTOCI - Equity Instruments	**65.51**	(308.26)
FVTOCI - Debt Instruments	**11.58**	11.58
Cash Flow Hedging Reserve	**(11.80)**	(28.59)
Retained Earnings	**12,408.03**	12,012.01
TOTAL	**33,972.85**	**30,526.48**

Capital Reserve

This reserve is outcome of business combinations carried out during the current year and previous years.

Securities Premium

Securities premium is used to record the premium on issue of shares. The reserve is utilised in accordance with the provision of the Companies Act, 2013.

Equity component of Compulsorily Convertible Debentures

This is the equity component of the issued Compulsorily Convertible Debentures. The liability component is reflected in financial liabilities. (Refer note 18: Non-current borrowings and 24: Other financial liabilities (included in current maturities of long-term debt)). For terms of issue in relation to Compulsorily Convertible Debentures issued during the previous year, refer note 18.

Capital Redemption Reserve

This reserve was created as per requirements of Companies Act pursuant to buyback of equity shares and redemption of preference shares.

Debenture Redemption Reserve

The Debenture redemption reserve is created as per the requirements of Rule 18(7) of the Companies (Share Capital and Debentures) Rules, 2014.

Debenture redemption reserve has not been created in respect of subsidiary which has privately placed debentures in accordance with the Companies (Share Capital and Debentures) Rules, 2014.

General Reserve

General reserve is created from time to time by way of transfer of profits from retained earnings for appropriation purposes. It is created by a transfer from one component of equity to another and is not an item of other comprehensive income.

Foreign Currency Translation Reserve

Exchange differences arising on translation of foreign operations are recognised in other comprehensive income and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit or loss when the net investment is disposed off.

Reserve Fund u/s 45-IC (1) of Reserve Bank of India Act, 1934

Reserve Fund is required to be maintained u/s 45-IC(1) of the Reserve Bank of India Act, 1934 for Non-Banking Financial Companies. During the year ended March 31, 2021, the Group has transferred an amount of ₹99.43 Crores (Previous year: ₹17.75 Crores), being 20% of profit after tax computed in accordance with IND AS.

Reserve Fund u/s 29C of the NHB Act, 1987

Reserve Fund is required to be maintained u/s 29C of the NHB Act, 1987 for Housing Finance Companies. During the year ended March 31 2021, the Company has transferred an amount of ₹206.89 Crores (Previous year: ₹6.1 Crores), being 20% of profit after tax.

FVTOCI - Equity Instruments

The Group has elected to recognise changes in the fair value of certain investments in equity securities in other comprehensive income. These changes are accumulated within the FVTOCI equity investments reserve within equity. The Group transfers amounts from this reserve to retained earnings when the relevant equity securities are derecognised.

FVTOCI - Debt Instruments

The Group has elected to recognise changes in the fair value of certain investments in debt securities in other comprehensive income. These changes are accumulated within the FVTOCI debt investments reserve within equity. The Group transfers amounts from this reserve to Consolidated statement of profit & loss when the relevant debt securities are derecognised.

Cash Flow Hedging Reserve

The Group uses hedging instruments as part of its management of foreign currency risk associated with its Foreign Currency Non-repatriable loans and for forecasted sales. Amounts recognised in cash flow hedging reserve is reclassified to Consolidated Statement of Profit and Loss when the hedged items affect the statement of Profit and Loss. To the extent these hedges are effective, the change in the fair value of hedging instrument is recognised in the Cash Flow Hedging Reserve (Refer Note 49(e)).

On August 4, 2020, a Dividend of ₹14 per equity share (total dividend of ₹315.75 Crores) was paid to holders of fully paid equity shares. The Finance Act. 2020 has repealed the Dividend Distribution Tax (DDT) hence DDT is not applicable.

On May 13, 2021, a Dividend of ₹33 per equity share (Face value of ₹2/- each) amounting to ₹787.59 Crores has been recommended by the Board of Directors which is subject to approval of the Shareholders. The amounts calculated are based on the number of shares likely to be entitled for dividend as estimated on May 13, 2021.

For movement in other equity during the year, refer Statement of Changes in Equity.

18. NON-CURRENT BORROWINGS

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
Secured - at amortised cost				
Term Loan from Banks				
Rupee Loans	**10,556.09**		9,266.19	
Foreign Currency Non-Repatriable Loans (FCNR)	**547.55**		567.94	
Others	**2,304.39**		896.08	
		13,408.03		10,730.21
Term Loan from Others		**968.27**		2,081.68
Redeemable Non-Convertible Debentures		**13,225.62**		6,858.74
Unsecured - at amortised cost				
Foreign Currency Non-Repatriable Loans	-		70.65	
		-		70.65
Liability component of Compulsorily convertible debentures (Refer Note 17)		-		70.79
Redeemable Non-Convertible Debentures		**494.84**		494.18
TOTAL		**28,096.76**		**20,306.25**

Terms of repayment, nature of security & rate of interest in case of Secured Loans:

A. Secured Term Loans from Banks

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First ranking exclusive pledge over certain shares of Piramal Pharma Limited in favour of the Security Trustee for the benefit of the Lenders and the Lenders successors	Total Tenor of 30 months from the date of first drawdown principal repayable in 24 months -33.34%,repayable in 27 months - 33.33%, repayable in 30 months -33.33%	**500.00**	-
First ranking exclusive pledge over certain shares of Piramal Pharma Limited in favour of the Security Trustee for the benefit of the Lenders and the Lenders successors	Total Tenor of 36 months from the date of first drawdown principal repayable in 12 months-10.00%, repayable in 24 months-20%, repayable in 36 months-70%	**266.00**	-
First charge over identified OTC brands and receivable. Second charge on Immovable office property at Kurla. No further charge to be created on the same except for existing encumbrances	Total Tenor of 3 years from date of first drawdown repayable in the 1st year of Q1 and Q2 -1% each, Q3 and Q4 -4% each, in the 2nd year of Q1 and Q2 -5% each, Q3 and Q4- 10% each, in the 3rd year of Q1 and Q2 -10% each, Q3 and Q4-20% each	-	270.00
First *pari passu* charge on all the movable properties of the Company's i.e. Plant and Machinery (excluding Current Assets and Intangible Assets), both present and future, at the below locations: (a) Pithampur,Madhya Pradesh (b) Ennore,Chennai (c) Digwal Village, Medak District, Telangana (d) Mahad,District Raigad, Maharashtra (e) Matoda Village, Ahmedabad. First *pari passu* charge on Company's immovable properties at (a) Pithampur, Madhya Pradesh and (b) Mahad,District Raigad, Maharashtra (c) Digwal, Sangareddy District, Telangana. First *pari passu* charge by way of hypothecation of receivables from the loans extended for the financial services business	Bullet Repayment, Total tenor of 24 months from date of first drawdown .	-	150.00
First *pari passu* charge on the underlying assets/fixed assets of the Company	Total Tenor of 24 months from date of first drawdown repayable in 1st year of Q3 & Q4 each - 5%, in the 2nd year of Q1 - 5%, Q3 - 20%, and Q4 - 65%	-	425.00
First *pari passu* charge on all the movable properties of the Company's i.e. Plant and Machinery (excluding Current Assets and Intangible Assets), both present and future, at the below locations: (a) Pithampur,Madhya Pradesh (b) Ennore,Chennai (c) Digwal Village, Medak District, Telangana (d) Mahad,District Raigad,Maharashtra (e) Matoda Village, Ahmedabad .First *pari passu* charge on Company s immovable properties at (a) Pithampur, Madhya Pradesh and (b) Mahad,District Raigad,Maharashtra (c) Digwal, Sangareddy District, Telangana . First *pari passu* charge by way of hypothecation of receivables from the loans extended for the financial services business	Total tenor of 13 months from date of first drawdown,repayable on monthly basis of ₹50 Crores each starting from the end of 4th month.	-	500.00
First *pari passu* charge on all the movable properties of the Company's i.e. Plant and Machinery (excluding Current Assets and Intangible Assets), both present and future, at the below locations: (a) Pithampur, Madhya Pradesh (b) Ennore,Chennai (c) Digwal Village, Medak District, Andhra Pradesh (d) Mahad, District Raigad,Maharashtra (e) Matoda Village, Ahmedabad. First *pari passu* charge on Company's immovable properties at (a) Pithampur, Madhya Pradesh and (b) Mahad, District Raigad, Maharashtra (c) Digwal, Sangareddy District, Telangana. First *pari passu* charge by way of hypothecation of receivables from the loans extended for the financial services business	Bullet Repayment, Total tenor of 13 months from date of first drawdown .	-	300.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in ten equal half yearly instalments with moratorium period of one year from drawdown date	-	25.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in twelve equal quarterly instalments commencing from 27 month of drawdown date	**125.09**	187.50
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in ten equal quarterly instalments commencing from 21st month from date of drawdown	-	321.99
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in three years from drawdown date	-	500.00

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in twelve quarterly instalments Commencing from 25th month from date of drawdown	**375.00**	750.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in half yearly instalments Commencing from one year from date of drawdown	**16.67**	50.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in half yearly instalments Commencing from one year from date of drawdown	**8.33**	25.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in three years from drawdown date	**-**	200.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in eight equal quarterly instalments commencing after the moratorium period of two years from the date of drawdown	**50.00**	125.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in six equal quarterly instalments commencing from 7 quarter of date of drawdown	**-**	100.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in twelve equal quarterly instalments commencing from 25 months from date of drawdown	**62.73**	83.33
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in twelve quarterly instalments Commencing from 25th month from date of drawdown	**250.00**	250.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in ten equal quarterly instalments commencing from 21st month from date of drawdown	**16.16**	66.16
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in eight equal quarterly instalments commencing from 15th month from date of drawdown	**-**	12.50
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in sixteen quarterly instalments with a holiday period of 1 year from the drawdown date.	**194.03**	312.50
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in twelve equal monthly instalments after the moratorium period of 24 months from the drawdown date	**-**	83.31
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in ten equal quarterly instalments starting from 21st month from drawdown date	**96.99**	396.99
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in eight half yearly instalments commencing after initial moratorium period of 12 months	**72.37**	112.50
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in twelve monthly instalments, first 11 of 20.83 Crores each and the 12th instalment of 20.87 Crores post holiday period of 24 months from drawdown date	**-**	125.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in three years from drawdown date	**-**	100.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in eight half yearly instalments commencing after 12th month from the drawdown date	**31.73**	37.50
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in ten quarterly instalments commencing from 21st month from the date of drawdown	**34.40**	109.40
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in eight equal quarterly instalments commencing after a moratorium of 2 years from the date of drawdown	**108.88**	100.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in twelve equal monthly instalments commencing after a moratorium period of 24 months from the date of drawdown	**-**	125.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in ten quarterly instalments commencing from 21st month from the date of drawdown	**17.20**	47.20

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in ten quarterly instalments commencing from 21st month from the date of drawdown	**34.40**	94.40
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in sixteen equal quarterly instalments commencing from 13th month of drawdown date	**226.45**	375.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in twelve equal monthly instalments commencing after moratorium of 24 months from the date of drawdown	**-**	82.33
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in ten quarterly instalments commencing from 21st month from the date of drawdown.	**123.49**	273.49
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in nineteen quarterly instalments commencing after a moratorium period of 3 months from the date of drawdown	**86.45**	126.32
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and futur	Repayable in six equal half yearly instalments with moratorium period of one year from drawdown date	**161.24**	250.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in twelve equal monthly instalments commencing post moratorium period of 2 years from the drawdown date	**22.91**	50.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in eight quarterly instalments commencing after a moratorium period of 12 months from the date of first disbursement	**-**	187.50
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment in equal half yearly instalments	**37.50**	62.50
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in two years from drawdown date	**-**	200.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in three years from drawdown date	**300.00**	300.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment of principle to be repaid in 18 quarterly instalment after moratorium period of 6 months from the date of 1st drawdown	**1,333.34**	1,666.67
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment of principle to be repaid in 12 quarterly instalment of ₹41.67 Crores after moratorium period of 6 months from the date of 1st drawdown	**291.11**	374.99
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment of principle to be repaid in 16 quarterly instalment of ₹6.23 Crores after moratorium period of 3 months from the date of 1st drawdown	**124.88**	162.50
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment of principal to be repaid in 47 equal monthly instalment of ₹10.42 Crores each and 48th installment of ₹10.50 Crores after drawdown.	**211.41**	346.87
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 6 equal semi annual instalment after 12 months from drawdown date	**142.93**	200.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 35 months from drawdown date	**82.81**	166.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment of principal to be repaid in 47 equal monthly instalment of ₹10.42 Crores each and 48th installment of ₹10.50 Crores after drawdown	**221.83**	357.29
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment of Principle to be repaid in 12 equal quarter instalment of ₹25 Crores after moratorium period of the 2 years from the date of drawdown	**299.79**	300.00

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 4 year from drawdown date	**60.78**	94.11
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 84 months from drawdown date	**675.00**	675.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 24 months from drawdown date	**-**	230.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 472 days from drawdown date	**-**	250.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 472 days from drawdown date	**-**	200.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 18 months from drawdown date	**-**	230.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 18 equal quarterly installments after the moratorium period of 6 months from the drawdown date	**399.35**	500.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 60 months in 9 equal half yearly installments commencing after initial moratorium of 6 months	**230.81**	300.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 18 months from drawdown date	**-**	115.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term Loan to be repaid in 19 equal quarterly installments starting from 1 quarter from date of first disbursement.	**421.07**	500.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term Loan repayment in 16 equal quarterly installments commencing from 12 month.	**393.19**	400.00
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 194 months from drawdown date	**76.94**	184.15
Specific loan cash flows & underlying that are part of the Assignment pool	Repayable in 362 months from drawdown date	**135.39**	334.75
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 85 months from drawdown date	**499.88**	500.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 18 months from drawdown date	**-**	175.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 24 months from drawdown date	**-**	24.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 18 months from drawdown date	**-**	159.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 24 months from drawdown date	**250.00**	250.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 60 months from drawdown date	**50.00**	50.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 18 months from drawdown date	**300.00**	300.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 20 equal quarterly instalments after the moratorium period of 24 months from the drawdown date	**208.74**	200.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term Loan repayment in 24 quarterly installments post moratorium period of 1 year.	**2,500.00**	-

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term Loan repayment in 24 quarterly installments post moratorium period of 1 year.	**500.00**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term Loan repayment in 24 quarterly installments post moratorium period of 1 year.	**500.00**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term Loan Repayment in 16 equal quarterly installments post moratorium period of 1 year.	**499.99**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 24 months from drawdown date	**230.00**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 60 months from drawdown date	**100.00**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 18 months from drawdown date	**65.00**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 60 months from drawdown date	**50.00**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 18 months from drawdown date	**110.00**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 60 months including moratorium period of 1 year and post that payable in 16 equal quarterly instalments.	**350.00**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 18 months from drawdown date	**167.00**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 20 equal quarterly instalments.	**750.00**	-
JP Morgan Term Loan - All the assets (except carved out vaporisers financed through PNC Bank and City National Bank of Florida) of the Company are collateralised against the Term Loan from JP Morgan Chase Bank.	Repayment in 20 quarterly instalments from Sept 2019 with lump payment at end of 5 years. Option to renew another 5 years.	**837.07**	979.93
PNC Term Loan - vaporisers carved out of JP Morgan Chase Term Loan	Repayment in 60 monthly installments from June 2019	**19.13**	25.44
City National Bank Florida Term Loan - vaporisers carved out of JP Morgan Chase Term Loan	Repayment in 60 monthly installments from Aug 2019	**13.68**	17.99
Fifth Third Bank Term Loan- vaporisers carved out of JP Morgan Chase Term Loan	Repayment in 60 monthly installments from Jun 2020	**6.78**	-
Fifth Third Bank Term Loan- vaporisers carved out of JP Morgan Chase Term Loan	Repayment in 60 monthly installments from Sep 2020	**9.00**	-
Fifth Third Bank Term Loan- vaporisers carved out of JP Morgan Chase Term Loan	Repayment in 60 monthly installments from Sep 2020	**15.23**	-
Fifth Third Bank Term Loan- vaporisers carved out of JP Morgan Chase Term Loan	Repayment in 60 monthly installments from Nov 2020	**30.45**	-
Fifth Third Bank Term Loan- vaporisers carved out of JP Morgan Chase Term Loan	Repayment in 60 monthly installments from Jan 2021	**17.67**	-
Fifth Third Bank Term Loan- vaporisers carved out of JP Morgan Chase Term Loan	Repayment in 60 monthly installments from Feb 2021	**13.72**	-
Citizens Bank Term Loan- vaporisers carved out of JP Morgan Chase Term Loan	Repayment in 60 monthly installments from Feb 2021	**7.00**	-
Citizens Bank Term Loan- vaporisers carved out of JP Morgan Chase Term Loan	Repayment in 60 monthly installments from Apr 2021	**10.45**	-
Primary security: Secured against brands and current assets of PCC UK, Piramal Dutch Holdings investments in Piramal Healthcare UK, Piramal Healthcare Canada Collateral security: Guarantee by PEL.	Repayable in 14 structured instalments after moratorium of 18 months from the first draw down date	**511.81**	-
Charge on brands acquired on exclusive basis	Repayable in 13 quarterly instalments of $ 5.29 Mn starting March 2022, followed by a lumpsum payment of $ 46.23 Mn in June 2025	**840.80**	-

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
1. Corporate Guarantee by PEL and 2. First ranking security over assets of PEL Pharma Inc.	Repayable in 14 structured instalments after moratorium of 18 months from the first draw down date	**292.46**	-
First charge on all moveable and immoveable fixed assets, present and future of the Company. Company is in the process of creation of charge on immoveable fixed assets.	Repayable in 20 Quaterly instalments from February 2019	**54.45**	-
Unconditional and irrevocable sale, assignment and transfer of the receivable from identified financial assets together with underlying security	Repayable in 30 monthly installments as per repayment schedule commencing from October 15, 2019.	**-**	258.89
Fixed and floating charges over the freehold and leasehold property and all other assets owned by the company	Repayable in 20 quarterly installments from March 2016	**-**	21.01

The coupon rates for the above loans are from 2.79% (GBP LIBOR+2.6%) per annum to 12.50% per annum (Previous year: 2.72% [GBP LIBOR+2.1%] to 10.65% per annum).

Refer Note 44 for assets hypothecated/mortgaged as securities against the Secured Borrowings.

Creation of charges in respect of certain loans are still in process.

B. Foreign Currency Non-Repatriable Loans:

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First pari-passu charge on the standard assets including receivables present and future	Repayable in 65 months from drawdown date	**261.32**	261.32
First pari-passu charge on the standard assets including receivables present and future	Repayable in 53 months from drawdown date	**261.32**	261.32

The rate of interest for the above loans is 9.30% per annum.

Refer Note 44 for assets hypothecated/mortgaged as securities against the Secured Borrowings.

C. Term Loan from others:

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First ranking exclusive pledge over certain shares of Piramal Pharma Limited in favour of the Security Trustee for the benefit of the Lenders and the Lenders successors	Total Tenor of 30 months from the date of first drawdown principal repayable in 24 months -33.34%,repayable in 27 months - 33.33% , repayable in 30 months -33.33%	**125.00**	-
First ranking exclusive pledge over certain shares of Piramal Pharma Limited in favour of the Security Trustee for the benefit of the Lenders and the Lenders successors	Total Tenor of 30 months from the date of first drawdown principal repayable in 24 months -33.34%,repayable in 27 months - 33.33% , repayable in 30 months -33.33%	**100.00**	-
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 29 months from drawdown date	**419.50**	1,414.02
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 105 months from drawdown date	**251.39**	577.10
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts ,present and future	Repayable in 365 days from drawdown date	**-**	50.00

The coupon rates for the above loans are 8.90% to 11.25% per annum.

Refer Note 44 for assets hypothecated/mortgaged as securities against the Secured Borrowings.

D. Secured Debentures:

(₹ in Crores)

Nature of Security	Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
50 (Previous Year: 50) (payable annually) 9.75% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured by a First Pari passu mortgage over specifically Mortgaged Premises and a first *pari passu* hypothecation over portions of specific identified Receivables as set out in the Debenture Trust Deed and the Deed of Hypothecation.	The amount of ₹5 Crores is redeemable at par at the end of 3650 days from the date of allotment.	**5.00**	5.00
350 (Previous Year: 350) (payable annually) 9.75% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured by a First Pari Passu mortgage over specifically Mortgaged Premises and a first *pari passu* hypothecation over portions of specific identified Receivables as set out in the Debenture Trust Deed and the Deed of Hypothecation.	The amount of ₹35 Crores is redeemable at par at the end of 3652 days from the date of allotment.	**35.00**	35.00
760 (Previous Year: NIL) (payable quarterly) 9.50% Secured Rated Unlisted Redeemable Non-Convertible Debentures of ₹1,000,000 each	First ranking exclusive pledge over certain shares of Piramal Pharma Limited and First ranking exclusive charge by way of hypothecation over identified receivables of PHL Fininvest Private Limited in favour of the Debenture Trustee. First ranking *pari passu* charge by way of hypothecation over inter-corporate deposits granted to PCHFL.	The amount of ₹76 Crores is redeemable at par at the end of 1,095 days from the date of allotment.	**76.00**	-
25,900 (Previous Year: NIL) (payable quarterly) 9.00% Secured Rated Unlisted Redeemable Non-Convertible Debentures of ₹1,000,000 each	First ranking exclusive pledge over the certain shares of Piramal Pharma Limited, First ranking exclusive charge by way of hypothecation over identified receivables of PHL Fininvest Private Limited and certain assets including PCHFL ICD and first ranking *pari passu* charge over the receivables, investments and other currents assets of PCHFL in favour of the Debenture Trustee	The amount of ₹2,590 Crores is redeemable at par at the end of 1,096 days from the date of allotment.	**2,590.00**	-
5,000 (Previous Year: NIL) (payable annually) 8.55% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured by a First Pari Passu charge by way of hypothecation of Receivables of Inter-Company Deposits placed with PHL Fininvest Private Limited from Piramal Enterprises Limited and a first ranking *pari passu* mortgage over specifically mortgaged premises.	The amount of ₹500 Crores is redeemable at par at the end of 1,093 days from the date of allotment.	**500.00**	-
100 (Previous Year: 100) (payable annually) 9.57% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured by a First Pari Passu mortgage over specifically Mortgaged Premises and a first *pari passu* hypothecation over portions of specific identified Receivables as set out in the Debenture Trust Deed and the Deed of Hypothecation.	The amount of ₹10 Crores is redeemable at par at the end of 1826 days from the date of allotment	**10.00**	10.00
NIL (Previous Year: 3,000) (payable monthly) 9.70% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	A first ranking exclusive charge by way of hypothecation over Hypothecated assets held by the Security provider. In addition, a guarantee is being provided by the Security provider in favour of the Debenture Trustee. Security Provider is PHL Fininvest Private Limited (PHL Fininvest Private Limited is a subsidiary of the Company).	The amount of ₹300 Crores is redeemable at par at the end of 731 days from the date of allotment	**-**	300.00
NIL (Previous Year: 250) (payable monthly) 9.70% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	A first ranking exclusive charge by way of hypothecation over Hypothecated assets held by the Security provider. In addition, a guarantee is being provided by the Security provider in favour of the Debenture Trustee. Security Provider is PHL Fininvest Private Limited (PHL Fininvest Private Limited is a subsidiary of the Company).	The amount of ₹175 Crores is redeemable at par at the end of 731 days from the date of allotment	**-**	25.00
NIL (Previous Year: 250) (payable monthly) 9.70% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	A first ranking exclusive charge by way of hypothecation over Hypothecated assets held by the Security provider. In addition, a guarantee is being provided by the Security provider in favour of the Debenture Trustee. Security Provider is PHL Fininvest Private Limited (PHL Fininvest Private Limited is a subsidiary of the Company).	The amount of ₹25 Crores is redeemable at par at the end of 731 days from the date of allotment	**-**	25.00

(₹ in Crores)

Nature of Security	Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
NIL (Previous Year: 2,000) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation	The amount of ₹200 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	200.00
NIL (Previous Year: 500) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	The amount of ₹50 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	50.00
NIL (Previous Year: 400) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	The amount of ₹40 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	40.00
NIL (Previous Year: 150) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	The amount of ₹15 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	15.00
NIL (Previous Year: 100) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	The amount of ₹10 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	10.00
NIL (Previous Year: 100) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	The amount of ₹10 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	10.00
NIL (Previous Year: 50) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	The amount of ₹5 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	5.00
NIL (Previous Year: 550) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed cum Deed of Mortgage and the Deed of Hypothecation.	The amount of ₹55 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	55.00

(₹ in Crores)

Nature of Security	Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
NIL (Previous Year: 250) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed cum Deed of Mortgage and the Deed of Hypothecation.	The amount of ₹25 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	25.00
NIL (Previous Year: 200) (payable annually) 7.90% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the identified Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed cum Deed of Mortgage and the Deed of Hypothecation.	The amount of ₹20 Crores is redeemable at par at the end of 1096 days from the date of allotment	-	20.00
NIL (Previous Year: 5,000) (payable monthly) 9.00% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company as set out in the Debenture Trust deed and the Deed of Hypothecation.	The amount of ₹500 Crores is redeemable at par at the end of 547 days from the date of allotment	-	500.00
NIL (Previous Year: 5,000) (payable monthly) 9.00% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First Pari Passu charge by hypothecation over the Receivables and a first ranking *pari passu* mortgage over specifically mortgaged premises or such other property as may be identified by the Company and set out in the Debenture Trust deed and Deed of Hypothecation. The Company shall maintain security cover of at least one times of the entire redemption amount throughout the tenure of the NCDs.	The amount of ₹500 Crores is redeemable at par at the end of 546 days from the date of allotment	-	500.00
NIL (Previous Year: 3,000) (payable monthly) 9.00% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured through a First ranking exclusive charge by way of hypothecation over the receivables ,to be created by its affliates. The Company shall maintain security cover of at least one times of the entire redemption amount throughout the tenure of the NCDs.	The amount of ₹300 Crores is redeemable at par at the end of 836 days from the date of allotment	-	300.00
NIL (Previous Year: 7,500) (payable quarterly) 10.25% Secured Rated UnListed Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured by (i) A first ranking exclusive charge by way of hypothecation over the receivables ,to be created by its affiliates and (ii) A first ranking charge by way of hypothecation over (i) the Designated Account and monies in it ,to be created by the Company. (iii) any other security specified from time to time under the debenture trust deed.	The amount of ₹750 Crores is redeemable at par at the end of 457 days from the date of allotment	-	750.00
NIL (Previous Year: 16,000) (payable quarterly) 10.25% Secured Rated Unlisted Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured by: (i) a first ranking exclusive charge by way of hypothecation over the Hypothecated Assets ,to be created by PHL Fininvest ,so as to ensure compliance with the Security Cover Ratio at all times in accordance with clause 6.2 of this Deed (ii) a first ranking exclusive charge by way of hypothecation over the Designated Account Assets, to be created by the Company; and (iii) a first ranking exlusive pledge over the Pledged Shares to be created by the Pledgors, in favour of the Debenture Trustee for the benefit of the Secured Parties,in form and substance satisfactory to the Debenture Trustee.	The amount of ₹910 Crores is redeemable at par at the end of 548 days from the date of allotment	-	910.00

(₹ in Crores)

Nature of Security	Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
NIL (Previous Year: 1,500) (payable quarterly) 10.25% Secured Rated Unlisted Redeemable Non-Convertible Debentures of ₹1,000,000 each	Secured by: (i) a first ranking exclusive charge by way of hypothecation over the Hypothecated Assets, to be created by PHL Fininvest ,so as to ensure compliance with the Security Cover Ratio at all times in accordance with clause 6.2 of this Deed (ii) a first ranking exclusive charge by way of hypothecation over the Designated Account Assets, to be created by the Company; and (iii) a first ranking exlusive pledge over the Pledged Shares to be created by the Pledgors, in favour of the Debenture Trustee for the benefit of the Secured Parties,in form and substance satisfactory to the Debenture Trustee.	The amount of ₹90 Crores is redeemable at par at the end of 531 days from the date of allotment.	-	90.00
NIL (Previous Year: 6,900) (payable at maturity) 10.00% Secured Rated Listed Redeemable Non-Convertible Debentures of ₹1,000,000 each Secured by (a) a first ranking exclusive pledge to be created by PHL FinInvest over such number of the ReNew NCDs held by it, constituting the Collateral Securities; (b) a first ranking exclusive pledge to be created by PFMPL over such number of the ReNew NCDs held by it, constituting the Collateral Securities; (c) a first ranking pledge to be created by the Company over such number of the WGHPL NCDs held by it, constituting the Collateral WGHPL Securities with a first priority of payment in respect of the Existing Debentures and a second priority of payment in respect of the Common Secured Obligations provided after the Step Up Date the priority of payment in relation to the Common Secured Obligations will step up to first priority; (d) A first ranking pledge to be created by PHL FinInvest over such number of the WGHPL NCDs held by it, constituting the Collateral WGHPL Securities with a first priority of payment in respect of the Existing Debentures and a second priority of payment in respect of the Common Secured Obligations provided after the Step Up Date the priority of payment in relation to the Common Secured Obligations will step up to first priority; (e) a second ranking exclusive fixed charge over all its present and future rights, titles, interests, benefits, claims, demands of the Company in the Designated Account Assets (PEL) which upon occurrence of the Step Up Date shall stand automatically converted to a first ranking exclusive charge (excluding in respect of the Securities Receivables whether or not deposited in the Designated Account (PEL) the charge in relation to which will have the ranking set out in paragraph (h) below); (f) a first ranking exclusive fixed charge over all its present and future rights, titles, interests, benefits, claims, demands of PHL FinInvest in the Designated Account Assets (PHL FinInvest); (g) a second ranking exclusive fixed charge over all rights, title, interest, benefits, claims and demands whatsoever of the Company or PHL FinInvest, whether presently in existence or acquired hereafter in, to, under and/or in respect of the WGHPL Securities Receivables, whether or not deposited in the Designated Accounts, both present and future which upon occurrence of the Step Up Date shall stand automatically converted to a first ranking exclusive charge; (h) a first ranking exclusive fixed charge over all rights, title, interest, benefits, claims and demands whatsoever of PHL FinInvest and PFMPL, whether presently in existence or acquired hereafter in, to, under and/or in respect of the Securities Receivables, whether or not deposited in the Designated Accounts, both present and future; and (i) a first ranking exclusive charge over all present and future rights, title, interest, benefit, claims, demands of PHL FinInvest and PFMPL in, to and under the Underlying Securities Documents to the fullest extent permitted under the Applicable Law and terms of the Underlying Securities Documents (but to the extent of the Securities),		The amount of ₹399.40 Crores is redeemable at par at the end of 368 days from the date of allotment.	-	399.40
50 (payable annually) 8.95% Secured Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each having face value of ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 2555 days from the date of allotment.	**5.00**	5.00
Nil (Previous year: 2,000, payable on maturity) 8.85% Secured Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each having face value of ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 1152 days from the date of allotment	-	200.00

(₹ in Crores)

Nature of Security	Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Nil (Previous Year: 4400, payable on maturity) 8.85% Secured, Rated, Listed, redeemable Non-Convertible Debentures (NCD's) each having a face value of ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 1154 days from the date of allotment	-	440.00
250 (payable annually) 8.75% Secured, Rated, Listed , Redeemable Non-Convertible Debentures (NCD's) each having a face value of ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 2556 days from the date of allotment	**25.00**	25.00
Nil (Previous Year: 950, payable annually) 8.35% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after three years from the date of allotment	-	95.00
Nil (Previous Year: 500, payable annually) 8.35% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after three years from the date of allotment	-	50.00
Nil (Previous Year: 500, payable annually) 8.35% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after three years from the date of allotment	-	50.00
Nil (Previous Year: 250, payable annually) 8.35% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after three years from the date of allotment	-	25.00
Nil (Previous Year: 5,000, payable annually) 8.07% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each having a face value of ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCDs are repayable after 1096 days from the deemed date of allotment	-	500.00
Nil (Previous Year: 1,250, payable annually) 8.10% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of face value ₹1000000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCDs are repayable after 1096 days from the date of allotment	-	125.00
5,000 (payable monthly) 7.96% Secured, Rated , Listed, Redeemable Non-Convertible Debentures (NCD's) each having a face value of ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCDs are redeemable at par in three instalments: 8th year-167 Crores; 9th year-167 crore; 10th year-166 Crores	**500.00**	500.00
Nil (Previous Year: 150, payable annually) 7.96% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCDs are repayable after 1094 days from the date of allotment	-	15.00
Nil (Previous Year: 1,000, payable annually) 7.96% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCDs are repayable after 1094 days from the date of allotment	-	100.00
350 (payable annually) 9.25% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCDs are repayable after 2555 days from the date of allotment	**35.00**	35.00

(₹ in Crores)

Nature of Security	Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
250 (payable annually) 9.75% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCDs are repayable after 1826 days from the date of allotment	**25.00**	25.00
5,000 (payable annually) 9.27% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCDs are redeemable at par in three instalments: 8th year-167 Crores; 9th year-167crore; 10th year-166 Crores	**500.00**	500.00
8,125 (payable annually) 9.50% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹8,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after three years from the date of allotment	**650.00**	650.00
625 (payable annually) 9.50% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹8,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after three years from the date of allotment	**50.00**	50.00
5,000 (payable annually) 9.51% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after eight years from the date of allotment	**500.00**	500.00
5,000 (payable annually) 9.51% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after Nine years from the date of allotment	**500.00**	500.00
5,000 (payable annually) 9.51% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹1000000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after Ten years from the date of allotment	**500.00**	500.00
900 (payable semi annually) 10% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 53 months from the date of allotment	**90.00**	90.00
900 (payable semi annually) 10% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 65 months from the date of allotment	**90.00**	90.00
1,500 (payable annually) 9.5% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 3 years from the date of allotment	**150.00**	150.00
2,500 (payable annually) 8.75% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 3 years from the date of allotment	**250.00**	-
3,250 (payable annually) 8.75% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 18 months from the date of allotment	**325.00**	-

(₹ in Crores)

Nature of Security	Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
1,000 (payable annually) 7.85% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 18 months from the date of allotment	**100.00**	-
5,000 (payable annually) 8.50% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 3 years from the date of allotment	**500.00**	-
5,000 (payable annually) 7.85% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 18 months from the date of allotment	**500.00**	-
400 (payable annually) 7.85% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 18 months from the date of allotment	**40.00**	-
1,500 (payable annually) 7.85% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 18 months from the date of allotment	**150.00**	-
500 (payable annually) 7.85% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 18 months from the date of allotment	**50.00**	-
1,500 (payable annually) 8.10% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 18 months from the date of allotment	**150.00**	-
1,500 (payable annually) 8.10% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 18 months from the date of allotment	**150.00**	-
500 (payable annually) 9.32% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 10 years from the date of allotment	**50.00**	-
1,750 (payable annually) 8.10% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 18 months from the date of allotment	**175.00**	-
15,000 (payable annually) 9.25% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 60 months from the date of allotment	**1,500.00**	-
3,750 (payable annually) 9.25% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 60 months from the date of allotment	**375.00**	-

(₹ in Crores)

Nature of Security	Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
1,750 (payable annually) 9.25% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 60 months from the date of allotment	**175.00**	-
15,000 (payable annually) 9.25% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 60 months from the date of allotment	**1,500.00**	-
3,750 (payable annually) 9.25% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 60 months from the date of allotment	**375.00**	-
750 (payable annually) 9.25% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 60 months from the date of allotment	**75.00**	-
500 (payable annually) 9.25% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 60 months from the date of allotment	**50.00**	-
509 (payable annually) 8.50% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 22 months from the date of allotment	**50.90**	-
250 (payable annually) 9.00% Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each of a face value ₹10,00,000	First pari-passu charge by hypothecation over the movable assets and a first ranking *pari passu* mortgage over Specifically Mortgaged Property	The NCD's are repayable after 10 years from the date of allotment	**25.00**	-
25,210 (previous year 25,210) Secured , Unrated, Unlisted, Redeemable Non-Convertible Debentures (NCD's) each having face value of ₹420,071 (previous year ₹913,130) 9% per annum from date of allotment till 6th April, 2020 8.85% per annum from April 7, 2020 till maturity	First exclusive charge by hypothecation/ pledge over the identified financial assets including all receivables therefrom.	The NCD's are repayable in 36 months and 8 days from the date of allotment. ; with put option	**1,059.00**	2,302.00
Nil (previous year: 5,480) Secured, Unrated, Unlisted, Redeemable Non-Convertible Debentures (NCD's) each having face value of ₹ nil (previous year - 33,047) 9% per annum from date of allotment till July 31, 2020 8.85% per annum from August 1, 2020 till maturity	First exclusive charge by hypothecation/ pledge over the identified financial assets including all receivables therefrom.	The NCD's are repayable in 36 months and 6 days from the date of allotment; with put option.	**-**	18.11
400 (previous year - nil) Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each having face value of ₹1,000,000 (previous year - nil) 8.10% per annum from date of allotment till maturity	A first ranking pari-passu charge hypothecation/ pledge over the identified financial assets including all receivables therefrom.	The NCD's are repayable in 18 months from the date of allotment.	**40.00**	-

(₹ in Crores)

Nature of Security	Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
1,400 (previous year - nil) Secured , Rated, Unlisted, Redeemable Non-Convertible Debentures (NCD's) each having face value of ₹1,000,000 (previous year - nil) 10.25% per annum from date of allotment till maturity	A first ranking pari-passu charge hypothecation/ pledge over the identified financial assets of the holding company including all receivables therefrom.	The NCD's are repayable in 24 months and 15 days from the date of allotment.	**1,400.00**	-
350 (previous year - nil) Secured, Rated, Unlisted, Redeemable Non-Convertible Debentures (NCD's) each having face value of ₹1,000,000 (previous year - nil) 10.25% per annum from date of allotment till maturity	A first ranking pari-passu charge hypothecation/ pledge over the identified financial assets of the holding company including all receivables therefrom.	The NCD's are repayable in 23 months and 1 day from the date of allotment.	**350.00**	-

The coupon rate for the above debentures are in the range of 7.85% to 10.25% per annum (Previous Year: 7.90% to 10.25% per annum).

Refer Note 44 for assets hypothecated/mortgaged as securities against the Secured Borrowings.

Terms of repayment & rate of interest in case of Unsecured Loans:

A. Term Loan from Banks (FCNR loan)

(₹ in Crores)

Particulars	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Long-term Unsecured foreign currency Non-Repatriable loans from banks	Loan shall be repaid by 18 EMI's starting from month following the end of moratorium period of 18 months	-	240.22

The coupon rate for the above loan - (Previous Year 6.00% per annum).

B. Unsecured Debentures

(₹ in Crores)

Particulars	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
5,000 (payable annually) 9.55% Unsecured, Subordinated, Tier II, Rated, Listed, Redeemable Non-Convertible Debentures (NCD's) each having face value of ₹10,00,000	The NCD's are repayable after 10 years from the date of allotment	**500.00**	500.00
Nil (Previous Year: 1,000) 8.20% (payable annually) Unsecured Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹100 Crores redeemable at par at the end of 1130 days from the date of allotment.	-	100.00
Nil (Previous Year: 250) 8.20% (payable annually) Unsecured Redeemable Non-Convertible Debentures of ₹1,000,000 each	The amount of ₹25 Crores redeemable at par at the end of 1130 days from the date of allotment.	-	25.00

The coupon rates for the above loans is 9.55% per annum (Previous Year 8.20% to 9.55% per annum).

Terms and Description of Compulsorily Convertible Debentures.

Compulsorily Convertible debentures (CCD) outstanding as at March 31, 2021 is ₹1,749.99 Crores. Each CCD has a par value of ₹151,000 and is convertible at the option of the CCD holder into Equity shares of the Company starting from December 19, 2019 in the ratio of hundred equity share of ₹2 each for every one CCD held. Any CCD not converted will be compulsory converted into equity shares on June 12, 2021 at a price of ₹1,510 per share. The CCD carry a coupon of 9.28% per annum, payable in 3 half-yearly installments. The basis of presentation of the liability and equity portions of these shares is explained in the summary of significant accounting policies. The CCDs allotted and the equity shares arising out of conversion of such CCDs shall not be disposed off for a period of 18 months from the date of trading approval. During the previous year ended March 31, 2020, outstanding CCD were ₹1,749.99 Crores. Refer Note 60(a) for movement in CCDs.

19. OTHER FINANCIAL LIABILITIES - NON-CURRENT

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Others	-	0.72
TOTAL	**-**	**0.72**

20. NON-CURRENT PROVISIONS

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Provision for employee benefits (Refer Note 42)	**30.08**	65.10
Provision for Onerous contracts *	**0.08**	0.11
TOTAL	**30.16**	**65.21**

* Refer Note 50 for movement during the year

21. DEFERRED TAX LIABILITIES (NET)

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
(a) Deferred Tax Liabilities on account of temporary differences				
- Property, Plant and Equipment and Intangible assets	**252.96**		69.07	
- Fair Valuation of Derivative contract	**4.30**		-	
- Others	**0.37**		0.19	
		257.63		69.26
(b) Deferred Tax Asset on account of temporary differences				
- Other Provisions	**0.24**		34.87	
- Unused tax credits/losses	**18.84**		17.79	
- Expenses that are allowed on payment basis	**15.87**		8.38	
		34.95		61.04
DEFERRED TAX LIABILITIES (NET)		**222.68**		**8.22**

22. OTHER NON-CURRENT LIABILITIES

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Deferred Government grant related to assets	**1.95**	2.04
Other grants related to assets	**107.17**	107.91
Deferred Revenue	**33.54**	29.44
TOTAL	**142.66**	**139.39**

23. CURRENT BORROWINGS

(₹ in Crores)

	As at March 31, 2021		As at March 31, 2020	
Secured - at amortised cost				
Loans from banks				
- Working Capital Demand Loan	**685.45**		4,430.39	
- Overdraft with banks (including PCFC)	**173.88**		1,785.14	
- Collaterized Debt Obligations (Refer Note 10)	**-**		33.54	
		859.33		6,249.07
Unsecured - at amortised cost				
Loans from banks				
Overdraft with banks	**14.69**		-	
Rupee Loans				
- Repayable on demand	**415.00**		400.12	
Foreign Currency Non-Repatriable Loans				
- PCFC from banks	**8.99**		230.66	
Intercorporate Deposits	**351.76**		-	
Commercial Papers	**1,637.68**		1,070.06	
Compulsorily Convertible preference shares	**75.00**		-	
		2,503.12		1,700.84
TOTAL		**3,362.45**		**7,949.91**

Description of loan	Terms of repayment	Rate of Interest
Secured Loans:		
Working capital Demand Loan	At Call	1.47% to 10.25% per annum
Overdraft with banks*	At Call	2.1% per annum
Others (PCFC)*	At Call	0.74% per annum
Collaterized Debt Obligations*	Repayable by the end of credit period	3.93% to 10.50% per annum
Unsecured Loans:		
Commercial Papers	Repayable within 365 days from date of disbursement	7.00% to 8.50% per annum
Loans from Banks (Repayable on demand)	Repayable within 365 days from date of disbursement	5.00% per annum
Overdraft with banks*	At Call	2.6% to 4.25%
Inter corporate deposits	Repayable by the end of credit period	8.25% per annum

Terms of repayment, nature of security & rate of interest in case of Secured Loans:

A. Working capital Demand Loan

(₹ in Crores)

Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Repayable on May 31, 2021	**50.00**	-
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Repayable on April 30, 2021	**50.00**	-
First *pari passu* charge by way of hypothecation on receivables from PHL Fininvest Pvt. Ltd. (100% subsidiary of PEL) to PEL.	Bullet Repayment at the end of the tenor of 6 months from date of first drawdown .	**-**	50.00
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Bullet Repayment at the end of the tenor of 6 months from date of first drawdown .	**-**	125.00
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Bullet Repayment at the end of the tenor of 6 months from date of first drawdown .	**-**	125.00

(₹ in Crores)

Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Bullet Repayment at the end of the tenor of 4 months from date of first drawdown .	-	125.00
First *pari passu* charge on the standard assets receivables arising out of financial services loan book of the Borrower along with other lenders.	Bullet Repayment at the end of the tenor of 4 months from date of first drawdown .	-	125.00
Secured by hypothecation of inventories and book debts	Repayable on Sept 18, 2020	-	10.00
Secured by hypothecation of inventories and book debts	Repayable on July 31, 2020	-	50.00
Secured by hypothecation of inventories and book debts	Repayable on May 15, 2020	-	15.00
Secured by hypothecation of inventories and book debts	Repayable on Apr 22, 2020	-	24.91
Secured by hypothecation of inventories and book debts	Repayable on Apr 11, 2020	-	1.66
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	200.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	100.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	100.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	14.80
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	75.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	24.17
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	75.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	50.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	200.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	1,600.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Final Maturity date of each tranche drawn down under the facility shall not extend 3 months from the date of first disbursement. Facility shall be subject to review after 3 months from the date of first disbursement.	-	1,200.00
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable within 365 days from date of drawdown.	**49.99**	-
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable within 92 days from date of drawdown.	**250.00**	-

(₹ in Crores)

Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable within 92 days from date of drawdown.	200.00	-
JP Morgan Revolver Facility - All the assets (except carved out vaporisers financed through PNC Bank, City National Bank, Fifth Third Bank and Citizen Bank of Florida and intangibles acquired from fellow subsidiary) of the Company are collateralised against the WCDL from JP Morgan Chase Bank.	As we determine. 5 year term with renewable 5 year option	51.27	134.74
100% Secured by hypothecation of inventories and book debts	At Call	30.00	-
First charge (Hypothecation) on Current assets and Second charge (hypothecation) on movable fixed assets. Also, Corporate guarantee given by Piramal Enterprises Limited and Navin Fluorine International Limited in the share of 51:49, respectively.	On the due date of receipt against export bill discounted, ie. 14-05-21	2.92	-

Refer Note 44 for assets hypothecated/mortgaged as securities against the Secured Borrowings.

B. Others (PCFC)

(₹ in Crores)

Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
100% Secured by hypothecation of inventories and book debts	At Call	60.02	-

The coupon rate for the above instruments is 0.74% per annum (Previous year: Nil)

Terms of repayment, nature of security & rate of interest in case of Unsecured Loans:

A. Intercorporate deposit from Others

(₹ in Crores)

Nature of Security	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Inter Corporate Deposit	Repayment on June 7, 2021 for an amount of ₹350 Crores	350.00	-

The coupon rate for the above instruments is 8.25% per annum (Previous year: Nil).

B. Other loans from banks

(₹ in Crores)

Particulars	Terms of Repayment	Principal Outstanding as at March 31, 2021	Principal Outstanding as at March 31, 2020
Short-term loans from banks	Repayable on March 10, 2022	415.00	-

The coupon rate for the above instruments is 5% per annum (Previous year: Nil).

24. OTHER FINANCIAL LIABILITIES - CURRENT

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Current maturities of long-term debt (Refer Note 18)	**7,909.95**	13,798.38
Unclaimed Dividend (Refer Note below)	**20.68**	21.68
Employee related liabilities	**218.47**	230.96
Capital Creditors	**2.62**	4.25
Retention money	**0.25**	-
Security Deposits Received	**3.11**	3.38
Derivative Financial Liabilities	**6.43**	17.66
Other payables	**25.67**	0.69
TOTAL	**8,187.18**	**14,077.00**

There are no amounts due and outstanding to be credited to Investor Education and Protection Fund as at the year end.

25. OTHER CURRENT LIABILITIES

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Advance From Customers#	**73.96**	86.23
Deferred Revenue#	**47.46**	3.69
Deferred grant related to assets	**0.25**	0.47
Statutory Dues	**65.11**	41.97
Other grant related to assets	**29.32**	27.18
TOTAL	**216.10**	**159.54**

During the current year ended March 31, 2021, the Group has recognised revenue of ₹86.23 Crores (Previous year: ₹378.08 Crores) arising from opening advance from customers/ deferred revenue as of April 1, 2020. Out of the above for previous year, revenue amounting to ₹295.51 Crores forms part of discontinued operations (Refer note 56 (a)).

26. CURRENT PROVISIONS

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Provision for employee benefits (Refer Note 42)	**52.55**	52.66
Provision for Expected Credit Loss on Loan Commitments/Letter of Credit (Refer Note 49 (f))	**109.83**	188.19
Provision for Litigations & Disputes *	**3.50**	3.50
TOTAL	**165.88**	**244.35**

* Refer Note 50 for movement during the year.

27. CURRENT TAX LIABILITIES (NET)

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Provision for Income Tax [Net of Advance Tax of ₹525.82 Crores as on March 31, 2021, (Previous year: ₹434.63 Crores)]	**189.74**	212.91
TOTAL	**189.74**	**212.91**

28. CONTINGENT LIABILITIES AND COMMITMENTS

(₹ in Crores)

		As at March 31, 2021	As at March 31, 2020
A	**Contingent liabilities:**		
1	Claims against the Company not acknowledged as debts:		
	- Demand dated June 5, 1984 the Government has asked for payment to the credit of the Drugs Prices Equalisation Account, the difference between the common sale price and the retention price on production of Vitamin 'A' Palmitate (Oily Form) from January 28, 1981 to March 31, 1985 not accepted by the Company. The Company has been legally advised that the demand is untenable.	**0.61**	0.61
2	Others:		
	i. Appeals filed in respect of disputed demands:		
	Income Tax		
	- where the Company is in appeal	**302.19**	618.04
	- where the Department is in appeal	**368.55**	243.97
	Sales Tax	**16.62**	16.71
	Central/State Excise/Service Tax/Customs	**69.71**	73.88
	Labour Matters	**1.10**	0.29
	Stamp Duty	**9.37**	4.00
	Legal Cases	**3.21**	6.94
	ii. Unexpired Letters of Credit	**0.28**	14.23
3	Indemnity given to Navin Fluorine International Limited in relation to service tax matter where company is in appeal	**1.79**	-
	Note: Future cash outflows in respect of 1 and 2(i) above are determinable only on receipt of judgements/decisions pending with various forums/authorities.		
B	**Commitments:**		
	a) Estimated amount of contracts remaining to be executed on capital account and not provided for	**164.47**	95.50
	b) The Company has imported raw materials at concessional rates, under the Advance License Scheme of the Government of India, to fulfil conditions related to quantified exports in stipulated period	**14.38**	16.07

Refer note 49 (a) in case of loan commitments.

29. REVENUE FROM OPERATIONS

(₹ in Crores)

		Year ended March 31, 2021		Year ended March 31, 2020	
A.	**Revenue from contract with customers**				
	Sale of products	**4,904.04**		4,839.07	
	Sale of Services	**855.00**		508.09	
			5,759.04		5,347.16
B.	**Income of financing activities:**				
	Interest income on instruments measured at amortised cost	**6,421.63**		7,304.02	
	Income on instruments mandatorily measured at FVTPL	**577.92**		281.55	
	Dividend income on instruments designated at FVTOCI (refer note below)	**6.16**		14.48	
	Processing/ arranger fees	**5.05**		21.95	
	Others	**0.96**		0.07	
			7,011.72		7,622.07
			12,770.76		12,969.23
C.	**Other operating revenues:**				
	Processing Charges Received	**1.04**		0.17	
	Miscellaneous Income	**37.55**		98.89	
			38.59		99.06
TOTAL			**12,809.35**		**13,068.29**

All dividends from equity investments designated as at FVTOCI recognised for both the years relate to investments held at the end of each reporting period. There was no dividend income relating to investments derecognised during the reporting period.

Disaggregate revenue information

The table below presents disaggregated revenues from contracts with customers by major product and timing of transfer of goods or services for each of our business segments. The Group believes that this disaggregation best depicts how the nature, amount, timing and uncertainty of our revenues and cashflows are affected by industry, market and other economic factors.

For the year ended March 31, 2021 and March 31, 2020

(₹ in Crores)

Revenue by product line/ timing of transfer of goods/ services	Year ended March 31, 2021		Year ended March 31, 2020	
	At Point in time	Over time	At Point in time	Over time
Pharmaceuticals				
Global Pharma	4,753.55	590.69	4,421.08	479.83
Over the counter products	394.56	-	418.00	-
Total	5,148.11	590.69	4,839.08	479.83
Financial Services	-	20.24	-	28.25
Total	-	20.24	-	28.25
Total	5,148.11	610.93	4,839.08	508.08

Reconciliation of revenue recognised with contract price:

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Sale of products and services at transaction price	6,403.33	5,883.47
Less: Discounts	(644.29)	(536.31)
Revenue recognised on sale of products and services	5,759.04	5,347.16

30. OTHER INCOME (NET)

(₹ in Crores)

	Year ended March 31, 2021		Year ended March 31, 2020	
Interest Income on Financial Assets				
- On Non-current Investments				
- On Current Investments	0.06		27.28	
- On Loans and Bank Deposits (at amortised costs)	39.10		134.24	
- On Receivables and Others	1.65		(0.00)	
		40.81		161.52
Dividend Income				
- On Current Investments at FVTPL		2.25		2.35
Profit on Sale of Investment, (net)		-		11.32
Other Gains & Losses:				
- Gain on Sale of Property, Plant and Equipment		24.41		2.40
- Exchange Gain (Net)		26.40		30.87
- Fair Value gains on derivative instruments not designated as hedge		140.31		-
Provision no Longer Required, Written Back (Refer note below)		4.71		125.29
Miscellaneous income		124.75		157.36
TOTAL		363.64		491.11

Provision written back relates to write back of provisions for various expenses created in earlier years that is no longer required.

31. COST OF MATERIALS CONSUMED

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Raw and Packing Materials		
Opening Inventory	394.10	341.65
Add: Purchases	1,481.35	1,429.64
Less: Closing Inventory	463.25	394.10
TOTAL	1,412.20	1,377.19

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32. PURCHASES OF STOCK-IN-TRADE

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Traded Goods	**664.69**	473.45
TOTAL	**664.69**	**473.45**

33. CHANGES IN INVENTORIES OF FINISHED GOODS, WORK-IN-PROGRESS AND STOCK-IN-TRADE

(₹ in Crores)

	Year ended March 31, 2021		Year ended March 31, 2020	
Opening Inventory:				
Work-in-Progress	**326.61**		248.85	
Finished Goods	**89.97**		101.55	
Stock-in-trade	**184.69**		77.05	
		601.27		427.45
Less: Closing Inventory:				
Work-in-Progress	**325.82**		326.61	
Finished Goods	**155.80**		89.97	
Stock-in-trade	**274.93**		184.69	
		756.57		601.27
TOTAL		**(155.30)**		**(173.82)**

34. EMPLOYEE BENEFITS EXPENSE

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Salaries and Wages	**1,439.15**	1,392.37
Contribution to Provident and Other Funds (Refer Note 42)	**104.64**	95.41
Gratuity Expense (Refer Note 42)	**6.00**	10.46
Staff Welfare	**100.68**	111.96
TOTAL	**1,650.47**	**1,610.20**

35. FINANCE COSTS

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Finance Charge on financial liabilities measured at amortised cost	**4,088.53**	5,062.51
Other borrowing costs	**120.00**	258.11
TOTAL	**4,208.53**	**5,320.62**

36. OTHER EXPENSES

(₹ in Crores)

	Year ended March 31, 2021		Year ended March 31, 2020	
Processing Charges		**11.25**		22.56
Consumption of Stores and Spares Parts		**94.25**		79.58
Consumption of Laboratory materials		**95.51**		65.06
Power, Fuel and Water Charges		**140.81**		124.33
Repairs and Maintenance				
Buildings	**53.73**		56.58	
Plant and Machinery	**123.26**		99.39	
Others	**21.19**		20.60	
		198.18		176.57
Rent		**37.82**		38.81
Rates & Taxes		**76.30**		50.41
Insurance		**38.43**		34.30
Travelling Expenses		**19.47**		84.09
Directors' Commission		**3.04**		-
Directors' Sitting Fees		**1.47**		1.52
Trade Receivables written off	**0.02**		10.56	
Less: Trade Receivables written off out of Provision for Doubtful Debts (Refer Note 10)	**-**	**0.02**	(9.24)	1.32
Expected Credit Loss on Trade Receivables (Refer Note 10)		**9.47**		6.04
Provision for Doubtful loans and advances		**78.96**		-
Provision for diminution in value of investments		**3.04**		-
Loss on Sale of Non-Current Investments (Net)		**7.09**		-
Loss on Sale of Property, Plant & Equipments (Net)		**-**		0.30
Property, Plant & Equipments Written Off		**3.43**		-
Advertisement and Business Promotion Expenses		**112.08**		123.92
Donations		**23.83**		1.69
Expenditure towards Corporate Social Responsibility activities (Refer note below)		**31.81**		66.55
Contribution to Electoral Trust		**-**		60.00
Freight		**111.07**		76.60
Export expenses		**2.46**		2.24
Clearing and Forwarding Expenses		**46.58**		53.73
Communication and Postage		**20.00**		19.90
Printing and Stationery		**8.20**		11.24
Claims		**-**		1.95
Legal Charges		**15.44**		17.05
Professional Charges		**288.46**		237.35
Royalty Expense		**105.74**		64.70
Information Technology Costs		**24.98**		21.17
Net Fair Value changes		**-**		41.72
R & D Expenses (Net) (Refer Note 46)		**79.31**		71.96
Commission on fund raising		**0.93**		7.53
Miscellaneous Expenses		**73.71**		74.99
TOTAL		**1,763.13**		**1,639.18**

Note

Details in respect of Corporate Social Responsibility Expenditure:

- Gross amount required to be spent during the year – ₹39.39 Crores (Previous year: ₹10.28 Crores)
- Amount spent during the year on Revenue Expenditure – ₹31.81 Crores (Previous year: ₹66.55 Crores)
- Amount spent during the year on Capital Expenditure - Nil (Previous year Nil).

37. EXCEPTIONAL ITEMS

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Mark to market gains on forward contracts taken against the inflow from equity investment from Investors in Pharma segment.	100.80	-
Write off of certain property plant and equipment and intangible assets under development pertaining to Mumbai R & D center	(37.42)	-
Certain transaction costs in relation to the sale of Pharma business	(4.52)	-
TOTAL	**58.86**	**-**

38. OTHER COMPREHENSIVE INCOME/(EXPENSE) (NET OF TAXES)

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
Other Comprehensive Income/(Expense) related to:		
Fair Valuation of Equity investments	373.77	(1,359.46)
Remeasurement of post-employment benefit obligations (Refer Note 42)	(3.43)	(3.15)
Deferred gains/(losses) on cash flow hedges	18.51	(35.83)
Deferred gains/(losses) on cash flow hedge of discontinued operations	-	3.92
Exchange differences on translation of foreign operations	(9.43)	325.41
Exchange differences on translation of discontinued operation	-	115.83
Gain of bargain purchase	7.43	-
TOTAL	**386.85**	**(953.28)**

39. INTERESTS IN OTHER ENTITIES

a) Subsidiaries

The Group's subsidiaries at March 31, 2021 are set out below.

Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the group, and the proportion of ownership interests held equals the voting rights held by the group.

The country of incorporation or registration is also their principal place of business.

Sr. No.	Name of the Company	Principal place of business/Country of incorporation	Ownership interest held by the group	Ownership interest held by non-controlling interests	Principal Activity
			% voting power held as at March 31, 2021	% voting power held as at March 31, 2021	
1	PHL Fininvest Private Limited	India	100%	-	Financial Services
2	Piramal International	Mauritius	100%	-	Holding Company
3	Piramal Holdings (Suisse) SA	Switzerland	100%	-	Holding Company
4	Piramal Critical Care Italia, S.P.A**	Italy	80%	20%	Pharmaceutical manufacturing and services
5	Piramal Critical Care Deutschland GmbH**	Germany	80%	20%	Pharmaceutical manufacturing and services
6	Piramal Critical Care Limited **	U.K.	80%	20%	Pharmaceutical manufacturing and services
7	Piramal Healthcare (Canada) Limited **	Canada	80%	20%	Pharmaceutical manufacturing and services
8	Piramal Critical Care B.V. **	Netherlands	80%	20%	Pharmaceutical manufacturing and services
9	Piramal Pharma Solutions B.V. **	Netherlands	80%	20%	Pharmaceutical manufacturing and services
10	Piramal Critical Care Pty. Ltd. **	Australia	80%	20%	Pharmaceutical manufacturing and services
11	Piramal Healthcare UK Limited **	U.K.	80%	20%	Pharmaceutical manufacturing and services
12	Piramal Healthcare Pension Trustees Limited**	U.K.	80%	20%	Pharmaceutical manufacturing and services
13	Piramal Critical Care South Africa (Pty.) Ltd. **	South Africa	80%	20%	Pharmaceutical manufacturing and services
14	Piramal Dutch Holdings N.V. @@	Netherlands	80%	20%	Holding Company
15	Piramal Healthcare Inc. **	U.S.A	80%	20%	Holding Company
16	Piramal Critical Care, Inc. **	U.S.A	80%	20%	Pharmaceutical manufacturing and services
17	Piramal Pharma Inc.**	U.S.A	80%	20%	Pharmaceutical manufacturing and services

Sr. No.	Name of the Company	Principal place of business/Country of incorporation	Ownership interest held by the group	Ownership interest held by non-controlling interests	Principal Activity
			% voting power held as at March 31, 2021	% voting power held as at March 31, 2021	
18	Piramal Pharma Solutions Inc. **	U.S.A	80%	20%	Pharmaceutical manufacturing and services
19	PEL Pharma Inc.**	U.S.A	80%	20%	Holding Company
20	Ash Stevens LLC **	U.S.A	80%	20%	Pharmaceutical manufacturing and services
21	Piramal Dutch IM Holdco B.V.***	Netherlands	100%	-	Holding Company
22	PEL-DRG Dutch Holdco B.V.*** $	Netherlands	100%	-	Holding Company
23	Piramal Capital and Housing Finance Limited	India	100%	-	Financial Services
24	Piramal Fund Management Private Limited	India	100%	-	Financial Services
25	Piramal Asset Management Private Limited	India	100%		Financial Services
26	Piramal Investment Advisory Services Private Limited	India	100%	-	Financial Services
27	Piramal Investment Opportunities Fund	India	100%	-	Financial Services
28	INDIAREIT Investment Management Co. $$	Mauritius	100%	-	Financial Services
29	Piramal Asset Management Private Limited $$	Singapore	100%	-	Financial Services
30	Piramal Capital International Limited $$	Mauritius	100%	-	Financial Services
31	Piramal Securities Limited	India	100%	-	Financial Services
32	Piramal Systems & Technologies Private Limited	India	100%	-	Holding Company
33	Piramal Technologies SA @	Switzerland	100%	-	Holding Company
34	PEL Finhold Private Limited	India	100%	-	Holding Company
35	Piramal Consumer Products Private Limited ***	India	100%	-	Holding Company
36	Piramal Pharma Limited ^	India	80%	20%	Pharmaceutical manufacturing and services
37	PEL Healthcare LLC (w.e.f. June 26, 2020)**	U.S.A	80%	20%	Pharmaceutical manufacturing and services
38	Piramal Finance Sales & Services Private Limited (w.e.f. September 9, 2020)****	India	100%	-	Financial Services
39	Virdis Power Investment Managers Private Limited (w.e.f. October 17, 2020)	India	100%	-	Financial Services
40	Virdis Infrastructure Investment Managers Private Ltd. (w.e.f. October 22, 2020)	India	100%	-	Financial Services
41	Convergence Chemicals Private Limited (subsdiary w.e.f. from February 24, 2021 and joint venture up to February 23, 2021)@@	India	80%	20%	Pharmaceutical manufacturing and services

*** Refer note 56(a).

** held through Piramal Dutch Holdings N.V.

@ held through Piramal Systems & Technologies Private Limited

$ held through Piramal Dutch IM Holdco B.V.

$$ held through Piramal Fund Management Private Limited

**** held through PHL Fininvest Private Limited

@@ held through Piramal Pharma Limited

^ Note on Common control transactions with subsidiaries

The Group undertook the following common control transactions:

The Board of Directors ('Board') of the Company at their meeting held on June 26, 2020, had *inter alia*, approved:

a) the sale of the major line of pharmaceutical business ('Pharma Business'), including those held by the Company directly and through its wholly-owned subsidiaries, to Piramal Pharma Limited, wholly-owned subsidiary of the Company ('PPL').

b) the strategic growth investment by CA Clover Intermediate II Investments (now known as CA Alchemy Investments) ("Carlyle"), an affiliated entity of CAP V Mauritius Limited, an investment fund managed and advised by affiliated entities of The Carlyle Group Inc., for a 20% stake in the fresh equity capital of PPL.

This transaction was successfully closed on October 6th, 2020 on receipt of requisite approvals. As a result, PPL a subsidiary of the Company received ₹3,523.40 crores as consideration towards 20% equity investment from CA Alchemy Investments. The excess of consideration received over the net assets of the Pharma business attributable to the Non-Controlling shareholder has been adjusted to Equity, in accordance with IND AS 110 " Consolidated Financial Statements".

The Group's subsidiaries at March 31, 2020 are set out below.

Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the group, and the proportion of ownership interests held equals the voting rights held by the group.

The country of incorporation or registration is also their principal place of business.

Sr. No.	Name of the Company	Principal place of business/ Country of incorporation	Ownership interest held by the group	Ownership interest held by non-controlling interests	Principal Activity
			% voting power held as at March 31, 2020	% voting power held as at March 31, 2020	
1	PHL Fininvest Private Limited	India	**100%**	-	Financial Services
2	Searchlight Health Private Limited ***	India	**51%**	49%	Healthcare Insights and Analytics
3	Piramal International	Mauritius	**100%**	-	Holding Company
4	Piramal Holdings (Suisse) SA	Switzerland	**100%**	-	Holding Company
5	Piramal Critical Care Italia, S.P.A**	Italy	**100%**	-	Pharmaceutical manufacturing and services
6	Piramal Critical Care Deutschland GmbH**	Germany	**100%**	-	Pharmaceutical manufacturing and services
7	Piramal Critical Care Limited ** ##	U.K.	**100%**	-	Pharmaceutical manufacturing and services
8	Piramal Healthcare (Canada) Limited **	Canada	**100%**	-	Pharmaceutical manufacturing and services
9	Piramal Critical Care B.V. **	Netherlands	**100%**	-	Pharmaceutical manufacturing and services
10	Piramal Pharma Solutions B.V. **	Netherlands	**100%**	-	Pharmaceutical manufacturing and services
11	Piramal Critical Care Pty. Ltd. **	Australia	**100%**	-	Pharmaceutical manufacturing and services
12	Piramal Healthcare UK Limited **	U.K.	**100%**	-	Pharmaceutical manufacturing and services
13	Piramal Healthcare Pension Trustees Limited**	U.K.	**100%**	-	Pharmaceutical manufacturing and services
14	Piramal Critical Care South Africa (Pty.) Ltd. **	South Africa	**100%**	-	Pharmaceutical manufacturing and services
15	Piramal Dutch Holdings N.V.	Netherlands	**100%**	-	Holding Company
16	Piramal Healthcare Inc. **	U.S.A	**100%**	-	Holding Company
17	Piramal Critical Care, Inc. ** ##	U.S.A	**100%**	-	Pharmaceutical manufacturing and services
18	Piramal Pharma Inc.**	U.S.A	**100%**	-	Pharmaceutical manufacturing and services
19	Piramal Pharma Solutions Inc. **	U.S.A	**100%**	-	Pharmaceutical manufacturing and services
20	PEL Pharma Inc.**	U.S.A	**100%**	-	Holding Company
21	Ash Stevens LLC **	U.S.A	**100%**	-	Pharmaceutical manufacturing and services
22	DRG Holdco Inc. $ ***	U.S.A	**-**	-	Holding Company
23	Piramal IPP Holdings LLC (Liquated w.e.f. December 31, 2019) $ ***	U.S.A	**-**	-	Holding Company
24	Decision Resources Inc. $ ***	U.S.A	**-**	-	Healthcare Insights and Analytics
25	Decision Resources International, Inc. $ ***	U.S.A	**-**	-	Healthcare Insights and Analytics
26	DR/Decision Resources, LLC $ ***	U.S.A	**-**	-	Healthcare Insights and Analytics
27	Millennium Research Group Inc. $ ***	Canada	**-**	-	Healthcare Insights and Analytics
28	Decision Resources Group Asia Ltd $ ***	Hong Kong	**-**	-	Healthcare Insights and Analytics
29	DRG UK Holdco Limited $ ***	U.K.	**-**	-	Holding Company
30	Decision Resources Group UK Limited $ ***	U.K.	**-**	-	Holding Company
31	Sigmatic Limited $ ***	U.K.	**-**	-	Healthcare Insights and Analytics
32	DRG Analytics & Insights Private Limited ***	India	**-**	-	Healthcare Insights and Analytics
33	DRG Singapore Pte. Ltd. $ ***	Singapore	**-**	-	Healthcare Insights and Analytics
34	Sharp Insight Limited $ ***	U.K.	**-**	-	Healthcare Insights and Analytics
35	Decision Resources Japan K.K. (w.e.f. February 5, 2019) $ ***	Japan	**-**	-	Healthcare Insights and Analytics
36	Piramal Dutch IM Holdco B.V.***	Netherlands	**100%**	-	Holding Company
37	PEL-DRG Dutch Holdco B.V.*** $	Netherlands	**100%**	-	Holding Company
38	Piramal Capital and Housing Finance Limited	India	**100%**		Financial Services
39	Piramal Fund Management Private Limited	India	**100%**	-	Financial Services
40	Piramal Asset Management Private Limited	India	**100%**		Financial Services
41	Piramal Investment Advisory Services Private Limited	India	**100%**	-	Financial Services
42	Piramal Investment Opportunities Fund	India	**100%**	-	Financial Services
43	INDIAREIT Investment Management Co. $$	Mauritius	**100%**	-	Financial Services
44	Piramal Asset Management Private Limited $$	Singapore	**100%**	-	Financial Services
45	Piramal Capital International Limited $$	Mauritius	**100%**	-	Financial Services

Sr. No.	Name of the Company	Principal place of business/ Country of incorporation	Ownership interest held by the group	Ownership interest held by non-controlling interests	Principal Activity
			% voting power held as at March 31, 2020	% voting power held as at March 31, 2020	
46	Piramal Securities Limited	India	100%		Financial Services
47	Piramal Systems & Technologies Private Limited	India	100%	-	Holding Company
48	Piramal Technologies SA @	Switzerland	100%	-	Holding Company
49	PEL Finhold Private Limited	India	100%	-	Holding Company
50	Piramal Consumer Products Private Limited ***	India	100%	-	Holding Company
51	Piramal Pharma Limited (w.e.f. March 4, 2020)	India	100%	-	Pharmaceutical manufacturing and services

*** Refer note 56(a).
** held through Piramal Dutch Holdings N.V.
@ held through Piramal Systems & Technologies Private Limited
$ held through Piramal Dutch IM Holdco B.V.
$$ held through Piramal Fund Management Private Limited
$$$ held through Sigmatic Limited.
Note on Common control transactions with subsidiaries
The Group undertook the following common control transaction:

On August 27, 2019, Piramal Critical Care Inc, Purchased the Inthratecal Spasticity products and certain generic injectables from Piramal Critical Care Limited, (both step down subsidiaries of the Company) . As this was a transaction between entities under common control, the assets and liabilities transferred were recorded at carrying value of transferor's book.

Interest in material subsidiary

Summarised consolidated financial information in respect of the group's subsidiary that has material non-controlling interest is set out below. The summarised consolidated financial information below represents amounts as per Piramal Pharma Limited's consolidated financial statements.

Summarised Balance sheet:

(₹ in Crores)

Particulars	Piramal Pharma Limited As at March 31, 2021
Current Assets	3,648.70
Non-Current Assets	7,251.08
Current Liabilities	2,490.28
Non-Current Liabilities	2,804.50
Equity Interest Attributable to Owners	4,484.00
Non - Controlling Interest	1,121.00

Summarised Total Comprehensive Income:

(₹ in Crores)

Particulars	Piramal Pharma Limited For the year ended March 31, 2021
Total Income	5,719.29
Expenses (incl. tax expense)	5,124.45
Profit for the year	594.84
Total Comprehensive Income for the year	637.50
Total Comprehensive Income attributable to the owners of the company	546.92
Total Comprehensive Income attributable to the Non-Controlling Interest	90.58

Movement in Cash & Cash Equivalents:

(₹ in Crores)

Particulars	Piramal Pharma Limited For the year ended March 31, 2021
Opening Cash & Cash Equivalents	225.81
Closing Cash & Cash Equivalents	384.65
Net Cash Inflow	158.84

(b) Interest in Joint Ventures

Sr. No.	Name of the Company	Principal place of business	Carrying Amount as at (₹ in Crores)		% of ownership interest
			March 31, 2021	March 31, 2020	
1	Shrilekha Business Consultancy Private Limited (Joint venture) (Shrilekha Business Consultancy Limited)	India	**3,700.50**	3,461.34	74.95%

The above investments in joint ventures are accounted for using Equity Method. These are unlisted investments and hence quoted prices are not available.

Significant judgement: classification of joint venture

Shrilekha Business Consultancy Private Limited

The Group has a 74.95% interest in a joint venture called Shrilekha Business Consultancy Private Limited which was set up together with Shriram Ownership Trust to invest in Shriram Capital Limited. Shrilekha Business Consultancy Private Limited holds 26.68% in Shriram Capital Limited, thereby giving the Group an effective interest of 20%.

The principal place of business of the joint venture is in India.

Significant financial information for Shrilekha Business Consultancy Private Limited has been provided below:

Significant financial information:

Summarised Balance sheet as at:

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Current assets	**10.80**	6.16
Non-current assets	**4,151.56**	3,859.73
Current liabilities	**(0.07)**	(20.04)
Non-current liabilities	**(0.06)**	(2.73)
Net Assets	**4,162.23**	**3,843.13**
The above amounts of assets and liabilities include the following:		
Cash and cash equivalents	**0.11**	6.15
Current financial liabilities (excluding trade payables)	**(0.06)**	(20.03)

Summarised statement of profit and loss

(₹ in Crores)

Particulars	For the year ended March 31, 2021	For the year ended March 31, 2020
Income tax expense	**0.31**	0.04
Share of profit from associate	**318.09**	521.15
Profit for the year	**319.09**	522.12
Other comprehensive income/ (expense), (net of tax)	**-**	-
Total comprehensive income	**319.09**	**522.12**

Reconciliation to carrying amounts as at:

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Net assets	**4,162.23**	3,843.13
Group's share in %	**74.95%**	74.95%
Proportion of the Group’s ownership interest	**3,119.59**	2,880.43
Goodwill	**556.74**	556.74
Dividend Distribution Tax	**24.17**	24.17
Carrying amount	**3,700.50**	**3,461.34**

(c) Individually immaterial joint ventures

The group has interests in the following individually immaterial joint ventures that are accounted for using the equity method:

Sr. No.	Name of the Company	Principal place of business	% of ownership interest
1	India Resurgence ARC Private Limited	India	50.00%
2	India Resurgence Asset Management Business Private Limited (formerly known as PEL Asset Resurgence Advisory Private Limited) (IRAMBPL)	India	50.00%
3	Asset Resurgence Mauritius Manager	Mauritius	50.00%
4	Piramal Ivanhoe Residential Equity Fund 1	India	50.00%
5	India Resurgence Fund - Scheme - 2	India	50.00%
6	Convergence Chemicals Private Limited (Convergence) (subsdiary w.e.f. from February 24, 2021 and joint venture up to February 23, 2021)	India	80.00%
7	India Resurgence ARC Trust I (w.e.f May 3, 2019)	India	50.00%
8	Piramal Structured Credit Opportunities Fund (PSCOF) (w.e.f February 26, 2020)	India	25.00%

Investment in India Resurgence ARC Private Limited

India Resurgence ARC Private Limited was a wholly-owned subsidiary of the Company till July 18, 2017. On July 19, 2017, the Company has entered into a joint venture agreement with Bain Capital Credit India Investments (a company existing under the laws of the Republic of Mauritius) to sell its shares to the latter.

The contractual arrangement states that the Company and the other shareholder shall nominate one director each to the board in addition to the two independent directors. For any meeting of the board, the quorum shall be two directors provided that one director from each party is present. This gives both the parties a joint control over India Resurgence ARC Private Limited.

Hence with effect from July 19, 2017, the investment in India Resurgence ARC Private Limited is considered as investment in Joint Venture and accordingly this is accounted as per the equity method.

Investment in India Resurgence Asset Management Business Private Limited

India Resurgence Asset Management Business Private Limited was a wholly-owned subsidiary of the Company till February 6, 2018. On February 7, 2018, the Company has entered into a joint venture agreement with Bain Capital Mauritius (a private limited company incorporated in Mauritius) to sell its shares to the latter.

The contractual arrangement states that the Company and the other shareholder shall nominate one director each to the board in addition to the two independent directors. For any meeting of the board, the quorum shall be two directors provided that one director from each party is present. This gives both the parties a joint control over India Resurgence Asset Management Business Private Limited.

Hence with effect from February 7, 2018, the investment in India Resurgence Asset Management Business Private Limited is considered as investment in Joint Venture and accordingly this is accounted as per the equity method.

Investment in Asset Resurgence Mauritius Manager

Asset Resurgence Mauritius Manager is a Joint Venture between Bain Capital Credit Member LLC and Piramal Fund Management Private Limited.

Asset Resurgence Mauritius Manager was incorporated in the Republic of Mauritius as a private company under the Mauritius Companies Act. 2001 on October 10, 2017 and holds a Category I Global Business License and a CIS Manager issued by the Financial Services Commission. The principal activity of Asset Resurgence Mauritius Manager is to provide investment management services.

Investment in Piramal Ivanhoe Residential Equity Fund 1

Piramal Ivanhoe Residential Equity Fund - 1 ('Fund') is a contributory determinate investment trust organised under the Indian Trust Act. 1882 and has been registered with SEBI as Category II Alternative Investment Fund.

Investment in India Resurgence Fund - Scheme - 2

India Resurgence Fund, is a Category II, SEBI registered AIF which is managed by India Resurgence Asset Management Business Private Limited, a 50:50 joint venture between Piramal Enterprises Limited and Bain Capital. India Resurgence Fund is a trust which has been set up on March 2, 2017 and registered with SEBI on June 28, 2017. India Resurgence Fund has floated India Resurgence Fund Scheme 2 for investments into distressed to control investment opportunities.

Convergence Chemicals Private Limited

Significant judgement:classification of joint venture

Convergence Chemicals Private Limited ('CCPL') is a wholly-owned subsidiary set up to develop, manufacture and sell speciality fluorochemicals.

The Group owned 51% equity shares of CCPL till 23rd February 2021. The contractual arrangement stated that PEL and the other shareholder shall nominate two directors each to the board and for any meeting of the board the quorum shall be two directors provided that one director from each party is present. This gave both the parties a joint control over CCPL. CCPL is a Private Limited Company whose legal form confers separation between the parties to the joint arrangement and the Company itself. Accordingly, the legal form of CCPL and the terms of the contractual arrangement indicated that the arrangement was a Joint Venture.

Effective 24th Feb 2021, the group, through its subsidiary, Piramal Pharma Ltd., has acquired the remaining 49% stake held by Navin Flourine International Ltd. in Convergence Chemicals Pvt. Ltd. for a cash consideration of ₹65.10 Crores. Post this acquisition, CCPL is a wholly-owned subsidiary of Piramal Pharma Ltd.

India Resurgence ARC Trust I

India Resurgence ARC Trust I (‘the Trust’) is declared as a Trust of India Resurgence ARC Private Limited in accordance with the Indian Trust Act, 1882 by way of a trust deed dated November 12, 2018. India Resurgence ARC Trust I is being managed by India Resurgence ARC Pvt. Ltd. (Trustee) and this trustee entity is joint venture between Bain Capital and Piramal Enterprise. Shareholding of Trustee entity is being held 50:50 by Bain Capital & Piramal Enterprise.

Piramal Structured Credit Opportunities Fund

Piramal Structured Credit Opportunities Fund’ (the ‘Fund’) has been establised under the provisions of the Indian Trust Act, 1882. The Fund has received approval from the Securities and Exchange Board of India on February 10, 2020 to carry on the activity of alternate investment fund by pooling together resources and finances from institutional and high net worth investors.

(₹ in Crores)

	For the year ended March 31, 2021	For the year ended March 31, 2020
Aggregate carrying amount of individually immaterial joint ventures	**506.67**	**522.54**
Aggregate amounts of the group's share of:		
Profit/(loss) from continuing operations	59.43	46.43
Other comprehensive income	-	-
Total comprehensive income	**59.43**	**46.43**

(d) Interest in Associates

Sr. No.	Name of the Company	Principal place of business	Carrying Amount as at (₹ in Crores)		% of effective ownership interest
			March 31, 2021	March 31, 2020	
1	Allergan India Private Limited (Allergan)	India	**109.67**	194.37	39.20%

The above investment is accounted for using Equity Method. This is an unlisted investment and hence quoted prices are not available.

Allergan India Private Limited is mainly engaged in trading of opthalmic products.

Allergan India Private Limited

Significant judgement: classification of associate

The Group owns 39.20% (Previous year: 49%) equity shares of Allergan India Private Limited. As per the terms of the contractual agreement with Allergan Pharmaceuticals (Ireland) Limited, the Company by virtue of its shareholding neither has the power to direct the relevant activities of the company, nor has the right to appoint majority of the Directors. The Company only has a right to participate in the policy making processes. Accordingly Allergan India Private Limited has been considered as an Associate.

Significant financial information for associate

Summarised Balance sheet as at:

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Current assets	**255.70**	385.40
Non-current assets	**46.86**	42.32
Current liabilities	**(66.48)**	(55.40)
Non-current liabilities	**(13.40)**	-
Net Assets	**222.69**	**372.32**

Summarised statement of profit and loss for the year ended:

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Revenue from Operations	365.35	379.50
Profit for the year	121.23	103.60
Other comprehensive income/ (expense)	-	-
Total comprehensive income	121.23	103.60
Dividends received	124.54	-

Reconciliation to carrying amounts as at:

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Net assets	222.69	372.32
Group's share in %	49%	49%
Proportion of the group's ownership interest	109.12	182.44
Others	0.55	(1.36)
Dividend Distribution Tax	-	13.29
Carrying amount	**109.67**	**194.37**

Contingent liabilities as at:

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Share of associate's contingent liabilities		
- Claims against the Company not acknowledged as debt	8.84	2.84
- Disputed demands for income tax, sales tax and service tax matters	1.75	16.99
Total contingent liabilities	**10.59**	**19.83**

(e) Individually immaterial associates

The group has interests in the following individually immaterial associates that are accounted for using the equity method:

Sr. No.	Name of the Company	Principal place of business
1	Bluebird Aero Systems Limited (ceased to be an associate w.e.f March 3, 2021)	Israel
2	Shriram Capital Limited	India

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Aggregate carrying amount of individually immaterial associates	0.01	39.99
Aggregate amounts of the group's share of:		
Profit/(loss) from continuing operations	-	-
Other comprehensive income	-	-
Total comprehensive income/ (Loss)	-	-

(f) Share of profits from Associates and Joint Venture for the year ended:

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Share of profits from Joint Ventures	298.59	437.76
Share of profits from Associates	39.84	51.80
Total share of profits from Associates and Joint Venture	**338.43**	**489.56**

40. TRANSFER OF FINANCIAL ASSETS

Transferred financial assets that are not derecognised in their entirety

The following tables provide a summary of financial assets that have been transferred in such a way that part or all of the transferred financial assets do not qualify for derecognition, together with the associated liabilities:

(₹ in Crores)

Securitisations/Assigments	Year ended March 31, 2021	Year ended March 31, 2020
Carrying amount of transferred assets measured at amortised cost	-	5,075
Carrying amount of associated liabilities measured at amortised cost	-	3,923
Fair value of assets	-	4,134
Fair value of associated liabilities	-	2,774
Net position at Fair value	-	1,360

In the previous year, the Group had entered into a securitisation transaction with Catalyst Trusteeship Limited (unrelated and unconsolidated entity). The Group does not hold any equity or other interest and does not control this entity. The Group was exposed to first loss amounting to ₹1,016.67 Crores (being 30%) of the amount securitised in addition to credit enhancement provided in the form of deposits is ₹473.96 Crores and therefore continues to be exposed to significant risk and rewards relating to the underlying mortgage receivables.

Accordingly, Loan portfolio assets of ₹3,388.90 Crores are not derecognised and proceeds received of ₹2,372.23 Crores is recorded as financial liability under Debt securities.

41. GOODWILL

Movement in Goodwill on Consolidation during the year:

(₹ in Crores)

Particulars	As at March 31, 2021	As at March 31, 2020
Opening balance	**1,139.07**	5,939.45
Less: Written off during the year (Refer Note 56(b) and 37)	-	(5,096.98)
Add: Acquisition of Convergence Chemicals Pvt. Ltd. (Refer Note 58(ii))	**8.08**	-
Add: Currency translation differences	**(32.87)**	296.60
Closing balance	**1,114.28**	**1,139.07**

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the cash generating units (CGU) or group of CGUs, which are benefited from the synergies of the acquisition. Goodwill is reviewed for any impairment at the operating segment, which is represented through group of CGUs.

The following table presents the allocation of goodwill to reportable segments:

(₹ in Crores)

Particulars	As at March 31, 2021	As at March 31, 2020
Pharmaceuticals	**856.74**	874.17
Financial Services	**257.54**	264.90
Total	**1,114.28**	**1,139.07**

The recoverable amount of a CGU is the higher of its fair value less cost to sell and its value-in-use.

CGUs to which goodwill has been allocated are tested for impairment annually, or more frequently when there is indication for impairment. The financial projections basis which the future cash flows have been estimated consider (a) the increase in economic uncertainties due to COVID-19, (b) reassessment of the discount rates, (c) revisiting the growth rates factored while arriving at terminal value and subjecting these variables to sensitivity analysis. If the recoverable amount of a CGU is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit on a pro-rata basis of the carrying amount of each asset in the unit.

As of March 31, 2021 and March 31, 2020, the recoverable amount was computed using the discounted cash flow method for which the estimated cash flows for a period of 5 years in the Pharmaceuticals and Financial Services segment were developed using internal forecasts, and a pre-tax discount rate of 10% to 13.50% respectively. The cash flows beyond 5 years have been extrapolated assuming 3% to 5% growth rates, depending on the cash generating unit and the country of operations.

The management believes that any possible changes in the key assumptions would not cause the carrying amount to exceed the recoverable amount of cash generating unit.

Based on the above, no impairment was identified as of March 31, 2021 and March 31, 2020 as the recoverable value of the segments exceeded the carrying values.

42. EMPLOYEE BENEFITS:

Brief description of the Plans:

Other Long-Term Employee Benefit Obligations

Leave Encashment, which are expected to be availed or encashed beyond 12 months from the end of the year are treated as other long-term employee benefits. The Group's liability is actuarially determined (using the Projected Unit Credit method) at the end of each year. Actuarial losses/gains are recognised in the Consolidated Statement of Profit and Loss in the year in which they arise.

Long-Term Service Awards are recognised as a liability at the present value of the defined benefit obligation as at the balance sheet date.

Defined Contribution plans:

The Group's defined contribution plans are Provident Fund (in case of certain employees), Superannuation, Overseas Social Security Plans, Employees State Insurance Fund and Employees' Pension Scheme (under the provisions of the Employees' Provident Funds and Miscellaneous Provisions Act, 1952) and 401(k) plan contribution(in case of US subsidiaries). The Group has no further obligation beyond making contributions to such plans.

Post-employment benefit plans:

Gratuity for employees in India is paid as per the Payment of Gratuity Act, 1972. Employees who are in continuous service for a period of 5 years are eligible for gratuity. The amount of gratuity payable on retirement/termination is the employees last drawn basic salary per month computed proportionately for the number of years of service. The Group has both funded and non funded plans and makes contributions to recognised funds in India in case of funded plans.

The Group's Gratuity Plan is administered by an insurer and the Investments are made in various schemes of the trust. The Group funds the plan on a periodical basis.

In case of certain employees, the Provident fund is administered through an in-house trust. Periodic contributions to the trust are invested in various instruments considering the return, maturity, safety, etc., within the overall ambit of the Provident Fund Trust Rules and investment pattern notified through the Ministry of Labour investment guidelines for exempted provident funds.

In case of a foreign subsidiary, the subsidiary sponsors a defined benefit retirement plan. The benefits are based on employees' years of experience and final remuneration. The plan was funded through a separate trustee-administered fund.The pension cost for the main defined plans is established in accordance with the advice of independent qualified actuary. This fund was closed to future accrual of benefits with effect from November 15, 2017 and there are no active members.

These plans typically expose the Group to actuarial risks such as: investment risk, interest rate risk, longevity risk and salary risk.

Investment risk

The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds. Plan investment is a mix of investments in government securities, equity, mutual funds and other debt instruments.

Interest risk

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 debt investments.

Longevity risk

The present value of the defined benefit plan 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 plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The Group has both funded and non funded plans and makes contributions to recognised funds in India in case of funded plans. The Group does not fully fund the liability and maintains a target level of funding to be maintained over a period of time based on estimations of expected gratuity payments. In respect of certain employees, Provident Fund contributions are made to a Trust administered by the Group. The contributions made to the trust are recognised as plan assets. Plan assets in the Provident fund trust are governed by local regulations, including limits on contributions in each class of investments.

The Group actively monitors how the duration and the expected yield of the investments are matching the expected cash outflows arising from the employee benefit obligations, with the objective that assets of the gratuity/provident fund obligations match the benefit payments as they fall due. Investments are well diversified, such that the failure of any single investment would not have a material impact on the overall level of assets.

A large portion of assets consists of government and corporate bonds, although the Group also invests in equities, cash and mutual funds. The plan asset mix is in compliance with the requirements of the regulations in case of Provident fund.

In case of an overseas subsidiary, the pension plans were funded through a separate trustee - administered fund. The subsidiary employs a building block approach in determining the long-term rate of return on pension plan assets. Historical markets are studied and assets with higher volatility are assumed to generate higher returns consistent with widely accepted capital market principles.

I. Charge to the Consolidated Statement of Profit and Loss based on Defined Contribution Plans:

(₹ in Crores)

Particulars	Year ended March 31, 2021	Year ended March 31, 2020
Employer's contribution to Regional Provident Fund Office	**12.01**	13.20
Employer's contribution to Superannuation Fund	**0.24**	0.26
Employer's contribution to Employees' State Insurance	**0.56**	0.70
Employer's contribution to Employees' Pension Scheme 1995	**5.28**	5.42
Contribution to Pension Fund	**47.23**	44.10
401 (k) Plan contribution	**27.43**	43.78
TOTAL	**92.75**	**107.46**

Included in Contribution to Provident and Other Funds and R&D Expenses disclosed under Other Expenses (Refer Note 34 and 36).

II. Disclosures for defined benefit plans based on actuarial valuation reports as on March 31, 2021

A. Change in Defined Benefit Obligation

(₹ in Crores)

Particulars	(Funded)						(Non-Funded)	
	Gratuity		Pension		Provident Fund		Gratuity	
	Year ended March 31,		Year ended March 31,		Year ended March 31,		Year ended March 31,	
	2021	2020	2021	2020	2021	2020	2021	2020
Present Value of Defined Benefit Obligation as at beginning of the year	**67.89**	62.53	**592.65**	525.02	**270.77**	233.66	**16.50**	12.86
Transfer of Liability from Non funded to Funded	**16.50**	-	**-**	-	**-**	-	**(16.50)**	-
Interest Cost	**4.97**	4.57	**12.54**	15.30	**23.06**	20.78	**-**	0.96
Current Service Cost	**6.06**	4.23	**-**	-	**11.97**	12.22	**-**	2.89
Past Service Cost	**-**	-	**-**	-	**-**	-	**-**	-
Contributions from plan participants	**-**	-	**-**	-	**21.85**	20.81	**-**	-
Liability Transferred In for employees joined	**-**	0.24	**-**	-	**13.19**	8.60	**-**	-
Liability Transferred Out for employees left	**-**	(0.25)	**-**	-	**-**	-	**-**	-
Liability acquired on acquisition of a subsidiary	**0.05**	-	**-**	-	**-**	-	**-**	-
Benefits Paid	**(9.45)**	(3.50)	**(30.20)**	(31.99)	**(28.32)**	(25.30)	**-**	(1.20)
Reduction on disposal of discontinued operations	**-**	(2.54)	**-**	-	**-**	-	**-**	-
(Gains)/Losses on Curtailment	**-**	-	**-**	-	**-**	-	**-**	-
Actuarial (Gains)/loss - due to change in Demographic Assumptions	**(0.44)**	-	**-**	-	**-**	-	**-**	-
Actuarial (Gains)/loss - due to change in Financial Assumptions	**0.33**	2.32	**82.44**	67.69	**-**	-	**-**	1.21
Actuarial (Gains)/loss - due to experience adjustments	**3.90**	0.29	**-**	-	**(0.10)**	-	**-**	(0.22)
Exchange Differences on Foreign Plans	**-**	-	**46.66**	16.63	**-**	-	**-**	-
Present Value of Defined Benefit Obligation as at the end of the year	**89.81**	**67.89**	**704.09**	**592.65**	**312.42**	**270.77**	**-**	**16.50**

B. Changes in the Fair Value of Plan Assets

(₹ in Crores)

Particulars	(Funded)						(Non-Funded)	
	Gratuity		Pension		Provident Fund		Gratuity	
	Year ended March 31,		Year ended March 31,		Year ended March 31,		Year ended March 31,	
	2021	2020	2021	2020	2021	2020	2021	2020
Fair Value of Plan Assets as at beginning of the year	**23.01**	25.76	**743.08**	678.48	**270.77**	233.66	**-**	-
Interest Income	**2.92**	1.93	**15.73**	19.84	**23.06**	20.78	**-**	-
Contributions from employer	**47.70**	-	**-**	-	**33.82**	33.03	**-**	-
Contributions from plan participants	**-**	-	**-**	-		-	**-**	-
Asset acquired on acquisition of a subsidiary	**0.53**	-	**-**	-	**-**	-	**-**	-
Assets Transferred In for employees joined	**-**	-	**-**	-	**13.19**	8.60	**-**	-
Reduction on disposal of discontinued operations	**-**	(0.58)	**-**	-		-	**-**	-
Benefits Paid from the fund	**(8.01)**	(3.50)	**(30.20)**	(31.99)	**(28.32)**	(25.30)	**-**	-
Return on Plan Assets, Excluding Interest Income	**0.10**	(0.60)	**95.52**	58.85	**(0.10)**	-	**-**	-
Administration cost	**-**	-	**(5.36)**	(3.59)	**-**	-	**-**	-
Exchange Differences on Foreign Plans	**-**	-	**58.50**	21.49	**-**	-	**-**	-
Fair Value of Plan Asset as at the end of the year	**66.25**	**23.01**	**877.27**	**743.08**	**312.42**	**270.77**	**-**	**-**

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C. Amount recognised in the Balance Sheet

(₹ in Crores)

Particulars	(Funded)						(Non-Funded)	
	Gratuity		Pension		Provident Fund		Gratuity	
	As at March 31,		As at March 31,		As at March 31,		As at March 31,	
	2021	2020	2021	2020	2021	2020	2021	2020
Present Value of Defined Benefit Obligation as at the end of the year	**89.81**	67.89	**704.09**	592.65	**312.42**	270.77	**-**	16.50
Fair Value of Plan Assets As at end of the year	**66.25**	23.01	**877.27**	743.08	**312.42**	270.77	**-**	-
Funded Status	**-**	-	**(173.18)**	(150.43)	**-**	-	**-**	-
Asset Ceiling	**-**	-	**173.18**	150.43	**-**	-	**-**	-
Effect of currency translations	**-**	-	**-**	-	**-**	-	**-**	-
Net Liability recognised in the Balance Sheet (Refer Notes 20 and 26)	**23.56**	**44.88**	**-**	**-**	**-**	**-**	**-**	**16.50**

(₹ in Crores)

Particulars	(Funded)						(Non-Funded)	
	Gratuity		Pension		Provident Fund		Gratuity	
	As at March 31,		As at March 31,		As at March 31,		As at March 31,	
	2021	2020	2021	2020	2021	2020	2021	2020
Recognised under:								
Non-Current provision (Refer Note 20)	**23.56**	44.88	**-**	-	**-**	-	**-**	16.20
Current provision (Refer Note 26)	**-**	-	**-**	-	**-**	-	**-**	**0.30**

The Provident Fund has a surplus that is not recognised on the basis that future economic benefits are not available to the Group in the form of a reduction in future contributions or a cash refund due to local regulations.

The Group has no legal obligation to settle the deficit in the funded plan (Gratuity) with an immediate contribution or additional one off contributions.

D. Expenses recognised in Consolidated Statement of Profit and Loss

(₹ in Crores)

Particulars	(Funded)						(Non-Funded)	
	Gratuity		Pension		Provident Fund		Gratuity	
	Year ended March 31,		Year ended March 31,		Year ended March 31,		Year ended March 31,	
	2021	2020	2021	2020	2021	2020	2021	2020
Current Service Cost	**6.06**	4.23	**-**	-	**11.97**	12.22	**-**	2.89
Past Service Cost	**-**	-	**-**	-	**-**	-	**-**	-
Net interest Cost	**2.05**	2.64	**-**	-	**-**	-	**-**	0.96
(Gains)/Losses on Curtailments and settlements	**-**	-	**-**	-	**-**	-	**-**	-
Total Expenses/(Income) recognised in the Statement of Profit And Loss*	**8.11**	**6.87**	**-**	**-**	**11.97**	**12.22**	**-**	**3.85**

*Included in Salaries and Wages, Contribution to Provident and Other Funds, Gratuity Fund and Research and Development Expenses (Refer Note 34 and 36)

E. Expenses Recognized in the Other Comprehensive Income (OCI) for Current Year

(₹ in Crores)

Particulars	(Funded)						(Non-Funded)	
	Gratuity		Pension		Provident Fund		Gratuity	
	Year ended March 31,		Year ended March 31,		Year ended March 31,		Year ended March 31,	
	2021	2020	2021	2020	2021	2020	2021	2020
Actuarial (Gains)/Losses on Obligation For the Period - Due to changes in demographic assumptions	**(0.44)**	-	**-**	-	**-**	-	**-**	-
Actuarial (Gains)/Losses on Obligation For the Period - Due to changes in financial assumptions	**0.33**	2.32	**82.44**	67.69	**-**	-	**-**	1.21
Actuarial (Gains)/Losses on Obligation For the Period - Due to experience adjustment	**3.90**	0.29	**-**	-	**-**	-	**-**	(0.22)
Return on Plan Assets, Excluding Interest Income	**(0.10)**	0.60	**(95.52)**	(58.85)	**-**	-	**-**	-
Change in Asset Ceiling	**-**	-	**13.08**	(8.84)	**-**	-	**-**	-
Net (Income)/Expense For the Period Recognized in OCI	**3.69**	**3.21**	**-**	**-**	**-**	**-**	**-**	**0.99**

F. Significant Actuarial Assumptions:

Figures in (%)

Particulars	(Funded)						(Non-Funded)	
	Gratuity		Pension		Provident Fund		Gratuity	
	As at March 31,		As at March 31,		As at March 31,		As at March 31,	
	2021	2020	2021	2020	2021	2020	2021	2020
Discount Rate (per annum)	**6.26% to 6.57%**	6.56	**1%**	2%	**6.49%**	6.56	**NA**	6.56-6.59
Salary escalation rate	**6% to 10%**	9% for 3 years then 6%	**NA**	NA	**NA**	NA	**NA**	9.00
Expected Rate of return on Plan Assets (per annum)	**6.26% to 6.57%**	6.56	**2%**	2%	**6.49%**	6.56	**NA**	-

The expected rate of return on plan assets is based on market expectations at the closing of the year. The rate of return on long-term bonds is taken as reference for this purpose.

In case of certain employees, the Provident Fund contribution is made to a Trust administered by the Group. In terms of the Guidance note issued by the Institute of Actuaries of India, the actuary has provided a valuation of Provident fund liability based on the assumptions listed above and determined that there is no shortfall at the end of each reporting period.

G. Movements in the present value of net defined benefit obligation are as follows:

(₹ in Crores)

Particulars	(Funded)				(Non-Funded)	
	Gratuity		Pension		Gratuity	
	As at March 31,		As at March 31,		As at March 31,	
	2021	2020	2021	2020	2021	2020
Opening Net Liability/(asset)	**44.88**	36.77	**-**	-	**16.50**	12.86
Transfer of Liability from Non funded to Funded	**16.50**	-	**-**	-	**(16.50)**	-
Expenses Recognized in Statement of Profit or Loss	**8.11**	6.87	**-**	-	**-**	3.85
Expenses Recognized in OCI	**3.69**	3.21	**-**	-	**-**	0.99
Exchange Fluctuation	**-**	-	**-**	-	**-**	-
Net Liability/(Asset) Transfer In	**-**	0.24	**-**	-	**-**	-
Net (Liability)/Asset Transfer Out	**-**	(0.25)	**-**	-	**-**	-
Balance in relation to the discontinued operations	**-**	(1.96)	**-**	-	**-**	-
Net asset added on acquisition of subsidiary	**(0.48)**	-	**-**	-	**-**	-
Benefit Paid Directly by the Employer	**(1.44)**	-	**-**	-	**-**	(1.20)
Employer's Contribution	**(47.70)**	-	**-**	-	**-**	-
Net Liability/(Asset) Recognized in the Balance Sheet	**23.56**	**44.88**	**-**	**-**	**-**	**16.50**

H. Category of Assets

(₹ in Crores)

Particulars	(Funded)					
	Gratuity		Pension		Provident Fund	
	As at March 31,		As at March 31,		As at March 31,	
	2021	2020	2021	2020	2021	2020
Government of India Assets (Central & State)	**21.77**	9.44	**-**	-	**135.68**	113.45
Public Sector Unit Bonds	**-**	-	**-**	-	**21.06**	18.33
Debt Instruments	**-**	-	**596.55**	485.34	**-**	-
Corporate Bonds	**18.01**	9.85	**-**	-	**98.54**	87.29
Fixed Deposits under Special Deposit Schemes of Central Government*	**2.85**	1.29	**-**	-	**28.59**	28.22
Insurance fund*	**18.01**	-	**-**	-	**-**	-
Equity Shares of Listed Entities/ Mutual funds	**4.98**	2.35	**-**	-	**22.86**	20.43
Global Equities	**-**	-	**280.72**	257.73	**-**	-
Others*	**0.63**	0.08	**-**	-	**5.69**	3.05
Total	**66.25**	**23.01**	**877.27**	**743.07**	**312.42**	**270.77**

* Except these, all the other investments are quoted.

I. Other Details

Funded Gratuity

Particulars	As at March 31, 2021	As at March 31, 2020
Number of Active Members	4,701	4,122
Per Month Salary For Active Members	18.53	12.45
Average Expected Future Service (Years)	7 to 8 Years	8 Years
Projected Benefit Obligation (PBO) (₹ In crores)	90.32	67.89
Prescribed Contribution For Next Year (12 Months) (₹ In crores)	**17.92**	**12.45**

J. Cash Flow Projection: From the Fund

(₹ in Crores)

Projected Benefits Payable in Future Years From the Date of Reporting	Estimated for the year ended March 31, 2021	Estimated for the year ended March 31, 2020
1st Following Year	19.91	20.96
2nd Following Year	6.01	4.52
3rd Following Year	8.93	4.52
4th Following Year	8.02	4.77
5th Following Year	7.66	5.28
Sum of Years 6 To 10	35.66	24.53

The Group's Gratuity Plan is administered by an insurer and the Investments are made in various schemes of the trust. The Group funds the plan on a periodical basis.

In case of certain employees, the Provident fund is administered through an in-house trust. Periodic contributions to the trust are invested in various instruments considering the return, maturity, safety, etc., within the overall ambit of the Provident Fund Trust Rules and investment pattern notified through the Ministry of Labour investment guidelines for exempted provident funds.

Weighted average duration of the defined benefit obligation is in the range of 7 -11 years (Previous year: 7 - 9 years)

K. Sensitivity Analysis

(₹ in Crores)

Projected Benefit Obligation	Gratuity - Funded		Pension - Funded		Gratuity - Non Funded	
	As at March 31, 2021	As at March 31, 2020	As at March 31, 2021	As at March 31, 2020	As at March 31, 2021	As at March 31, 2020
Impact of +1% Change in Rate of Discounting	(5.32)	(3.17)	-	-	NA	(1.12)
Impact of -1% Change in Rate of Discounting	5.32	3.57	-	-	NA	1.28
Impact of +1% Change in Rate of Salary Increase	5.27	3.52	-	-	NA	1.23
Impact of -1% Change in Rate of Salary Increase	(4.72)	(3.19)	-	-	NA	(1.11)

The above sensitivity analyses are based on change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the defined benefit liability recognised in the balance sheet.

The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

The liability for Long-term Service Awards (Non – Funded) as at year end is ₹3.14 crores (Previous year: - ₹2.73 Crores)

The liability for Leave Encashment (Non – Funded) as at year end is ₹55.04 Crores (Previous year: ₹53.65 Crores)

43. RELATED PARTY DISCLOSURES

1. List of related parties

A. Controlling Entities

The Ajay G. Piramal Foundation @

Piramal Phytocare Limited Senior Employees Option Trust @*

The Sri Krishna Trust through its Trustees, Mr. Ajay Piramal and Dr.(Mrs.) Swati A. Piramal @

Aasan Info Solutions (India) Private Limited @

Piramal Welfare Trust through its Trustee, Piramal Corporate Services Limited @

PRL Realtors LLP @

Anand Piramal Trust @

Nandini Piramal Trust @

V3 Designs LLP @

@There are no transactions during the year.

*during the previous year it became non-promoter – non-public.

B. Subsidiaries - Refer Note 39 (a) for list of subsidiaries.

C. Other related parties

Entities controlled by Key Management Personnel*:

Aasan Corporate Solutions Private Limited (Aasan Corporate Solutions)

Gopikrishna Piramal Memorial Hospital (GPMH)

Piramal Corporate Services Limited (PCSL)

Brickex Advisors Private Limited

Piramal Glass Limited (PGL)

Piramal Glass USA Inc.

PRL Developers Private Limited (PRL)

PRL Agastya Private Limited

Piramal Trusteeship Services Private Limited

Piramal Estates Private Limited

Glider Buildcon Realtors Private Limited

Ansa Deco Glass Private Limited (till March 30, 2021)

Piramal Glass Ceylon Limited

*where there are transactions during the current or previous year

Employee Benefit Trusts

Staff Provident Fund of Piramal Healthcare Limited (PPFT)

Piramal Pharma Limited Employees PF Trust (PPLFT)

D. Associates and Joint Ventures - Refer Note 39(b), (c) & (d)

E. Other Intermediaries

Shriram Transport Finance Company Limited (Shriram Transport) (up to June 17, 2019)

Shriram City Union Finance Limited (Shriram City Union)

F. Key Management Personnel

Mr. Ajay G. Piramal

Dr. (Mrs.) Swati A. Piramal

Ms. Nandini Piramal

Mr. Vijay Shah (resigned from being a Whole-time Director and continued as Non-Executive Non-Independent Director of the Company w.e.f. May 11, 2020)

Mr. Rajesh Laddha (w.e.f. May 11, 2020)

G. Relatives of Key Management Personnel

Mr. Anand Piramal [Son of Mr. Ajay G. Piramal and Dr. (Mrs.) Swati A. Piramal]

Mr. Peter De Young [Husband of Ms. Nandini Piramal]

H. Non-executive/Independent Directors

Dr. R.A. Mashelkar (Resigned w.e.f. October 28, 2020)

Mr. Gautam Banerjee

Mr. Goverdhan Mehta (Resigned w.e.f. October 28, 2020)

Mr. N. Vaghul

Mr. S. Ramadorai

Mr. Deepak Satwalekar

Mr. Keki Dadiseth (Resigned w.e.f. October 28, 2020)

Mr. Siddharth N. Mehta (Resigned w.e.f. February 4, 2020)

Mrs. Arundhati Bhattacharya (w.e.f. October 25, 2018 and resigned w.e.f. April 16, 2020)

Mr. Kunal Bahl (appointed w.e.f. October 14, 2020)

Mr. Suhail Nathani (appointed w.e.f. October 14, 2020)

Ms. Anjali Bansal (appointed w.e.f. November 19, 2020)

2. Details of transactions with related parties.

(₹ in Crores)

Details of Transactions#	Joint Ventures		Associates & its subsidiaries		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
Purchase of Goods								
- Piramal Glass Limited	-	-	-	-	**4.66**	5.43	**4.66**	5.43
- Piramal Glass USA Inc.	-	-	-	-	**5.90**	5.43	**5.90**	5.43
- Convergence	**102.90**	102.96	-	-	-	-	**102.90**	102.96
- Others	-	-	-	-	-	0.02	-	0.02
TOTAL	**102.90**	**102.96**	-	-	**10.56**	**10.88**	**113.46**	**113.84**
Sale of Goods								
- Allergan	-	-	**57.18**	80.33	-	-	**57.18**	80.33
- Convergence	**1.23**	-	-	-	-	-	**1.23**	-
TOTAL	**1.23**	-	**57.18**	**80.33**	-	-	**58.41**	**80.33**
Rendering of Services								
- Allergan	-	-	-	1.50	-	-	-	1.50
- Piramal Glass Limited	-	-	-	-	**0.98**	0.27	**0.98**	0.27
TOTAL	-	-	-	**1.50**	**0.98**	**0.27**	**0.98**	**1.77**
Receiving of services								
- PRL Agastya Private Limited	-	-	-	-	**6.00**	6.04	**6.00**	6.04
TOTAL	-	-	-	-	**6.00**	**6.04**	**6.00**	**6.04**
Royalty Expense								
- Piramal Corporate Services Limited	-	-	-	-	**87.24**	55.11	**87.24**	55.11
TOTAL	-	-	-	-	**87.24**	**55.11**	**87.24**	**55.11**
Rent Expense								
- Gopikrishna Piramal Memorial Hospital (GPMH)	-	-	-	-	**1.01**	0.85	**1.01**	0.85
- Aasan Corporate Solutions	-	-	-	-	**25.41**	28.40	**25.41**	28.40
TOTAL	-	-	-	-	**26.42**	**29.25**	**26.42**	**29.25**
Professional Fees								
- Piramal Trusteeship Services Private Limited	-	-	-	-	**0.03**	0.09	**0.03**	0.09
- Piramal Structured Credit Opportunities Fund	**0.14**	0.23	-	-	-	-	**0.14**	0.23
TOTAL	**0.14**	**0.23**	-	-	**0.03**	**0.09**	**0.17**	**0.32**

(₹ in Crores)

Details of Transactions#	Joint Ventures		Associates & its subsidiaries		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
Guarantee Commission Income								
- Convergence	**0.15**	0.26	**-**	-	**-**	-	**0.15**	0.26
TOTAL	**0.15**	**0.26**	**-**	**-**	**-**	**-**	**0.15**	**0.26**
Reimbursements of expenses recovered								
- Piramal Glass Limited	**-**	-	**-**	-	**0.07**	0.82	**0.07**	0.82
- Piramal Glass USA Inc.	**-**	-	**-**	-	**-**	0.89	**-**	0.89
- Aasan Corporate Solutions	**-**	-	**-**	-	**-**	1.75	**-**	1.75
- Convergence	**0.02**	0.12	**-**	-	**-**	-	**0.02**	0.12
- PRL Developers	**-**	-	**-**	-	**0.06**	0.15	**0.06**	0.15
- India Resurgence Asset Management Business Private Limited	**0.31**	2.40	**-**	-	**-**	-	**0.31**	2.40
- Ansa Decoglass Private Limited	**-**	-	**-**	-	**0.07**	0.07	**0.07**	0.07
- Glider Buildcon Realtors Private Limited	**-**	-	**-**	-	**0.11**	0.14	**0.11**	0.14
- PRL Agastya Private Limited	**-**	-	**-**	-	**0.01**	-	**0.01**	-
- Piramal Estates	**-**	-	**-**	-	**0.05**	-	**0.05**	-
- Others	**-**	-	**-**	-	**-**	0.43	**-**	0.43
TOTAL	**0.33**	**2.52**	**-**	**-**	**0.37**	**4.25**	**0.70**	**6.77**

(₹ in Crores)

Details of Transactions#	Joint Ventures		Associates & its subsidiaries		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
Reimbursements of expenses paid								
- Aasan Corporate Solutions	**-**	-	**-**	-	**0.62**	1.77	**0.62**	1.77
- Brickex Advisors Private Limited	**-**	-	**-**	-	**21.76**	9.47	**21.76**	9.47
- India Resurgence Asset Management Business Private Limited	**-**	1.91	**-**	-	**-**	-	**-**	1.91
TOTAL	**-**	**1.91**	**-**	**-**	**22.39**	**11.24**	**22.39**	**13.15**
Sale of Land								
- Ansa Decoglass Private Limited	**-**	-	**-**	-	**-**	0.02	**-**	0.02
TOTAL	**-**	**-**	**-**	**-**	**-**	**0.02**	**-**	**0.02**
Security deposit placed								
- Aasan Corporate Solutions	**-**	-	**-**	-	**-**	1.85	**-**	1.85
TOTAL	**-**	**-**	**-**	**-**	**-**	**1.85**	**-**	**1.85**
Security deposit refunded								
- Aasan Corporate Solutions	**-**	-	**-**	-	**-**	2.11	**-**	2.11
TOTAL	**-**	**-**	**-**	**-**	**-**	**2.11**	**-**	**2.11**
Advance given for acquisition of assets								
- Piramal Glass Limited	**-**	-	**-**	-	**-**	346.92	**-**	346.92
TOTAL	**-**	**-**	**-**	**-**	**-**	**346.92**	**-**	**346.92**
Refund of advance given for acquisition of assets								
- Piramal Glass Limited	**-**	-	**-**	-	**-**	346.92	**-**	346.92
TOTAL	**-**	**-**	**-**	**-**	**-**	**346.92**	**-**	**346.92**
Dividend Income								
- Shrilekha Business Consultancy	**-**	-	**-**	78.73	**-**	-	**-**	78.73
- Shriram City Union	**-**	-	**6.16**	14.48	**-**	-	**6.16**	14.48
- Allergan	**-**	-	**124.54**	-	**-**	-	**124.54**	-
- India Resurgence Fund - Scheme 2	**20.76**	18.23	**-**	-	**-**	-	**20.76**	18.23
- PSCOF	**5.70**	0.51	**-**	-	**-**	-	**5.70**	0.51
TOTAL	**26.46**	**18.74**	**130.70**	**93.21**	**-**	**-**	**157.16**	**111.95**

(₹ in Crores)

Details of Transactions#	Joint Ventures		Associates & its subsidiaries		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
Finance granted /(repayments) - Net (including loans and Equity contribution in cash or in kind)								
- Convergence	**(11.00)**	(4.50)	-	-	-	-	**(11.00)**	(4.50)
- India Resurgence Asset Management Business Private Limited	**(7.53)**	5.00	-	-	-	-	**(7.53)**	5.00
- IRAPL	-	3.00	-	-	-	-	-	3.00
- Piramal Ivanhoe Residential Equity Fund 1	-	(6.78)	-	-	-	-	-	(6.78)
- India Resurgence Fund - Scheme 2	**(17.03)**	29.13	-	-	-	-	**(17.03)**	29.13
- India Resurgence ARC Trust 1	**(5.26)**	53.95	-	-	-	-	**(5.26)**	53.95
- PSCOF	**14.91**	36.01	-	-	-	-	**14.91**	36.01
TOTAL	**(25.91)**	**115.81**	-	-	-	-	**(25.91)**	**115.81**
Investment in Debentures								
- India Resurgence Asset Management Business Private Limited	-	22.50	-	-	-	-	-	22.50
TOTAL	-	**22.50**	-	-	-	-	-	**22.50**
Interest received on loans/ investments								
- Convergence	**1.70**	2.70	-	-	-	-	**1.70**	2.70
- Piramal Glass Limited	-	0.57	-	-	-	-	-	0.57
TOTAL	**1.70**	**3.27**	-	-	-	-	**1.70**	**3.27**
Contribution to Funds								
- PPFT	-	-	-	-	**19.77**	32.41	**19.77**	32.41
- PPLFT	-	-	-	-	**8.78**	-	**8.78**	-
TOTAL	-	-	-	-	**28.55**	**32.41**	**28.55**	**32.41**

All the transactions were made on normal commercial terms and conditions and at market rates.

Compensation of key managerial personnel

The remuneration of directors and other members of key managerial personnel during the year was as follows:

(₹ in Crores)

Particulars	2021	2020
Short-term employee benefits (excluding perquisites)	**15.92**	33.04
Post-employment benefits	**1.59**	3.13
Other long-term benefits	**0.15**	0.53
Commission and other benefits to non-executive/independent directors	**3.73**	1.09
Total	**21.39**	**37.73**

Payments made to the directors and other members of key managerial personnel are approved by the Nomination & Remuneration Committee.

Excludes transactions with related parties in their capacity as shareholders.

3. Balances of related parties.

(₹ in Crores)

Account Balances	Joint Ventures		Associates & its subsidiaries		Other Related Parties		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
Trade Receivables								
- Brickex Advisors Private Limited	-	-	-	-	**0.91**	1.53	**0.91**	1.53
- Aasan Corporate Solutions	-	-	-	-	**5.92**	6.83	**5.92**	6.83
- Allergan	-	-	**13.59**	9.44	-	-	**13.59**	9.44
- PRL Agastya Private Limited	-	-	-	-	**0.03**	0.38	**0.03**	0.38
- Others	-	-	-	-	-	0.24	-	0.24
TOTAL	**-**	**-**	**13.59**	**9.44**	**6.86**	**8.98**	**20.45**	**18.42**
Advance to Vendor								
- Piramal Glass Limited	-	-	-	-	**1.72**	1.72	**1.72**	1.72
TOTAL	**-**	**-**	**-**	**-**	**1.72**	**1.72**	**1.72**	**1.72**
Loans and Advances								
- Convergence	-	24.50	-	-	-	-	-	24.50
TOTAL	**-**	**24.50**	**-**	**-**	**-**	**-**	**-**	**24.50**
Long-Term Financial Assets								
- Aasan Corporate Solutions	-	-	-	-	**7.28**	7.28	**7.28**	7.28
- Piramal Corporate Services Limited	-	-	-	-	**1.78**	-	**1.78**	-
TOTAL	**-**	**-**	**-**	**-**	**9.06**	**7.28**	**9.06**	**7.28**
Investments in Debentures								
- India Resurgence Asset Management Business Private Limited	**17.03**	22.50	-	-	-	-	**17.03**	22.50
TOTAL	**17.03**	**22.50**	**-**	**-**	**-**	**-**	**17.03**	**22.50**
Trade Payables								
- Piramal Glass USA Inc	-	-	-	-	**0.21**	0.66	**0.21**	0.66
- Piramal Glass Limited	-	-	-	-	**0.06**	0.36	**0.06**	0.36
- Piramal Corporate Services Limited	-	-	-	-	**15.61**	9.52	**15.61**	9.52
- Aasan Corporate Solutions	-	-	-	-	**0.11**	0.14	**0.11**	0.14
- Brickex Advisors Private Limited	-	-	-	-	**0.09**	-	**0.09**	-
- Convergence	-	14.98	-	-	-	-	-	14.98
TOTAL	**-**	**14.98**	**-**	**-**	**16.08**	**10.68**	**16.08**	**25.66**
Current Account balances with related parties								
- Piramal Glass Limited	-	-	-	-	**0.45**	(0.59)	**0.45**	(0.59)
- India Resurgence Asset Management Business Private Limited	**0.36**	(0.04)	-	-	-	-	**0.36**	(0.04)
- Convergence	-	0.07	-	-	-	-	-	0.07
- PRL Developers	-	-	-	-	**0.29**	0.24	**0.29**	0.24
- Glider Buildcon Realtors Private Limited	-	-	-	-	**0.30**	0.17	**0.30**	0.17
- Others	-	-	-	-	**0.11**	0.06	**0.11**	0.06
TOTAL	**0.36**	**0.03**	**-**	**-**	**1.15**	**(0.12)**	**1.51**	**(0.09)**

All outstanding balances are unsecured and are repayable in cash.

44. Property, Plant & Equipment, Brands and Trademarks, Investment in Non-Convertible Debentures, Inter Corporate Deposits and Other Financial Assets are mortgaged/hypothecated to the extent of ₹39,121.92 Crores (As on March 31, 2020 ₹33,036.28 Crores) as a security against long-term secured borrowings as at March 31, 2021.

Plant & Equipment, Inventories, Trade receivables, Investment in Non-Convertible Debentures and Inter Corporate Deposits are hypothecated as a security to the extent of ₹754.28 Crores (As on March 31, 2020 ₹6,296.39 Crores) against short-term secured borrowings as at March 31, 2021.

Piramal

45. Earnings Per Share (EPS) - EPS is calculated by dividing the profit/ (loss) attributable to the owners of Piramal Enterprises Limited by the weighted average number of equity shares outstanding during the year. The earnings and weighted average numbers of equity shares used in calculating basic and diluted earnings per equity share are as follows:

Particulars	For the year ended March 31, 2021	For the year ended March 31, 2020
Basic EPS for the year (₹)		
From continuing operations	**56.19**	(26.25)
From discontinued operations	-	27.39
Total basic EPS	**56.19**	**1.14**
Diluted EPS for the year (₹)		
From continuing operations	**55.68**	(26.25)
From discontinued operations	-	27.39
Total diluted EPS	**55.68**	**1.14**
Face value per share (₹)	**2.00**	2.00

The Profit/ (Loss) attributable to the owners of Piramal Enterprises Limited and weighted average number of equity shares used in calculation of basic and diluted earnings per share are as follows:

(a) Profit/ (Loss) attributable to the owners of Piramal Enterprises Limited used in calculation of basic and diluted earnings per share

(₹ in Crores)

	Particulars	For the year ended March 31, 2021	For the year ended March 31, 2020
1.	Profit/ (Loss) from continuing operations attributable to owners of Piramal Enterprises Limited	**1,332.34**	(553.31)
2.	Profit/ (Loss) from discontinued operations attributable to owners of Piramal Enterprises Limited	-	577.34
3.	Profit for the year attributable to owners of Piramal Enterprises Limited (1+2)	**1,332.34**	24.03

(b) Weighted average number of shares used in calculation of basic and diluted earnings per share

Number of Shares

	Particulars	For the year ended March 31, 2021	For the year ended March 31, 2020
1.	Weighted Average Number of Equity Shares for calculating Basic EPS (nos.)	**237,127,756**	210,772,008
2.	Weighted Average Potential Equity Shares in respect of right shares reserved for CCD holders and right shares held in abeyance (nos.)	**2,143,733**	892,700
3.	Total Weighted Average Number of Equity Shares for calculating Diluted EPS (nos.) (1+2)	**239,271,489**	211,664,708

The following additional information is presented to disclose the effect on net profit/ (loss) from continuing operations after tax and share of profits of associates and joint ventures, Basic and Diluted EPS, without the effect of tax adjustment of prior years (Refer note 52).

(₹ in Crores)

Particulars	For the year ended March 31, 2021	For the year ended March 31, 2020
Profit/(Loss) from continuing operations after tax and share of profit of associates and joint ventures		
As reported in the consolidated financial statements	**1,332.34**	(553.31)
Add: Impact of Tax adjustment of prior years (Refer Note 52)	**1,258.29**	1,757.59
Adjusted Profit from continuing operations after tax and share of profit of associates and joint ventures	**2,590.63**	**1,204.28**
Basic EPS for the period (₹)		
As reported in the consolidated financial statements	**56.19**	(26.25)
Add: Impact of Tax adjustment of prior years (Refer Note 52)	**53.06**	83.39
Adjusted Basic EPS	**109.25**	**57.14**
Diluted EPS for the period (₹)		
As reported in the consolidated financial statements	**55.68**	(26.25)
Add: Impact of Tax adjustment of prior years (Refer Note 52)	**52.59**	83.15
Adjusted Diluted EPS	**108.27**	**56.90**

46.(a) The Group conducts research and development to find new sustainable chemical routes for pharmaceutical & herbal products. The Group is undertaking development activities for Oral Solids and Sterile Injectables, apart from other Active Pharmaceutical Ingredients. The Group's research and development centers are in Mumbai, Ennore and Ahmedabad.

Details of additions to Property Plant & Equipments, Intangibles under Development and Revenue Expenditure for Department of Scientific & Industrial Research (DSIR) Recognised research and development facilities/division of the Company at Mumbai, Ennore and Ahmedabad for the year are as follows;

(₹ in Crores)

Description	For the year ended March 31, 2021	For the year ended March 31, 2020
Revenue Expenditure*	102.99	112.42
TOTAL	102.99	112.42
Capital Expenditure, Net		
Additions to Property, Plant & Equipments	11.51	4.27
Additions to Intangibles under Development	6.91	7.30
TOTAL	18.42	11.57

* The amount included in Note 36, under R & D Expenses (Net) does not include ₹79.30 Crores (Previous Year ₹81.54 Crores) relating to Ahmedabad location.

(b) In addition to the above, R & D Expenses (Net) included under Note 36 "Other Expenses" also includes other R & D expenditure incurred by the Group.

47. The Consolidated results for the year ended March 31, 2021 includes the results for Piramal Critical Care Italia S.P.A, Piramal Holdings (Suisse) SA, Piramal Technologies SA, Piramal Critical Care Deutschland GmbH, Piramal Critical Care BV, Piramal Dutch Holdings N.V., Piramal Critical Care Pty Limited, Piramal Critical Care South Africa (Pty) Ltd, Piramal Pharma Solutions B.V, PEL Pharma Inc, Piramal Dutch IM Holdco BV, PEL DRG Dutch Holdco BV and Piramal Healthcare LLC based on audited accounts up to their respective financial year ending December 31, 2020 and management estimates prepared by respective Company's Management for the interim period ending March 31, 2021. The results of Piramal International, Allergan India Private Limited, Piramal Capital International Limited, India Resurgence Asset Management Business Private Limited, Asset Resurgence Mauritius Manager, India resurgence Fund Scheme II, India Resurgence ARC Private Limited, Piramal Ivanhoe Residential Equity Fund, India Resurgence ARC Trust I, Viridis Power Investment Managers Private Limited, Viridis Infrastructure Investement Managers Private Limited and Piramal Structured Credit Opportunities Fund are based on management estimates for the year ended March 31, 2021 as audited results were unavailable. The combined Revenues from operations for the year ended March 31, 2021 for all the above companies is ₹373.32 Crores. The combined profit (net) for the year ended March 31, 2021 for all the above companies to the Consolidated Profit and Loss is ₹39.46 Crores.

48. CAPITAL MANAGEMENT

The Group manages its capital to ensure that it will be able to continue as going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance. The capital structure of the Group consists of net debt (borrowings as detailed in notes 18, 23 and 24 offset by cash and bank balances) and total equity of the Group.

The Group determines the amount of capital required on the basis of annual as well as long-term operating plans and other strategic investment plans. The funding requirements are met through convertible and non-convertible debt securities or other long-term /short-term borrowings.The Group monitors the capital structure on the basis of total debt to equity ratio and maturity profile of the overall debt portfolio of the Group.

The capital components of the Group are as given below:

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
Equity	35,138.96	30,571.59
Total Equity	35,138.96	30,571.59
Borrowings - Non-Current	28,096.76	20,306.25
Borrowings - Current	3,362.45	7,949.91
Current Maturities of Long-term Debt	7,909.95	13,798.38
Total Debt	39,369.16	42,054.54
Cash & Cash equivalents	(5,719.01)	(4,340.94)
Net Debt	33,650.15	37,713.60
Debt/Equity Ratio	0.96	1.23

The terms of the Secured and unsecured loans and borrowings contain certain financial covenants primarily requiring the Company and it's subsidiaries to maintain financial ratios like Total Debt to Total Net Worth, Interest Coverage Ratio, Fixed Asset Cover ratio, Minimum net worth conditions, etc. The Company and it's subsidiaries are broadly in compliance with the said covenants and banks have generally waived/condoned such covenants.

49. RISK MANAGEMENT

The Group's activities expose it to market risk, liquidity risk and credit risk.

The Group has an independent and dedicated Enterprise Risk Management (ERM) system to identify, manage and mitigate business risks.

Board has approved the Asset Liability Management Policy and the formation of Asset Liability Management Committee (ALCO). The ALCO includes the Group's senior management and an external industry expert. It defines the strategy for managing liquidity and interest rate risks in the business.

This note explains the sources of risk which the group is exposed to and how the group manages the risk and the impact of hedge accounting in the financial statements.

Risk	Exposure arising from	Management
Liquidity risk	Borrowings and other liabilities	ALCO deliberates on the static liquidity gap statement, future asset growth plans, tenor of assets, market liquidity and pricing of various sources of funds. It decides on the optimal funding mix taking into consideration the asset strategy and a focus on diversifying sources of funds.
Market risk - Interest rate	Long-term borrowings at variable rates	ALCO reviews the interest rate gap statement and the mix of floating and fixed rate assets and liabilities. The Risk Management Group has also initiated a scenario analysis to assess the short-term impact of interest rates on net interest income (NII).
Market risk - Securities price risks	Equity Investment	The Group continue to effectively evaluate various risks involved in underlying assets, before and after making any such strategic investments.
Market risk - Foreign exchange	Transactions denominated in foreign currency	The centralised treasury function aggregates the foreign exchange exposure and takes measures to hedge the exposure based on prevalent macroeconomic conditions.
Credit risk	Cash and cash equivalents, trade receivables, derivative financial instruments, financial assets measured at amortised cost.	Diversification of bank deposits, credit limits and letters of credit. Each investment in financial services is assessed by the investment team as well as independent risk team on the risk-return framework. The combined analysis of these teams is presented to the Investment Committee for investment decision. The risk is being partly mitigated by setting up a concentration risk framework, which incentivises business units to diversify portfolio across counterparties, sectors and geographies.

a) Liquidity Risk Management

Liquidity Risk refers to insufficiency of funds to meet the financial obligations. Liquidity Risk Management implies maintenance of sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit lines to meet obligations when due.

The Group has formulated an Asset Liability Management Policy. The Asset Liability Management Committee (ALCO) is responsible for the management of the Group's short-term, medium-term and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and by continuously monitoring forecast and actual cash flows, and by assessing the maturity profiles of financial assets and liabilities. The Group has access to undrawn borrowing facilities at the end of each reporting period, as detailed below:

The Group has the following undrawn credit lines available as at the end of the reporting period.

(₹ in Crores)

Particulars	As at March 31, 2021	As at March 31, 2020
Undrawn credit lines	11,303.81	15,418.64
	11,303.81	**15,418.64**

Note: This includes Non-Convertible Debentures, Inter Corporate Deposits and Commercial Papers where only credit rating has been obtained and which can be issued, if required, within a short period of time. Further, the facilities related to Commercial Papers are generally rolled over.

The following tables detail the Group's remaining contractual maturity for its financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The tables include both interest and principal cash flows. To the extent that interest flows are floating rate, the rate applicable as of reporting period ends respectively has been considered.

(₹ in Crores)

Maturities of Financial Liabilities	As at March 31, 2021			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years & above
Borrowings	14,708.85	19,128.78	10,836.80	5,258.24
Trade Payables	1,178.39	-	-	-
Derivative Financial Liabilities	6.43	-	-	-
Lease Liabilities	67.35	81.73	47.85	121.09
Other Financial Liabilities	270.80	-	-	-
	16,231.82	19,210.51	10,884.65	5,379.34

(₹ in Crores)

Maturities of Financial Liabilities	As at March 31, 2020			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years & above
Borrowings	24,494.81	15,090.64	6,786.44	3,311.00
Trade Payables	989.83	-	-	-
Derivative Financial Liabilities	17.66	-	-	-
Lease Liabilities	57.15	77.41	27.29	134.29
Other Financial Liabilities	260.97	0.72	-	-
	25,820.42	15,168.77	6,813.73	3,445.29

The following tables detail the Group's expected maturity for its non-derivative financial assets. The tables have been drawn up based on the undiscounted contractual maturities of the financial assets including interest that will be earned on those assets. The inclusion of information on non-derivative financial assets is necessary in order to understand the Group's liquidity risk management as the liquidity is managed on a net asset and liability basis. Hence, maturities of the relevant assets have been considered below.

(₹ in Crores)

Maturities of Financial Assets	As at March 31, 2021			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years & above
Investments & Loans (Gross of ECL)	7,697.22	23,408.24	14,070.15	14,059.89
Security deposits*	407.33	398.16	-	-
Trade Receivables (Gross of ECL)	1,600.15	-	-	-
	9,704.70	23,806.40	14,070.15	14,059.89

(₹ in Crores)

Maturities of Financial Assets	As at March 31, 2020			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years & above
Investments & Loans (Gross of ECL)	11,704.95	27,522.33	25,966.28	11,097.86
Security deposits*	500.89	458.65	-	-
Trade Receivables (Gross of ECL)	1,370.82	-	-	-
	13,576.66	27,980.98	25,966.28	11,097.86

*To the extent considered for the group liquidity management.

The balances disclosed in the table above are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as at March 31, 2021.

In assessing whether the going concern assumption is appropriate, the Group has considered a range of factors relating to current and expected profitability, debt repayment schedule and potential sources of replacement financing. The Group has performed sensitivity analysis on such factors considered and based on current indicators of future economic conditions; there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Because of the uncertainties resulting from COVID-19, the impact of this pandemic may be different from those estimated as on the date of approval of these financial statements and the Group will continue to monitor any changes to the future economic conditions.

For the year previous year ended March 31, 2020, due to outbreak of COVID-19 pandemic, RBI vide circular DOR.No.BP.BC.47/21.04.048/2019-20 dated March 27, 2020 has directed HFC Companies to provide moratorium of 3 months to its customer/borrower on all payments falling due between March 1, 2020 and May 31, 2020 to all eligible borrowers classified as standard. Accordingly, the Group's subsidiary has followed the direction issued by RBI and has proposed a moratorium of three months on the payment of all principal instalments and/ or interest, as applicable, falling due between March 1, 2020 and May 31, 2020. The Group has also availed moratoriums on their borrowings in line with these directions. Therefore, the maturities of the financial assets and financial liabilities as at March 31, 2020, to the extent applicable have been impacted as a consequence of this RBI direction.

In case of loan commitments, the expected maturities are as under:

(₹ in Crores)

Particulars	As at March 31, 2021		As at March 31, 2020	
	Up to 1 year	1 to 3 years	Up to 1 year	1 to 3 years
Commitment to invest in Loans/Inter Company Deposits	-	-	1,356.66	-
Commitment to invest in AIF	-	2.66	-	19.75
Letter of comforts issued	-	-	0.75	-
TOTAL	**-**	**2.66**	**1,357.41**	**19.75**

Group has below commitments to invest in AIF in addition to above which will be invested as and when suitable investment opportunity arises:

Commitment as on March 31, 2021

Fund Name	Total Commitment (USD Million)	Balance Commitment (USD Million)	Total Commitment (₹ Crores)	Balance Commitment (₹ Crores)
Asia Real Estate Opportunities Fund	-	-	2,732.27	344.27
India Resurgence Fund - Scheme 2	100.00	75.34	731.15	550.85
Nyca Investment Fund III, LP	5.00	3.13	36.56	22.85
Piramal Structured Credit Opportunities Fund	-	-	2,147.40	1,943.37

Commitment as on March 31, 2020

Fund Name	Total Commitment (USD Million)	Balance Commitment (USD Million)	Total Commitment (₹ Crores)	Balance Commitment (₹ Crores)
India Resurgence Fund - Scheme 2	100.00	75.26	756.70	569.49
Piramal Ivanhoe Residential Equity Fund 1	750.00	668.76	5,675.25	5,060.54
Nyca Investment Fund III, LP	5.00	3.50	37.84	26.48
India Resurgence Fund - Scheme 1	867.91	658.77	6,567.47	4,984.91
Piramal Structured Credit Opportunities Fund	-	-	2,147.40	1,998.20

b) Interest Rate Risk Management

The Group is exposed to interest rate risk as it has assets and liabilities based on floating interest rates as well. The Group has an approved Asset and Liability Management Policy which empowers the Asset and Liability Management Committee (ALCO) to assess the interest rate risk run by it and provide appropriate guidelines to the Treasury to manage the risk. The ALCO reviews the interest rate risk on periodic basis and decides on the asset profile and the appropriate funding mix. The ALCO reviews the interest rate gap statement and the interest rate sensitivity analysis.

The exposure of the Group's borrowing to interest rate changes at the end of the reporting period are as follows:

(₹ in Crores)

Particulars	As at March 31, 2021	As at March 31, 2020
Variable rate borrowings	18,964.67	26,765.70
Fixed rate borrowings	20,541.77	15,742.88
	39,506.44	**42,508.58**

The sensitivity analysis below has been determined based on the exposure to interest rates for assets and liabilities at the end of the reporting period. For floating rate assets and liabilities, the analysis is prepared assuming the amount of the liabilities/assets outstanding at the end of the reporting period was outstanding for the whole year and the rates are reset as per the applicable reset dates. The basis risk between various benchmarks used to reset the floating rate assets and liabilities has been considered to be insignificant.

If interest rates related to borrowings had been 100 basis points higher/lower and all other variables were held constant for INR loans, the Group's

- Profit before tax for the year ended/Other Equity(pre tax) as on March 31, 2021 would decrease/increase by ₹165.06 Crores (Previous year: ₹285.31 Crores) respectively. This is attributable to the Group’s exposure to borrowings at floating interest rates.

If interest rates related to borrowings had been 25 basis points higher/lower and all other variables were held constant for Foreign currency loans, the Group's

- Profit before tax for the year ended/Other Equity(pre tax) as on March 31, 2021 would decrease/increase by ₹6.19 Crores (Previous year: ₹3.66 Crores) respectively. This is attributable to the Group's exposure to borrowings at floating interest rates.

If interest rates related to loans given/debentures invested had been 100 basis points higher/lower and all other variables were held constant, the Group's

- Profit before tax for the year ended/Other Equity(pre tax) as on March 31, 2021 would increase/decrease by ₹245.39 Crores (Previous year: ₹267.07 Crores) respectively. This is attributable to the Group's exposure to lendings at floating interest rates.

c) Other price risks

The Group is exposed to equity price risks arising from equity investments and classified in the balances sheet at fair value through Other Comprehensive Income.

Equity price sensitivity analysis:

The table below summarises the impact of increases/decreases on the Group's Equity and OCI for the period. Analysis is based on the assumption that equity index had increased/decreased by 5% with all the other variables held constant, and these investments moved in the line with the index.

(₹ in Crores)

Particulars	Impact on OCI	
	As at March 31, 2021	As at March 31, 2020
NSE Nifty 100, Increase by 5%	**72.80**	24.62
NSE Nifty 100, Decrease by 5%	**(72.80)**	(24.62)

The Group has designated the following securities as FVTOCI Investments (Refer note 4):

Shriram City Union Finance Limited

Clarivate Plc

The Group chose this presentation alternative because the investment were made for strategic purposes rather than with a view to profit on subsequent sale, and there are no plans to dispose of these investments.

d) Foreign Currency Risk Management

The Group is exposed to Currency Risk arising from its trade exposures and Capital receipts/payments denominated, in other than the Functional Currency. The Group has a detailed policy which includes setting of the recognition parameters, benchmark targets, the boundaries within which the treasury has to perform and also lays down the checks and controls to ensure the continuing success of the treasury function.

The Group has defined strategies for addressing the risks for each category of exposures (e.g. for exports, for imports, for loans, etc.). The centralised treasury function aggregates the foreign exchange exposure and takes prudent measures to hedge the exposure based on prevalent macro-economic conditions.

a) Derivatives outstanding as at the reporting date

i. Hedge of firm commitment and highly probable forecast transactions	As at March 31, 2021		As at March 31, 2020	
	FC in Millions	₹ In Crores	FC in Millions	₹ In Crores
Forward contracts to sell USD/INR	**176.00**	**1,328.97**	76.00	587.31

b) Particulars of unhedged foreign currency exposures as at the reporting date

Currencies	As at March 31, 2021		As at March 31, 2020	
	Trade receivables		Trade receivables	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
EUR	**18.83**	**161.28**	17.98	149.16
USD	**87.63**	**640.73**	71.65	542.14
GBP	**11.85**	**119.12**	6.75	63.09
AUD	**0.36**	**2.18**	0.35	1.53
CAD	**7.45**	**43.24**	5.00	26.55
ZAR	**64.5**	**31.81**	65.62	27.76
SGD	**0.15**	**0.80**	0.01	0.04
HKD	**0.80**	**0.79**	0.41	0.40
IDR	**29,907.10**	**14.95**	59,730.60	27.48
YEN	**144.90**	**9.57**	134.22	9.34
CZK	**27.59**	**9.05**	-	-

Currencies	As at March 31, 2021 Trade payables		As at March 31, 2020 Trade payables	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
CHF	**0.29**	**2.28**	1.33	10.98
EUR	**0.55**	**4.73**	1.31	10.79
GBP	**5.37**	**53.73**	3.02	28.18
JPY	**2.41**	**0.16**	1.37	0.10
SEK	**0.03**	**0.02**	0.03	0.02
USD	**36.57**	**267.36**	26.18	190.32
INR	**279.44**	**27.94**	62.58	6.26
HKD	**-**	**0.02**	-	-
THB	**0.77**	**0.18**	0.45	0.07
AUD	**0.01**	**0.05**	0.01	0.05
CAD	**0.00**	**0.03**	0.04	0.22
IDR	**23,933.80**	**11.97**	77.27	0.04
CZK	**0.65**	**0.23**	*	*
AED	**0.04**	**0.08**	0.03	0.06
RUB	**0.02**	*****	-	-

Currencies	As at March 31, 2021 Loan from Banks		As at March 31, 2020 Loan from Banks	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
USD	**8.23**	**60.20**	32.38	245.05
EUR	**0.90**	**7.56**	-	-

Currencies	As at March 31, 2021				As at March 31, 2020			
	Loans		Current Account Balances		Loans		Current Account Balances	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
USD	**98.53**	**720.43**	**18.07**	**132.13**	239.65	1,813.46	16.44	124.43
GBP	**2.86**	**26.74**	**0.01**	**0.06**	14.50	135.41	0.39	3.67
EUR	**2.50**	**20.69**	**(11.94)**	**(102.37)**	12.08	99.95	1.75	14.51
CHF	**5.59**	**43.33**	**-**	**-**	10.77	84.16	0.16	1.22
CAD	**-**	**-**	**0.02**	**0.13**	-	-	-	-
AUD	**-**	**-**	**-**	**-**	-	-	-	-
RUB	**-**	**-**	**5.38**	**0.53**	-	-	-	-

Currencies	As at March 31, 2021 Loans taken and interest payable		As at March 31, 2020 Loans taken and interest payable	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
EUR	**9.89**	**81.83**	9.89	81.83
USD	**60.13**	**454.21**	57.13	432.28
GBP	**15.22**	**142.10**	15.22	142.10
CHF	**4.73**	**36.95**	4.73	36.95

Currencies	As at March 31, 2021 Cash & Cash Equivalents		As at March 31, 2020 Cash & Cash Equivalents	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
USD	**6.98**	**51.06**	15.52	117.47
GBP	**-**	**-**	0.02	0.22
CHF	**-**	**-**	-	-
EUR	**1.43**	**12.28**	(9.05)	(74.90)
IDR	**-**	**-**	8,204.70	3.77
CZK	**4.03**	**1.32**	-	-

*Below the rounding off threshold applied by the Group.

Note: Loan from/ to Related Parties includes loans in respect of which foreign exchange gain/ loss is transferred to Other Comprehensive Income.

Of the above, the Group is mainly exposed to USD, GBP, EUR & CHF. Hence the following table analyses the Group's Sensitivity to a 5% increase and a 5% decrease in the exchange rates of these currencies against INR.

Currencies	Increase/Decrease	For the year ended March 31, 2021				For the year ended March 31, 2020			
		Total Assets in FC (In Millions)	Total Liabilities in FC (In Millions)	Change in exchange rate	Impact on Profit or Loss/ Other Equity for the year (₹ in Crores)	Total Assets in FC (In Millions)	Total Liabilities in FC (In Millions)	Change in exchange rate	Impact on Profit or Loss/ Other Equity for the year (₹ in Crores)
USD	Increase by 5%#	**211.22**	**104.93**	**3.66**	**38.86**	343.26	115.70	3.78	86.10
USD	Decrease by 5%#	**211.22**	**104.93**	**(3.66)**	**(38.86)**	343.26	115.70	(3.78)	(86.10)
GBP	Increase by 5%#	**14.72**	**20.59**	**5.04**	**(2.95)**	21.67	18.24	4.67	1.60
GBP	Decrease by 5%#	**14.72**	**20.59**	**(5.04)**	**2.95**	21.67	18.24	(4.67)	(1.60)
EUR	Increase by 5%#	**10.81**	**11.33**	**4.29**	**(0.22)**	22.76	11.22	4.14	4.78
EUR	Decrease by 5%#	**10.81**	**11.33**	**(4.29)**	**0.22**	22.76	11.22	(4.14)	(4.78)
CHF	Increase by 5%#	**5.59**	**5.02**	**3.88**	**0.22**	10.92	6.06	3.91	1.90
CHF	Decrease by 5%#	**5.59**	**5.02**	**(3.88)**	**(0.22)**	10.92	6.06	(3.91)	(1.90)

Holding all the variables constant

e) Accounting for cash flow hedge

(i) Cross-currency Interest Rate Swap

The Group has taken foreign currency floating rate borrowings which are linked to LIBOR. For managing the foreign currency risk and interest rate risk arising from changes in LIBOR on such borrowings, the Group has entered into cross-currency interest rate swap (CCIRS) for the entire loan liability. The Group has designated the CCIRS (hedging instrument) and the borrowing (hedged item) into a hedging relationship and applies hedge accounting.

Under the terms of the CCIRS, the Group pays interest at the fixed rate to the swap counterparty in INR and receives the floating interest payments based on LIBOR in foreign currency. As the critical terms of the hedged item and the hedging instrument (notional, interest periods, underlying and fixed rates) are matching and the interest cashflows are off-setting, an economic relationship exists beteween the two. This ensures that the hedging instrument and hedged item have values that generally move in the opposite direction.

Hedge Effectiveness Testing is assessed at designation date of the hedging relationship, and on an ongoing basis. The ongoing assessment is performed at a minimum at each reporting date or upon a significant change in circumstances affecting the hedge effectiveness requirements, whichever comes first.

Following table provides quantitative information regarding the hedging instrument as on March 31, 2021:

(₹ in Crores)

Type of hedge and risks	Nominal value	Carrying amount of hedging instruments (included under "other current and non-current financial liabilities")	Maturity date	Hedge ratio	Average contracted fixed interest rate	Changes in fair value of hedging instrument used as the basis for recognising hedge effectiveness	Changes in the value of hedged item used as the basis for recognising hedge effectiveness
	(Liabilities)	(Liabilities)					
Cash Flow Hedge							
Foreign currency and Interest rate risk	522.64	5.79	14-Jun-24	1 : 1	9.30%	23.63	(21.67)

Following table provides the effects of hedge accounting on financial performance for the year ended March 31, 2021:

(₹ in Crores)

Type of hedge	Changes in the value of hedging instruments recognised in Other comprehensive income	Hedge ineffectiveness recognised in profit or loss	Amount reclassified from cash flow hedge reserve to profit or loss	Line-item affected in statement of profit or loss because of reclassification
Cash flow hedge				
Interest Rate risk and Foreign Exchange Risk	23.63	-	(2.77)	Finance Cost
	-	-	(18.90)	Foreign Exchange (gain)/loss

Following table provides quantitative information regarding the hedging instrument as on March 31, 2020:

(₹ in Crores)

Type of hedge and risks	Nominal value	Carrying amount of hedging instruments (included under "other current and non-current financial liabilities")	Maturity date	Hedge ratio	Average contracted fixed interest rate	Changes in fair value of hedging instrument used as the basis for recognising hedge effectiveness	Changes in the value of hedged item used as the basis for recognising hedge effectiveness
	(Liabilities)	(Liabilities)					
Cash Flow Hedge							
Foreign currency and Interest rate risk	522.64	17.84	14-Jun-24	1 : 1	9.30%	(19.37)	37.21

Following table provides the effects of hedge accounting on financial performance for the year ended March 31, 2020:

(₹ in Crores)

Type of hedge	Changes in the value of hedging instruments recognised in Other comprehensive income	Hedge ineffectiveness recognised in profit or loss	Amount reclassified from cash flow hedge reserve to profit or loss	Line-item affected in statement of profit or loss because of reclassification
Cash flow hedge				
Interest Rate risk and Foreign Exchange Risk	(19.37)	-	(7.75)	Finance Cost
	-	-	44.97	Foreign Exchange (gain)/loss

The following table provides a reconciliation by risk category of the components of equity and analysis of OCI items resulting from hedge accounting:

(₹ in Crores)

Particulars	Amount
As on March 31, 2019	**7.85**
Changes in fair value of CCIRS	17.84
Amounts reclassified to profit or loss	29.15
Deferred taxes related to above	4.89
As on March 31, 2020	**(14.27)**
Changes in fair value of CCIRS	(23.86)
Amounts reclassified to profit or loss	(21.67)
Deferred taxes related to above	0.50
As on March 31, 2021	**(15.96)**

(ii) Interest Rate Swap

The Group has taken floating rate borrowings which is linked to 3 months revolving LIBOR. For managing the interest rate risk arising from changes in LIBOR on such borrowings, the Group has entered into Interest rate swap (IRS) for the loan liability. The Group has designated the IRS (hedging instrument) and the Floating rate financial liability (hedged item) into a hedging relationship and applies hedge accounting. The contacts has matured during the previous year ended March 31, 2020.

Under the terms of the Interest Rate Swap Contract, the Group pays interest at the fixed rate to the swap counterparty in USD and receives the floating interest payments based on LIBOR in USD. As the critical terms of the hedged item and the hedging instrument (notional, interest periods, underlying and fixed rates) are matching and the interest cashflows are off-setting, an economic relationship exists beteween the two. This ensures that the hedging instrument and hedged item have values that generally move in the opposite direction.

Hedge Effectiveness Testing is assessed at designation date of the hedging relationship, and on an ongoing basis. The ongoing assessment is performed at a minimum at each reporting date or upon a significant change in circumstances affecting the hedge effectiveness requirements, whichever comes first.

Following table provides quantitative information regarding the hedging instrument as on March 31, 2020:

(₹ in Crores)

	Notional principal amounts	Derivative Financial Instruments - Assets	Derivative Financial Instruments – Liabilities	Gain/(Loss) due to change in fair value for the year	Change in fair value for the year recognised in OCI	Ineffectiveness recognised in profit or loss	Line item in profit or loss that includes hedge ineffectiveness	Amount reclassified from the hedge reserve to profit or loss	Line item in profit or loss affected by the reclassification
Interest rate swaps	-	-	-	(43.77)	(8.15)	-	Not applicable	35.59	Not applicable

The table below provides a profile of the timing of the notional amounts of the Group's hedging instruments (based on residual tenor) along with the average price or rate as applicable by risk category:

	As at March 31, 2020			
	Total	Less than 1 year	1-5 years	Over 5 years
Interest rate risk:				
Notional principal amount (₹ in crores)		NA		
Average fixed interest rates				

The tables below provide details of the Group's hedged items under cash flow hedges:

(₹ in Crores)

	As at March 31, 2020		
		Balance in cash flow hedge reserve	
	Change in the value of hedged item for the year	Where hedge accounting is continued	Where hedge accounting is discontinued
Borrowings (Floating rate)	Not applicable	Not applicable	Not applicable

The following table provides a reconciliation by risk category of the components of equity and analysis of OCI items resulting from hedge accounting:

(₹ in Crores)

	Movement in Cash flow hedge reserve for the year ended March 31, 2020
Opening balance	**(8.18)**
Effective portion of changes in fair value:	
a) Interest rate risk	**43.77**
Net amount reclassified to profit or loss:	
a) Interest rate risk	**(35.59)**
Tax on movements on reserves during the year	**-**
Closing balance as at March 31, 2020	**-**

Disclosure of effects of hedge accounting on financial performance:

(₹ in Crores)

Type of hedge	Gain/(Loss) due to change in the value of the hedging instrument recognised in OCI	Hedge ineffectiveness recognisd in profit or loss	Amount reclassified from cash flow hedging reserve to profit or loss	Line item affected in statement of profit and loss because of the reclassification
Cash Flow Hedge	-	-	-	-
Interest rate risk	(8.15)	-	35.59	Not applicable

(iii) Accounting for cash flow hedge

The objective of hedge accounting is to represent, in the Group's financial statements, the effect of the Group's use of financial instruments to manage exposures arising from particular risks that could affect profit or loss. As part of its risk management strategy, the Group makes use of financial derivative instruments, such as foreign currency range forwards and forward exchange contracts for hedging the risk arising on account of highly probable foreign currency forecast sales.

The Group has a Board approved policy on assessment, measurement and monitoring of hedge effectiveness which provides a guideline for the evaluation of hedge effectiveness, treatment and monitoring of the hedge effective position from an accounting and risk monitoring perspective. Hedge effectiveness is ascertained at the time of inception of the hedge and periodically thereafter. The Group assesses hedge effectiveness on prospective basis. The prospective hedge effectiveness test is a forward-looking evaluation of whether or not the changes in the fair value or cash flows of the hedging position are expected to be highly effective in offsetting the changes in the fair value or cash flows of the hedged position over the term of the relationship.

For derivative contracts designated as hedge, the Group documents, at inception, the economic relationship between the hedging instrument and the hedged item, the hedge ratio, the risk management objective for undertaking the hedge and the methods used to assess the hedge effectiveness. The derivative contracts have been taken to hedge foreign currency fluctuations risk arising on account of highly probable foreign currency forecast sales.

The Group applies cash flow hedge to hedge the variability arising out of foreign exchange currency fluctuations on account of highly probable forecast sales. Such contracts are generally designated as cash flow hedges.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. The forward exchange forward contracts are denominated in the same currency as the highly probable future sales, therefore the hedge ratio is 1:1. Further, the entity has excluded the foreign currency basis spread and takes such excluded element through the income statement. Accordingly, the Group designates only the spot rate in the hedging relationship.

Hedge effectiveness is assessed through the application of dollar offset method and designation of spot rate as the hedging instrument. The excluded portion of the foreign currency basis spread is taken directly through income statement.

The table below enumerates the Group's hedging strategy, typical composition of the Group's hedge portfolio, the instruments used to hedge risk exposures and the type of hedging relationship for the year ended March 31, 2021:

Sr. No.	Type of risk/ hedge position	Hedged item	Description of hedging strategy	Hedging instrument	Description of hedging instrument	Type of hedging relationship
1	Foreign Currency hedge	Highly probable forecast sales	Foreign currency denominated highly probable forecast sales is converted into functional currency using a forward contract.	Foreign exchange forward contracts	Forward contracts are contractual agreements to buy or sell a specified financial instrument at a specific price and date in the future. These are customised contracts transacted in the over–the–counter market. Further, the foreign currency basis spread is separated and accounted for at FVTPL. Accordingly, only the spot rate has been designated in the hedging relationship.	Cash flow hedge

The tables below provide details of the derivatives that have been designated as cash flow hedges for the periods presented:

As at March 31, 2021

(₹ in Crores)

	Notional principal amounts	Derivative Financial Instruments - Assets	Derivative Financial Instruments – Liabilities	Change in fair value for the year recognised in OCI	Ineffectiveness recognised in profit or loss	Line item in profit or loss that includes hedge ineffective ness	Amount reclassified from cash flow hedging reserve to profit or loss	Line item in profit or loss affected by the reclassifica tion
Foreign exchange forward contracts	**11.30 (USD)**	**-**	**16.36**	**13.41**	**-**	**Not applicable**	**6.64**	**Revenue**

As at March 31, 2020

(₹ in Crores)

	Notional principal amounts	Derivative Financial Instruments - Assets	Derivative Financial Instruments – Liabilities	Change in fair value for the year recognised in OCI	Ineffectiveness recognised in profit or loss	Line item in profit or loss that includes hedge ineffective ness	Amount reclassified from cash flow hedging reserve to profit or loss	Line item in profit or loss affected by the reclassifica tion
Foreign exchange forward contracts	7.60 (USD)	-	(17.66)	(22.96)	-	Not applicable	4.99	Revenue

The table below provides a profile of the timing of the notional amounts of the Group's hedging instruments (based on residual tenor) along with the average price or rate as applicable by risk category:

	As at March 31, 2021				As at March 31, 2020			
	Total	**Up to 1 year**	**1-5 years**	**Over 5 years**	**Total**	**Up to 1 year**	**1-5 years**	**Over 5 years**
Foreign currency risk:								
Forward exchange contracts	**11.30 (USD)**	**11.30 (USD)**	-	-	7.60 Crores (USD)	7.60 Crores (USD)	-	-
Average INR:USD forward contract rate	**77.11**	**77.11**	-	-	77.28	77.28	-	-

(iii) The following table provides a reconciliation by risk category of the components of equity and analysis of OCI items resulting from hedge accounting:

(₹ in Crores)

Movement in Cash flow hedge reserve for the years ended	**March 31, 2021**
As on April 1, 2019	**3.65**
Effective portion of changes in fair value:	
Foreign exchange forward contracts	**(30.68)**
Deferred taxes related to above	**7.72**
Net amount classified to Profit & Loss	
Foreign exchange forward contracts	**6.67**
Tax on movements on reserves during the year	**(1.68)**
As on March 31, 2020	**(14.32)**
Effective portion of changes in fair value:	
Foreign exchange forward contracts	**17.19**
Tax on movements on reserves during the year	**(3.78)**
Net amount reclassified to profit or loss:	
Foreign exchange forward contracts	**8.16**
Tax on movements on reserves during the year	**(1.51)**
Closing balance (As on March 31, 2021)	**5.74**

(f) Credit Risk

Typically, the receivables of the Group can be classified in 2 categories:

1. Pharma Trade Receivables
2. Financial Services business - (i) Loan Book primarily comprising of Real estate developers, Infrastructure Companies, Retail Housing Finance and Others; and (ii) Strategic Investment made in other body corporates.

Please refer Note 10 for risk mitigation techniques followed for Pharma. Risk mitigation measures for Financial Services business are explained in the note below.

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has adopted a policy of dealing with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults.

Retail lending:

For retail lending the credit policy has been reviewed and approved by Risk Team. The Credit Risk management structure includes credit policies and procedures. The Credit Policy defines customer segments, income assessment criteria, underwriting standards, target market definition, appraisal and approval processes, product limits, Delegation of Authority metrics (DoA) and cover risk assessment for product offerings etc. to ensure consistency of credit buying patterns.

Wholesale lending:

For wholesale lending business, the Group's Risk management team has developed proprietary internal rating model to evaluate risk return trade-off for the loans and investments made by the Group. The output of traditional credit rating model is an estimate of probability of default. These models are different from the traditional credit rating models as they integrate both probability of default and loss given default into a single model.

The lending exposure includes lending to the below sector:

Sectors	Exposure as at	
	March 31, 2021	March 31, 2020
Real Estate	**73.33%**	74.70%
CFG	**10.30%**	12.32%
Retail Housing Finance	**10.01%**	11.42%
Others	**6.36%**	1.57%

Credit Risk Management

The credit risk on liquid funds and other financial instruments is limited because the counterparties are banks with high credit-ratings assigned by credit-rating agencies or mutual funds.

For retail lending business, credit risk management is achieved by considering various factors like:

- Assessment of borrower's capability to pay – a detailed assessment of borrower's capability to pay is conducted. The approach to the assessment is uniform across the entire Group and is spelt out in the Credit Policy. For construction finance deals, the underlying project, the financial capability, past track record of repayments of the promoters are assessed by an independent risk team.
- Security cover – this is an assessment of the value of security under stress scenario which is further adjusted for factors like liquidity, enforceability, transparency in valuation, etc of the collateral.
- Geographic region – the Group monitors loan performances in a particular region to assess if there is any stress due to natural calamities, etc impacting the performance of loans in a particular geographic region

For wholesale lending business, credit risk management is achieved by considering various factors like:

- Cash flow at risk – This is an assessment of the standalone project or business from which interest servicing and principal repayment is expected to be done.
- Security cover – This is an assessment of the value of the security under stress scenario which is further adjusted for factors like liquidity, enforceability, transparency in valuation etc. of the collateral.
- Promoter strength – This is an assessment of the promoter from financial, management and performance perspective.
- Exit – This is an assessment of the liquidity of the loan or investment.

The output from each of the analysis is converted to a risk weight equivalent. Each of the four components of the risk analysis are assigned a specific weight which differ based on type of investment. The risk weight is then converted into capital requirement. The required capital and the return is combined to create a metric which is used for deal assessment.

Based on the above assessment the risk team categorises the deals in to the below Risk Grades

- Good	Deals with very high risk adjusted returns
- Investment Grade	Deals with high risk adjusted returns
- Management Review Grade	Deals with risk adjusted returns required as per lending policy
- Not Advisable Grade	Deals with lower than required risk adjusted returns

Further, a periodic review of the performance of the portfolio is also carried out by the Risk Group. The Risk Group adjusts the stress case considered during the initial approval based on actual performance of the deal, developments in the sector, regulatory changes etc. The deal level output is combined to form a portfolio snapshot. The trends from portfolio are used to provide strategic inputs to the management.

Provision for Expected Credit Loss

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking parameters, which are both qualitative and quantitative. These parameters have been detailed in Note no.ix of Significant Accounting Policies. Based on the result yielded by the above assessment the Financial assets are classified into (1) Standard (Performing) Asset, (2) Significant Credit Deteriorated (Under-Performing) Asset (3) Default (Non-Performing) Asset (Credit Impaired).

Macroeconomic information (such as regulatory changes, market interest rate or growth rates) is incorporated as part of the internal rating model.

In general, it is presumed that credit risk has significantly increased since initial recognition if the payments are more than 30 days past due.

For the purpose of expected credit loss analysis the Group defines default as any asset with more than 90 days overdues. This is also as per the rebuttable presumption provided by the standard.

The Group provides for expected credit loss based on the following:

Category - Description	Stages	Basis for Recognition of Expected Credit Loss
Assets for which credit risk has not significantly increased from initial recognition	Stage 1 - Standard (Performing) Assets	12 months ECL
Assets for which credit risk has increased significantly but not credit impaired	Stage 2 - Significant Credit Deteriorated Assets	Life time ECL
Assets for which credit risk has increased significantly and credit impaired	Stage 3 - Default (Non-Performing) Assets (Credit Impaired)	Loss Given Default (LGD)

The Company has developed a PD Matrix consisting of various parameters suitably tailored for various facilities like grade of the borrower, past overdue history, status from monthly asset monitoring report, deal IRR, deal tenure remaining etc.

Based on these parameters the Company has computed the PD. The Company has also built in model scorecard to determine the internal LGD. However, since there has been no default history to substantiate the internal LGD, the Company has made use of a combination of both internal as well as external LGD.

The key parameters for various scorecards are highlighted as follows -Real Estate products (Construction Finance, Structured Debt, LRD) - (1) Developer Grade (2) Past Overdue History (3) Tenant profile (4) Status from monthly Asset Monitoring report (5) Stage of the project (6) Geography etc. . Some of the Parameters for Non-Real Estate products (Senior lending, mezzanine, project fiancé etc.) - (1) Sponsor strength (2) Overdues (3) Average Debt service coverage ratio (4) Regulatory Risk (5) Stability of EBITDA (6) Quality of underlying assets etc. Based on these parameters the Company has computed the PD. The Company has also built in model scorecards to determine the internal LGD. However, due to lack of default history to statistically substantiate the internal LGD, the Company has made use of a combination of both internal as well as external LGD. The Company also maintains Expected Credit Loss for undisbursed limits after applying the Credit conversion factor (CCF). CCF for these limits is computed based on historical disbursement trends observed across various products.

Impact of COVID-19 pandemic on the credit risk

The outbreak of COVID-19 pandemic across the globe & India has contributed to a significant decline and volatility in the global and Indian financial markets and slowdown in the economic activities. The RBI had issued guidelines relating to COVID-19 Regulatory Package dated March 27, 2020 and April 17, 2020 and in accordance therewith, the Group had offered a moratorium of three months on the payment of principal instalments and/ or interest, as applicable, falling due between March 1, 2020 and May 31, 2020 to all eligible borrowers classified as standard, even if overdue as on February 29, 2020, excluding the collections made already in the month of March 2020. Further, in line with the additional Regulatory Package guidelines dated May 23, 2020 the Group granted a second three month moratorium on the payment of principal instalments and/ or interest, as applicable, falling due between June 1, 2020 and August 31, 2020. For all such accounts where the moratorium is granted, the asset classification will remain standstill during the moratorium period (i.e. the number of days past due shall exclude the moratorium period for the purposes of asset classification as per the policy).

The Group had ran a scenario analysis as on March 31, 2020 using proprietary algorithm-based risk models on the portfolio taking into account the possible impact related to COVID-19 pandemic.

The Supreme Court through an interim order dated September 3, 2020 directed that accounts which were not declared non-performing till August 31, 2020 shall not be declared non-performing after August 31, 2020. Pursuant to the Supreme Court's final order and the related RBI notification issued on April 7, 2021, the Company has classified the borrower accounts as Credit impaired (Stage -3) as at March 31, 2021.

The Company has portfolios that may face some head winds due to the emerging economic conditions. The exposures to sectors like hotels, auto-ancillaries may face much larger challenges. However, the exposure to these sectors are fairly limited compared to the overall lending portfolio.

Other sectors like residential and commercial real estate, renewables, logistics etc. where the Company has exposure may have direct or indirect impact. Company ran a scenario analysis using proprietary algorithm based risk models on the portfolio. The scenario took into account the current COVID-19 related impact and was built by risk with inputs from the Chief Economist of the Company.

Further the Group has, based on available information estimated and applied management overlays in the previous year, for the purpose of determination of the provision for impairment of financial assets. The management continued to consider macroeconomic overlay similar to its previous study. Given the uncertainty over the potential macro-economic impact, the Company’s management has considered internal and external information and economic forecasts up to the date of approval of these financial statements.

During the quarter and year ended March 31, 2020, the Group had estimated and recognised an additional expected credit loss of ₹1,903 Crores on certain financial assets, on account of the anticipated effect of the global health pandemic. As a result of uncertainties resulting from COVID-19, the impact of this pandemic may be different from those estimated as on the date of approval of these financial results and the Group will continue to monitor any changes to the future economic conditions.

Accordingly, the provision for expected credit loss on financial assets as at March 31, 2021 includes potential impact on account of the pandemic. Based on the current indicators of future economic conditions, the Group considers this provision to be adequate.

The extent to which the COVID-19 pandemic, including the current "second wave" that has significantly increased the number of cases in India, will continue to impact the Company's performance will depend on ongoing as well as future developments, which are highly uncertain, including, among other things, any new information concerning the severity of the COVID-19 pandemic and any action to contain its spread or mitigate its impact whether government-mandated or elected by the Company. Given the uncertainty over the potential macro-economic condition and other related matters, the impact of the global health pandemic may be different from that estimated as at the date of approval of these standalone annual financial results and the Company will continue to closely monitor any material changes to future economic conditions.

Expected Credit Loss as at the end of the reporting period:

(₹ in Crores)

Particulars	As at March 31, 2021			
	Asset Group	**Exposure at Default**	**Expected Credit Loss**	**Net Amount**
Very High quality liquid assets	Other Financial Assets and Loans to related parties and others	**1,125.51**	**-**	**1,125.51**
Assets for which credit risk has not significantly increased from initial recognition*	Investments at amortised cost	**7,873.92**	**235.82**	**7,638.10**
	Loans at amortised cost	**32,791.35**	**859.91**	**31,931.44**
Assets for which credit risk has increased significantly but are not credit impaired	Investments at amortised cost	**961.77**	**295.76**	**666.01**
	Loans at amortised cost	**1,581.18**	**278.89**	**1,302.29**
Assets for which credit risk has increased significantly and are credit impaired	Investments at amortised cost	**527.61**	**271.74**	**255.87**
	Loans at amortised cost	**1,499.23**	**767.82**	**731.41**
Total		**46,360.57**	**2,709.94**	**43,650.63**

* Includes Loans and Investment carried at FVTPL of ₹3,192.85 crores (excluding mutual funds and investments in AIF).

(₹ in Crores)

Particulars	As at March 31, 2020			
	Asset Group	**Exposure at Default**	**Expected Credit Loss**	**Net amount**
Very High quality liquid assets	Other Financial Assets and Loans to related parties and others	6,074.33	-	6,074.33
Assets for which credit risk has not significantly increased from initial recognition*	Investments at amortised cost	10,809.19	558.61	10,250.58
	Loans at amortised cost	38,374.01	1,293.87	37,080.15
Assets for which credit risk has increased significantly but are not credit impaired	Investments at amortised cost	645.30	223.75	421.55
	Loans at amortised cost	639.29	216.05	423.24
Assets for which credit risk has increased significantly but are not credit impaired	Investments at amortised cost	495.61	213.84	281.77
	Loans at amortised cost	715.05	277.92	437.13
Total		**57,752.78**	**2,784.04**	**54,968.75**

* Includes Loans and Investment carried at FVTPL (excluding mutual funds and investments in AIF).

a) Reconciliation of Loss Allowance

For the year ended March 31, 2021

(₹ in Crores)

Investments and Loans	Loss allowance measured at 12 months expected losses	Loss allowance measured at life-time expected losses	
		Financial assets for which credit risk has increased significantly and not credit-impaired	Financial assets which are credit-impaired
Balance at the beginning of the year	1,852.48	439.80	491.75
Transferred to 12-month ECL	-	-	-
Transferred to Lifetime ECL not credit impaired	(33.33)	33.33	-
Transferred to Lifetime ECL credit impaired - collective provision	(29.81)	(37.90)	67.71
Charge to Statement of Profit and Loss			
On Account of Rate Change	(462.34)	140.08	482.04
On Account of Disbursements	504.82	-	-
On Account of Repayments	(736.09)	(0.66)	(1.95)
Balance at the end of the year	**1,095.73**	**574.65**	**1,039.55**

For the year ended March 31, 2020

(₹ in Crores)

Investments and Loans	Loss allowance measured at 12 months expected losses	Loss allowance measured at life-time expected losses	
		Financial assets for which credit risk has increased significantly and not credit-impaired	Financial assets which are credit-impaired
Balance at the beginning of the year	738.30	91.60	168.46
Transferred to 12-month ECL	49.06	(49.06)	-
Transferred to Lifetime ECL not credit impaired	(21.62)	21.62	-
Transferred to Lifetime ECL credit impaired - collective provision	(2.67)	(4.56)	7.23
Transferred to Lifetime ECL credit impaired - specific provision	-	-	-
Charge to Statement of Profit and Loss (*)	-	-	
On Account of Rate Change	1,366.62	393.55	316.06
On Account of Disbursements	212.46	-	-
On Account of Repayments	(489.67)	(13.35)	-
Balance at the end of the year	**1,852.48**	**439.80**	**491.75**

(*) The reason for increase in provision is due to increase in the loans & investments which is partially offset by a reduction in rate of ECL.

b) Expected Credit Loss on undrawn loan commitments/letter of comfort:

(₹ in Crores)

Particulars	March 31, 2021	March 31, 2020
Opening balance	188.19	103.52
Movement during the year	(78.36)	84.67
Closing balance	**109.83**	**188.19**

c) The amounts of Financial Assets outstanding in the Balance Sheet along with the undisburse loan commitments and letter of comforts issued (refer note 49 (a)) as at the end of the reporting period represent the maximum exposure to credit risk.

Description of Collateral held as security and other credit enhancements

The Group has set benchmarks on appropriate level of security cover for various types of deals. The Group periodically monitors the quality as well as the value of the security to meet the prescribed limits. The collateral held by the Group varies on case to case basis and includes:

i) First/Subservient charge on the Land and/or Building of the project or other projects

ii) First/Subservient charge on the fixed and current assets of the borrower

iii) Hypothecation over receivables from funded project or other projects of the borrower

iv) Pledge on Shares of the borrower or their related parties

v) Pledge on investment in shares made by borrower entity

vi) Guarantees of Promoters/Promoter Undertakings

vii) Post dated/Undated cheques

d) The credit impaired assets as at the reporting dates were secured by charge on land and building, shares of listed entites, lease rentals and project receivables amounting to:

(₹ in Crores)

Particulars	As at March 31, 2021	As at March 31, 2020
Value of Security	**987.28**	718.90

50. MOVEMENT IN PROVISIONS:

(₹ in Crores)

Particulars	Litigations/Disputes		Onerous Contracts	
	As at March 31,		As at March 31,	
	2021	2020	2021	2020
Balances as at the beginning of the year	**3.50**	**3.50**	0.11	0.09
Amount used	-	-	(0.04)	(0.03)
Revaluation of closing balances	-	-	0.01	0.05
Balances as at the end of the year	**3.50**	**3.50**	**0.08**	**0.11**
Classified as Non-current (Refer note 20)	-	-	0.08	0.11
Classified as Current (Refer note 26)	**3.50**	**3.50**	-	-
Total	**3.50**	**3.50**	**0.08**	**0.11**

Provision for litigation/disputes represents claims against the Group not acknowledged as debts that are expected to materialise in respect of matters under litigation. Future cash outflows are determinable only on receipt of judgements/decisions pending with various forums/authorities.

Provision for Onerous contracts represents the amounts provided for contracts where the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it.

51. The Chief Operating Decision maker of the Company examines the Group's performance both from a product offerings and from a geographic perspective. From a product perspective, the management has identified the following reportable segments:

1. Pharmaceuticals Manufacturing and Services

2. Financial Services

1. Pharmaceuticals Manufacturing and Services: In this segment, the Group has a strong presence in Pharma Solutions, Critical Care and Consumer Products Services . The Company and certain subsidairies act as a Contract Development and manufacturing organisation offering both APIs and formulations. The Group's critical care business deals in the inhalation anesthesia market. The group's consumer products business is primarily an India-centric consumer healthcare business with strong brands portfolio.

2. Financial Services: Company's financial services segment offers a complete suite of financial products to meet the diverse needs of its customers. The Company lends to various real estate developers and under special situation opportunities in various sectors and has investments in Shriram Group, through which the Company has exposure to retail financing segments.

Healthcare Insights and Analytics: Operations were discontinued in the previous year. The segment information reported below does not include any amounts for the discontinued operations, which are described in detailed Note No. 56.

(₹ in Crores)

Particulars	Pharmaceuticals manufacturing and services		Financial services		Total	
	March 2021	March 2020	March 2021	March 2020	March 2021	March 2020
Revenue from operations	5,775.91	5,418.87	7,033.44	7,649.42	12,809.35	13,068.29
Segment Results after exceptional item	1,240.88	1,433.55	2,400.37	355.30	3,641.25	1,788.85
Add: Net Unallocated Income					157.71	93.90
Less: Finance cost (Unallocated)					120.74	444.89
Less: Depreciation					560.88	520.30
Total Profit Before Tax and share of net profit of associates and joint ventures, after exceptional items					3,117.34	917.56
Add: Share of net profit of associates and joint ventures accounted for using the equity method					338.43	489.56
Profit after share of net profit of associates and joint ventures and before tax					3,455.77	1,407.12
Less: Tax Expenses					2,042.91	1,960.43
Profit/ (Loss) from continuing operations after tax and share of profit of associates and joint ventures					1,412.86	(553.31)

Included in the above Segment results, is the Exceptional Items as mentioned below:

Particulars	Pharmaceuticals manufacturing and services		Unallocated		Total	
	March 2021	March 2020	March 2021	March 2020	March 2021	March 2020
Exceptional items	(41.94)	-	100.80	-	58.86	-
Total	(41.94)	-	100.80	-	58.86	-

Segment results of Pharmaceuticals manufacturing and services segment represent Earnings before Interest, Tax, Depreciation and Amortisation and Segment results of Financial services represent Earnings before Tax, Depreciation and Amortisation.

Other Information

(₹ in Crores)

Particulars	Pharmaceuticals manufacturing and services		Financial services		Total	
	March 2021	March 2020	March 2021	March 2020	March 2021	March 2020
Segment Assets	10,713.15	9,521.78	62,869.94	60,672.94	73,583.09	70,194.72
Unallocable Corporate Assets					3,535.77	4,713.86
Total Assets					77,118.86	74,908.58
Segment Liabilities	4,433.94	1,511.67	36,852.26	41,279.11	41,286.21	42,790.78
Unallocable Corporate Liabilities					(693.70)	1,546.21
Total Liabilities					40,592.51	44,336.99
Net Capital Expenditure (for continuing operations)	847.76	361.02	22.29	17.95	870.05	378.97
Depreciation and amortisation expense	506.55	476.24	31.84	35.18	538.39	511.41
Unallocable depreciation expense					22.49	13.80
Non-Cash expenditure other than depreciation and amortisation	21.35	90.30	11.29	1,875.59	32.64	1,965.89
Unallocable non-cash expenditure other than above	-	-	-	-	77.58	-
The above segment assets and unallocated assets include:						
Investment in associates and joint ventures accounted for by the equity method					4,316.85	4,218.24

Geographical Segments

(₹ in Crores)

Particulars	Within India		Outside India		Total	
	March 2021	March 2020	March 2021	March 2020	March 2021	March 2020
Revenue from operations	7,995.84	8,621.19	4,813.51	4,447.10	12,809.35	13,068.29
Carrying amount of Non-current Assets*	3,727.95	2,086.77	4,842.59	4,912.43	8,570.54	6,999.20

* Other than Financial assets, deferred tax assets and Net Advance Tax Paid.

No customer contributed more than 10% of the total revenue of the Group.

52. INCOME TAXES RELATING TO OPERATIONS

a) Tax expense recognised in statement of profit and loss

(₹ in Crores)

Particulars	Year ended March 31, 2021	Year ended March 31, 2020
Current tax		
In respect of the current year	377.79	365.75
In respect of prior years	-	11.84
	377.79	377.59
Deferred tax		
Deferred Tax, net	406.83	(123.46)
Tax adjustment for earlier years *	1,258.29	1,757.59
	1,665.12	1,634.13
Total tax expense recognised	2,042.91	2,011.72
Total tax expense attributble to		
from continuing operations	2,042.91	1,960.43
from discontinuing operations	-	51.29

b) Tax (expense)/benefits recognised in other comprehensive income

(₹ in Crores)

Particulars	Year ended March 31, 2021	Year ended March 31, 2020
Deferred tax		
Arising on income and expenses recognised in other comprehensive income:		
Exchange loss on long-term loans transferred to OCI	8.58	47.56
Fair value remeasurement of hedging instruments entered into for cash flow hedges	(12.36)	(10.92)
Changes in fair values of equity instruments	(10.46)	-
Remeasurement of defined benefit obligation	(0.26)	(1.05)
Total tax expense recognised	(14.50)	35.59

c) Deferred tax balances

(₹ in Crores)

The following is the analysis of deferred tax assets/(liabilities) presented in the consolidated Balance sheet:	As at March 31, 2021	As at March 31, 2020
Deferred tax assets (net)	937.24	2,372.32
Deferred tax liabilities (net)	(222.68)	(8.22)
	714.56	2,364.10

Deferred tax assets and liabilities are recognised for the future tax consequences of temporary differences between the carrying values of assets and liabilities and their respective tax bases, and unutilised business loss and depreciation carry-forwards and tax credits. Deferred tax assets are recognised to the extent that it is probable that future taxable income will be available against which the deductible temporary differences, unused tax losses, depreciation carry-forwards and unused tax credits could be utilised.

Movement of deferred tax during the year ended March 31, 2021

(₹ in Crores)

Particulars	Opening balance	Recognised in statement of profit and loss	Foreign Currency Translation Impact	Recognised in other comprehensive income	Acquisition through Business combination (Refer note 58(ii))	Closing balance
Deferred tax (liabilities)/assets in relation to:						
Measurement of financial assets at amortised cost/fair value	84.46	10.46	-	10.46	-	105.38
Provision for expected credit loss on financial assets (including commitments)	739.25	(34.36)	-	-	-	704.89
Other Provisions	40.09	(28.53)	-	-	-	11.56
Amortisation of expenses which are allowed in current year	0.23	(0.04)	-	-	-	0.19
Disallowances for items allowed on payment basis	55.80	(13.41)	(0.29)	0.26	-	42.36
Recognition of lease rent expense	1.31	0.04	-	-	-	1.35
Unrealised profit margin on inventory	22.92	6.49	-	-	-	29.41
Goodwill on merger of wholly-owned subsidiaries (Refer Note 39 (a))	1,258.29	(1,258.29)	-	-	-	-
Property, Plant and Equipment and Intangible assets	(242.04)	(8.93)	1.38	-	(15.69)	(265.28)
Measurement of financial liabilities at amortised cost	(87.09)	(74.74)	-	-	-	(161.83)
Fair value measurement of derivative contracts	4.45	(21.27)	-	12.36	-	(4.46)
Other temporary differences	8.59	2.49	0.03	-	-	11.11
Exchange differences on long-term loans designated as net investments transferred to OCI	-	8.58	-	(8.58)	-	-
Brought forward losses	477.84	(253.61)	15.65	-	-	239.88
Total	**2,364.10**	**(1,665.12)**	**16.77**	**14.50**	**(15.69)**	**714.56**

Piramal

Movement of deferred tax during the year ended March 31, 2020

(₹ in Crores)

Particulars	Opening balance	Recognised in statement of profit and loss	Foreign Currency Translation Impact	Recognised in other comprehensive income	MAT credit utilised	Closing balance
Deferred tax (liabilities)/assets in relation to:						
Measurement of financial assets at amortised cost/fair value	59.07	25.39	-	-	-	84.46
Provision for expected credit loss on financial assets (including commitments)	373.76	365.49	-	-	-	739.25
Other Provisions	35.28	2.02	2.79	-	-	40.09
Amortisation of expenses which are allowed in current year	0.32	(0.09)	-	-	-	0.23
Disallowances for items allowed on payment basis	70.90	(16.82)	0.67	1.05	-	55.80
Recognition of lease rent expense	1.24	0.07	-	-	-	1.31
Unrealised profit margin on inventory	38.18	(15.26)	-	-	-	22.92
Goodwill on merger of wholly-owned subsidiaries (Refer Note 39 (a))	2,336.28	(1,077.99)	-	-	-	1,258.29
Property, Plant and Equipment and Intangible assets	(288.67)	51.72	(5.09)	-	-	(242.04)
Measurement of financial assets at amortised cost/fair value	-	-	-	-	-	-
Measurement of financial liabilities at amortised cost	(117.44)	30.35	-	-	-	(87.09)
Fair value measurement of derivative contracts	(4.36)	(2.11)	-	10.92	-	4.45
Share of undistributed earnings of associates	(13.03)	13.03	-	-	-	-
Other temporary differences	10.94	(3.05)	0.70	-	-	8.59
Exchange differences on long-term loans designated as net investments transferred to OCI	-	47.56	-	(47.56)	-	-
Brought forward losses	588.87	(128.70)	17.67	-	-	477.84
Unused tax credit (MAT credit entitlement)	957.64	(925.74)	-	-	(31.90)	-
Exchange differences on translation of foreign operations	-	-	-	-	-	-
Total	**4,048.98**	**(1,634.13)**	**16.74**	**(35.59)**	**(31.90)**	**2,364.10**

The income tax expense for the year can be reconciled to the accounting profit as follows:

(₹ in Crores)

Particulars	For the year ended March 31, 2021	For the year ended March 31, 2020
Consolidated Profit before tax from continuing and discontinuing operations (after exceptional items)	3,117.34	1,543.30
Income tax expense calculated at 25.17%	784.63	388.45
Effect of expenses that are not deductible in determining taxable profit	31.36	87.19
Utilisation of previously unrecognised tax losses	(17.83)	(26.70)
Effect of incomes which are taxed at different rates	(5.22)	(17.85)
Effect of incomes which are exempt from tax	-	(192.96)
Deferred tax asset created on unrecogised tax losses of previous years	(49.29)	(108.07)
Tax provision for earlier years	-	11.84
Tax losses for which no deferred income tax is recognised	38.96	68.81
Temporary differences for which no deferred income tax was recognised	14.87	21.25
Unrealised profit margin on inventory on which deferred tax asset is not created	(0.22)	(2.45)
Effect of deduction in tax for interest on Compulsory Convertible Debentures	(36.94)	(13.03)
Deferred tax liability created on share of undistributed earnings of associates	-	(13.03)
Fair value gain on FVTPL instruments	-	(17.11)
Effect on deferred tax balances due to the changes in income tax rate	-	26.58
Tax adjustment for earlier years*	1,258.29	1,757.59
Effect of difference in amortised cost and carrying amount of loan portfolio	(5.89)	23.41
Effect of deduction from dividend income	(6.76)	-
Effect of business loss off set against capital gain recognised in capital reserve	8.90	-
Others	28.05	17.80
Income tax expense recognised in consolidated statement of profit and loss	**2,042.91**	**2,011.72**

The tax rate used for the reconciliations above is the corporate tax rate of 25.17%, payable by corporate entities in India on taxable profits under tax law in Indian jurisdiction.

In assessing the realisability of deferred tax assets, the Group considers the extent to which it is probable that the deferred tax asset will be realised. The ultimate realisation of deferred tax assets is dependent upon the generation of future taxable profits (after considering the COVID-19 impact) during the periods in which those temporary differences and tax loss carry-forwards become deductible. The Group considers the expected reversal of deferred tax liabilities, projected future taxable income and tax planning strategies in making this assessment.

Based on the level of historical taxable income and projections for future taxable income over the periods in which the deferred income taxes are deductible, the Group believes that it is probable that the Group will realise the benefits of this deferred tax asset. The amount of deferred tax asset considered realisable, however, could be reduced in the near term if the estimates of future taxable income during the carry-forward period are reduced.

In addition to this, during the current year ended March 31, 2021, the Group has recognised Deferred Tax Asset of ₹49.29 Crores (Previous Year: ₹108.07 Crores) on unused tax losses, considering profits in the past 2 years and reasonable certainty of realisation of such deferred tax asset in the future years.

Deferred tax asset amounting to ₹364.45 crores and ₹328.77 crores (excluding the amount already recognised to the extent of Deferred Tax Liabilities amounting to ₹1.57 Crores and ₹102.69 Crores) as at March 31, 2021 and March 31, 2020, respectively in respect of unused tax losses, temporary differences and tax credits was not recognised by the Group, considering that the Company and its subsidiaries had a history of tax losses for recent years. Unrecognised Deferred tax of ₹124.66 Crores and ₹71.84 Crores as at March 31, 2021 and March 31, 2020 are attributable to carry forward tax losses which are not subject to expiration dates. The remaining unrecognised deferred tax of ₹239.99 Crores and ₹256.93 Crores as at March 31, 2021 and March 31, 2020 respectively are attributable to carry forward tax losses which expires in various years up to December 31, 2037.

Deferred income taxes are not recognised on the undistributed earnings of subsidiaries, associates or joint ventures, where it is expected that the earnings will not be distributed in the foreseeable future or where the tax credit can be availed by the holding company.

*

For the year ended March 31, 2021

Pursuant to goodwill being taken out of the purview of tax depreciation w.e.f. April 1, 2020 by Finance Bill enacted in March 2021, the group has, during the year ended March 31, 2021, de-recognised deferred tax asset of ₹1,258.29 crores created earlier on certain tax deductible goodwill.

Piramal

For the year ended March 31, 2020

The Company and some of its Indian subsidiaries had exercised the option of lower tax rate permitted under Section 115BAA of the Income Tax Act, 1961 as introduced by the Taxation Laws (Amendment) Act, 2019 ('the Amendment Act'). Accordingly, the Company and some of its Indian subsidiaries had recognised provision for income tax for the year ended March 31, 2020 basis the rate provided in the said Amendment Act. The Company has re-measured the opening balance of Deferred Tax Assets (net) including Minimum Alternate Tax (MAT) as at April 1, 2019 and accounted net tax expense of ₹1,757.59 crores relating to the same during the year ended March 31, 2020.

53 (a). Disclosures mandated by Schedule III by way of additional information

Name of the entity	Net Assets (total assets minus total liabilities) as at March 31, 2021		Share in Profit for the year ended March 31, 2021		Share in Other Comprehensive Income for the year ended March 31, 2021		Share in Total Comprehensive Income for the year ended March 31, 2021	
	As a % of Consolidated net assets	Amount (₹ in Crores)	As a % of Consolidated profit	Amount (₹ in Crores)	As a % of Consolidated Other Comprehensive Income	Amount (₹ in Crores)	As a % of Consolidated Total Comprehensive Income	Amount (₹ in Crores)
Parent								
Piramal Enterprises Limited	68.15%	23,183.74	-10.53%	(148.77)	99.49%	384.87	13.12%	236.10
Subsidiaries								
Indian								
Piramal Pharma Limited	12.05%	4,100.83	33.84%	478.18	0.85%	3.28	26.75%	481.46
Convergence Chemicals Private Limited (w.e.f February 24, 2021)	0.39%	131.78	-0.03%	(0.48)	7.76%	30.01	1.64%	29.53
PHL Fininvest Private Limited	15.30%	5,205.62	34.76%	491.15	-0.12%	(0.47)	27.26%	490.68
Piramal Fund Management Private Limited	-0.03%	(11.80)	-2.46%	(34.71)	0.16%	0.62	-1.89%	(34.09)
Piramal Capital and Housing Finance Limited	63.16%	21,486.87	73.22%	1,034.44	0.17%	0.65	57.51%	1,035.09
PEL Finhold Private Limited	-0.06%	(20.12)	-4.65%	(65.65)	0.00%	-	-3.65%	(65.65)
Piramal Investment Advisory Services Private Limited	0.02%	7.22	0.48%	6.81	0.00%	-	0.38%	6.81
Piramal Consumer Products Private Limited	0.06%	21.87	0.04%	0.56	0.00%	-	0.03%	0.56
Piramal Systems & Technologies Private Limited	-0.15%	(50.76)	-3.55%	(50.18)	0.00%	-	-2.79%	(50.18)
Piramal Investment Opportunities Fund	0.01%	5.00	0.00%	-	0.00%	-	0.00%	-
Piramal Asset Management Private Limited	-0.02%	(5.13)	-0.03%	(0.41)	0.00%	-	-0.02%	(0.41)
Piramal Securities Limited	0.04%	15.07	0.04%	0.61	0.00%	-	0.03%	0.61
Piramal Finance Sales & Services Private Limited	0.00%	0.63	0.04%	0.53	0.00%	-	0.03%	0.53
Virdis Power Investment Managers Private Limited	0.00%	0.01	0.00%	-	0.00%	-	0.00%	-
Virdis Infrastructure Investment Managers Private Limited	0.00%	0.01	0.00%	-	0.00%	-	0.00%	-
Foreign								
Piramal International	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Piramal Holdings (Suisse) SA	0.06%	19.73	0.51%	7.21	0.17%	0.67	0.44%	7.88
Piramal Technologies SA	-0.10%	(34.15)	-1.62%	(22.90)	0.03%	0.13	-1.27%	(22.77)
INDIAREIT Investment Management Co.	0.32%	110.35	0.84%	11.82	-0.94%	(3.63)	0.46%	8.19
Piramal Asset Management Private Limited, Singapore	0.02%	5.63	0.16%	2.29	-0.04%	(0.15)	0.12%	2.14
Piramal Dutch Holdings N.V.	5.59%	1,900.04	-3.78%	(53.45)	5.93%	22.93	-1.70%	(30.52)
Piramal Healthcare Inc.	3.52%	1,197.34	0.66%	9.26	-9.16%	(35.43)	-1.45%	(26.17)
Piramal Critical Care, Inc.	2.65%	900.85	15.82%	223.56	-7.03%	(27.19)	10.91%	196.37
Piramal Pharma Inc.	0.04%	13.37	-0.06%	(0.85)	-0.12%	(0.48)	-0.07%	(1.33)
PEL Pharma Inc.	-0.04%	(13.01)	-1.55%	(21.88)	4.87%	18.83	-0.17%	(3.05)
Ash Stevens LLC	1.63%	554.83	6.15%	86.94	-4.58%	(17.72)	3.85%	69.22
Piramal Pharma Solutions Inc.	-1.19%	(404.51)	-5.95%	(84.04)	3.24%	12.52	-3.97%	(71.52)
Piramal Critical Care Italia, S.P.A	0.06%	21.56	-0.46%	(6.55)	0.00%	(0.01)	-0.36%	(6.56)

Name of the entity	Net Assets (total assets minus total liabilities) as at March 31, 2021		Share in Profit for the year ended March 31, 2021		Share in Other Comprehensive Income for the year ended March 31, 2021		Share in Total Comprehensive Income for the year ended March 31, 2021	
	As a % of Consolidated net assets	Amount (₹ in Crores)	As a % of Consolidated profit	Amount (₹ in Crores)	As a % of Consolidated Other Comprehensive Income	Amount (₹ in Crores)	As a % of Consolidated Total Comprehensive Income	Amount (₹ in Crores)
Piramal Critical Care Deutschland GmbH	0.04%	13.08	-0.88%	(12.46)	-0.02%	(0.07)	-0.70%	(12.53)
Piramal Healthcare (UK) Limited	1.99%	675.32	0.49%	6.90	12.67%	49.03	3.11%	55.93
Piramal Healthcare Pension Trustees Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Piramal Critical Care Limited	0.46%	156.04	-5.32%	(75.15)	-1.72%	(6.65)	-4.55%	(81.80)
Piramal Healthcare (Canada) Limited	1.78%	604.19	8.43%	119.06	11.62%	44.95	9.11%	164.01
Piramal Critical Care South Africa (Pty) Ltd	0.02%	5.15	0.03%	0.48	0.18%	0.70	0.07%	1.18
Piramal Critical Care B.V.	-0.02%	(6.30)	-1.18%	(16.69)	0.13%	0.52	-0.90%	(16.17)
Piramal Critical Care Pty. Ltd.	0.01%	2.41	0.01%	0.09	0.11%	0.42	0.03%	0.51
PEL Healthcare LLC (w.e.f June 26, 2020)	0.37%	127.30	-0.50%	(7.09)	0.98%	3.79	-0.18%	(3.30)
Piramal Dutch IM Holdco B.V.	0.42%	144.48	0.18%	2.58	-0.02%	(0.07)	0.14%	2.51
PEL-DRG Dutch Holdco B.V.	1.10%	375.31	5.29%	74.79	-4.45%	(17.23)	3.20%	57.56
Non-Controlling Interests in all subsidiaries	3.30%	1,121.00	5.70%	80.52	2.60%	10.06	5.03%	90.58
Associates (Investment as per the equity method)								-
Indian								-
Allergan India Private Limited	0.32%	109.67	2.82%	39.84	0.00%	-	2.21%	39.84
Shriram Capital Limited	0.00%	0.01	0.00%	-	0.00%	-	0.00%	-
Joint Venture (Investment as per the equity method)		-		-		-		-
Indian		-		-		-		-
Shrilekha Business Consultancy Private Limited	10.88%	3,700.50	16.93%	239.16	0.00%	-	13.29%	239.16
Convergence Chemicals Private Limited (till February 23, 2021)	0.00%	-	0.28%	3.92	0.00%	-	0.22%	3.92
India Resurgence ARC Private Limited	0.15%	52.03	0.00%	-	0.00%	-	0.00%	-
India Resurgence Asset Management Business Private Limited	0.01%	5.00	0.00%	-	0.00%	-	0.00%	-
Piramal Ivanhoe Residential Equity Fund 1	0.42%	142.87	0.22%	3.05	0.00%	-	0.17%	3.05
India Resurgence Fund Scheme II	0.60%	204.32	3.47%	49.03	0.00%	-	2.72%	49.03
India Resurgence ARC Trust I	0.14%	48.69	0.00%	-	0.00%	-	0.00%	-
Piramal Structured Credit Opportunities Fund	0.15%	50.78	0.39%	5.56	0.00%	-	0.31%	5.56
Foreign								
Asset Resurgence Mauritius Manager	0.01%	2.98	-0.15%	(2.13)	0.00%	-	-0.12%	(2.13)
Consolidation Adjustments	-93.66%	(31,859.74)	-68.11%	(962.09)	-22.76%	(88.03)	-58.35%	-1,050.12
Total	100.00%	34,017.96	100.00%	1,412.86	100.01%	386.85	100.00%	1,799.71

Piramal

53 (b). Disclosures mandated by Schedule III by way of additional information

Name of the entity	Net Assets (total assets minus total liabilities) as at March 31, 2020		Share in Profit or (loss) for the year ended March 31, 2020		Share in Other Comprehensive Expense for the year ended March 31, 2020		Share in Total Comprehensive Loss for the year ended March 31, 2020	
	As a % of Consolidated net assets	Amount (₹ in Crores)	As a % of Consolidated profit	Amount (₹ in Crores)	As a % of Consolidated Other Comprehensive Expense	Amount (₹ in Crores)	As a % of Consolidated Total Comprehensive Loss	Amount (₹ in Crores)
Parent								
Piramal Enterprises Limited	74.02%	22,627.98	685.11%	144.85	144.75%	(1,379.83)	132.49%	(1,234.98)
Subsidiaries								
Indian								
PHL Fininvest Private Limited	15.42%	4,715.44	422.61%	89.35	0.06%	(0.58)	-9.52%	88.77
Searchlight Health Private Limited	0.00%	-	-14.66%	(3.10)	0.00%	-	0.33%	(3.10)
Piramal Fund Management Private Limited	0.09%	26.73	-248.77%	(52.60)	-0.01%	0.13	5.63%	(52.47)
Piramal Capital and Housing Finance Limited	66.90%	20,451.55	144.11%	30.47	1.52%	(14.53)	-1.71%	15.94
PEL Finhold Private Limited	0.00%	0.01	0.00%	-	0.00%	-	0.00%	-
Piramal Investment Advisory Services Private Limited	0.00%	0.41	-12.52%	(2.65)	0.00%	-	0.28%	(2.65)
Piramal Consumer Products Private Limited	0.07%	21.39	35.80%	7.57	0.00%	-	-0.81%	7.57
Piramal Systems & Technologies Private Limited	-0.09%	(28.93)	-21.45%	(4.54)	0.01%	(0.07)	0.49%	(4.61)
Piramal Investment Opportunities Fund	0.02%	5.00	0.00%	-	0.00%	-	0.00%	-
Piramal Asset Management Private Limited	-0.01%	(4.23)	-24.10%	(5.09)	0.00%	-	0.55%	(5.09)
Piramal Securities Limited	0.03%	9.46	-59.52%	(12.58)	0.00%	-	1.35%	(12.58)
Foreign								
Piramal International	0.00%	-	0.00%		0.00%	-	0.00%	-
Piramal Holdings (Suisse) SA	0.04%	11.62	-271.84%	(57.47)	-5.53%	52.75	0.51%	(4.72)
Piramal Technologies SA	0.00%		0.00%		0.00%	-	0.00%	-
INDIAREIT Investment Management Co.	0.33%	102.17	57.27%	12.11	0.00%	-	-1.30%	12.11
Piramal Asset Management Private Limited	0.01%	3.49	8.43%	1.78	0.00%	-	-0.19%	1.78
Piramal Dutch Holdings N.V.	6.32%	1,931.05	-102.07%	(21.58)	5.62%	(53.62)	8.07%	(75.20)
Piramal Healthcare Inc.	4.00%	1,223.51	149.94%	31.70	0.00%	-	-3.40%	31.70
Piramal Critical Care, Inc.	2.30%	704.48	1145.69%	242.23	0.00%	-	-25.99%	242.23
Piramal Pharma Inc.	0.05%	14.71	1.84%	0.39	0.00%	-	-0.04%	0.39
PEL Pharma Inc.	-0.03%	(9.96)	-104.62%	(22.12)	0.00%	-	2.37%	(22.12)
Ash Stevens LLC	1.59%	485.61	261.65%	55.32	0.00%	-	-5.93%	55.32
Piramal Pharma Solutions Inc.	-1.09%	(333.00)	-441.09%	(93.26)	0.00%	-	10.00%	(93.26)
Piramal Critical Care Italia, S.P.A	0.03%	10.52	-18.61%	(3.94)	-0.07%	0.71	0.35%	(3.23)
Piramal Critical Care Deutschland GmbH	0.03%	7.99	-52.97%	(11.20)	-0.01%	0.07	1.19%	(11.13)
Piramal Healthcare (UK) Limited	2.03%	619.39	744.36%	157.38	-2.06%	19.62	-18.99%	177.00
Piramal Healthcare Pension Trustees Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Piramal Critical Care Limited	0.78%	237.84	-371.47%	(78.54)	-2.61%	24.87	5.76%	(53.67)
Piramal Healthcare (Canada) Limited	1.44%	440.18	954.08%	201.72	-0.63%	6.02	-22.29%	207.74
Piramal Critical Care South Africa (Pty) Ltd	0.01%	3.98	5.75%	1.21	0.05%	(0.52)	-0.07%	0.69
Piramal Critical Care B.V.	0.03%	9.87	27.14%	5.74	-0.06%	0.53	-0.67%	6.27
Piramal Critical Care Pty. Ltd.	0.01%	1.96	-1.71%	(0.36)	0.02%	(0.16)	0.06%	(0.52)
Piramal Dutch IM Holdco B.V.	0.46%	141.97	-24.41%	(5.16)	-0.02%	0.18	0.53%	(4.98)
PEL-DRG Dutch Holdco B.V. (and Subsidaries)	1.27%	387.74	3082.63%	651.75	-5.63%	53.65	-75.68%	705.40

Name of the entity	Net Assets (total assets minus total liabilities) as at March 31, 2020		Share in Profit or (loss) for the year ended March 31, 2020		Share in Other Comprehensive Expense for the year ended March 31, 2020		Share in Total Comprehensive Loss for the year ended March 31, 2020	
	As a % of Consolidated net assets	Amount (₹ in Crores)	As a % of Consolidated profit	Amount (₹ in Crores)	As a % of Consolidated Other Comprehensive Expense	Amount (₹ in Crores)	As a % of Consolidated Total Comprehensive Loss	Amount (₹ in Crores)
Non-Controlling In terests in all subsidiaries	0.00%	-	-13.67%	(2.89)	0.00%	-	0.31%	(2.89)
Associates (Investment as per the equity method)								
Indian								-
Allergan India Private Limited	0.64%	194.37	245.00%	51.80	0.00%	-	-5.56%	51.80
Shriram Capital Limited	0.00%	0.01	0.00%		0.00%	-	0.00%	-
Foreign							-	
Bluebird Aero Systems Limited	0.13%	39.99	0.00%	-	0.00%	-	0.00%	-
Joint Venture (Investment as per the equity method)								-
Indian								-
Convergence Chemicals Private Limited	0.12%	37.53	33.77%	7.14	0.00%	-	-0.77%	7.14
Shrilekha Business Consultancy Private Limited	11.32%	3,461.34	1850.90%	391.33	0.00%	-	-41.98%	391.33
India Resurgence ARC Private Limited	0.17%	51.36	-11.11%	(2.35)	0.00%	-	0.25%	(2.35)
India Resurgence Asset Management Business Private Limited	0.02%	5.00	0.00%		0.00%	-	0.00%	-
Piramal Ivanhoe Residential Equity Fund 1	0.46%	139.82	113.51%	24.00	0.00%	-	-2.57%	24.00
India Resurgence Fund Scheme II	0.63%	193.75	62.15%	13.14	0.00%	-	-1.41%	13.14
India Resurgence ARC Trust I	0.18%	53.95	-	-	-	-	-	-
Piramal Structured Credit Opportunities Fund	0.12%	36.01	-	-	-	-	-	-
Foreign								-
Asset Resurgence Mauritius Manager	0.02%	5.11	21.23%	4.49	0.00%	-	-0.48%	4.49
Consolidation Adjustments	-89.84%	(27,466.58)	-8158.39%	(1,724.90)	-35.40%	337.50	148.84%	(1,387.40)
Total	**100.00%**	**30,571.59**	**100.00%**	**21.14**	**100.01%**	**(953.28)**	**100.00%**	**(932.14)**

54. FAIR VALUE MEASUREMENT

Financial Instruments by category:

a) Categories of Financial Instruments:

(₹ in Crores)

	March 31, 2021			March 31, 2020		
	FVTPL	FVTOCI	Amortised Cost	FVTPL	FVTOCI	Amortised Cost
Financial Assets						
Investments	**7,901.84**	**1,456.07**	**8,354.50**	3,210.47	492.47	11,521.61
Loans	**1,551.39**	**-**	**30,881.89**	889.89	-	34,490.38
Cash & Bank Balances	**-**	**-**	**7,024.72**	-	-	4,771.12
Trade Receivables	**-**	**-**	**1,544.73**	-	-	1,324.39
Other Financial Assets	**17.07**	**-**	**1,108.44**	17.84	-	1,649.94
	9,470.30	**1,456.07**	**48,914.28**	**4,118.20**	**492.47**	**53,757.44**
Financial liabilities						
Borrowings (including Current Maturities of Long-Term Debt)	**-**	**-**	**39,369.16**	-	-	42,054.54
Trade Payables	**-**	**-**	**1,178.39**	-	-	989.83
Other Financial Liabilities	**6.43**	**-**	**458.70**	17.66	-	445.35
	6.43	**-**	**41,006.25**	**17.66**	**-**	**43,489.72**

b) Fair Value Hierarchy and Method of Valuation

This Section explains the judgements and estimates made in determining the fair values of the financial instruments that are (a) recognised and measured at fair value and (b) measured at amortised cost and for which fair values are disclosed in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the group has classified its financial instruments into the three levels prescribed under the accounting standard. An explanation of each level follows underneath the table.

(₹ in Crores)

Financial Assets	March 31, 2021					
	Notes	Carrying Value	Level 1	Level 2	Level 3	Total
Measured at FVTPL - Recurring Fair Value Measurements						
Investments						
Investments in Equity Shares	ii.	13.00	-	-	13.00	13.00
Investments in debentures or bonds		-	-	-	-	-
Redeemable Non-Convertible Debentures	i.	2,612.29	-	-	2,612.29	2,612.29
Investments in Mutual Funds	ii.	2,155.20	2,155.20	-	-	2,155.20
Investment in Alternative Investment Fund	vi.	3,121.35	-	-	3,121.35	3,121.35
Loans						
Term Loans	i.	1,551.39	-	-	1,551.39	1,551.39
Other Financial Assets						
Derivative Financial Assets	iii.	17.07	-	17.07	-	17.07
Measured at FVTOCI						
Investments in Equity Instruments	ii.	1,456.07	1,456.07	-	-	1,456.07
Measured at Amortised Cost for which fair values are disclosed						
Investments						
Investments in debentures or bonds (Gross of Expected Credit Loss)	iv.	9,157.82	-	-	9,048.25	9,048.25
Loans						
Term Loans (Gross of Expected Credit Loss)	iv.	32,677.18	-	-	32,814.62	32,814.62
Intercorporate Deposits (Gross of Expected Credit Loss)	iv.	107.92	-	-	107.92	107.92
Financial Liabilities						
Measured at FVTPL - Recurring Fair Value Measurements						
Derivative Financial Liabilities	iii.	6.43	-	6.43	-	6.43
Measured at Amortised Cost for which fair values are disclosed						
Borrowings (including Current Maturities of Long-Term Debt) (Gross)	v.	39,369.16	-	-	39,615.33	39,615.33

(₹ in Crores)

Financial Assets	March 31, 2020					
	Notes	Carrying Value	Level 1	Level 2	Level 3	Total
Measured at FVTPL - Recurring Fair Value Measurements						
Investments						
Investments in Preference Shares		-	-	-	-	-
Investments in Equity Shares	ii.	10.33	-	-	10.33	10.33
Investments in Share warrants		1.48	-	-	1.48	1.48
Investments in debentures or bonds						
Redeemable Non-Convertible Debentures	i.	2,626.21	-	-	2,626.21	2,626.21
Investments in Mutual Funds	ii.	6.68	6.68	-		6.68
Investment in Alternative Investment Fund/Venture Capital Funds	vi.	565.79	406.00	-	159.79	565.79
Loans						
Term Loans	i.	889.89	-	-	889.89	889.89
Other Financial Assets						
Derivative Financial Assets	iii.	17.84	-	17.84	-	17.84

(₹ in Crores)

Financial Assets	March 31, 2020					
	Notes	Carrying Value	Level 1	Level 2	Level 3	Total
Measured at FVTOCI						
Investments in Equity Instruments	ii.	492.47	492.47	-	-	492.47
Measured at Amortised Cost for which fair values are disclosed						
Investments						
Investments in debentures or bonds (Gross of Expected Credit Loss)	iv.	12,517.51	-	-	13,767.54	13,767.54
Loans						
Term Loans (Gross of Expected Credit Loss)	iv.	36,111.83	-	-	37,568.10	37,568.10
Intercorporate Deposits (Gross of Expected Credit Loss)	iv.	119.77	-	-	119.03	119.03
Financial Liabilities						
Measured at FVTPL - Recurring Fair Value Measurements						
Contingent Consideration	vii.	-	-	-	-	-
Derivative Financial Liabilities	iii.	17.66	-	17.66	-	17.66
Measured at Amortised Cost for which fair values are disclosed						
Borrowings (including Current Maturities of Long-term Debt) (Gross)	v.	42,054.54	-	-	43,382.46	43,382.46

Except for those financial instruments for which the carrying amounts are mentioned in the above table, the Company considers that the carrying amounts recognised in the financial statements approximate their fair values.

For financial assets that are measured at fair value, the carrying amounts are equal to the fair values.

Level 1: Level 1 hierarchy includes financial instruments measured using quoted prices. This includes listed equity instruments, traded bonds and mutual funds that have quoted price. The fair value of all equity instruments (including bonds) which are traded in the stock exchanges is valued using the closing price as at the reporting period. The mutual funds are valued using the closing NAV.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, traded bonds, over-thecounter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted equity securities, contingent consideration, Debentures, Term Loans, investment in Alternate Investment Funds and ICDs included in level 3.

Valuation techniques used to determine the fair values:

i. Discounted cash flow method has been used to determine the fair value. The yield used for discounting has been determined based on trades, market polls, levels for similar issuer with same maturity, spread over matrices, etc. For instruments where the returns are linked to the share price of the investee company the equity price has been derived using Monte Carlo simulation and local volatility model using the inputs like spot rate, volatility surface, term structures and risk free rates from globally accepted 3rd party vendor for these data.

ii. This includes listed equity instruments and mutual funds which are fair valued using quoted prices and closing NAV in the market.

iii. This includes forward exchange contracts and cross currency interest rate swap. The fair value of the forward exchange contract is determined using forward exchange rate at the balance sheet date. The fair value of cross currency interest rate swap is calculated as the present value of future cash flow based on observable yield curves and forward exchange rates.

iv. Discounted cash flow method basis contractual cash flow has been used to determine the fair value. The discounting factor used has been arrived at after adjusting the rate of interest for the financial assets by the difference in the Government Securities rates from date of initial recognition to the reporting dates. Credit risk adjustment has not been considered while arriving at the values.

v. Fair values of borrowings are based on discounted cash flow using a current borrowing rate. They are classified as Level 3 values hierarchy due to the use of unobservable inputs, including own credit risk. The discounting factor used has been arrived at after adjusting the rate of interest for the financial liabilities by the difference in the Government Securities rates from date of initial recognition to the reporting dates.

vi. Investments in Alternative Investment Funds is valued basis the net asset value received from the fund house.

vii. Discounted cash flow method has been used to determine the fair value of contingent consideration.

c) Fair value measurements using significant unobservable inputs (level 3)

The following table presents the changes in level 3 items for the period ended March 31, 2021 and March 31, 2020.

(₹ in Crores)

	Term loans	Debentures	Alternative Investment Fund/Venture Capital Fund	Equity Shares	Share Warrants	Preference Shares	Contingent Consideration	Total
As at April 1, 2019	**674.84**	**1,023.88**	**172.71**	**-**	**-**	**1.81**	**73.96**	**1,947.20**
Acquisitions	205.07	1,771.72	453.49	-	4.48	-	-	2,434.76
Additional Accruals	-	-	-	10.67	-	-	-	10.67
Gains/(Losses) recognised in profit or loss	33.43	52.69	(56.25)	(0.34)	(3.00)	6.01	75.63	108.17
Gains/(Losses) recognised in other comprehensive income	-	-	-	-	-	-	-	-
Exchange Fluctations	-	-	-	-	-	(0.02)	1.67	1.65
Payments	-	-	-	-	-	-	-	-
Realisations	(23.45)	(222.08)	(4.16)	-	-	(7.80)	-	(257.49)
As at March 31, 2020	**889.89**	**2,626.21**	**565.79**	**10.33**	**1.48**	**-**	**-**	**4,093.70**
Acquisitions	662.35	248.20	2,479.17	5.57	-	-	-	3,395.28
Additional Accruals	-	-	-	-	-	-	-	-
Gains/(Losses) recognised in profit or loss	71.29	(139.23)	84.74	(0.86)	(1.48)	-	-	14.47
Gains/(Losses) recognised in other comprehensive income	-	-	-	-	-	-	-	-
Exchange Fluctations	-	-	-	-	-	-	-	-
Payments	-	-	-	-	-	-	-	-
Realisations	(72.14)	(122.89)	-8.35	(2.04)	-	-	-	(205.42)
As at March 31, 2021	**1,551.39**	**2,612.29**	**3,121.35**	**13.00**	**-**	**-**	**-**	**7,298.04**

d) Valuation Process

The Company engages external valuation consultants to fair value below mentioned financial instruments measured at FVTPL. The main level 3 inputs used for investment in AIF/Venture capital fund, contingent consideration, term loans and debentures are as follows:

1. For Non-Convertible Debentures and Term Loans, Waterfall approach has been used to arrive at the yields for securities held by the Company. For determining the equity prices Monte Carlo simulations and local volatility model using the inputs like spot rate, volatility surface, term structures and risk free rates from globally accepted third party vendor for these data have been used.

2. For Alternative Investment Fund/Venture Capital Fund, Discounted cash flow method has been used to determine the fair value. The discounting factor has been computed using a mix of past trends as well as likely rate of return of the underlying projects.

3. For Contingent consideration, fair value has been estimated by allocating probability to achievement of financial milestones. Discount rate is determined using Capital Asset Pricing Model.

e) Sensitivity for instruments:

(₹ in Crores)

Nature of the instrument	Significant unobservable inputs*	Increase/ Decrease in the unobservable input	Sensitivity Impact for the year ended March 31, 2021		Sensitivity Impact for the year ended March 31, 2020	
			FV Increase	FV Decrease	FV Increase	FV Decrease
Non Convertible Debentures	Discount rate	0.7%	**(3.07)**	**3.11**	(4.91)	5.05
Term Loans	Discount rate	0.7%	**(5.39)**	**5.96**	(8.12)	8.32
	Equity component (projections)	10%	-	-	(11.10)	34.33
Alternative Investment Fund/Venture Capital Fund	Cash Flow	5%	-	-	2.38	(2.38)

* There were no significant inter-relationships between unobservable inputs that materially affect fair values.

f) Management uses its best judgement in estimating the fair value of its financial instruments (including impact on account of COVID-19). However, there are inherent limitations in any estimation technique. Therefore, for substantially all financial instruments, the fair value estimates presented above are not necessarily indicative of all the amounts that the Group could have realised or paid in sale transactions as of respective dates. As such, the fair value of the financial instruments subsequent to the respective reporting dates may be different from the amounts reported at each year end.

55. LEASES

(i) Amounts recognised in the balance sheet

Following are the changes in the carrying value of right of use assets for the year ended March 31, 2021

(₹ in Crores)

Category of Asset	Opening as on April 1, 2020	Additions during 2020-21	Deductions during 2020-21	Depreciation for 2020-21	Foreign currency translation impact	Closing as on March 31, 2021
Building	166.41	**76.42**	**6.25**	**55.47**	1.20	**182.30**
Leasehold Land	5.78	**0.14**	**0.00**	**0.11**	-	**5.81**
Storage unit	0.48	-	-	**0.40**	-	**0.08**
Guest House	0.30	**0.56**	-	**0.34**	-	**0.52**
Equipments	0.65	**0.65**	-	**0.50**	0.03	**0.76**
IT Assets	8.03	-	-	**4.11**	-	**3.92**
Total	**181.65**	**77.77**	**6.25**	**60.94**	**1.23**	**193.40**

Lease liabilities as on April 1, 2020	183.67

Following are the changes in the carrying value of right of use assets for the year ended March 31, 2020

(₹ in Crores)

Category of Asset	Opening as on April 1, 2019	Additions during 2019-20	Deductions during 2019-20	Depreciation for 2019-20	Foreign currency translation impact	Closing as on March 31, 2020
Building	423.21	8.08	176.14	92.97	4.23	166.41
Leasehold Land	5.85	-	-	0.07	-	5.78
Storage unit	1.08	-	-	0.60	-	0.48
Guest House	0.68	-	-	0.38	-	0.30
Equipments	0.93	-	-	0.32	0.04	0.65
IT Assets	12.37	-	-	4.34	-	8.03
Total	**444.12**	**8.08**	**176.14**	**98.68**	**4.27**	**181.65**

Lease liabilities as on April 1, 2019	438.28

(ii) Amounts recognised in the statement of profit or loss

(₹ in Crores)

	Year ended March 31, 2021	Year ended March 31, 2020
The statement of profit or loss shows the following amounts relating to leases		
Interest expense on lease liabilities (included in finance cost)	**14.83**	26.76
Expense relating to short-term leases (included in Operating Expenses)	**15.71**	21.47
Expense relating to leases of low-value assets (other than Short-term leases as disclosed above) (included in Operating expenses)	**22.11**	17.34

The difference between the lease obligation recorded as of March 31, 2019 under Ind AS 17 disclosed under Note 45 of the 2019 Annual Report and the value of the lease liability as of April 1, 2019 was primarily on account of inclusion of extension and termination options reasonably certain to be exercised, in measuring the lease liability in accordance with Ind AS 116 and discounting the lease liabilities to the present value under Ind AS 116.

The weighted average incremental borrowing rate applied to lease liabilities as at April 1, 2020 ranges between 2.51% to 11.77%.

The bifurcation below provides details regarding the contractual maturities of lease liabilities on an undiscounted basis:

(₹ in Crores)

	As at March 31, 2021	As at March 31, 2020
1 year	**67.35**	57.15
1-3 years	**81.73**	77.41
3-5 years	**47.85**	27.29
More than 5 years	**121.09**	134.29

56. (a) Discontinued operations

(i) Disposal of Healthcare Insights and Analytics business:

During the previous year ended March 31, 2020, the Board of Directors of the Company, at their meeting held on January 17, 2020 approved the divestment of the entire stake in the Healthcare Insights and Analytics business (the "Transaction"), held by the Company directly and through its wholly-owned subsidiaries, to Clarivate Analytics Plc. and its subsidiaries, for an aggregate consideration of approximately USD 950 million. Post the approval by shareholders of the Company at the Extra-ordinary General Meeting held on February 13, 2020 and receipt of necessary regulatory approvals,the Transaction was completed on February 28, 2020 (closing date). USD 900 million was received, on the closing date and the balance of USD 50 million ('deferred cash consideration') was receivable at the end of twelve months from the closing of the transaction, to be adjusted based on the conditions exsisting as at the end of aforesaid twelve months. Consequently, Profit before tax and tax expenses relating to the Healthcare Insights and Analytics business have been disclosed separately as Discontinued operations for the year ended March 31, 2020.

During the current year ended March 31, 2021, the Group has received the deferred cash consideration of USD 82.07 million.

As on March 31, 2020, Sale proceeds of one of subsidiary of Healthcare Insights and Analytics business was pending to be received, which was subsequently received during the current year. Hence the business of subsidiary was classified as held for sale as on March 31, 2020. The impairement loss of ₹14.78 Crores was recognised on reclassification of the assets and liabilities as held for sale during the year ended March 31, 2020.

(ii) Analysis of profit/ (loss) for the year from discontinued operations:

(₹ in Crores)

	Year ended March 31, 2020
Revenue from operations	1,354.79
Other income	20.78
Total Income (I)	**1,375.57**
Employee benefits expense	775.64
Finance costs	-
Depreciation and amortisation expense	-
Other expenses ,(Net)	731.67
Total Expenses (II)	**1,507.31**
Profit/(Loss) before exceptional items and tax ((I)-(II))	(131.74)
Add:Gain on disposal (net of transaction cost)	757.48
Profit/(Loss) before tax	**625.74**
Less:Tax expense	51.29
Profit/(Loss) from discontinued operations after tax	574.45
Other Comprehensive Income and (Expense) (OCI)	
(a) Deferred gains/(losses) on cash flow hedge	3.92
(b) Exchange differences on translation of financial statements	115.83
	119.75
Total Comprehensive Income, net of tax expense	**694.20**

(iii) Cash flows from discontinued operations

(₹ in Crores)

	Year ended March 31, 2020
Net cash inflows/ (outflows) from operating activities	271.96
Net cash inflows/ (outflows) from investing activities	4,383.85
Net cash inflows/ (outflows) from financing activities	(4,743.71)

56. (b) Disposal of a subsidiary

(i) Consideration received

(₹ in Crores)

	Year ended March 31, 2020
Consideration received in cash and cash equivalents	6,477.88
Contingent consideration	425.17
Total consideration received	**6,903.05**

(ii) Analysis of asset and liabilities over which control was lost as on date of sale:

(₹ in Crores)

	Year ended March 31, 2020
Assets	
Property, Plant & Equipment	30.53
Goodwill	5,079.21
Other Intangible Assets	276.28
Intangible Assets under development	28.63
Right of Use Assets	152.23
Trade receivables	301.02
Other assets	164.71
Total assets	**6,032.61**
Liabilities	
Lease liabilities	155.28
Trade payables	27.30
Current tax liabilities	6.39
Deferred revenue	318.88
Other liabilities	49.38
Total liabilities	**557.23**
Net assets disposed off	**5,475.38**

(iii) Gain on disposal

(₹ in Crores)

	Year ended March 31, 2020
Consideration received	6,903.05
Less: Net assets disposed off	(5,475.38)
Less: transaction cost	(593.10)
Less: exchange loss in respect of net assets reclassified to profit & loss	(62.31)
Gain on disposal	**772.26**

The gain on disposal is included in profit/ (loss) for the year ended March 31, 2020 from discontinued operations (Refer note 56 (a))

57. INVESTMENT PROPERTY

Investment property, recorded at a carrying value of ₹1,297.63 Crores, consists of land development rights acquired during the year, without any restriction on its realisability and is being held for capital appreciation and eventual monetisation by exploring various options.

In accordance with Ind AS 113, the fair value of investment property is determined by the Company at ₹1,579 Crores following the risk-adjusted discounted cash flow method and based on Level 3 inputs from an independent valuation expert.

58. BUSINESS COMBINATIONS

(i) Acquisition of G&W PA Laboratories LLC (G&W PA) (now known as PEL Healthcare LLC)

The Group, through its subsidiary, PEL Pharma Inc, has acquired 100% stake in G&W PA Laboratories LLC (G&W PA) (now known as PEL Healthcare LLC) in an all cash deal for a total consideration of ₹132.29 Crores. Through this, the group has acquired the solid oral dosage drug product manufacturing facility of G&W PA, located in Sellersville, Pennsylvania. The transaction was closed on June 26, 2020.

(a) Details of purchase consideration

Particulars	USD in Million	(₹ in Crores)
Cash paid	17.50	132.19
Working capital adjustment	0.01	0.10
Total Purchase Consideration	**17.51**	**132.29**

(b) The fair value of assets and liabilities recognised as a result of the acquisition are as follows:

Particulars	USD in Million	(₹ in Crores)
Assets		
Property, Plant and Equipment	15.97	120.60
Intangible assets - Computer Software	1.30	9.83
Trade Receivables	1.94	14.62
Cash and cash equivalents	0.12	0.90
Prepaid expenses	0.08	0.60
Total Assets	**19.40**	**146.55**
Liabilities		
Trade payable	0.91	6.83
Total Liabilities	**0.91**	**6.83**
Net identifiable assets acquired	**18.50**	**139.72**

(c) Calculation of goodwill/ (Gain on bargain purchase)

Particulars	USD in Million	(₹ in Crores)
Consideration transferred	17.51	132.29
Less: Net identifiable assets acquired	18.50	139.72
Gain on bargain purchase	**(0.99)**	**(7.43)**

(d) Acquired Receivables

Particulars	USD in Million	(₹ in Crores)
Fair value of acquired trade receivables	1.94	14.62
Gross contractual amount for trade receivables	1.94	14.62
Contractual cash flows not expected to be collected	-	-

(f) Revenue and profit contribution

The revenues and profits to the group for the period ended March 31, 2021 are as follows:

Particulars	USD in Million	(₹ in Crores)
Revenue	14.78	109.70
Profit/(Loss) before tax	(0.95)	(7.08)

(g) Acquisition costs charged to P&L

Acquisition costs of ₹2.96 Crores (USD 0.40 million) were charged to Consolidated Statement of Profit and Loss for the period ended March 31, 2021 in relation to the acquisition under the head - Other expenses.

(h) Purchase consideration - cash outflow

Particulars	USD in Million	(₹ in Crores)
Net outflow of cash - investing activities	17.51	132.29

(ii) Acquisition of Convergence Chemicals Private Limited ('CCPL')

Piramal Pharma Ltd. has acquired 51% stake in CCPL from Piramal Enterprises Ltd. through business transfer agreement entered on October 6, 2020. The Group had accounted the investment using equity accounting method.

On February 24, 2021, Piramal Pharma Ltd. has acquired balance 49% stake held by Navin Fluorine International Limited in CCPL for a cash consideration of ₹65.10 Crores. Post this acquisition, CCPL is a subsidiary of the group.

(a) Details of purchase consideration

Particulars	(₹ in Crores)
Consideration for additional stake	65.10
Fair value of previously held interest	67.76
Total Purchase Consideration	**132.86**

(b) The fair value of assets and liabilities recognised as a result of the acquisition are as follows:

Particulars	(₹ in Crores)
Assets	
Property, Plant & Equipment	164.75
Capital Work in Progress	0.04
Intangible Assets	0.33
Right of use assets	17.29
Other financial assets- non current	0.18
Other non-current assets	0.06
Inventories	15.28
Trade receivables	21.74
Cash and cash equivalents	10.42
Bank balances other than above	3.12
Other Financial Assets– current	0.03
Other current assets	3.25
Total Assets	236.49
Liabilities	
Non-current borrowings	51.50
Lease liability– non-current	0.52
Provisions– non-current	0.11
Deferred tax liabilities	8.10
Current borrowings	6.14
Trade payables	8.32
Other financial liabilities	22.15
Lease liability– current	0.19
Other Current Liabilities	3.07
Provisions– Current	0.90
Current Tax Liabilities (Net)	3.13
Total Liabilities	**104.13**
Net identifiable assets acquired	**132.36**

(c) Calculation of goodwill

Particulars	(₹ in Crores)
Consideration transferred	132.86
Add: Deferred tax liability recognised on Property, plant and equipment	7.58
Less: Net identifiable assets acquired	132.36
Goodwill#	**8.08**

#Goodwill is not deductible for tax purpose.

(d) Acquired Receivables

Particulars	(₹ in Crores)
Fair value of acquired trade receivables	21.74
Gross contractual amount for trade receivables	21.74
Contractual cash flows not expected to be collected	-

(e) Revenue and profit contribution

The revenues and profits to the group for the period ended March 31, 2021 are as follows:

Particulars	(₹ in Crores)
Revenue	8.80
Profit/(Loss) before tax	(0.59)

(f) Acquisition costs charged to P&L

Acquisition cost of ₹* Crores were charged to Consolidated Statement of Profit and Loss for the period ended March 31, 2021 in relation to acquisiton of CCPL under the head - "Other Expenses"

(g) Purchase consideration - cash outflow

Particulars	(₹ in Crores)
Outflow of cash to acquire subsidiary	
Total value for 100% stake	132.86
Less: Previously held stake	(67.76)
Net outflow of cash - investing activities	**65.10**

* Below r/off norms adopted by group.

59. The Group operates an incentive plan arrangement for certain employees of certain subsidiaries. The scheme provides a cash payment to the employees based on a specific number of phantom shares at grant and share price of Piramal Enterprises Limited, the ultimate parent company at the vesting date. The Cash payment is dependent on the performance of the underlying shares of Piramal Enterprises Limited and continued employment on vesting date. The fair values of the award is calculated using the Black Scholes model at the grant date. The fair value is updated at each reporting date as the awards are accounted as cash settled plan. The inputs to the models are based on the Piramal Enterprises Limited historic data, the risk free rate and the weighted average fair value of shares in the scheme at the reporting date. The amount expensed/ (reversed) in the current year relating to the plan is Nil (Previous Year: Nil). The Group considers these amount as not material and accordingly has not provided further disclosures as required by IND AS 102 "Share Based Payments".

60. (a) (i) On December 19, 2019, 115,894 Compulsorily Convertible Debentures ("CCD") having face value of ₹151,000 per CCD were allotted to Caisse de dépôt et placement du Québec for an aggregate amount of ₹1,749.99 crores. Each CCD is convertible into 100 equity shares having face value of ₹2 each.

(ii) On October 25, 2017, 464,330 Compulsorily Convertible Debentures ("CCD") having face value of ₹107,600 per CCD were allotted to the CCD holders for an aggregate amount of ₹4,996.19 crores. Each CCD was convertible into 40 equity shares of ₹2 each. 225,000 equity shares were allotted by the Company pursuant to optional conversion of 5,625 CCDs by the CCD holders and 4,162,000 equity shares were allotted by the Company pursuant to optional conversion of 104,050 CCDs by the CCD holders during the year ended March 31, 2018 and March 31, 2019, respectively. During the three months ended June 30, 2019, 548,120 equity shares were allotted by the Company pursuant to optional conversion of 13,703 CCDs and 13,638,080 Equity shares were allotted pursuant to compulsory conversion of outstanding 340,952 CCDs on maturity, respectively.

(b) (i) On December 24, 2019, the Company offered 27,929,649 equity shares under Rights Issue at a price of ₹1,300 per share (including premium of ₹1,298 per share). Out of the aforesaid issue, 26,385,861 equity shares were allotted by the Company on January 29, 2020 and 1,535,944 Rights Equity shares have been reserved for the CCD Holder (as per regulation 74(1) of Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018) and 7,844 Rights Equity Shares have been kept in abeyance.

(ii) On March 8, 2018, the Company had issued 8,310,275 equity shares under Rights Issue at a price of ₹2,380 per share (including premium of ₹2,378 per share). Out of this rights issue, 11,298 and 7,485,574 equity shares were allotted by the Company during the year ended March 31, 2019 and year ended March 31, 2018, respectively.

During the three months ended June 30, 2019 and September 30, 2019, 213,392 and 66 equity shares, respectively, were allotted by the Company under Rights Issue at a price of ₹2,380 per share (including premium of ₹2,378 per share) to the CCD holders out of the Right Equity shares reserved for them (as per regulation 53 of erstwhile Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009) and shares held in abeyance.

As on March 31, 2020, 24,573 Rights equity shares have been kept in abeyance. 575,372 Rights equity shares reserved for the CCD holders (as per regulation 53 of erstwhile Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009) have not been subscribed by them and these unsubscribed rights shall be dealt with by the Board of Directors of the Company, in accordance with the law and hence are considered to be dilutive in nature.

60. (c) Proceeds from the rights issue have been utilised up to March 31, 2020 in the following manner:

(₹ in Crores)

Particulars	Planned	Actual till 31/03/2020
a) Repayment or prepayment, in full or in part, of certain borrowings in Piramal Enterprises Ltd & Piramal Capital Housing Finance Ltd	2,900.00	2,900.00
b) General Corporate Purposes	718.31	517.62
Add: Issue related expenses #	12.54	12.54
Total	**3,630.85**	**3,430.16**
Less: Rights Shares held in Abeyance (Refer note 58 (b))	(1.02)	-
Less: Rights Shares reserved in favour of Compulsorily Convertible Debenture Holders (Refer note 58 (a))	(199.67)	-
Total	**3,430.16**	**3,430.16**

Issue expenses of ₹14.77 Crores were incurred as against the estimated expenses of ₹12.54 Crores.

61. The National Company Law Tribunal had approved a “Scheme of Amalgamation” (“Scheme”) of Piramal Phytocare Limited ("Transferor company"), an associate of the Company, with the Company and its respective shareholders vide it's order dated November 4, 2019 . Pursuant to the necessary filings with Registrar of Companies, Mumbai, the Scheme has become effective from December 2, 2019 with the appointed date of April 1, 2018. As prescribed by the Scheme, 305,865 equity shares of the Company of ₹2/- each were issued to the shareholders of Transferor Company on December 13, 2019, as a consideration in the ratio of 1 fully paid-up equity share of ₹2 each of the Company for every 70 equity shares of ₹10 each held in transferor Company.

The amalgamation has been accounted for under the "pooling of interest" method referred to in Appendix C of Ind AS 103 - Business Combinations of Entities under Common Control, as prescribed by the Scheme. Accordingly, all the assets, liabilities and reserves of transferor company as on April 1, 2018 have been aggregated with those of the Company at their respective book values. The difference of ₹21.35 Crores between the net value of assets, liabilities and reserves of the transferor company acquired and the sum of (a) the face value of new shares issued and allotted pursuant to merger and (b) the carrying value of investment of the Company in equity shares of transferor Company being cancelled was transferred to capital reserve of the Company, as prescribed by the Scheme. The impact of merger was not significant on the financial statements and EPS of the Company.

The book value of assets, liabilities and reserves taken over from the transferor companies as on the appointed date were transferred to the Company as mentioned below:

Particulars		**(₹ In Crores)**
Assets		
Non-Current Assets		
Property, Plant & Equipment	0.31	
Investments	4.55	
Other Non-Current Assets	0.31	5.17
Current Assets		
Inventories	0.32	
Financial Assets:		
Trade Receivables	1.00	
Cash & Cash equivalents	1.98	
Bank balances other than above	0.00	
Other Financial Assets	0.21	
Other Current Assets	3.96	7.47
Total Assets (I)		**12.64**
Liabilities		
Non-Current Liabilities		
Provisions	0.45	0.45
Current Liabilities		
Financial Liabilities:		
Trade payables	2.90	
Other Financial Liabilities	1.18	
Other Current Liabilities	19.94	
Provisions	1.05	25.07
Total Liabilities (II)		**25.52**
Reserves		
Securities Premium	2.50	
Surplus in Statement of Profit and Loss	(41.34)	(38.84)
Total Reserves (III)		**(38.84)**
Net value of Assets, liabilities and reserves (I-II-III)		25.96
Less: Carrying value of investment of the Company in equity shares of transferor Company being cancelled		(4.55)
Less: Face value of new shares issued and allotted pursuant to merger		(0.06)
Amount Credited to Capital Reserves (Refer Statement of Changes in Equity)		**21.35**

62. The financial statements have been approved for issue by Company's Board of Directors on May 13, 2021.

Signature to note 1 to 62 of the Consolidated financial statements.

For and on behalf of the Board of Directors

Ajay G. Piramal
Chairman
London, May 13, 2021

Vivek Valsaraj
Chief Financial Officer
Mumbai, May 13, 2021

Bipin Singh
Company Secretary
Mumbai, May 13, 2021

NOTICE is hereby given that the 74th Annual General Meeting ('AGM') of the Members of Piramal Enterprises Limited will be held on Friday, July 16, 2021 at 2:00 p.m. Indian Standard Time ('IST') through Video Conferencing ('VC')/Other Audio Visual Means ('OAVM') to transact the following business:

ORDINARY BUSINESS

1. To receive, consider and adopt the Audited Financial Statements (Standalone and Consolidated) of the Company for the financial year ended on March 31, 2021 and the Reports of the Board of Directors and Auditors thereon.

2. To declare final dividend on equity shares for the financial year ended March 31, 2021.

3. To appoint Director in place of Ms. Nandini Piramal (DIN: 00286092) who retires by rotation and being eligible, offers herself for re-appointment.

4. To appoint Director in place of Mr. Anand Piramal (DIN: 00286085) who retires by rotation and, being eligible, offers himself for re-appointment.

SPECIAL BUSINESS

5. Appointment of Mr. Kunal Bahl as an Independent Director

To consider and if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 149, 150 and 152 read with Schedule IV and other applicable provisions, if any, of the Companies Act, 2013 ('the Act') and the Companies (Appointment and Qualification of Directors) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) and applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 including any amendments thereof, Mr. Kunal Bahl (DIN: 01761033), who was appointed by the Board of Directors as an Additional Director of the Company with effect from October 14, 2020 under Section 161 of the Act and the Articles of Association of the Company and who holds office up to the date of this Annual General Meeting, and who is eligible for appointment as an Independent Director and in respect of whom the Company has received a Notice in writing from a Member under Section 160 of the Act proposing his candidature for the office of Director, being so eligible, be and is hereby appointed as an Independent Director of the Company to hold office for a term of 5 (five) consecutive years with effect from October 14, 2020 to October 13, 2025."

6. Appointment of Mr. Suhail Nathani as an Independent Director

To consider and if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 149, 150 and 152 read with Schedule IV and other applicable provisions, if any, of the Companies Act, 2013 ('the Act') and the Companies (Appointment and Qualification of Directors) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) and applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 including any amendments thereof, Mr. Suhail Nathani (DIN: 01089938), who was appointed by the Board of Directors as an Additional Director of the Company with effect from October 14, 2020 under Section 161 of the Act and the Articles of Association of the Company and who holds office up to the date of this Annual General Meeting, and who is eligible for appointment as an Independent Director and in respect of whom the Company has received a Notice in writing from a Member under Section 160 of the Act proposing his candidature for the office of Director, being so eligible, be and is hereby appointed as an Independent Director of the Company to hold office for a term of 5 (five) consecutive years with effect from October 14, 2020 to October 13, 2025."

7. Appointment of Ms. Anjali Bansal as an Independent Director

To consider and if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 149, 150 and 152 read with Schedule IV and other applicable provisions, if any, of the Companies Act, 2013 ('the Act') and the Companies (Appointment and Qualification of Directors) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) and applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 including any amendments thereof, Ms. Anjali Bansal (DIN: 00207746), who was appointed by the Board of Directors as an Additional Director of the Company with effect from November 19, 2020 under Section 161 of the Act and the Articles of Association of the Company and who holds office up to the date of this Annual General Meeting, and who is eligible for appointment as an Independent Director and in respect of whom the Company has received a Notice in writing from a Member under Section 160 of the Act proposing her candidature for the office of Director, being so eligible, be and is hereby appointed as an Independent Director of the Company to hold office for a term of 5 (five) consecutive years with effect from November 19, 2020 to November 18, 2025."

8. Appointment of Mr. Khushru Jijina as a Whole-Time Director

To consider and if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 152 and other applicable provisions, if any, of the Companies Act, 2013 ('the Act') and the Companies (Appointment and Qualification of Directors) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), Mr. Khushru Jijina (DIN: 00209953), who was appointed as an Additional Director of the Company with effect from April 1, 2021 and who holds office up to the date of this Annual General Meeting in terms of Section 161 of the Act and Articles of Association of the Company and who is eligible for appointment as a Director of the Company and in respect of whom the Company has received a Notice in writing from a Member under Section 160 of the Act proposing his candidature for the office of Director, be and is hereby appointed as a Director of the Company, liable to retire by rotation;

RESOLVED FURTHER THAT subject to and in accordance with the provisions of Sections 196, 197, 203 and all other applicable provisions, if any, of the Companies Act, 2013 ('the Act') (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), the approval of the Members be and is hereby accorded for the appointment of Mr. Khushru Jijina (DIN: 00209953), as a Whole-Time Director, designated as 'Executive Director' of the Company, liable to retire by rotation, for a term of three years effective from April 1, 2021 upon the terms and conditions as set out in the explanatory statement annexed to the Notice, which have been approved and recommended by the Nomination and Remuneration Committee and the Board of Directors, with liberty and power to the Board of Directors ('the Board' which term shall include its duly empowered Committee(s) constituted/to be constituted by it to exercise its powers including the powers conferred by this resolution) to alter and vary the terms and conditions of the said appointment as it may deem fit;

RESOLVED FURTHER THAT Mr. Khushru Jijina shall not be paid any remuneration until otherwise decided so long as he functions as the Executive Director of the Company;

RESOLVED FURTHER THAT the Board be and is hereby authorized to do all such acts, deeds, matters and things as may be necessary or expedient for or in connection with this resolution and to settle any question or difficulty that may arise in this regard in the best interest of the Company."

9. Payment of Commission to Non-Executive Directors of the Company

To consider and, if thought fit, to pass the following resolution as a **Special Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 149, 197 and other applicable provisions of the Companies Act, 2013 ('the Act') and the applicable Rules made thereunder (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), the applicable provisions of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Article 118 of the Company's Articles of Association, consent of the Members be and is hereby accorded for payment of commission to the Non-Executive Directors (including Independent Directors) of the Company in case of no profits/ inadequate profits in accordance with the limits prescribed under Schedule V of the Act or a sum not exceeding ₹10 crores in aggregate, whichever would be higher and the same be paid to and distributed amongst the said Non-Executive Directors (including Independent Directors) of the Company in such amounts or proportions and in such manner as may be directed by the Board of Directors of the Company ('the Board' which term shall include its duly empowered Committee(s) constituted/to be constituted by it to exercise its powers including the powers conferred by this resolution) at the end of each financial year for a period of 3 years commencing from the financial year ended on March 31, 2021;

RESOLVED FURTHER that the above commission shall be in addition to fees payable to the Director(s) for attending the meetings of the Board or for any other purpose whatsoever as may be decided by the Board and reimbursement of expenses for participation in the Board and other meetings;

RESOLVED FURTHER THAT the Board be and is hereby authorized to do all such acts, deeds, matters and things as may be necessary or expedient for or in connection with this resolution and to settle any question or difficulty that may arise in this regard in the best interest of the Company."

10. Amendment of Piramal Enterprises Limited Senior Employees' Stock Ownership Plan - 2015

To consider and, if thought fit, to pass the following resolution as a **Special Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 62 of the Companies Act, 2013 ('the Act') and other applicable provisions, if any, of the Act, and the applicable provisions of the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) and other rules, regulations, circulars and guidelines as may be applicable and subject to such approvals, consents, permissions and sanctions as may be necessary and subject to such conditions and modifications as may be prescribed or imposed while granting such approvals, consents, permissions and sanctions which may be agreed to by the Board of Directors of the Company ('the Board', which term shall include its duly empowered Committee(s) constituted/ to be constituted by it to exercise its powers including the powers conferred by this resolution), the approval of the Members be and is hereby accorded to the amendments to the Piramal Enterprises Limited Senior Employees' Stock Ownership Plan – 2015 ('ESOP Scheme') as set out in the explanatory statement annexed to the Notice;

RESOLVED FURTHER THAT it is hereby noted that the amendments to the ESOP Scheme are not prejudicial to the interests of the current option grantees of the Company;

RESOLVED FURTHER THAT the Board be and is hereby authorized on behalf of the Company to make and carry out any modifications, changes, variations, alterations or revisions in the ESOP Scheme or to suspend, withdraw or revive the ESOP Scheme, in accordance with applicable laws prevailing from time to time, as it may deem fit;

RESOLVED FURTHER THAT for the purpose of bringing into effect the amendments to the ESOP Scheme and generally for giving effect to this resolution, the Board be and is hereby authorized to do all such acts, deeds, matters and things and to take all steps and do all things and give such directions as may be required, necessary, expedient, incidental or desirable for giving effect to the above and to settle any question or difficulty that may arise in this regard in the best interest of the Company."

11. Acquisition of shares for the purposes of Piramal Enterprises Limited Senior Employees' Stock Ownership Plan - 2015

To consider and, if thought fit, to pass the following resolution as a **Special Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 62(1)(b) read with the Companies (Share Capital and Debenture) Rules, 2014 and other applicable provisions, if any, of the Companies Act, 2013 ('the Act') and all other applicable provisions including but not limited to the provisions contained in the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 and relevant provisions of Circular No. CIR/CFD/POLICY CELL/2/2015 dated June 16, 2015 issued by the Securities and Exchange Board of India (collectively referred to as the 'SEBI SBEB Regulations'), Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the 'Listing Regulations') (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) and other rules, regulations, circulars and guidelines as may be applicable, and subject to such approvals, consents, permissions and sanctions as may be necessary and subject to such conditions and modifications as may be prescribed or imposed while granting such approvals, consents, permissions and sanctions which may be agreed to by the Board of Directors of the Company ('the Board', which term shall include its duly empowered Committee(s) constituted/ to be constituted by it to exercise its powers including the powers conferred by this resolution), the approval of the Members be and is hereby accorded to Piramal Enterprises Limited Senior Employees Welfare Trust (the 'Trust'), one of the trusts administering and implementing the Piramal Enterprises Limited Senior Employees' Stock Ownership Plan - 2015 ('ESOP Scheme') to acquire equity shares of the Company, in one or more tranches, either through direct allotment by the Company or through secondary acquisition;

RESOLVED FURTHER THAT the Board be and is hereby authorised to create, offer, grant, issue and allot up to 45,00,000 equity shares of the face value of ₹2 each of the Company to the Trust upon payment of the requisite exercise price, in such manner, during such period, from time to time in one or more tranches and on such other terms and conditions as the Board may decide in accordance with the SEBI SBEB Regulations or other applicable laws prevailing from time to time and to take all such steps as may be necessary in order to ensure that the equity shares allotted as aforesaid are listed on the Stock Exchanges where the Shares of the Company are listed as per the applicable provisions of the Listing Regulations, the SEBI SBEB Regulations and other applicable laws prevailing from time to time;

RESOLVED FURTHER THAT such equity shares as are issued by the Company in the manner aforesaid shall rank pari-passu in all respects with the then existing fully paid-up equity shares of the Company;

RESOLVED FURTHER THAT the secondary acquisition in a financial year by the Trust shall not exceed 2% (two percent) of the paid up equity share capital of the Company (or such other limit as may be prescribed under the SEBI SBEB Regulations from time to time) as at the end of the previous financial year;

RESOLVED FURTHER THAT the total number of equity shares under secondary acquisition held by the Trust shall at no time exceed 5% (five percent) of the paid up equity share capital of the Company (or such other limit as may be prescribed under the SEBI SBEB Regulations from time to time) as at the end of the financial year immediately prior to the year in which the shareholders approval is obtained for such secondary acquisition;

RESOLVED FURTHER THAT for the purpose of bringing into effect the matters in relation to the direct allotment and/ or secondary acquisition and generally for giving effect to this resolution, the Board be and is hereby authorized to do all such acts, deeds, matters and things and to take all steps and do all things and give such directions as may be required, necessary, expedient, incidental or desirable for giving effect to the above and to settle any question or difficulty that may arise in this regard in the best interest of the Company."

12. Granting loan and/ or providing guarantee or security for purchase of the shares of the Company by the Trust / Trustees of the Trust for the benefit of the employees under the Piramal Enterprises Limited Senior Employees' Stock Ownership Plan - 2015

To consider and, if thought fit, to pass the following resolution as a **Special Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 62(1)(b) and 67 read with the Companies (Share Capital and Debenture) Rules, 2014 and other applicable provisions, if any, of the Companies Act, 2013 ('the Act') and all other applicable provisions including but not limited to the provisions contained in the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 and relevant provisions of Circular No. CIR/CFD/POLICY CELL/2/2015 dated June 16, 2015 issued by the Securities and Exchange Board of India (collectively referred to as the 'SEBI SBEB Regulations') (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) and other rules, regulations, circulars and guidelines as may be applicable, and subject to such approvals, consents, permissions and sanctions as may be necessary and subject to such conditions and modifications as may be prescribed or imposed while granting such approvals, consents, permissions and sanctions which may be agreed to by the Board of Directors of the Company ('the Board', which term shall include its duly empowered Committee(s) constituted/ to be constituted by it to exercise its powers including the powers conferred by this resolution), the approval of the Members be and is hereby accorded to the Board to grant loan and/ or to provide guarantee or security in connection with a loan granted or to be granted to the Piramal Enterprises Limited Senior Employees Welfare Trust ('the Trust') in one or more tranches, up to an amount not exceeding 5% (five percent) of the aggregate of the paid up share capital and free reserves of the Company for the purpose of subscription and/ or purchase of equity shares of the Company by the Trust/ Trustees of the Trust, in one or more tranches, subject to the ceiling of equity shares as may be prescribed under the Piramal Enterprises Limited Senior Employees' Stock Ownership Plan – 2015 ('ESOP Scheme') and permitted under the SEBI SBEB Regulations and other applicable laws prevailing from time to time;

RESOLVED FURTHER THAT any loan provided by the Company shall be repayable to and recoverable by the Company from time to time during the term of the ESOP Scheme subject to exercise price being paid by the employees on exercise of employee stock options under the ESOP Scheme;

RESOLVED FURTHER THAT the Trustees of the Trust shall ensure compliance of the provisions of the SEBI SBEB Regulations, the Act and all other applicable laws at all times in connection with dealing with the shares of the Company including but not limited to maintenance of proper books of accounts, records and documents as prescribed;

RESOLVED FURTHER THAT the Board be and is hereby authorized to do all such acts, deeds, matters and things and to take all steps and do all things and give such directions as may be required, necessary, expedient, incidental or desirable for the purpose of giving effect to this resolution and to settle any question or difficulty that may arise in this regard in the best interest of the Company."

13. Ratification of remuneration of Cost Auditor

To consider and, if thought fit, to pass the following resolution as an **Ordinary Resolution**:

"RESOLVED THAT pursuant to the provisions of Section 148 and all other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), the remuneration payable to M/s. G.R. Kulkarni & Associates, Cost Accountants, Mumbai (Registration No. 00168), appointed by the Board of Directors of the Company ('the Board', which term shall include its duly empowered Committee(s) constituted/to be constituted by it to exercise its powers including the powers conferred by this resolution) as the Cost Auditors to conduct the audit of the cost records of the Company for the financial year ending on March 31, 2022, amounting to ₹ 2 Lakhs (Rupees Two Lakhs only) plus taxes as applicable and reimbursement of actual travel and out- of-pocket expenses, be and is hereby ratified and confirmed;

RESOLVED FURTHER THAT the Board be and is hereby authorized to do all such acts, deeds, matters and things as may be necessary or expedient for or in connection with this resolution and to settle any question or difficulty that may arise in this regard in the best interest of the Company."

14. Issue of Non-Convertible Debentures on Private Placement Basis

To consider and, if thought fit, to pass the following resolution as a **Special Resolution**:

"RESOLVED THAT pursuant to the provisions of Sections 42, 71 and all other applicable provisions, if any, of the Companies Act, 2013 ('the Act'), read with the Companies (Prospectus and Allotment of Securities) Rules, 2014 and the Companies (Share Capital and Debentures) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) and subject to the provisions of the Articles of Association of the Company and subject to compliance with such other provisions of law as may be applicable, approval of the Members be and is hereby accorded to the Board of Directors of the Company ('the Board', which term shall include its duly empowered Committee(s) constituted/to be constituted by it to exercise its powers including the powers conferred by this resolution), to offer or invite subscriptions for secured/unsecured non-convertible debentures ('Debentures'), in one or more series/tranches, on private placement basis, on such terms and conditions as the Board may, from time to time, determine and consider proper and most beneficial to the Company, including as to when the Debentures be issued, the consideration for the issue, utilization of the issue proceeds and all matters connected therewith or incidental thereto PROVIDED THAT the total amount that may be so raised in the aggregate, by such offer or invitation for subscriptions of the Debentures, and outstanding at any point of time, shall be within the overall borrowing limit as approved by the Members under Section 180(1)(c) of the Act;

RESOLVED FURTHER THAT the Board be and is hereby authorized to do all such acts, deeds, matters and things as may be necessary or expedient for or in connection with this resolution and to settle any question or difficulty that may arise in this regard in the best interest of the Company."

NOTES:

1. In view of the ongoing Covid-19 pandemic, the Ministry of Corporate Affairs ('MCA') has vide its General Circular Nos. 14/2020, 17/2020, 20/2020 and 02/2021 dated April 8, 2020, April 13, 2020, May 5, 2020 and January 13, 2021, respectively (collectively referred to as 'MCA Circulars') and Securities and Exchange Board of India ('SEBI') vide its Circular Nos. SEBI/HO/CFD/CMD1/CIR/P/2020/79 and SEBI/HO/CFD/CMD2/CIR/P/2021/11 dated May 12, 2020 and January 15, 2021, respectively (collectively referred to as 'SEBI Circulars'), permitted the holding of the AGM through VC/OAVM, without physical presence of the Members at a common venue. In compliance with the provisions of the Companies Act, 2013 ('the Act'), Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the Listing Regulations'), the MCA Circulars and the SEBI Circulars, the 74th AGM of the Company is being held through VC/OAVM. The Registered Office of the Company shall be the deemed to be the venue for the AGM.

2. Since this AGM is being held through VC/OAVM, physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of proxy by the Members under Section 105 of the Act will not be available for the AGM and hence the Proxy Form, Attendance Slip and Route Map are not annexed to this Notice.

   However, in pursuance of Section 112 and Section 113 of the Act, Corporate Members are entitled to appoint their authorized representatives to attend the AGM through VC/OAVM on their behalf and to vote through electronic means.

3. Participation of Members through VC/OAVM shall be reckoned for the purpose of quorum for the AGM as per Section 103 of the Act.

4. An Explanatory Statement pursuant to Section 102 of the Act, relating to the Special Business to be transacted at the AGM is

annexed hereto. A statement providing additional details of the Directors who are seeking appointment/re-appointment at the 74th AGM, along with their brief profiles, is annexed herewith as required under Regulation 36 of the Listing Regulations, as amended and the Secretarial Standards on General Meetings issued by the Institute of Company Secretaries of India.

5. In accordance with the MCA circulars and the SEBI Circulars, the Annual Report of the Company along with the Notice of AGM is being sent through electronic mode to those Members whose e-mail address is registered with the Company or the Depository Participant(s) ('DP').

6. Members may note that this Notice and Annual Report shall also be available on Company's website www.piramal.com, websites of the Stock Exchanges i.e. BSE Limited ('BSE') and National Stock Exchange of India Limited ('NSE') at www.bseindia.com and www.nseindia.com respectively, and on the website of National Securities Depository Limited ('NSDL') at https://www.evoting.nsdl.com.

7. The Company has fixed Wednesday, July 7, 2021 as the 'Record Date' for determining entitlement of members to final dividend for the financial year ended March 31, 2021, if approved at the AGM.

8. The final dividend for the financial year ended March 31, 2021, as recommended by the Board, if approved at the AGM, will be paid on or after Friday, July 16, 2021, to those persons or their mandates:

   a. whose names appear as Beneficial Owners as at the end of the business hours on Wednesday, July 7, 2021 as per the data furnished by NSDL and Central Depository Services (India) Limited ('CDSL') in respect of the shares held in electronic form; and

   b. whose names appear as Members in the Register of Members of the Company as at the end of the business hours on Wednesday, July 7, 2021 after giving effect to valid request(s) received for transmission/transposition of shares in respect of the shares held in physical form.

9. Pursuant to Finance Act, 2020, dividend income is taxable in the hands of the Members w.e.f. April 1, 2020 and the Company is required to deduct tax at source ('TDS') at the time of making the payment of final dividend. In order to enable us to determine the appropriate TDS rate as applicable, Members are requested to complete and/or update their residential status, PAN, category as per the Income Tax Act, 1961 with their DP or in case shares are held in physical form, with the Company by sending documents through e-mail to peldivtax@linkintime.co.in by Friday, June 25, 2021, 6:00 p.m. (IST). No communication/documents on the tax determination/deduction shall be considered post 6:00 p.m. (IST) of Friday, June 25, 2021. Detailed information in this regard is available on the Company's website at https://www.piramal.com/investor/overview/.

10. Members holding shares in electronic form may please note that their bank details as furnished by the respective Depositories to the Company will be considered for remittance of dividend. The Company or its RTA cannot act on any request received directly from the Members holding shares in electronic form for any change of bank particulars or bank mandates. Members may, therefore, give instructions regarding bank accounts in which they wish to receive dividend to their DP only.

11. Members are requested to note that dividends, if not encashed for a consecutive period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ('IEPF'). Further, the shares in respect of dividends which remain unclaimed for 7 consecutive years or more are also liable to be transferred to the demat account of the IEPF Authority. In view of this, Members/Claimants are requested to claim their dividends from the Company, within the stipulated timeline. The Members, whose unclaimed dividends/shares have been transferred to IEPF, may claim the same by making an application to the IEPF Authority in Form No. IEPF-5 available on www.iepf.gov.in.

12. As per Regulation 40 of the Listing Regulations, securities of listed companies can be transferred only in dematerialized form with effect from April 1, 2019, except in case of request received for transmission or transposition of securities. In view of this and to eliminate all risks associated with physical shares and for ease of portfolio management, Members holding shares in physical form are requested to consider converting their holdings to dematerialized form. Members can contact the Company or its RTA, Link Intime India Private Limited ('Link Intime') for the same.

13. SEBI has mandated the submission of PAN by every participant in securities market. Members holding shares in electronic form are, therefore, requested to submit their PAN to the DPs with whom they maintain their demat accounts. Members holding shares in physical form are requested to submit their PAN to Link Intime.

14. Section 72 of the Act provides for Nomination by the Members of the Company in the prescribed Form No. SH-13. If a Member desires to cancel the earlier nomination and record fresh nomination, the Member may submit the same in Form No. SH-14. Both these forms are available on the website of the Company under the section, 'Shareholder Services'. Members are requested to avail this facility.

15. Members who have not registered their e-mail addresses so far are requested to register the same with their DPs in case the shares are held by them in electronic form and with Link Intime in case the shares are held by them in physical form for receiving all communication including Annual Report, Notices, etc. from the Company electronically.

16. **Voting through electronic means**

   I. Pursuant to Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 as amended from time to time, Regulation 44 of the Listing Regulations and in terms of SEBI circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020, the Company is pleased to provide to its Members, the facility to exercise their right to vote on resolutions proposed to be considered at the 74th AGM by electronic means and has engaged the services of NSDL to provide the facility of casting the votes by the Members using an electronic voting system from a place other than venue of the AGM ('remote e-voting') as well as e-voting during the proceedings of the AGM through VC/OAVM ('e-voting at the AGM').

II. The remote e-voting period commences on Tuesday, July 13, 2021 (9.00 a.m. IST) and ends on Thursday, July 15, 2021 (5.00 p.m. IST). The remote e-voting module shall be disabled by NSDL for voting thereafter.

III. Members holding shares either in physical form or in dematerialized form, as on the close of business hours on Friday, July 9, 2021, being the cut-off date, are entitled to vote on the Resolutions set forth in this Notice. The voting rights of Members shall be in proportion to their shares in the paid-up equity share capital of the Company as on the cut-off date. Any person who is not a Member as on the cut-off date should treat this Notice for information purpose only.

IV. Any person, who acquires shares of the Company and becomes a Member of the Company after dispatch of the Notice and holding shares as of the cut-off date, may obtain the login ID and password by sending a request at evoting@nsdl.co.in or piramal.irc@linkintime.co.in. However, if he/she is already registered with NSDL for remote e-voting then he/she can use his/her existing User ID and password for casting the vote.

V. Mr. Bharat R. Upadhyay, Practicing Company Secretary (Membership No. FCS 5436), failing him Mr. Bhaskar Upadhyay Practicing Company Secretary (Membership No. FCS 8663) of N. L. Bhatia & Associates, Practicing Company Secretaries have been appointed as the Scrutinizer to scrutinize the e-voting process in a fair and transparent manner.

VI. The instructions for remote e-voting are as under:

Step 1: Access to NSDL e-Voting system

A. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode:

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email id in their demat accounts in order to access e-Voting facility.

Login method for individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual shareholders holding securities in demat mode with NSDL	**A. 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. 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 and Password. After successful authentication, you will be able to see e-Voting services. 4. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. 5. Click on options available against company name or **e-Voting service provider - NSDL** and you will be re-directed toNSDL e-Voting website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. **If you are not registered for IDeAS e-Services, 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 steps given in points 1-5 above. **B. e-Voting website of NSDL** 1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. 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 Depository site wherein you can see e-Voting page. Click on options available against company name or e-Voting service provider - 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.
Individual shareholders holding securities in demat mode with CDSL	1. Existing users who have opted for Easi/Easiest, they can login through their user id and password. Option will be made available to reach e-Voting page without any further authentication. The URL for users to login to Easi/Easiest are https://web.cdslindia.com/myeasi/home/login or www.cdslindia.com and click on New System Myeasi. 2. After successful login to Easi/Easiest the user will be able to see the E-Voting Menu. The Menu will have links of e-Voting service provider i.e. NSDL. Click on NSDL to cast your vote. 3. If the user is not registered for Easi/Easiest, option to register is available at https://web.cdslindia.com/myeasi/Registration/EasiRegistration 4. Alternatively, the user can directly access e-Voting page by providing demat Account Number and PAN No. from a link in www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the demat Account. After successful authentication, user will be provided links for the respective e-Voting service provider ('ESP') i.e. **NSDL** where the e-Voting is in progress.

Type of shareholders	Login Method
Individual shareholders (holding securities in demat mode) login through their depository participants	1. You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. 2. Once login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see 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 or joining virtual meeting & voting during the meeting.

Important Note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

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
Individual shareholders holding securities in demat mode with NSDL	Please contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 1800 1020 990 and 1800 22 44 30
Individual shareholders holding securities in demat mode with CDSL	Please contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at 022- 23058738 or 022-23058542-43

B. Login Method for shareholders other than individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

1. Open web browser by typing the following URL: https://www.evoting.nsdl.com/.

2. Once the home page of e-voting system is launched, click on the icon 'Login' which is available under 'Shareholders' Section.

3. A new screen will open. Kindly enter your User ID, your Password and the Verification Code as shown on the screen.

   Alternatively, if you are registered for NSDL e-services i.e. IDEAS, you may log-in at https://eservices.nsdl.com/ with your existing IDEAS login. Once you log-in to NSDL e-services after using your log-in credentials, click on e-voting and you may proceed to Step 2 i.e. cast your vote electronically.

4. 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 (E-voting Event Number) followed by Folio Number registered with the Company For example if folio number is 001*** and EVEN is 101456 then user ID is 101456001***

5. 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, kindly retrieve the 'initial password' which was communicated to you. Upon retrieval of your 'initial password', you need to enter the 'initial password' and the system will prompt you to change your password.

   c) How to retrieve your 'initial password'?

      (i) If your e-mail ID is registered in your demat account or with the Company, your 'initial password' is communicated to you on your e-mail ID. Kindly trace the e-mail sent to you from NSDL. Open the e-mail 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 Client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.

      (ii) If your e-mail ID is not registered, please follow steps mentioned below in process for registration of e-mail ID.

6. 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) Click on 'Physical User Reset Password?' (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

   c) If you are still unable to retrieve the password by aforesaid two options, kindly send a request at evoting@nsdl.co.in mentioning your demat account number/folio number, your PAN no., your name and your registered address.

   d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-voting system of NSDL.

7. After entering your password, kindly tick on Agree to 'Terms and Conditions' by selecting the check box.

8. Thereafter, kindly click on 'Login' button upon which the e-Voting home page will open.

Step 2: Casting your vote electronically:

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' of the Company.

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.

6. You may also print the details 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.

General Guidelines for shareholder

1. Institutional shareholders (i.e. other than individuals, HUF, NRI, etc.) are required to send scanned copy (PDF/ JPG Format) of the relevant Board Resolution/Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to attend the AGM through VC/OAVM on its behalf and to vote through remote e-Voting, to the Scrutinizer by email to bhaskar@nlba.in with a copy marked to evoting@nsdl.co.in.

2. 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.

3. In case of any queries, you may refer 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 on toll free no.: 1800-1020- 990 and 1800 22 44 30 or send a request at evoting@nsdl.co.in. Alternatively, you may contact Mrs. Pallavi Mhatre, Manager, at evoting@nsdl.co.in or may write to her at Trade World, 'A' Wing, 4th Floor, Kamala Mills Compound, Senapati Bapat Marg, Lower Parel, Mumbai-400 013, Maharashtra, India.

4. Members may follow the process detailed below for registering their email ID to obtain copy of the Annual Report in electronic mode and update bank details for receiving the dividends directly in their bank accounts.

A. Process for registration of email ID

Physical Holding	Members are requested to register their e-mail address with Link Intime, by clicking the link: https:// linkintime.co.in/EmailReg/Email_Register.html and follow the registration process as guided therein. Members are requested to provide details such as Name, Folio Number, Certificate number, PAN, mobile number, e-mail ID and also upload the image of share certificate and a duly signed request letter (upto 1 MB) in PDF or JPEG format.
For Permanent Registration for Demat Holding	Members are requested to register their e-mail address with the respective DP by following the procedure prescribed by the Depository Participant.
For Temporary Registration for Demat Holding	Members are requested to register their e-mail address with Link Intime, by clicking the link: https://linkintime.co.in/emailreg/email_register.html and follow the registration process as guided therein. Members are requested to provide details such as Name, DPID, Client ID/PAN, mobile number and e-mail ID and also to upload a duly signed request letter (upto 1 MB) in PDF or JPEG format.

B. Process for registration of bank account details

Physical Holding	Members are requested to register their bank account details with Link Intime, by clicking the link: https://linkintime.co.in/emailreg/email_register.html and follow the registration process as guided therein. Members are requested to provide details such as Name, Folio Number, Certificate number, PAN, e – mail ID along with the copy of the cheque leaf with the first named members name imprinted on the face of the cheque leaf containing bank name and branch, type of account, bank account number, MICR details and IFSC code and a duly signed request letter (upto 1 MB) in PDF or JPEG format.
Demat Holding	Members are requested to register their bank details with the respective DP by following the procedure prescribed by the DP.

On submission of the details for registration of e-mail ID/ bank account an OTP will be received by the Member which needs to be entered in the link for verification. In case of any query, a Member may send an e-mail to RTA at rnt.helpdesk@linkintime.co.in.

19. Members may follow the same procedure for e-voting at the AGM as mentioned for remote e-voting. Only those Members, who will be attending the AGM through VC/OAVM and have not cast their vote by remote e-voting, may exercise their voting rights at the AGM. Members who have already cast their vote by remote e-voting prior to the AGM may attend the AGM and their presence shall be counted for the purpose of quorum, but shall not be entitled to cast their vote again at the AGM. A Member can vote either by remote e-voting or by e-voting at the AGM.

20. The Scrutinizer shall within 48 hours of the conclusion of the AGM, submit a consolidated Scrutinizer's report of the votes cast in favour or against, to the Chairman of the AGM ('Chairman') or to any Director or any person authorized by the Chairman for this purpose, who shall countersign the same.

21. The results declared along with the Scrutinizer's Report shall be placed on the Company's website www.piramal.com and on the website of NSDL https://www.evoting.nsdl.com immediately.

The Company shall simultaneously forward the results to BSE and NSE, where the shares of the Company are listed.

22. All the documents referred to in the accompanying Notice and Explanatory Statement, shall be available for inspection through electronic mode, basis the request being sent on complianceofficer.pel@piramal.com.

23. During the AGM, Members may access the scanned copy of Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act and the Register of Contracts and Arrangements in which Directors are interested maintained under Section 189 of the Act, upon log-in to NSDL e-voting system at https://www.evoting.nsdl.com.

24. Instructions for Members attending the AGM through VC/OAVM

I. Members will be able to attend the AGM through VC/OAVM or view the live webcast of AGM through the NSDL e-voting system https://www.evoting.nsdl.com by using their remote e-voting login credentials and selecting the EVEN for Company's AGM.

   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 the Notice. Further, Members can also use the OTP based login for logging into the e-voting system of NSDL.

II. Facility of joining the AGM through VC/OAVM shall open 30 minutes before the time scheduled for commencement of the AGM and will be available for Members on first come first served basis.

III. Please note that Members connecting from mobile devices or tablets or through laptops etc., connecting via mobile hotspot, may experience Audio/Video loss due to fluctuation in their respective network. It is therefore recommended to use stable Wi-Fi or LAN connection to mitigate any kind of aforesaid glitches.

IV. Members who would like to express their views or ask questions during the AGM may register themselves as speakers by sending their request from their registered email address mentioning their name, DP ID and Client ID/folio number, PAN, mobile number at complianceofficer.pel@piramal.com from Friday, July 09, 2021 (9:00 a.m. IST) to Sunday, July 11, 2021 (5:00 p.m. IST). A Member who has registered as a speaker will only be allowed to express views/ask questions during the AGM. The Company reserves the right to restrict the number of questions and number of speakers, as appropriate for smooth conduct of the AGM.

V. Members who need assistance before or during the AGM, can contact NSDL on evoting@nsdl.co.in / 1800-1020-990 and 1800 22 44 30 or contact Mr. Amit Vishal, Senior Manager – NSDL at evoting@nsdl.co.in

Registered Office:
Piramal Ananta, Agastya Corporate Park,
Opposite Fire Brigade, Kamani Junction,
Kurla (West),
Mumbai – 400 070.
Dated: June 21, 2021

By Order of the Board

Bipin Singh
Company Secretary
ACS No.: 11777

EXPLANATORY STATEMENT UNDER SECTION 102 OF THE COMPANIES ACT, 2013

Item Nos. 5, 6 and 7

Appointment of Independent Directors

The Board of Directors, on the recommendations of Nomination and Remuneration Committee, appointed the following persons as Additional Directors of the Company and also as Independent Directors, not liable to retire by rotation, for a term of 5 years commencing from the date of their respective appointments as Additional Directors, subject to approval of the Members:

Sr. No.	DIN	Name of the Director	Date of appointment
1	01761033	Mr. Kunal Bahl	October 14, 2020
2	01089938	Mr. Suhail Nathani	October 14, 2020
3	00207746	Ms. Anjali Bansal	November 19, 2020

Pursuant to the provisions of Section 161(1) of the Companies Act, 2013 ('the Act') and Article 115 of the Articles of Association of the Company, the Additional Directors hold office up to the date of this Annual General Meeting ('AGM') and are eligible to be appointed as Independent Directors.

The Company has received separate notices from Members, under Section 160 of the Act, proposing the candidature of each of these Directors for the office of Independent Director of the Company.

These Directors are not disqualified from being appointed as Directors in terms of Section 164 of the Act and have given their respective consents to act as Directors.

The Company has received declarations from each of these Directors to the effect that they meet the criteria of independence as prescribed under Section 149(6) of the Act, read with Rules framed thereunder and Regulation 16 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations').

These Directors will not be paid any remuneration other than sitting fees for attending meetings of the Board and Committees thereof of which they are a member/Chairperson and/or commission which may be approved by the Board of Directors and/or the Nomination and Remuneration Committee of the Board.

These Directors are not related to any of the Director or Key Managerial Personnel ('KMP') of the Company in any way and in the opinion of the Board of Directors, theys are independent of management.

The copy of the draft letters of appointment for each of these Directors shall be available for inspection through electronic mode, basis the request being sent on complianceofficer.pel@piramal.com.

Details of each of these Directors as required to be provided pursuant to Regulation 36(3) of the Listing Regulations and SS – 2 (Secretarial Standards on General Meetings) are provided as Annexure 2 to this Notice.

Except for Mr. Bahl, Mr. Nathani and Ms. Bansal and their relatives to the extent of their shareholding interest, if any, in the Company, none of the other Directors, KMP of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in the respective resolutions.

The Board is of the view that the knowledge and experience of these Directors will be of immense benefit and value to the Company and, therefore, recommends the respective Ordinary Resolutions set out at Item Nos. 5, 6 and 7 of the Notice for approval of the Members.

Item No. 8

Appointment of Mr. Khushru Jijina as a Whole-Time Director

The Board of Directors ('the Board' which term shall include its duly empowered Committee(s) constituted/to be constituted by it to exercise its powers for this purpose), on the recommendation of the Nomination and Remuneration Committee, at its meeting held on April 1, 2021 appointed Mr. Khushru Jijina (DIN: 00209953) as an Additional Director of the Company with effect from April 1, 2021 to hold office up to the date of this Annual General Meeting ('AGM') of the Company.

A notice in writing, under Section 160 of the Companies Act, 2013 ('the Act'), has been received from a Member proposing the candidature of Mr. Jijina for the office of Director of the Company.

Mr. Jijina is not disqualified from being appointed as a Director in terms of Section 164 of the Act and has given his consent to act as a Director.

Further, at the same meeting, the Board had appointed Mr. Khushru Jijina as a Whole-Time Director, designated as 'Executive Director' of the Company for a term of three years effective from April 1, 2021, liable to retire by rotation, without any remuneration from the Company and on such terms and conditions as the Board may deem fit, subject to the approval of the Members at the AGM.

Mr. Jijina is currently the Managing Director ('MD') of Piramal Capital & Housing Finance Limited ('PCHFL') and Non- Executive Director of PHL Fininvest Private Limited, wholly owned subsidiaries of the Company engaged in Financial Services ('FS') business. He has been instrumental in setting up the Group's FS business. He is also involved across the FS platforms in helping drive the transformation into a more diversified, sustainable, technology driven business in addition to helping develop and train the next generation of leaders to take on greater responsibilities, and to take the business to greater heights. As MD of PCHFL, Mr. Jijina draws all his remuneration from PCHFL and shall not draw any remuneration from the Company.

Further details relating to Mr. Jijina as required to be provided pursuant to Regulations 26(4) and 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and SS – 2 (Secretarial Standards on General Meetings) are provided as Annexure 2 to this Notice.

Except Mr. Jijina and his relatives to the extent of their shareholding interest, if any, in the Company, none of the other Directors or Key Managerial Personnel of the Company and their relatives are, in any way, concerned or interested, financially or otherwise, in this resolution.

The Board is of the view that Mr. Jijina's knowledge, expertise and experience will be of immense benefit and value to the Company and therefore, recommends the Ordinary Resolution set out in Item No. 8 of the Notice, for the approval of the Members.

Item No. 9

Payment of Commission to Non-Executive Directors of the Company

The Members, at the 69th Annual General Meeting of the Company held on August 1, 2016, had approved the payment of commission up to one percent of the net profits of the Company, computed in the manner provided under Sections 197 and/or 198 of the Companies Act, 2013 ('the Act'), to the Non-Executive Directors ('NEDs') commencing from the financial year ended March 31, 2016.

Recently, on March 18, 2021, the Ministry of Corporate Affairs ('MCA'), vide the Companies (Amendment) Act, 2020, has notified the amendments to Sections 149(9) and 197(3) of the Act to enable companies having no profits or inadequate profits to pay certain fixed remuneration to their NEDs and Independent Directors ('IDs'), in accordance with the provisions of Schedule V of the Act. To give effect to the amendments made to Sections 149(9) and 197(3), a concurrent amendment was also made to Schedule V of the Act through Notification No. S.O. 1256(E), issued by the MCA on March 18, 2021. This notification has prescribed the limits of the remuneration payable to NEDs and IDs, in the event of no profits or inadequate profits.

In view of the aforesaid amendments and in order to continue to avail of the benefits of professional expertise and business exposure of the eminent personalities on the Board of Directors of the Company ('the Board' which term shall include its duly empowered Committee(s) constituted/to be constituted by it to exercise its powers for this purpose), the Board, subject to the approval of the Members at the AGM, approved payment of commission to the NEDs (including IDs) of the Company, in case of no profits/inadequate profits in accordance with the limits prescribed under Schedule V of the Act or a sum not exceeding ₹10 crores in aggregate, whichever would be higher, at the end of each financial year for a period of 3 years commencing from the financial year ended on March 31, 2021. This remuneration will be distributed amongst all or some of the Directors in accordance with the directions given by the Board and shall be in addition to the fee payable to the Directors for attending the meetings of the Board or Committee thereof or for any other purpose whatsoever as may be decided by the Board, and reimbursement of expenses for participation in the Board and other meetings.

Information as required under Section II of Part II of the Schedule V of the Act is provided as Annexure 1 to this Notice.

None of the Whole-Time Directors/Key Managerial Personnel of the Company, or their relatives are, in any way, concerned or interested, financially or otherwise, in this resolution. All the NEDs including IDs are deemed to be concerned or interested in this resolution to the extent of the commission that may be received by them.

The Board considers the commission proposed to be paid to NEDs/IDs as reasonable and commensurate with the experience, expertise, skills and time devoted by them for the business affairs of the Company and recommends the Special Resolution set out at Item No. 9 of the Notice for approval of the Members.

Item No. 10

Amendment of Piramal Enterprises Limited Senior Employees' Stock Ownership Plan - 2015

Piramal Enterprises Limited adopted the Piramal Enterprises Limited Senior Employees' Stock Ownership Plan – 2015 ('ESOP Scheme'), which is being implemented through the Piramal Enterprises Limited Senior Employees Welfare Trust created by the Company under the trust deed dated August 16, 1995 ('PEL ESOP Trust').

Piramal Phytocare Limited ('PPL') merged into the Company in December 2019. Prior to the merger, PPL had adopted the Employees' Stock Ownership Scheme – 2008 and had settled the Piramal Phytocare Limited Senior Employees Option Trust ('PPL Option Trust'). Pursuant to the merger of PPL with the Company, the PPL Option Trust, which holds shares of the Company, was deemed to be established by the Company for the benefit of its employees and has been categorised as a non-promoter non-public shareholder of the Company.

It is now proposed that in addition to the PEL ESOP Trust, the ESOP Scheme be also implemented through the PPL Option Trust and the shares of the Company held by the PPL Option Trust be utilized for the purposes of the ESOP Scheme. PEL ESOP Trust and PPL Option Trust collectively are referred to as the Trusts.

Based on the approval of the Board of Directors ('the Board') and subject to the approval of the Members, it is proposed that the ESOP Scheme be amended to provide for the administration (to the extent delegated by the Nomination and Remuneration Committee) and implementation of the ESOP Scheme through the PPL Option Trust in addition to the PEL ESOP Trust. Certain other consequential changes are also proposed to be made to the ESOP Scheme.

In view of above, approval of Members is sought by way of a Special Resolution for Item No. 10 of the accompanying Notice, for authorizing the Board to amend the ESOP Scheme and do all such acts, matters, deeds and things and to take all steps and do all things and give such directions as may be required, necessary, expedient, incidental or desirable for giving effect to the amendment of the ESOP Scheme.

A draft of the ESOP Scheme with the proposed amendments shall be available for inspection through electronic mode, basis the request being sent on complianceofficer.pel@piramal.com.

Details of the key variations of the ESOP Scheme are provided below:

1. Key Variations in the ESOP Scheme:

1.1. It is proposed to include the following in the ESOP Scheme:

(a) In third paragraph of ESOP Scheme, a brief background for the inclusion of the PPL Option Trust for the purposes of administration and implementation of the ESOP Scheme;

(b) Clause 1(r) defining 'PPL Option Trust' as the Piramal Phytocare Limited Senior Employees Option Trust constituted under the trust deed dated July 7, 2009;

(c) Clause 1(t) defining 'Secondary Acquisition' to mean acquisition from secondary market subject to the provisions of the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 and other applicable laws;

(d) Clause 1(u) defining 'Trust' to mean Piramal Enterprises Limited Senior Employees Welfare Trust created by the Company under trust deed dated August 16, 1995 for the benefit of the Company's employees and to implement schemes for providing incentives/ motivation to employees (including the ESOP Scheme);

(e) Clause 1(v) defining a 'Trustee' to mean a trustee of either the Trust or the PPL Option Trust, as the case may be;

(f) An express provision as Clause 4(c) to allow the Trust to acquire shares of the Company through direct allotment from the Company or through secondary acquisition (i.e. acquisition from secondary market) subject to the provisions of the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 and other applicable laws;

(g) An express provision as Clause 4(d) to state that the Trust shall utilize the shares of the Company acquired or held by it for the purposes of implementing the ESOP Scheme, i.e. transferring to the option grantee or selling the shares and transferring the requisite amount to the option grantees upon exercise/ cashless exercise of the options in accordance with the ESOP Scheme;

(h) An express provision as Clause 4(e) to allow the Company to lend monies to the Trust on appropriate terms and conditions to acquire the shares either through new issue or Secondary Acquisition, for the purposes of implementation of the ESOP Scheme subject to the provisions of the Act read with Companies (Share Capital and Debenture) Rules, 2014 and other applicable laws;

1.2. The reference to PPL Option Trust is proposed to be included in the following:

(a) Clause 1(i) – definition of the term 'exercise' – where the application by the employee of the Company may have to be made to the PPL Option Trust for exercise of options.

(b) Clause 3 – Compensation Committee – allowing the ESOP Scheme to be administered and implemented through the PPL Option Trust in addition to the Trust.

(c) Clause 4 (a) and (b) – Implementation of schemes – allowing the ESOP Scheme (and any other schemes formulated by the Company) to be implemented through the PPL Option Trust in addition to the Trust.

(d) Clause 13 – Winding up of the Schemes – it is proposed that in case of winding up of the schemes implemented by the Company through the PPL Option Trust, the excess monies or shares remaining with PPL Option Trust after meeting all obligations, shall be utilized for repayment of loan or by way of distribution to employees as recommended by the Compensation Committee (as defined in the ESOP Scheme).

(e) Further, certain language changes are also proposed to be made to ensure consistency and proper reading of the ESOP Scheme, such as the reference to Trustees of Piramal Enterprises Limited Senior Employees' Stock Option Scheme in clauses 1(a) and 2 of the ESOP Scheme be changed to Trustees of the Trust (as defined in the ESOP Scheme).

2. Rationale for the variation of the ESOP Scheme:

(a) The amendments, including those mentioned herein, are proposed to be undertaken in order to permit the administration (to the extent allowed) and the implementation of the ESOP Scheme through the PPL Option Trust.

(b) The proposed amendments also contain certain editorial changes.

(c) The proposed amendments are not detrimental to the interests of the current option grantees of the Company.

3. Details of the employees who are beneficiaries of such variation:

All eligible employees to whom the options have been granted under the ESOP Scheme.

Non-promoter Directors (other than the Independent Directors) and other Key Managerial Personnel of the Company and its subsidiary(ies), are deemed to be concerned or interested, to the extent of stock options granted/ to be granted pursuant to the ESOP Scheme and to the extent of their shareholding in the Company, if any.

None of the other Directors of the Company, or their relatives are, in any way, concerned or interested, financially or otherwise, in this resolution.

The Board recommends the Special Resolution set out at Item No. 10 of the Notice for approval of the Members.

Item Nos. 11 and 12

Acquisition of shares for the purposes of Piramal Enterprises Limited Senior Employees' Stock Ownership Plan – 2015 ('ESOP Scheme') and Granting loan and/ or providing guarantee or security for purchase of the shares of the Company by the Trust/ its Trustees for the benefit of the employees under the ESOP Scheme

In accordance with Regulation 3(6) of the Securities and Exchange Board of India (Share Based Employee Benefits) Regulation, 2014 ('SEBI SBEB Regulations'), the trustees of a trust implementing an employee stock option scheme are required to obtain the approval of the shareholders of the Company for undertaking secondary acquisition.

Regulation 6(3)(a) of the SEBI SBEB Regulations requires approval of the shareholders by way of a separate resolution for the implementation of an employee stock option scheme through secondary acquisition, with the details of the percentage of secondary acquisition to be expressly approved. In this regard, it may be noted that Regulation 3(10) of the SEBI SBEB Regulations restricts secondary acquisition in a financial year by a trust to 2% (two percent) of the paid up equity capital as at the end of the previous financial year.

In light of the foregoing, and based on the recommendation of the Board of Directors, approval of Members is sought by way of a Special Resolution for Item No. 11 of the accompanying Notice to permit:

(i) Piramal Enterprises Limited Senior Employees Welfare Trust ('the Trust'), one of the trusts administering and implementing the

Piramal Enterprises Limited Senior Employees' Stock Ownership Plan – 2015 ('ESOP Scheme') adopted by Piramal Enterprises Limited ('Company') to implement the ESOP Scheme either through direct allotment of shares by the Company or through secondary acquisition of Company's shares (i.e. acquisition of Company's shares from secondary market);

(ii) the Board to create, offer, grant, issue and allot up to 45,00,000 equity shares of the face value of ₹2 each of the Company to the Trust upon payment of the requisite exercise price, in one or more tranches and on such other terms and conditions as the Board may decide in accordance with the SEBI SBEB Regulations or other applicable laws prevailing from time to time and to take all such steps as may be necessary in order to ensure that the equity shares allotted as aforesaid are listed on the Stock Exchanges where the Shares of the Company are listed as per the applicable provisions of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, the SEBI SBEB Regulations and other applicable laws prevailing from time to time; and

(iii) the Trust to acquire, in a financial year, up to 2% (two percent) of the paid up equity share capital of the Company as on the end of the preceding financial year, through secondary acquisition subject to the SEBI SBEB Regulations and other applicable laws.

Further, in terms of Section 67(3)(b) of the Companies Act, 2013 ('the Act') read with rules made thereunder, a company may provide money for subscription of fully paid-up shares of the Company, to be held by Trust/ its Trustees for the benefit of the employees. A proposal for the same is also covered under Item No. 12 of the accompanying notice.

The key terms of the proposal are:

1. The total amount of loans to be granted by the Company, from time to time, to the Trust and the amount of guarantee/ security to be provided by the Company in connection with a loan provided by another person to the Trust, in one or more tranches, and outstanding at any point shall not exceeding 5% (five percent) of the aggregate of the paid up share capital and free reserves of the Company.

2. The loan/ guarantee/ security shall carry interest/ commission at such rate, as may be determined by the Board of Directors of the Company ('the Board', which term shall include its duly empowered Committee(s) constituted/ to be constituted by it to exercise its powers), from time to time.

3. All other terms of the scheme shall be framed by the Board.

Details pursuant to Rule 16(2) of the Companies (Share Capital and Debenture) Rules, 2014

a. the class of employees for whose benefit the scheme is being implemented and money is being provided for purchase of or subscription to shares:

The ESOP Scheme is being implemented and money is being provided for purchase of and subscription for equity shares for the benefit of eligible employees within the meaning of the ESOP Scheme. The class/ classes of employees who are eligible for the benefit under the ESOP Scheme are as under:

i. Permanent employees of the Company, whether working in India or out of India;

ii. Directors of the Company, whether a Whole-Time Director or not; but excluding an Independent Director; and

iii. Employee as defined in sub clauses (i) and (ii) above, of a subsidiary in India or outside India; or of a holding company of the Company but does not include-

   a. An employee who is a promoter or a person belonging to the promoter group; or

   b. A director who either himself or through his relative or through any body corporate, directly or indirectly, holds more than ten percent of the outstanding equity shares of the company;

b. the particulars of the trustee or employees in whose favor such shares are to be registered:

The Trust shall acquire and hold the shares in due compliance of the relevant provisions of SEBI SBEB Regulations and other applicable laws. The shares will be registered in the names of the Trustees of the Trust.

c. the particulars of trust and name, address, occupation and nationality of trustees and their relationship with the promoters, directors or key managerial personnel, if any:

The following are the details of the Trusts for the implementation of the ESOP Scheme.

Name and address of the Trust:

Piramal Enterprises Limited Senior Employees Welfare Trust,

Piramal Tower, Ganpatrao Kadam Marg, Lower Parel, Mumbai – 400013

The Trustees of the Trust are as under:

Piramal Enterprises Limited Senior Employees Welfare Trust

Sr. No.	Name	Address	Occupation	Nationality
1.	Mr. Sudhir Merchant	Encore Natural Polymers Pvt. Limited 405/406 Navbharat Estate, "B" Wing, Zakaria Bunder Road, Sewri (W), Mumbai 400005	Industrialist	Indian
2.	Mr. Shyam Jatia	G-12, Ground Floor, Raheja Centre, 214 Free Press Journal Marg, Nariman Point, Mumbai 400 021	Business	Indian

The Board at its sole discretion may re-constitute the Board of Trustees at any time in compliance with the applicable provisions of the Act and the SEBI SBEB Regulations.

None of the Trustees is related to the Promoters, Directors or Key Managerial Personnel of the Company.

d. **the interest of key managerial personnel, directors or promoters in such scheme or trust and effect thereof:**

Promoters are not eligible to participate in the ESOP Scheme and do not have any interest in the scheme or in the Trust. The Key Managerial Personnel and Non-promoter Directors (other than the Independent Directors) may be covered under the ESOP Scheme in accordance with the SEBI SBEB Regulations and, therefore, may be considered to be interested in the scheme or the Trust to the extent of options which may be granted to them under the ESOP Scheme.

e. **the detailed particulars of benefits which will accrue to the employees from the implementation of the scheme:**

The eligible employees, in terms of the ESOP Scheme, shall be granted ESOPs under the ESOP Scheme, which would vest subject to vesting conditions prescribed by the Board. Upon exercise of vested stock options, the eligible employees, will be entitled to equivalent number of equity shares of the Company. In case of cashless system of exercise of vested Options, the Board shall specify such procedures and/ or mechanisms for the entitlements under the plan and the same shall be binding on the Option grantees.

f. **the details about who would exercise and how the voting rights in respect of the shares to be purchased or subscribed under the scheme would be exercised:**

As per SEBI SBEB Regulations, the Trustees shall not vote in respect of equity shares held by the Trust. The voting rights can be exercised by an employee only when the equity shares are transferred to them after due process of exercise of Options.

Non-promoter Directors (other than the Independent Directors) and other Key Managerial Personnel of the Company and its subsidiary(ies), are deemed to be concerned or interested, to the extent of stock options granted/ to be granted pursuant to the ESOP Scheme and to the extent of their shareholding in the Company, if any.

None of the other Directors of the Company, or their relatives are, in any way, concerned or interested, financially or otherwise, in this resolution.

The Board recommends the Special Resolutions set out at Item Nos. 11 and 12 of the Notice for approval of the Members.

Item No. 13

Ratification of remuneration payable to the Cost Auditors

The Board of Directors, on the recommendations of the Audit & Risk Management Committee, has approved appointment of M/s. G.R. Kulkarni & Associates, Cost Accountants, Mumbai (Registration No. 00168), as Cost Auditors for conducting audit of the relevant cost records of the Company for the financial year ending March 31, 2022, at a remuneration of ₹2 Lakhs (Rupees Two Lakhs only) plus taxes as applicable and reimbursement of actual travel and out-of-pocket expenses.

In accordance with Section 148 of the Companies Act, 2013 and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the remuneration so payable to the Cost Auditors is required to be ratified by the members of the Company. Hence, ratification from the Members is sought for the same.

None of the Directors/Key Managerial Personnel of the Company/ their relatives are, in any way, concerned or interested, financially or otherwise, in this resolution.

The Board recommends the Ordinary Resolution set out at Item No. 13 of the Notice for approval of the Members.

Item No. 14

Issue of Non-Convertible Debentures on Private Placement Basis

In terms of Sections 42 and 71 of the Companies Act, 2013 ('the Act') read with Rule 14(2) of the Companies (Prospectus and Allotment of Securities) Rules, 2014, in case an offer of or invitation to subscribe to Non-Convertible Debentures ('NCDs') is made by the Company on a private placement basis, the Company is required to seek the prior approval of its members by means of a Special Resolution, on an annual basis for all the offers or invitations for such NCDs during the year.

As per Circular no. SEBI/HO/DDHS/CIR/P/2018/144 dated November 26, 2018 issued by the Securities and Exchange Board of India ('SEBI'), a Large Corporate is mandatorily required to raise at least 25% of its incremental borrowing during the financial year subsequent to the financial year in which it is identified as a Large Corporate, by way of issuance of debt securities as defined under SEBI (Issue and Listing of Debt Securities) Regulations, 2008. At the end of the financial year 2020-21, the Company has been identified as a Large Corporate and accordingly the Company is required to raise at least 25% of its incremental borrowing, in the financial year 2021-22 and onwards, through issuance of debt securities.

For the purpose of availing financial assistance (including borrowings) for its business or operations, the Company may offer or invite subscription to secured/unsecured NCDs on private placement basis (within the meaning of the Section 42 of the Act) in one or more series/ tranches. Hence, the Board of Directors seeks your approval to offer or invite subscription to NCDs, within the overall borrowing limits under Section 180(1)(c) of the Act, as may be required by the Company, from time to time, for a year.

None of the Directors/Key Managerial Personnel of the Company/ their relatives are, in any way, concerned or interested, financially or otherwise, in this resolution.

The Board recommends the Special Resolution set out at Item No. 14 of the Notice for approval of the Members.

Registered Office:	**By Order of the Board**
Piramal Ananta, Agastya Corporate Park,	
Opposite Fire Brigade, Kamani Junction,	
Kurla (West),	**Bipin Singh**
Mumbai – 400 070.	Company Secretary
Dated: June 21, 2021	ACS No.: 11777

ANNEXURE 1

Information for the Members pursuant to Section II of Part II of Schedule V to the Companies Act, 2013

I. General Information:

a. Nature of Industry: The Company is engaged in the business of pharmaceuticals and financial services.

b. Date or expected date of commencement of commercial production: The Company is in operation since 1947.

c. In case of new companies, expected date of commencement of activities as per project approved by financial institutions appearing in the prospectus: Not Applicable.

d. Financial Performance based on given indicators:

Particulars	₹ in crores
Gross Turnover & Other Income from Continuing operations	1,920.46
Net profit as per Statement of Profit & Loss (After Tax) from Continuing and discontinued operations	39.90
Computation of Net Profit in accordance with Section 198 of the Companies Act, 2013	185.23
Net Worth	23,183.74

e. Foreign Investments and Collaborations: At present, there are no foreign direct investments in the Company other than by way of portfolio investments. Neither is there any foreign collaboration.

II. Information about appointees is stated in Enclosure 1 of this Notice

III. Other Information:

a. Reasons of loss or inadequate profits:

Consequent to the transfer of the Pharmaceutical business into a subsidiary entity, Piramal Pharma Limited, the corresponding revenues and profits arising from the pharma business also moved to the subsidiary entity, thereby resulting in lower profits on a standalone basis during the previous financial year.

b. Steps taken or proposed to be taken for improvement and expected increase in productivity and profits in measurable terms:

On a consolidated basis the Company would continue to earn profits and hence no specific steps are required to be taken for improvement of profits, other than in the normal course of business.

c. Expected increase in productivity and profits in measurable terms:

The Company would continue to pursue and implement its strategies to strengthen its financial performance.

IV. Disclosures:

The disclosures as required on all elements of remuneration package such as salary, benefits, bonuses, pensions, details of fixed components and performance-linked incentives along with performance criteria, service contract details, notice period, severance fees, etc. have been made in the Report on Corporate Governance forming part of this Annual Report.

ENCLOSURE 1

Name of Director	Mr. Anand Piramal	Mr. Vijay Shah#	Mr. S. Ramadorai	Mr. N. Vaghul	Mr. Deepak Satwalekar	Mr. Gautam Banerjee	Ms. Anjali Bansal	Mr. Suhail Nathani	Mr. Kunal Bahl
Background Details / Recognition and Awards and Job Profile and suitability	Provided in the Management Discussion & Analysis report, which is a part of this Annual Report.								
Past remuneration/ Commission$ **FY 2017-18:** **FY 2018-19:** **FY 2019-20:**	Mr. Anand Piramal, Non-Executive Director does not receive any sitting fees or any other remuneration.	 6,31,96,359 6,49,11,928 6,59,64,387	 27,00,000 30,00,000 Nil*	 27,00,000 30,00,000 Nil*	 27,00,000 30,00,000 Nil*	 27,00,000 30,00,000 Nil*	Not applicable, since they have been appointed as Independent Directors during FY 2020-21.		
Remuneration / Commission proposed	As stated in the resolution and explanatory statement at Item No. 9 of this Notice.								
Comparative remuneration profile with respect to industry, size of the Company, profile of the position and person (in case of expatriates the relevant details would be with respect to the country of his origin):	Taking into consideration the size of the Company, the profile, knowledge, skills and expertise the Non-Executive Directors bring to the Board, the commission proposed to be paid to them is commensurate with the remuneration/ commission drawn by similar positions in other companies.								
Pecuniary relationship directly or indirectly with the Company or relationship with the managerial personnel or other director, if any.	Mr. Anand Piramal, Mr. Ajay G. Piramal, Dr. (Mrs.) Swati A. Piramal, Ms. Nandini Piramal are related to each other.	The Non-Executive Directors do not have any pecuniary relationship with the Company except to the extent of Sitting Fees, Commission or Remuneration, as applicable, and reimbursement of out of pocket expenses, if any, received by them for attending the meetings.							

* Considering the heightened uncertainty caused by COVID-19 pandemic and the need to conserve cash for the future, Non-Executive Independent Directors had decided to forego their commission for the financial year ended March 31, 2020.

Mr. Vijay Shah resigned as a Whole-Time Director of the Company with effect from May 11, 2020. He continues to serve as a Non-Executive, Non-Independent Director of the Company. The remuneration reported above is for his tenure as a Whole-Time Director.

$ Excluding sitting fees, if any.

ANNEXURE 2

Details of Directors seeking appointment/re-appointment at the Annual General Meeting

(In pursuance of Regulations 26(4) and 36(3) of the Listing Regulations and Secretarial Standard - 2 on General Meetings)

Name of the Directors	**Ms. Nandini Piramal**	**Mr. Anand Piramal**	**Mr. Kunal Bahl**
Date of Birth (Age)	October 26, 1980 (40 years)	October 27, 1984 (36 years)	August 23, 1983 (37 years)
Date of first Appointment	April 1, 2009	May 12, 2017	October 14, 2020
Brief resume/expertise in specific functional areas	Ms. Nandini Piramal is the Executive Director at Piramal Enterprises and Piramal Pharma Limited. She is responsible for setting strategy and driving results at Piramal Pharma. Additionally she heads the Human Resources function and the Information Technology function at Piramal Group and Quality at Piramal Pharma. She is leading a five-year transformation agenda across the Piramal Group for top talent identification and development process across levels. Piramal Enterprises Limited is also the only Indian company to be part of Willis Towers Watson Global High Performing Norm. In 2020, Ms. Piramal was recognised amongst 'India's Most Powerful Women' by Business Today and in 2014, the World Economic Forum recognised her as a 'Young Global Leader'. Ms. Piramal also advises Piramal Foundation and Piramal Sarvajal, which serves clean water daily to approximately 7,50,000 people across 20 Indian States.	Mr. Anand Piramal, founded Piramal Realty, one of India's largest and fastest growing real estate companies in 2012. In 2018, Piramal Realty received the Hurun Fastest Growing Real Estate Company of the Year award. Piramal Realty is a Mumbai centric developer with over 20 mn sq/ft under development in Worli, Mahalaxmi, Mahim, Byculla, Kurla, Thane and Mulund. In 2015, Warburg Pincus and Goldman Sachs committed to invest $434 million for a minority stake in the company. Prior to his stint at Piramal Realty, Mr. Anand Piramal helped found a rural healthcare start-up called 'Piramal eSwasthya'. At eSwasthya, he led the acquisition of HMRI (Health Management Research Institute). Today the merged entity 'Piramal Swasthya' is India's largest private primary healthcare initiative, with over 4000 employees, 450 doctors serving 40,000 patients daily across 20 states through its health hotlines, mobile medical units and telemedicine centres. In 2015, it won the 'Times Social Impact' Award and in 2013 the Forbes Philanthropy Award. It is also taught as a case study at prestigious institutions such as Harvard Business school and IIM-A. Mr. Anand Piramal was conferred with the Hurun Real Estate Unicorn of the Year 2017 and Young Business Leader award by Hello! Magazine. Mr. Anand Piramal was also the youngest President of the Youth Wing of the 100-year-old Indian Merchant Chambers.	Mr. Kunal Bahl is a technology entrepreneur and investor. He is the co-founder and Chief Executive Officer of Snapdeal, India's leading value e-commerce company. Snapdeal has partnered with several global marquee investors such as Softbank, BlackRock, Temasek, eBay Inc., Mr. Ratan Tata, Mr. Azim Premji, among others. He is also an investor in early stage technology start-ups across India and South East Asia, having invested in 150+ technology companies. He is also member of the Nasscom Executive Committee since the year 2019 and is the current Chairman of the Confederation of Indian Industry (CII), National E-commerce Committee. He is also a part of the National Startup Advisory Council, a Government constituted committee to advise the Government on promoting the Indian start-up ecosystem. Mr. Bahl was part of the prestigious Jerome Fisher Management and Technology Program. He was named the Economic Times Entrepreneur of the year in 2015, featured in the 2014 Fortune Global 40 under 40 list and was the recipient of The Wharton Young Leader Award 2018.
Qualifications	MBA, Stanford Graduate School of Business; Bachelor's Degree (Hons.) in Politics, Philosophy and Economics, Oxford University.	MBA, Harvard Business School; Bachelor's Degree in Economics, University of Pennsylvania.	Bachelor's in Engineering, University of Pennsylvania; Business Degree, The Wharton School; Executive Marketing Program, Kellogg School of Management.
Directorships held in other companies (excluding foreign companies) as on March 31, 2021	1. The Swastik Safe Deposit and Investments Limited 2. Piramal Pharma Limited 3. Piramal Water Private Limited 4. Piramal Udgam Data Management Solutions	1. PEL Management Services Private Limited 2. Piramal Management Services Private Limited 3. Piramal Water Private Limited 4. Piramal Foundation for Education Leadership 5. Piramal Corporate Services Private Limited 6. PRL Developers Private Limited 7. Piramal Capital & Housing Finance Limited 8. Piramal Asset Management Private Limited	Snapdeal Private Limited
Committee position held in other companies as on March 31, 2021 (Statutory Committees)	The Swastik Safe Deposit and Investments Limited – Member of Stakeholders Relationship Committee	Piramal Capital & Housing Finance Limited – Member of Corporate Social Responsibility Committee	Snapdeal Private Limited – Member of Corporate Social Responsibility Committee
No. of shares held	45,487	1,97,097	None

Name of the Directors	Mr. Suhail Nathani	Ms. Anjali Bansal	Mr. Khushru Jijina
Date of Birth (Age)	May 3, 1965 (56 years)	February 25, 1971 (50 years)	April 23, 1965 (56 years)
Date of first Appointment	October 14, 2020	November 19, 2020	April 1, 2021
Brief resume/expertise in specific functional areas	Mr. Suhail Nathani is a co-founding partner at Economic Laws Practice. He is actively involved with International Trade & Customs, Competition Law & Policy and Corporate Commercial practices of the firm. He has appeared for the Government of India before the World Trade Organization Panel and Appellate Body in Geneva, has represented the Competition Commission of India and the Securities and Exchange Board of India at the Supreme Court and various other courts in India. He is widely recognised by global publications as a leading lawyer in his fields of practice. Besides India, he is also admitted to the New York Bar.	Ms. Anjali Bansal is the founder and Chairperson of Avaana Group which invests in and provides scaling up support to technology and innovation companies to deliver impact at scale. A former Non-Executive Chairperson of Dena Bank, Ms. Bansal was earlier a Global Partner and Managing Director with TPG Growth Capital. Prior to TPG, she was Global Partner and India CEO with Spencer Stuart and co-led their Asia Boards practice. She started her career as a strategy consultant with McKinsey and Co. in New York. Ms. Bansal has rich knowledge of new economy companies, and has been supporting them to leverage opportunities ahead of them while overcoming the challenges in their path to success. Ms. Bansal serves as an Independent Non-Executive Director on several leading boards including Siemens Ltd, Tata Power, Voltas and Delhivery. She has invested in and mentored various successful start-ups including Delhivery, UrbanClap, Darwinbox, Nykaa, and Lenskart. She is a member of the Young Presidents' Organization, Charter Member of TiE, and is associated with NITI Aayog's Women Entrepreneurship Platform, Digital Solutions, and Atal Innovation Mission.	Mr. Khushru Jijina is the Executive Director, Financial Services, Piramal Enterprises Limited ('PEL') and Managing Director of Piramal Capital & Housing Finance Limited ('PCHFL'), an Housing Finance Company and a wholly-owned subsidiary of PEL. Till recently he was also the Managing Director of PHL Fininvest Private Limited, a NBFC and wholly owned subsidiary of PEL. A Chartered Accountant with an illustrious career spanning well over three decades in the field of real estate, corporate finance and treasury management. Under his leadership, PCHFL has grown rapidly and provides both wholesale and retail funding opportunities across sectors. In real estate, the platform provides housing finance and other financing solutions across the entire capital stack ranging from early stage private equity, structured debt, senior secured debt, construction finance and flexi lease rental discounting. The wholesale business in the non-real estate sector includes separate verticals – Corporate Finance (CFG) and Emerging Corporate Lending (ECL). CFG provides customized funding solutions to companies across sectors such as infrastructure, renewable energy, roads, industrials, auto components etc. while ECL focuses on lending towards Small and Medium Enterprises (SMEs). Mr. Jijina has been recognised with several prestigious leadership accolades over his career of more than two decades with the Piramal Group. Prior to his current stint, Mr. Jijina was the Managing Director of Piramal Realty where he was responsible for a portfolio of real estate development projects and oversaw all aspects of their execution. He was also the Executive Director of Piramal Sunteck Realty. He joined the Piramal Group in 2001 as Vice President, Treasury, and was instrumental in securing debt at the lowest cost for the group, setting new benchmarks in the debt market. Mr. Jijina started his career with Rallis, a TATA Group company, where he held several pivotal positions in corporate finance and treasury.
Qualifications	Master's Degree at Cambridge University, England; LL.M. from Duke University, USA.	M.A. International Finance & Business, Columbia University; B.E. (Computer Engineering), Gujarat University	Chartered Accountant, Institute of Chartered Accountants of India

Name of the Directors	Mr. Suhail Nathani	Ms. Anjali Bansal	Mr. Khushru Jijina
Directorships held in other companies (excluding foreign companies) as on March 31, 2021	1. Siddhesh Capital Market Services Private Limited 2. Mahindra CIE Automotive Limited 3. UTI Trustee Company Private Limited 4. Piramal Capital & Housing Finance Limited 5. Progressive Electoral Trust 6. Salaam Bombay Foundation 7. Aga Khan Agency for Habitat India	1. Voltas Limited 2. The Tata Power Company Limited 3. Apollo Tyres Limited 4. Tata Power Renewable Energy Limited 5. Kotak Mahindra Asset Management Company Limited 6. Siemens Limited 7. C&S Electric Limited 8. Delhivery Private Limited 9. Avaana Advisory Services Private Limited 10. Bombay Chamber of Commerce and Industry	1. Piramal Capital & Housing Finance Limited 2. Piramal Asset Management Private Limited 3. Piramal Fund Management Private Limited 4. Piramal Securities Limited 5. PHL Fininvest Private Limited 6. IndiaVenture Advisors Private Limited 7. Silver Pearl Realty Private Limited 8. Greendale Reserve Private Limited 9. Agfields Nutriments Private Limited 10. Greendale Pearl Private Limited 11. Greendale Isles Private Limited 12. Viridis Power Investment Managers Private Limited 13. Viridis Infrastructure Investment Managers Private Limited
Committee position held in other companies as on March 31, 2021 (Statutory Committees)	1. Piramal Capital & Housing Finance Limited – Member of Audit and Risk Management Committee and Chairman of Nomination & Remuneration Committee and Corporate Social Responsibility Committee 2. Siddhesh Capital Market Services Private Limited – Member of Audit Committee, Nomination Committee and Risk Management Committee 3. Mahindra CIE Automotive Limited – Member of Stakeholder's Relationship Committee	1. Kotak Mahindra Asset Management Company Limited – Member of Audit Committee and Nomination & Remuneration Committee 2. The Tata Power Company Limited – Chairperson of Corporate Social Responsibility Committee and Member of Audit Committee and Stakeholders' Relationship Committee 3. Siemens Limited – Member of Audit Committee 4. Apollo Tyres Limited – Member of Corporate Social Responsibility Committee 5. Voltas Limited – Member of Nomination & Remuneration Committee and Corporate Social Responsibility Committee 6. Delhivery Private Limited – Chairperson of Nomination & Remuneration Committee	1. Piramal Fund Management Private Limited – Member of Corporate Social Responsibility Committee 2. Piramal Capital & Housing Finance Limited – Member of Audit and Risk Management Committee 3. PHL Fininvest Private Limited – Member of Audit and Risk Management Committee and Corporate Social Responsibility Committee
No. of shares held	5,000	None	2,35,513

Other details such as number of meetings of the Board attended during the year, remuneration drawn and relationship with other directors and key managerial personnel in respect of above directors, as applicable are provided in the Report on Corporate Governance, which is a part of this Annual Report.

NOTES

CORPORATE INFORMATION

THE BOARD OF DIRECTORS
Ajay G. Piramal, Chairman
Swati A. Piramal, Vice Chairperson
Kunal Bahl, Independent Director
Anjali Bansal, Independent Director
Gautam Banerjee, Independent Director
Khushru Jijina, Executive Director
Suhail Nathani, Independent Director
Rajesh Laddha, Executive Director
Anand Piramal, Non-Executive Director
Nandini Piramal, Executive Director
S. Ramadorai, Independent Director
Deepak Satwalekar, Independent Director
Vijay Shah, Non-Executive Director
N. Vaghul, Independent Director

CHIEF FINANCIAL OFFICER
Vivek Valsaraj

COMPANY SECRETARY
Bipin Singh

INFORMATION FOR SHAREHOLDERS
Registrar and Share Transfer Agent
Link Intime India Private Limited
C-101, 247 Park, LBS Marg,
Vikhroli (West), Mumbai – 400 083
Tel.: (91 22) 4918 6000
Fax: (91 22) 4918 6060
E-mail: piramal.irc@linkintime.co.in

BANKERS
Indian Bank
Citibank N.A.
HDFC Bank Limited
Kotak Mahindra Bank Limited
The Hongkong & Shanghai Banking Corporation Limited
Yes Bank Limited
Standard Chartered Bank
Axis Bank Limited
ICICI Bank Limited
Indusind Bank Limited
BNP Paribas Bank
Barclays Bank PLC
IDFC Bank

AUDITORS
Deloitte Haskins & Sells LLP

REGISTERED OFFICE
Piramal Ananta, Agastya Corporate Park,
Opposite Fire Brigade, Kamani Junction,
LBS Marg, Kurla (West), Mumbai – 400 070.
Tel.: (91 22) 3802 3000/4000
Fax: (91 22) 3802 38084
Email: complianceofficer.pel@piramal.com
Website: www.piramal.com
CIN: L24110MH1947PLC005719

FORWARD-LOOKING STATEMENT
In this Annual Report, we have also disclosed certain forward-looking information to enable investors to comprehend our prospects and take investment decisions. This report and other statements - written and oral - that we periodically make, contain forward looking statements that set out anticipated results based on the management's plans and assumptions. We have tried, wherever possible, to identify such statements by using words such as 'anticipate', 'estimate', 'expect', 'project', 'intend', 'plan', 'believe', and words of similar nature in connection with any discussion of future performance. We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in our assumptions. The achievements of results are subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should keep this in mind. We undertake no obligation to publicly update any forward-looking statement, whether as a result of new information, future events or otherwise.

Piramal

Piramal Enterprises Limited

Registered Office: Piramal Ananta, Agastya Corporate Park (Opposite Fire Brigade)
Kamani Junction, LBS Marg, Kurla (West), Mumbai - 400 070
CIN: L24110MH1947PLC005719

concept, content and design at AICL (hello@aicl.in)