15th June, 2024

BSE Limited
1st Floor, New Trading Wing,
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 the financial year 2023-24 and Notice of the 77th Annual General Meeting ('AGM') of the Company

Dear Sir / Madam,

Pursuant to Regulation 34(1) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in furtherance to our intimation dated 30th May, 2024, please find enclosed herewith the Annual Report of the Company for the financial year 2023-24 along with Notice of AGM, scheduled to be held on Monday, 8th July, 2024 at 3.00 p.m. (IST) through Video Conferencing / Other Audio Visual Means.

The said Annual Report along with the Notice of AGM is being sent through electronic mode to those Members whose e-mail addresses are registered with the Company / Registrar and Transfer Agent / Depository Participants, which is also available on the website of the Company at https://www.piramalenterprises.com/financial-reports.

Kindly take the above on record and oblige.

Thanking you,

Yours truly,
For Piramal Enterprises Limited

BIPIN SINGH
Digitally signed by BIPIN SINGH
Date: 2024.06.15 22:01:19 +05'30'

Bipin Singh
Company Secretary

Encl.: a/a

Piramal

Piramal Enterprises Limited

ANNUAL REPORT

2023 - 24

Intent to Impact

Transformation through Purposeful Lending

> "You are what your deep driving desire is.
> As your desire is, so is your will. As your will is,
> so is your deed. As your deed is, so is your destiny."
>
> - Brihadaranyaka Upanishad IV.4.5

Intent to Impact:
Transformation through Purposeful Lending

The fiscal year 2023-24 marked a significant phase of transformation for Piramal Enterprises Limited (PEL). Our theme, "Intent to Impact: Transformation through Purposeful Lending", reflects our strategic vision and the substantial progress we have made.

As we near the completion of our comprehensive business transformation journey that began in FY 2021-22, we are pleased to have established distinct and focussed "Growth Business", notably scaling up our Retail Lending and Wholesale 2.0 Lending operations. Concurrently, we have effectively reduced our "Legacy Business", which includes Wholesale 1.0 lending and other non-core assets, and we continue to expedite this rundown. Today, we stand as a leading, diversified, multi-product, retail-led NBFC, with a unique business model and a robust balance sheet. Leveraging technology such as artificial intelligence / machine learning and analytics has been crucial to our lending operations, driving our success.

Our transformation journey has been multifaceted, driven by strategic initiatives designed to support businesses, foster innovation, and promote financial inclusion. Our initial foray into financial services began with wholesale lending, and while we had a presence in retail lending, our acquisition of DHFL in September 2021 marked a significant expansion, establishing us as a key industry player in the retail lending sector. Through our digital-first approach and extensive distribution network, we aim to be a 'trusted financial services provider,' going beyond being merely a 'go-to' lending institution. We are committed to supporting our customers' diverse borrowing needs through comprehensive and tailored retail and wholesale lending solutions.

Currently, our Growth Business is on a steady path to profitability across various verticals, including secured and unsecured loans. We are building a diversified and profitable retail lending portfolio and a granular Wholesale 2.0 book, backed by cash flows and assets. Within our Growth Business, our mission, led by housing finance-driven retail lending, is to serve unbanked individuals and SMEs across Bharat, addressing their unmet financial needs. Our focus remains on improving asset quality, diversifying the borrowing mix, and expanding our customer base.

We maintain momentum in Retail and Wholesale 2.0 Lending, complemented by value accretion from our Alternatives business and Life Insurance JV. Our optimal capital structure ensures independent growth for each business. We strive for long-term value creation by strategically selecting specialised opportunities in Retail and Wholesale Lending. This is further enhanced by our cutting-edge technology, rigorous risk management, strong governance, and exceptional leadership.

We have achieved a steep growth trajectory across our product offerings and established a deep presence in the Bharat market with 490 conventional branches and 194 microfinance branches across 26 states/UTs, expanding our customer franchise to over 4 million. Our goal is to ensure that everyone with the right intent can access India's formal credit system. We underwrite our customers based on their intent and integrity, ensuring they have rightful access to formal credit.

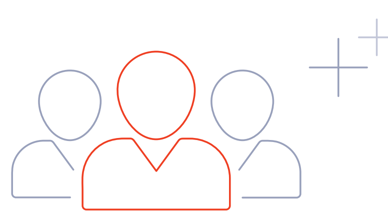
Through our purposeful lending, we aim to financially empower the retail and wholesale segments of our emerging economy. Our goal is to be a key enabler in broadening and deepening financial services, unlocking India's vast untapped potential.

We extend our heartfelt gratitude to all our stakeholders including customers for their continued trust and unwavering support. Together, we are making a lasting impact, transforming lives, and building a brighter future.

We value dreams.

We believe in growth.

We deliver on promises.



CONTENTS

To download Annual Report and other materials visit:
https://www.piramalenterprises.com/financial-reports

For more information about Piramal Enterprises visit:
https://www.piramalenterprises.com/

PIRAMAL ENTERPRISES AT A GLANCE

₹ 10,178 crore
Consolidated Revenue

₹ (1,684) crore
Net Profit*

₹ 26,557 crore
Net Worth

25.6%
Capital Adequacy

₹ 68,845 crore
Total AUM

79:21
Growth:Legacy AUM Mix

₹ 54,273 crore
Growth AUM
▲ 55% YoY

₹ 47,927 crore
Retail AUM
▲ 70% of Total AUM

₹ 6,347 crore
Wholesale 2.0 AUM

₹ 14,572 crore
Legacy AUM
▼ 50% YoY
▼ 66% since FY 2021-22

Note: (*) Impacted by net AIF provision of ₹ 2,473 crore during FY 2023-24

A GROWING PRESENCE

490 Conventional Branches

194 Microfinance Branches

404 Cities/Towns

26 States/UTs

625 Districts served

4.1 million
Retail Customers franchise*

1.3 million
Active Customers

1 million+
New customers added in FY 2023-24

DELIVERING ON OUR PURPOSE

32%
Women Beneficiaries of Loan Products

1 crore +
Beneficiaries of Financial Literacy programmes

113 million
Lives touched through CSR

36%
Women Directors on Board

13,700+
Employee strength

Note: (*) Includes existing / past borrowers as well as co-borrowers

A LEADING MULTI-PRODUCT AND DIVERSIFIED RETAIL-LED NBFC

Piramal Enterprises Limited (PEL) is a leading, listed, diversified Non-Banking Financial Company (NBFC) in India, registered with Reserve Bank of India (RBI), with prominent presence across Retail Lending, Wholesale Lending, Alternatives and Life Insurance. The Company has investments and assets worth around US$ 10 billion, with a network of 490 branches across 26 states/UTs. PEL has built a technology platform driven by artificial intelligence (AI), with innovative financial solutions that cater to the needs of varied industry verticals. PEL forayed into the financial services sector with its wholly-owned subsidiary Piramal Capital & Housing Finance Limited (PCHFL), a housing finance company regulated by RBI and National Housing Bank ("NHB") that is engaged in various financial services businesses.

OUR BUSINESSES

RETAIL LENDING

In Retail Lending, we offer multiple products, including housing loans, loan against property, used car loans, small business loans, personal loans and microfinance to Indian budget conscious customers.

PIRAMAL ALTERNATIVES

Piramal Alternatives is the fund management business of the Piramal Group and a leading institutional capital provider in India. With a total of $1.5 billion under management, the company has established deep, decades-long relationships with renowned investors such as CPPIB, CDPQ, IFC, and global partners like Bain Capital.

WHOLESALE LENDING

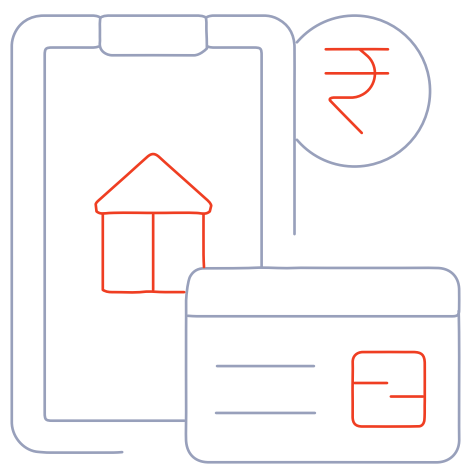
In Wholesale lending, we cater to both real estate and non-real estate sectors, offering multiple products including construction finance, structured debt and senior debt to diverse corporate clients.

LIFE INSURANCE

PEL has a 50% stake in Pramerica Life Insurance (a joint venture with Prudential International Insurance Holdings). Pramerica Life Insurance provides a wide range of life insurance solutions for individuals as well as groups.

ON AN ENDEAVOUR TO BUILD A LEADING, DIVERSIFIED RETAIL-LED NBFC

- **Building the diversified and granular Growth business**
  - A leading housing focussed diversified retail business
  - A profitable wholesale 2.0 business
- **Rundown of legacy wholesale & exit non-core assets**
  - Accelerated run down of wholesale 1.0 portfolio
  - Divestment of stake in Shriram Group
- **Tech and analytics at the core of lending**
  - Leveraging High Tech + High Tech strategy to serve budget customers in Tier 2/3 cities



OUR LEGACY

PEL is the flagship company of the Piramal Group, a renowned global business conglomerate with expertise in sectors including Financial Services, Pharmaceuticals and Real Estate. The Group has offices in over 30 countries and a global brand presence in over 100 markets. Driven by its core values, the Group consistently strives for inclusive growth, while adhering to ethical and values-driven practices.

Piramal Group since 1980

Parentage of **40+** Years

Offices in over **30** Countries

Global brand presence in **100+** Markets

More than **18,000** Employees

OUR PURPOSE

Doing Well and Doing Good

We Stay True to Our Purpose of 'Doing Well and Doing Good' by

01 SERVING PEOPLE

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

02 MAKING A POSITIVE DIFFERENCE

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

03 LIVING OUR VALUES

We live by our values in our everyday actions, decisions, and conduct, at a personal and professional level.

OUR GROUP PHILOSOPHY

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. Shaped by our legacy and collective experience, they determine how we interact with our stakeholders, what we identify with and what we love and cherish. We encourage a deep understanding of these core values and believe in institutionalising them across the organisation to build a distinctive Piramal culture.

For more information about Piramal Group visit: https://www.piramal.com/

OUR CORE VALUES

KNOWLEDGE

Expertise
We strive for a deeper understanding of our domain.

Innovation
We aspire to do things creatively.

ACTION

Integrity
We are consistent in our thought, speech, and action.

Entrepreneurship
We are empowered to act decisively and create value.

CARE

Trusteeship
We protect and enhance the interests of our customers, community, employees, partners, and shareholders.

Humility
We aspire to be the best, yet strive to be humble.

IMPACT

Performance
We strive to achieve market leadership in scale and profitability, wherever we complete.

Resilience
We aspire to build businesses that anticipate, adapt, and endure for generations.

KEY MILESTONES OF OUR 14-YEAR FINANCIAL SERVICES JOURNEY

2011

- Entered Financial Services by acquiring Indiareit (now known as Piramal Fund Management Pvt. Ltd.)

2012

- Commenced NBFC operations through a wholly-owned subsidiary, PHL Finance Pvt. Ltd.
- Started lending to real estate and education sector
- ₹ 350 crore closing loan book

2013

- Renamed company from "Piramal Healthcare Limited (PHL)" to "Piramal Enterprises Limited (PEL)"
- Acquired ~10% stake in Shriram Transport Finance
- ₹ 2,016 crore closing loan book

2014

- Entered strategic alliance with CPPIB for Residential Development Debt Financing in India
- Acquired ~20% stake in Shriram Capital Limited and ~10% stake in Shriram City Union Finance
- ₹ 2,861 crore closing loan book

2015

- Entered strategic alliance with APG asset management with a target investment of US$ 1 Billion for investing in infrastructure companies in India
- Forayed into Construction Finance
- ₹ 4,766 crore closing loan book

2016

- Commenced Construction Finance for commercial projects as well
- Incorporated India Resurgence Fund (IndiaRF), an India focussed distressed investment platform sponsored by Piramal and Bain Capital Credit
- ₹ 13,338 crore closing loan book

2017

- Entered retail financing with launch of Housing Finance business
- Raised ~₹ 4,996 crores through QIP of CCDs
- ₹ 24,975 crore closing loan book

2018

- Raised up to ₹ 2,000 crore through Rights Issue
- Merged Piramal Capital and Piramal Finance with Piramal Housing Finance; renamed as Piramal Capital & Housing Finance Limited (PCHFL)
- ₹ 42,168 crore closing loan book

2019

- Alternatives: IndiaRF announces US$ 144 million investment in Panacea Biotec Ltd.
- Signs MoU with Canada Pension Plan Investment Board to co-sponsor a renewable energy focussed InvIT
- Raises capital of ~₹ 5,400 crore through a rights issue and preferential allotment of Compulsory Convertible Debentures Equity Capital
- ₹ 56,624 crore closing loan book

2020

- Piramal rights issue of ₹ 3,650 crore over-subscribed ~1.14 times
- CDPQ and Piramal partner to deploy US$ 300 million for private credit financing in India
- ₹ 50,963 crore closing loan book

2021

- PCHFL expands its offerings; Enters Consumer and Used-Car Financing segment
- Piramal pays ~₹ 34,250 crore via upfront cash and issuance of debt instruments for acquisition and merger of Dewan Housing Finance Corporation Limited (DHFL)
- Piramal announces demerger and simplification of corporate structure; To create two separate listed entities in financial services and pharmaceuticals
- ₹ 48,891 crore closing AUM
- IndiaRF invests ₹ 615 crore (US$ 83 million) in Setco Group, ₹ 555 crore (US$ 75million) Investment in Thrissur Expressway Ltd. and ₹ 310 crore (US$ 42 million) Investment in Primacy Industries Limited

2022

- NCLT approves Piramal Enterprises demerger
- Completed the DHFL acquisition, 1st financial services company to get resolved through the IBC route
- PEL received its NBFC License
- ₹ 65,185 crore closing AUM
- IndiaRF invests ₹ 550 crore in Impresario Entertainment and Hospitality.

2023

- Completed the demerger and simplified the Corporate Structure
- Completed one year of successful integration of DHFL
- Launched 'Innovation Lab' in Bengaluru, to accelerate digital lending transformation for Bharat
- Launched unique campaign addressing the credit needs of the underserved customers of Bharat
- ₹ 63,989 crore closing AUM
- IndiaRF invests ₹ 525 crore in Ivy Health and Life Sciences Pvt. Ltd.
- Piramal Alternatives invests ₹ 250 crore in PMI Electro Mobility for India's Green Mobility Initiative

2024

- Proposed merger of Piramal Enterprises Limited (PEL) with its subsidiary Piramal Capital & Housing Finance Ltd. (PCHFL) and renaming PCHFL as Piramal Finance Limited (PFL)*
- ₹ 68,845 crore closing AUM

Note: (*) Reorganisation subject to requisite statutory and regulatory approvals

AN ESTEEMED AND DIVERSE BOARD

Our diverse Board has an appropriate balance of skills, experience, independence, and knowledge, relevant to the organisation's strategic direction. The Board strives to assure that we understand the views of all our stakeholders and incorporate them in our decision-making process.

Ajay Piramal
Chairman

Swati Piramal
Vice-Chairperson

Anand Piramal
Non-Executive Director

Nandini Piramal
Non-Executive Director

Vijay Shah
Non-Executive Director

Shikha Sharma
Non-Executive Director

Rajiv Mehrishi
Independent Director

Gautam Doshi
Independent Director

Anjali Bansal
Independent Director

Suhail Nathani
Independent Director

Puneet Dalmia
Independent Director

Kunal Bahl
Independent Director

Anita George
Independent Director

Asheet Mehta
Independent Director
(w.e.f. June 12, 2024)*

S. Ramadorai
Independent Director
(Up to March 31, 2024)

For detailed profiles, please refer to page 63

Note: (*) Subject to shareholder's approval

WELL-EXPERIENCED MANAGEMENT TEAM

Our success is driven by a robust and dynamic management team, providing leadership, vision, and direction to achieve sustainable growth and profitability. They play a critical role in overseeing the strategic direction and day-to-day operations, ensuring that the organisation achieves its objectives.

Rupen Jhaveri
Group President,
Piramal Enterprises Limited

Jairam Sridharan
CEO, Retail Lending,
Piramal Enterprises Limited
and MD, PCHFL

Yesh Nadkarni
CEO, Wholesale Lending,
Piramal Enterprises Limited

Kalpesh Kikani
Managing Director,
Piramal Alternatives

Shantanu Nalavadi
Managing Director,
India Resurgence Fund (IndiaRF)

Upma Goel
CFO,
Piramal Enterprises Limited

Viral Gandhi
President & Group CIO,
Piramal Group

Harinder S Sikka
Group Director,
Strategic Business

Anand Vardhan
Group General Counsel,
Piramal Group
(w.e.f. May 15, 2024)

Manjul Tilak
Chief Human Resources Officer,
Piramal Enterprises Limited

Aditya Natraj
CEO,
Piramal Foundation

S.K. Honnesh
Group General Counsel,
Piramal Group
(Up to May 15, 2024)

GUIDED BY EXPERT COUNSEL

Nitin Nohria
Former Dean of Harvard Business School

For detailed profiles, please refer to page 68

PERFORMANCE EXCELLENCE ALONG WITH BUSINESS TRANSFORMATION

Our significant transformation process and reshaping of business operations gained further momentum in FY 2023-24. Today, we are a leading, diversified NBFC with a presence across Retail Lending, Wholesale Lending, Alternatives and Life Insurance JV. As we continue to optimise our business mix, we work towards creating a stronger, more flexible entity that enhances value for all its stakeholders.

OUR GROWTH BUSINESS

Our Growth Business includes Retail and Wholesale 2.0 lending. Through our Retail Lending business, we offer a wide range of secured and unsecured lending products. Our technology-driven, multi-product platform allows us to meet the diverse financing needs of our customers.

We remained focussed on becoming more retail-oriented by increasing the share of Retail Loans, and simultaneously building a granular Wholesale 2.0 book in a calibrated manner. Through our Wholesale 2.0 business, we provide financing to real estate developers and mid-market corporate players pan-India, with a focus on calibrated, granular and cash-flow backed loans.

Our Growth Business Performance in FY 2023-24

NII	Fee Income	OPEX	Credit Cost	Profit Before Tax
₹ 3,065 crore	₹ 570 crore	₹ 2,233 crore	0.9%	₹ 1,044 crore
▲ 50% YoY	▲ 101%	▲ 51% YoY	Vs 0.4% in FY 2022-23	▲ 39%

RETAIL LENDING

The secured product segment forms a major part of the AUM and comprises Housing, Loan Against Property (LAP) and other Secured Loans. The AUM also consists of Unsecured Lending products such as Personal Loans, Business Loans, Digital Embedded Finance and Microfinance Loans. Through our Digital Embedded Finance business, we offer personalised financing solutions to retail customers via the digital and tech-based platforms through partnerships with leading Fintech and Consumer tech firms.

Serving the Purpose of Nation-Building Through Lending

With our focus on "Budget Bharat", we address the credit needs of Bharat's unserved, underserved and highly under-leveraged segment in the market. Our customer is pivotal to how we engage in business. Unlike banks or NBFCs that look at the capability and paperwork of customers, our approach is to go beyond paperwork and see the person's intent.

A Piramal Finance "Customer"

80% of Retail AUM geographic exposure* is from metro adjacent and Tier 2/3 cities and towns

60% Self-employed

40% Salaried

75% Secured

25% Unsecured

39% Female Applicants^

40 years Median Age

Notes: (*) Population considered Tier 1: 40+ lakh, Tier 2: 10-40 lakh, Tier 3: <10 lakh; metro adjacent locations carved out from tier 1/2/3 for centres in peripheries of metros.
(^) Including co-applicants

Hum Kaagaz Se Zyaada, Neeyat Dekhte Hain

Our typical customer is a self-employed / salaried individual or small business owner, primarily from Tier 2&3 cities and towns, mostly undervalued, unbanked, or not deemed creditworthy, with unmet financial aspirations and needs.

A trait that makes our customers stand out is their incorruptible quality and high ethical standards. Right intent is their biggest source of self-worth and self-respect. However, they are unable to avail credit from avail credit from traditional financial institutions, as they give loans only to people with solid financial backgrounds and the right paperwork.

Embodying Integrity and Diligence

"Hum Kaagaz Se Zyaada Neeyat Dekhte Hain" is our maiden and clutter-breaking advertisement campaign that highlights our commitment to look beyond papers and documentation to assess the creditworthiness of our loan-seeking customers. Our brand campaign disseminates a strong and positive message that consumers with the right intent to repay their loan can avail themselves of services from Piramal Enterprises.

Building Our Social Capital

We are on our journey to fulfil the visible gap in access to formal credit by catering to the widely different financing needs of aspirational, unserved and under-served MSMEs and micro-enterprises. Today, we have empowered more than 4.1 million borrowers, most of whom are self-employed and new-to-credit, with no formal access to capital and belonging to Tier 2&3 cities and towns in India.

We provide housing loans, loan against property, used car loans, small business loans to our customers, unlocking the latent potential of the under-served markets and enabling formal credit access to financial products in a meaningful manner.

Serving 4.1 million customers in Metro adjacent, Tier 1, 2 and 3 cities

Present in 26 States/UTs across India

13,000+ Pin Codes served

New branches opened mostly in Tier 2 & 3 cities and towns

Empowering "Bharat"

Our multi-dimensional framework and our multi-product technology-backed platform led us to serve the under-served and unserved people of 'Bharat'. Today, the retail business is contributing 70% to the total AUM, with mortgages contributing 68% to Retail AUM.

Our Secured and Unsecured Business Segments

Our diverse secured and unsecured lending products are aligned with consumer preferences served through robust delivery systems. Our secured product segment comprises Housing, Loan Against Property and Other Secured Loans, which together form 75% share of our total AUM. The balance 25% share of AUM is unsecured lending offering products like Salaried Personal Loans, Microfinance Loans, Business Loans and Digital Embedded Finance.

Blending High-Tech with High Touch

Personal Discussion based underwriting

660+
Credit Managers in branches

65+
Credit Managers in the Central Processing Unit

95,000+
PD Visits in FY 2023-24

In-house appraisal* capability

235+
On-Roll Appraisal Staff

85,000+
Appraisal Visits in FY 2023-24

2+
Appraisals mandatory where property value > ₹ 50 lacs

Large collections team

1,250+
Collection Staff

175+
No. of Agencies

13,000+
Pin Codes covered

Note: (*) Involves process of valuing and appraising the property on-site

- Strong branch-led presence
- Parameterised lending with multiple checks
- In-house scorecards and AI/ML model
- PDs and appraisals done to ascertain payment capacity
- Parallel processing through seamless integration of diverse data sources into ML models
- Real-time tracking through automated dashboards
- Large onground collections team

A Leading Player in Affordable Housing Finance

As mentioned earlier, the Retail Lending segment offers Housing Loans, Loan Against Property, and other secured and unsecured loans. With AUM of ₹ 32,612 crore and annual disbursements of ₹ 14,820 crore across housing finance and LAP, we are among the leading players in affordable housing finance. With our wide distribution and high-tech + high touch model, we continue to deliver high growth even at this scale.

WHOLESALE 2.0 LENDING

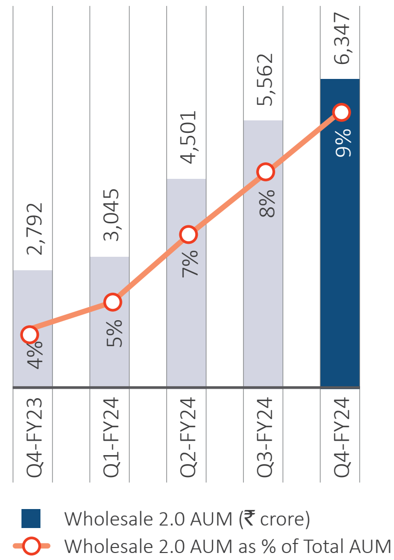
Building a Diversified and Granular Wholesale 2.0 book, backed by cash flows and assets

Having laid the foundation of Wholesale 2.0 in FY2022, we are making rapid progress in scaling up the business. We are building this business in a calibrated manner, while capitalising on market gaps and leveraging our strengths to build granular, cash flow backed and asset-backed Wholesale 2.0 book across multiple sectors and geographies.

Today, the Company is one of the market leaders in real estate financing, focussed on calibrated, granular, and cash-flow-backed loans. The AUM of Wholesale 2.0 stands at ₹ 6,347 crore. The portfolio quality is performing well, in line with or ahead of underwriting, as reflected in the prepayments.

Adapting to market landscape and opportunities, we continue to build our book by providing financing to real estate developers and mid-market corporate players pan-India. We are building a layered book with different risk-return propositions, adhering to boundary conditions and guardrails. We are also concentrating on an analytics-driven underwriting vertical buildout and proactive asset management.

Wholesale 2.0 AUM and its share in total AUM



OUR LEGACY BUSINESS

The Legacy Business includes Wholesale 1.0. As part of our business transformation exercise, we continued working on accelerating the rundown of Wholesale 1.0 assets and phasing out the legacy portfolio by focussing on complex recoveries and monetisation of assets.

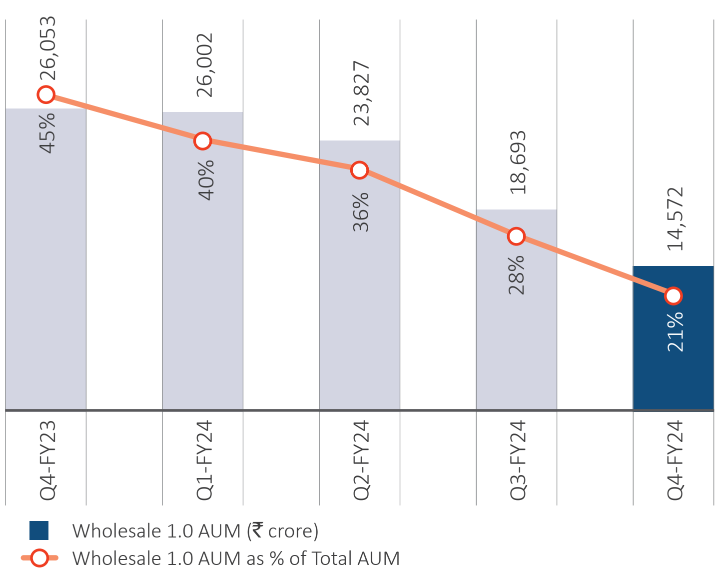
WHOLESALE 1.0 LENDING

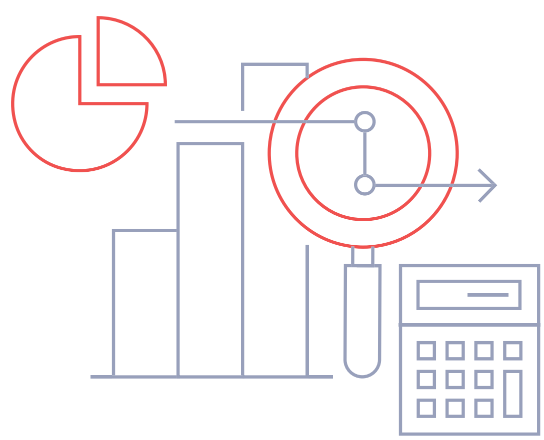
Accelerating the rundown

The AUM of Wholesale 1.0 stands at ₹ 14,572 crore. This was a reduction of 50% in AUM YoY and reduction of 66% since FY 2021-22. The business generated Gross Liquidity of ₹ 10,245 crore in FY 2023-24.

Along with reducing the drag of non-earning assets, a smaller Legacy book, we believe, will also benefit our cost of funds in the medium to long term.

Wholesale 1.0 AUM and its share in total AUM





We will continue to run down our legacy book in the coming years too, besides also reducing non-yielding assets.

FY 2024-25	FY 2025-26
• Legacy book to be less than 10% of Total AUM • To fall below ₹ 6,000-7,000 crore	• Legacy book to be less than 5% of Total AUM

OUTLOOK: UNLEASHING OUR FULL POTENTIAL

Towards Sustained Growth and Profitability

Along with our business transformation journey, we are also progressing towards continuous growth and sustained profitability. With adequate capital firepower support, strong business and leadership teams in place with focussed business models and strategies, all our businesses are set for sustainable and high-quality growth.

Loan Book

(In ₹ crore)

Legacy Business Wholesale 1.0 AUM			Growth Business Wholesale 2.0 AUM		
Continuous momentum to reduce Wholesale 1.0 portfolio. The AUM of Wholesale 1.0 assets reduced from 45% of Total AUM in FY2023 to 21% of Total AUM in FY2024.			Building a diversified and granular book, backed by cash flows and assets, across Real Estate and CMML (corporate mid-market lending) business		
FY 2021-22	**FY 2022-23**	**FY 2023-24**	**FY 2021-22**	**FY 2022-23**	**FY 2023-24**
43,175	29,053	14,572	458	2,792	6,347

Balancing Risk, Growth and Profitability

We are focussed on balancing our three pillars of growth, risk, and profitability, with customer at the centre. We have bolstered our specialist businesses with strong governance architecture, extraordinary leadership, cutting-edge technology, and diligent risk management.

Strategic Priorities

Near and medium-term outlook for FY 2024-25

As we advance in establishing a leading retail-led NBFC, we estimate an AUM growth of 15% for FY 2024-25. Our retail:wholesale mix should further shift to 75:25 ratio. Additionally, enhancing operational efficiency in growth business remains a pivotal objective, with opex to AUM ratio to further moderate to 4.6% by end of FY 2024-25

Financial Year	Total AUM (₹ crore)	Legacy AUM (As % of Total AUM)	Retail:Wholesale Mix	Exit Quarter OPEX to AUM (Growth Business)
FY 2023-24	~69,000 (+8% YoY)	21%	70:30	4.9%
FY 2024-25(E)	~80,000 (15% YoY)	<10%	75:25	4.6%

Key Strategies for FY 2027-28

In the medium term, we expect the momentum in AUM growth to sustain, reaching to ~ ₹ 1.5 lakh crore by FY 2027-28, supported by a robust retail growth of 26% CAGR. Our profitability targets are ROA of 3.0-3.3% by FY 2027-28E.

Total AUM (₹ crore)	Retail:Wholesale Mix	Retail Growth	ROA
~1,50,000 (21% CAGR since FY 2023-24)	75:25	26% CAGR (since FY 2023-24)	3.0-3.3%

In addition, assessed carry forward losses of ₹ 10,627 crore, provide an upside potential to ROA & PAT targets.

MOVING TO A SIMPLIFIED CORPORATE STRUCTURE

Consolidating our Lending Business

This year, PEL is proposed to be merged with its subsidiary Piramal Capital & Housing Finance Limited (PCHFL). In run-up to this merger, PCHFL is proposed to be renamed as Piramal Finance Limited^ (PFL) upon receipt of NBFC-ICC licence. PEL is then proposed to be merged with PFL and get listed pursuant to the merger. The merger consideration is in lieu of every 1 equity share of PEL, its shareholders will receive 1 equity share of PFL, and, subject to RBI approval, 1 (one) NCRPS* of ₹ 67 of PFL. The proposed merger is likely to take 9-12 months for completion.

The merged entity – PFL will be an NBFC-ICC, with enhanced scale and larger target addressable market.

TRANSACTION MECHANICS

Group structure chart is not exhaustive

Subject to RBI approval

Core Objective of the Merger

- Smooth transition and seamless regulatory compliance
- Shareholders to gain direct access to entire lending business
- Simplification of group structure

PCHFL – Natural Choice for Consolidation

- Significantly higher scale, geographic footprint, and sales force vs PEL
- Originates almost entire portfolio for both entities
- Minimises operational inconvenience associated with transfer of infrastructure and assets

Interest income of ~3.4X of PEL

AUM ~4X of PEL's AUM

99% of total footprint with PCHFL

+95% of lending business employees are housed in PCHFL

Notes: (^) Subject to requisite approval
(*) Non-Convertible, Non-Cumulative, Non-Participating Redeemable Preference Shares

Consolidation of Our Businesses – Key Benefits

ROBUST BALANCE SHEET

- Combined balance sheet to enjoy efficiency in operations and enhanced access to capital markets for entire lending business
- Currently, the Group does not avail concessional NHB refinancing, hence no material impact is expected on the overall borrowing cost post-merger

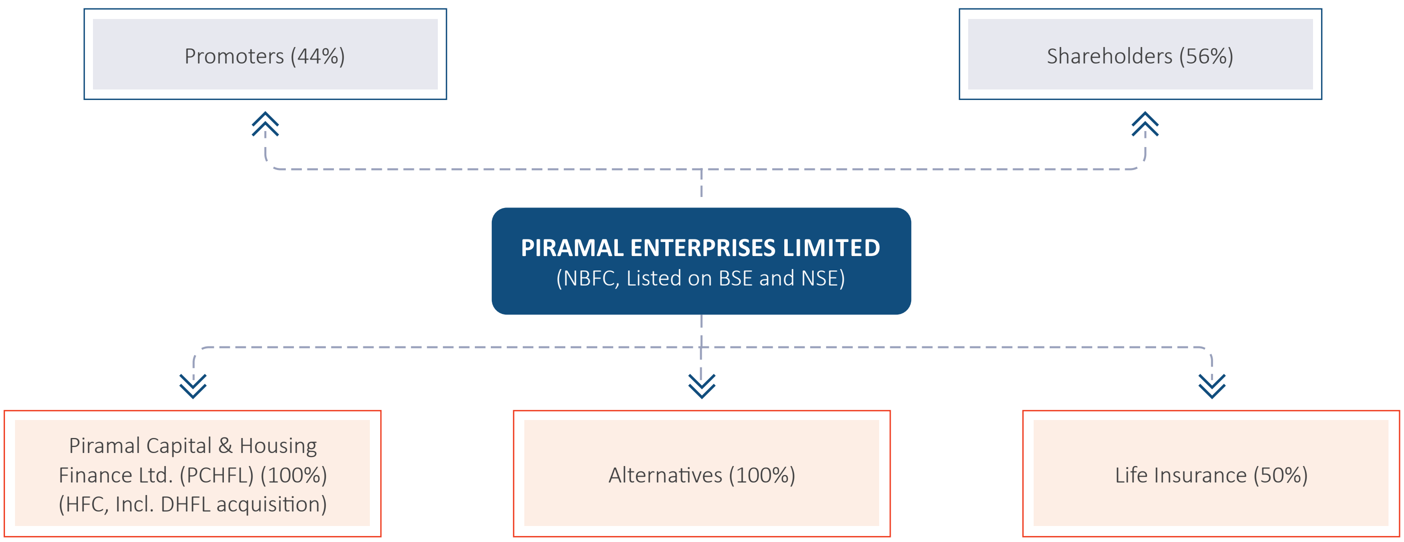
OPERATIONAL EFFICIENCIES

- Revenue synergies from a wider array of offerings in financial services being provided to a larger customer set
- Improvement in OPEX ratio, led by reduction of overlapping operational and compliance costs and benefits from economies of scale
- Single entity enables more efficient and compliant cross-sell across the customer base

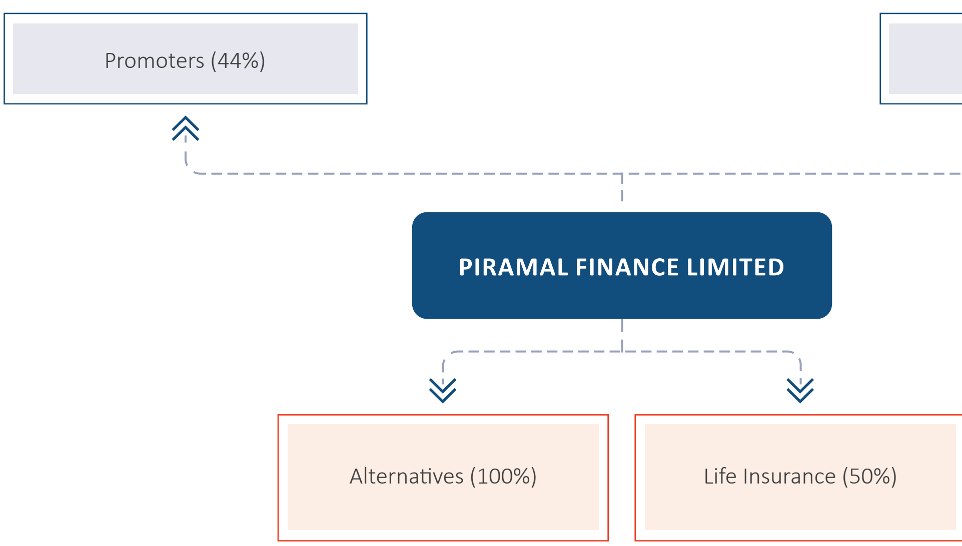
VALUE ACCRETION TO SHAREHOLDERS

- PEL shareholders to fully retain economic interest through direct holding in the entire lending business than a multi-layered structure
- NCRPS proposed to be issued to shareholders as merger consolidation, subject to regulatory approval

Existing Corporate Structure



Proposed Corporate Structure for Merger



MESSAGE FROM THE CHAIRMAN

DEAR SHAREHOLDERS,

Driven by a clear mission, Piramal Enterprises has been actively reshaping itself over the past few years. As a part of our strategic roadmap, we steered our journey into a well-diversified, nonbanking finance company, with a commitment to driving lasting positive change, building a strong corporate culture, and laying a solid foundation for value creation and sustained growth.

Our legacy is built on innovation, integrity, and impact. Our commitment to these principles ensures we continue to be a force for good.

OPERATIONAL AND FINANCIAL HIGHLIGHTS FOR FY 2023-24

Over the last 2-3 years, the Company has gone through a business and management transformation, and this process accelerated further in FY 2023-24. Having navigated this transformative journey, we are encouraged by the strengthening performance of our new businesses. We are also optimistic that the lingering effects of our legacy challenges will largely fade away this year.

Our Growth business performed commendably, as it continues to be set on the path of steady profitability. Profit Before Tax (PBT) for this business increased 39% in the year at ₹ 1,044 crore, from ₹ 751 crore in the earlier year. AUM for the business grew by 55% YoY to ₹ 54,273 crore, Net Interest Income (NII) reported an increase of 50% YoY at ₹ 3,065 crore, while Fee Income was higher by 101% YoY at ₹ 570 crore. Op-Ex in FY 2023-24 grew 51%, whereas PPOP at ₹ 1,411 crore was up 63% YoY. Credit cost stood at 0.9% vis-à-vis 0.4% in FY 2022-23.

As far as the legacy business is concerned, i.e., Wholesale 1.0, we took a strategic decision this year to further accelerate the rundown of AUM and lower the non-yielding asset proportion of the book. We believe a smaller legacy book will also benefit our cost of funds over the medium to long term.

On our consolidated performance, the Company reported a Net Loss of ₹ 1,684 crore, impacted by AIF (Alternative Investment Funds) provisions of ₹ 2,473 crore made during the year. We expect to mostly recover these provisions, as demonstrated in fourth quarter of FY 2023-24.

During the year, we continued to make progress across key areas which included steadily growing AUM of our new businesses, AUM mix optimisation and moderation in Op-Ex ratios. We remain focussed on optimising our operating leverage in the Growth business and reducing contribution of the Legacy business.

OUR GROWTH BUSINESS PERFORMED COMMENDABLY, AS IT CONTINUES TO BE SET ON THE PATH OF STEADY PROFITABILITY. PROFIT BEFORE TAX (PBT) FOR THIS BUSINESS INCREASED 39% IN THE YEAR AT ₹ 1,044 CRORE, FROM ₹ 751 CRORE IN THE EARLIER YEAR.

GROWTH BUSINESS

Let us talk about the sustained ramp-up in the growth business. Against our FY2028 targets highlighted in the previous fiscal year, we made faster-than-expected progress on AUM growth and AUM mix, led by the growth business. Our Growth AUM grew 55% YoY at ₹ 54,273 crore, forming 79% of the Total AUM vis-à-vis 34% in FY 2021-22.

Within the Growth business, Retail AUM grew 49% YoY at ₹ 47,927 crore. Growth business comprised 88% Retail AUM and 12% Wholesale 2.0 AUM and has reported 57% CAGR since FY 2021-22. This led total Assets Under Management growth of 8% YoY.

Retail Lending

Our Retail AUM stood at ₹ 47,927 crore, up 49% YoY from ₹ 32,144 crore in March 2023, signifying a strong growth trajectory. Retail lending AUM contributed towards 70% to our total AUM. Disbursements continued to rise at INR 28,555 crore, reporting 55% growth YoY. AUM yields were at 13.4% at the end of FY 2023-24 vis-à-vis 12.8% in FY 2022-23.

Mortgage AUM, which includes Housing and LAP, grew 38% YoY at ₹ 32,612 crore, and formed 68% of Retail AUM. With sustained growth momentum and portfolio quality, Piramal is an at-scale lender in affordable housing finance. With sharp uptick in disbursements, AUM of Mortgage LAP increased 52% YoY. Among other Secured Loans, steep growth trajectory was reported by Used Car Loans. In Unsecured Loans, disbursements were controlled in the past year; and risk was under control. On Digital Embedded Finance, today, almost 85% of loan disbursement is credit protected.

Today, we have customer franchise of 4.1 million customers and a branch network of 490 conventional branches and 194 microfinance branches in 26 states/UTs and 625 districts. This network is focused in metro adjacent, Tier 2&3 locations in India. We continue to grow our customer franchise with 1.3 million active customers. Our branch mix has been shifting towards newer branches, which would now drive productivity improvement. With products customised to cater to the underserved customers of real “Bharat”, we have a solid presence in Tier 2&3 cities and towns across India.

We remain well-aligned with the Government’s overarching objective of serving this key segment, creating a significant impact on society, and contributing in our way to the development of the Indian economy. We strive to create an improved “Bharat” and fulfilling the credit needs of small businesses and micro-enterprises through our tech-led and multi-product franchise. We are one of the largest providers of affordable housing finance. Our mission is to address “Bharat” segment’s diverse credit needs, besides also serving rural markets through microfinance.

Wholesale 2.0 Lending

AUM of Wholesale 2.0 increased 127% YoY to ₹ 6,347 crore in FY 2023-24, compared with ₹ 2,792 crore in the earlier fiscal year of FY 2022-23. The portfolio quality is performing well, in line with or ahead of underwriting, as reflected in prepayments of ₹ 2,314 crore during the year. Total AUM of Wholesale 2.0 encompassed ₹ 4,243 crore (67%) contributed by real estate, while ₹ 2,104 crore (33%) was shared by corporate midmarket lending.

We built cash flows and asset-backed Wholesale 2.0 book across real estate loans by capitalising on market gaps and leveraging our key strengths. In corporate mid-market lending, we are building a sector-agnostic, diversified and granular book backed by cashflows and assets. With Wholesale 2.0, we are seeking to revitalise wholesale lending by addressing market gaps, such as that in small developer finance, paving the way for renewed growth.

LEGACY BUSINESS

Wholesale 1.0 Lending

The AUM of Legacy business (Wholesale 1.0) declined 50% YoY to ₹ 14,572 crore as on March 31, 2024, from ₹ 29,053 crore at the end of FY 2022-23. The business generated gross liquidity of ₹ 10,245 crore. Stage 2 + 3 AUM has been reduced by 33% year on year, and we remain focussed on continuing to rundown the legacy book in the coming quarters too.

Going further, as we continue our strategy of rapidly reducing legacy business, we expect the Legacy book to further fall below ₹ 6,000-7,000 crore by FY 2024-25. Legacy AUM will then be less than 10% of Total AUM by the end of FY 2024-25, less than 5% of Total AUM by FY 2025-26. With these measures, our aim is to make the Legacy book inconsequential. As the resolution processes continue, we expect our Security Receipts portfolio to also reduce in the near term.

FUTURE GROWTH TARGETS

We expect our AUM to grow by 15% YoY to ~₹ 80,000 crore by FY 2024-25, despite the rundown in legacy AUM. Retail: Wholesale mix will shift closer to 75:25. We expect growth business OPEX to AUM, a key driver of our profitability, to keep moderating to 4.6% by Q4 of FY 2024-25. By FY 2027-28, we are expecting our AUM to touch ₹ 1.5 lakh crore, from our earlier guidance of ₹ 1.2-1.3 lakh crore. The ROA target is unchanged to 3.0% to 3.3%. In addition, the assessed carry forward losses of ₹ 10,627 crore provide an upward potential to ROA and PAT over the next several years including for FY 2027-28.

AS WE APPROACH THE FINAL STAGES OF OUR TRANSFORMATION JOURNEY, WE THRIVE AS A PUREPLAY FINANCIAL SERVICES BUSINESS, EXCELLING IN HOUSING-LED, MULTI-PRODUCT RETAIL, AND A DIVERSIFIED AND GRANULAR WHOLESALE, ALTERNATIVES, AND INSURANCE PLAYER.

CREATING A SIMPLIFIED AND STRONGER ENTITY

We have laid the groundwork for a substantial restructuring of the Company during the current year, by way of the proposed merger between lending entities – Piramal Enterprises Limited (PEL) and Piramal Capital and Housing Finance Limited (PCHFL). This strategic decision is aimed at further simplifying the group structure and secure seamless regulatory compliance. We are creating a stronger, more flexible entity that enhances the value for all the stakeholders and provides shareholders with direct access to the entire lending business, thus underscoring our commitment to enhancing stakeholder value.

As part of the composite scheme of arrangement, PEL will be merged with PCHFL, its wholly-owned and 100% subsidiary. The merged entity will operate as Piramal Finance Limited (PFL). As per the terms of the merger consideration, the shareholders of PEL will receive one equity share of PFL for each share they hold in PEL, along with, and subject to RBI approval, one NCRPS (non-convertible noncumulative non-participating redeemable preference share) of ₹ 67 of PFL.

The merger addresses the regulatory requirement of PCHFL, currently classified as an upper-layer NBFC, to be listed by September 2025. The entire process will be completed in 9-12 months. Ahead of the merger, PCHFL would apply to RBI for an NBFC-ICC licence, given our diversified lending profile. Upon the receipt of the licence, PCHFL is proposed to be renamed as PFL. The existing HFC licence will continue in the interim period, until PCHFL receives the NBFC-ICC licence.

BUILDING A VALUABLE BUSINESS ALLIGNED WITH OUR VALUES

Today, the Company has achieved significant milestones outlined in the strategic roadmap. The core of this transformation is a strong commitment to build a dominant retail-oriented business, while diversifying our retail and wholesale portfolios, as we phase out our legacy portfolio.

As we approach the final stages of our transformation journey, we thrive as a pureplay financial services business, excelling in housing-led, multi-product retail, and a diversified and granular wholesale, alternatives, and insurance player. The preceding two years have been special as we achieved significant developments outlined in our strategic roadmap and made progress across key areas. In the past two years, we validated our strategies with rapid scale-ups in Retail and Wholesale sectors, meticulously managing pricing and asset quality, while sustaining the growth momentum and enhancing underlying profitability. After completing the integration with Dewan Housing Finance Limited (DHFL), our retail business has continued to grow, now touching almost Rs 50,000 crore in AUM, and has established itself as among the leading lenders to budget customers in ‘Bharat’ markets.

As we reach out to more MSMEs, we continue to be rooted in our values and driven by passion. Our philosophy of ‘Doing Well and Doing Good’, with our core values of Knowledge, Action, Care, and Impact have been constant in our journey and serve as guideposts to help us become the company we aspire to be.

With our focus on building a "housing led, multi-product platform" in retail, we are one of the biggest providers of affordable finance to customers in India, serving small businesses and micro enterprises, and being aligned well with the government's aim of promoting MSMEs. We are aiming to have the Retail Lending segment account for 75% of our total assets, reflecting our strategic focus.

Today, we can boast of a diverse retail portfolio, with a keen emphasis on secured lending, while managing an impressive AUM and are witnessing substantial growth in disbursements. Our AUM growth momentum, business optimisation, enhanced underlying operating profitability and improved asset quality are a few strategic developments of this remarkable transformation journey.

Through our new Wholesale 2.0 business too, we look to fill a gap in NBFC lending to real estate and corporate sectors, at an opportune time when a new growth cycle is beginning. We believe there is an opportunity to serve underpenetrated and less competitive tier 2&3 markets through our wholesale business, as well, and thus making a lasting impact.

FOCUSSED ON OPTIMISING THE PRODUCTIVITY

One theme we are immensely pleased with is that of being "data driven" and leveraging technology and analytics to the farthest extent. As we are actively expanding our businesses, we continue to make substantial investments in people, best-in-class technology, distribution channels, analytics, talent acquisition and branch infrastructure, ensuring a solid footing for our future endeavours and growth. This, we are confident, will help us grow further in this space and reap the benefits in the financial year of FY 2024-25.

With the right investments in technology, people, and branch infrastructure, we continue to enhance our presence in Tier 2&3 cities and ensuring a multi-product branch network. While we seek to protect our net interest margins; fee income growth is robust. With optimised OPEX ratios, the growth business would to deliver healthy operating profit. In FY 2023-24, we made complete provisions for investments in AIFs, subsequently removing them from AUM. Our confidence in the full recovery of these investments remains strong, as reflected in recovery reported in the fourth quarter of FY 2023-24 already.

In line with our consistent focus on long term value creation for our stakeholders and effective utilisation of capital, we conducted a Share Buyback of 1.4 crore equity shares worth ₹ 1,750 crore during the year. The share buyback was in line with our capital allocation strategy of investing in core businesses and returning the excess capital to shareholders. In yet another strategic development, we sold 8.34% stake of Shriram Finance Limited for ₹ 4,824 crore and other Shriram investments for ₹ 1,440 crore.

DRIVING GROWTH WITH SUSTAINABLE PROFITABILITY

As the drag of our legacy AUM run-down reduces in FY 2024-25, we are moving towards our mission of continuous and profitable growth. Moving ahead, we remain focussed on keeping a tight control on our asset quality and building the book prudently and cautiously; while also ensuring a healthy growth in the business. We remain steadfast in our pursuit of AUM growth, and in achieving the desired retail to wholesale mix. With a clear roadmap, we aim for enhanced return on assets in retail and wholesale segments over the next five years, staying on course to achieve our targeted 3.0% to 3.3% Return on Assets by FY 2027-28.

In the same note, we continue to demonstrate our commitment to environmental, social and governance principles. We will pursue our adopted ESG strategy and make sustainability as corner-stone to our long-term profit growth.

A BIG THANK YOU

We take this opportunity to thank all our shareholders for the patient support they shared during our difficult journey of transformation in the past 2-3 years. However, as we reach the last stretch of this journey, I am truly encouraged by the solidifying performances of our new businesses, and the confidence that going forward into FY 2024-25, the overhang of our legacy business will largely disappear.

We greatly value our experienced team and Board that brought deep industry knowledge and guided us through our journey in financial services, along with technological advancements, all the while upholding our aspirational vision and core values.

We are geared to deliver compelling and enhanced value propositions. I take this opportunity to thank all our stakeholders – our customers, investors, and regulators – for their continued support.

And finally, my sincere thanks to our exceptionally talented and hardworking team, who are relentlessly pursuing our mission every single day.

As we continue to dream bigger, we look forward to your continued support.

Best Regards,

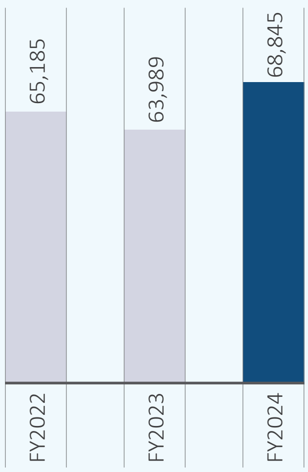
Ajay G. Piramal
Chairman

OPERATIONAL AND FINANCIAL HIGHLIGHTS

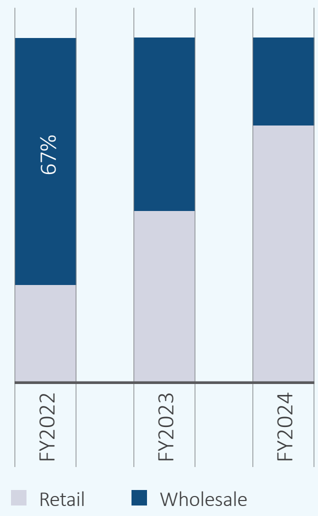
ACHIEVING EXCELLENCE THROUGH BUSINESS TRANSFORMATION

Operational Highlights - FY 2023-24

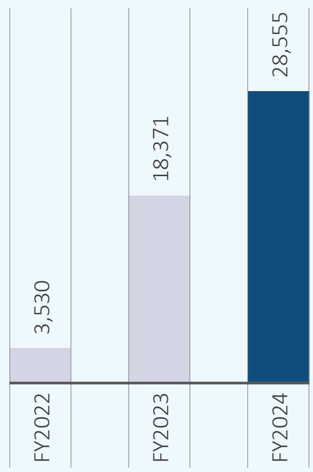
Total AUM
(In ₹ crore)



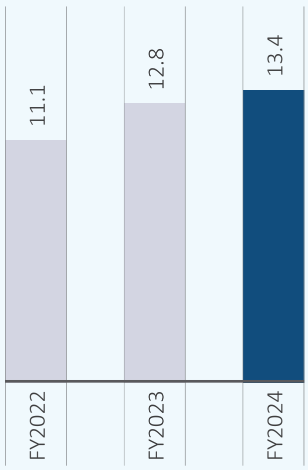
AUM Mix (Retail to Wholesale)
(%)



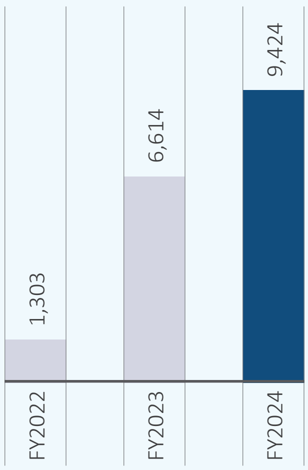
Retail Disbursements
(In ₹ crore)



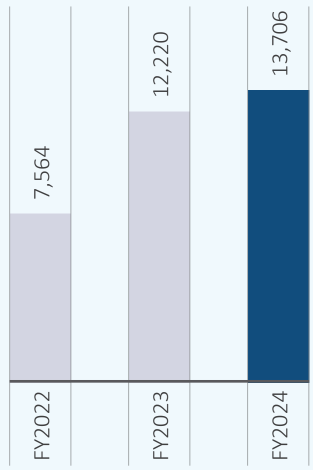
Retail AUM yield
(%)



Housing loan disbursement
(In ₹ crore)



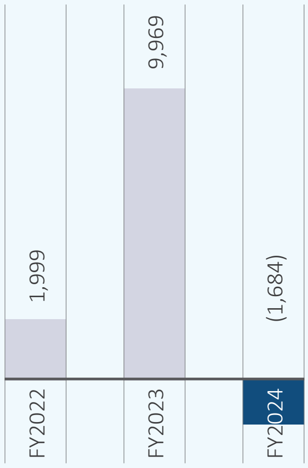
Headcount



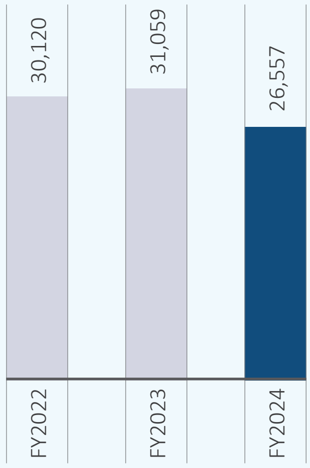
Piramal

Financial Highlights - FY 2023-24

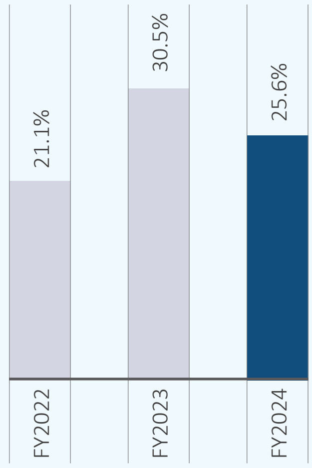
PAT *(In ₹ crore)*



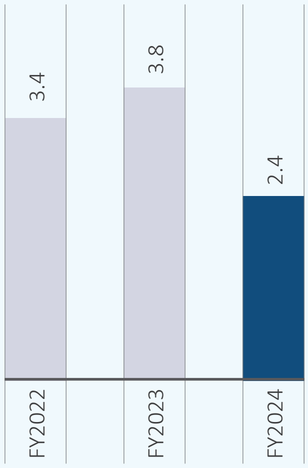
Net Worth *(In ₹ crore)*



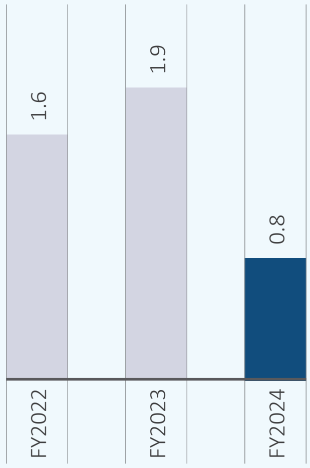
Capital adequacy ratio *(%)*



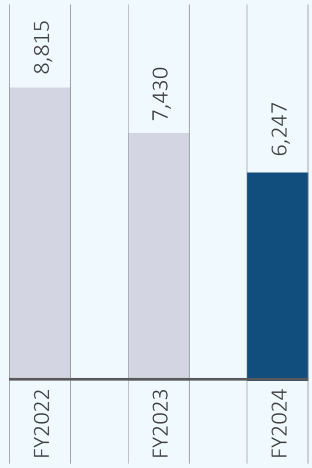
GNPA Ratio *(%)*



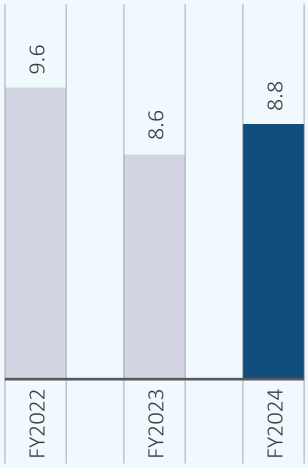
NNPA Ratio *(%)*



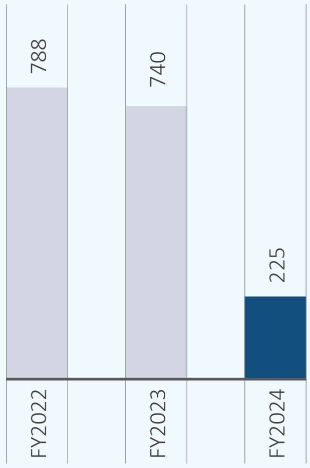
Cash and liquid investments *(In ₹ crore)*



Average borrowing cost *(%)*



Dividend *(In ₹ crore)*



OUR BUSINESS SEGMENTS

LENDING BUSINESS

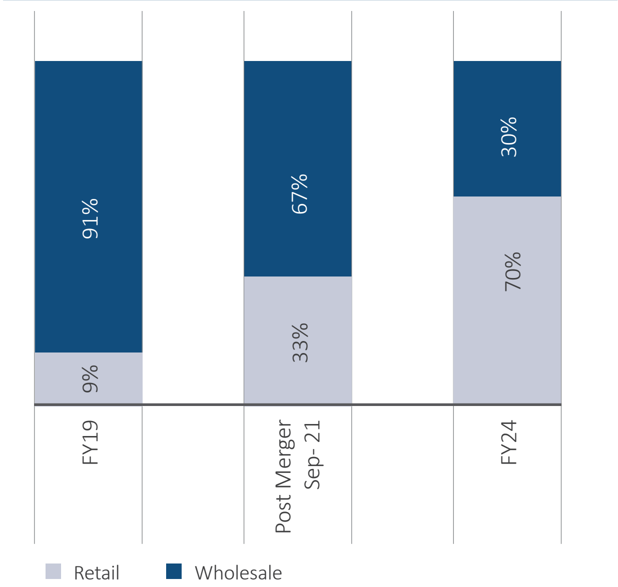
GROWTH BUSINESS

Our growth business encompasses Retail Lending and Wholesale 2.0 Lending. The Growth business grew 55% YoY to an AUM of ₹ 54,273 crore, contributing 79% to the total AUM vis-à-vis 34% in FY 2021-22. Within the Growth business, Retail AUM grew 49% YoY to ₹ 47,297 crore, while Mortgage AUM, which includes Housing and LAP, stood at ₹ 32,612 crore, increasing 38% YoY, and forming 68% of the retail AUM. The AUM of Wholesale 2.0 grew 127% YoY to ₹ 6,347 crore, of which 67% formed Real Estate Loans, while the remaining 33% was Corporate Mid-Market Loans.

Retail Lending

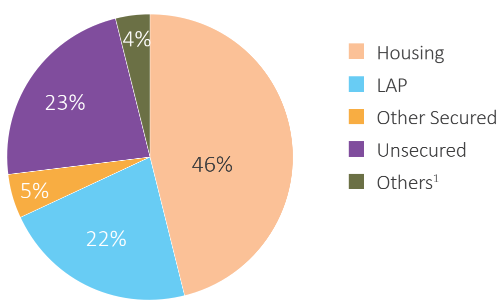
Post the business transformation and corporate reorganisation, Piramal Enterprises Limited (PEL) is today a well-diversified, housing-centric, retail-led NBFC. The increase in the share of retail in total AUM paints the role of retail lending in our transformation journey.

AUM Mix (Retail to Wholesale) (%)



Housing finance is the foundation of our retail lending. This business is supplemented by MSME lending and other secured and unsecured loans, including loans for property, used cars, personal loans, embedded finance, and microfinance.

FY 2023-24



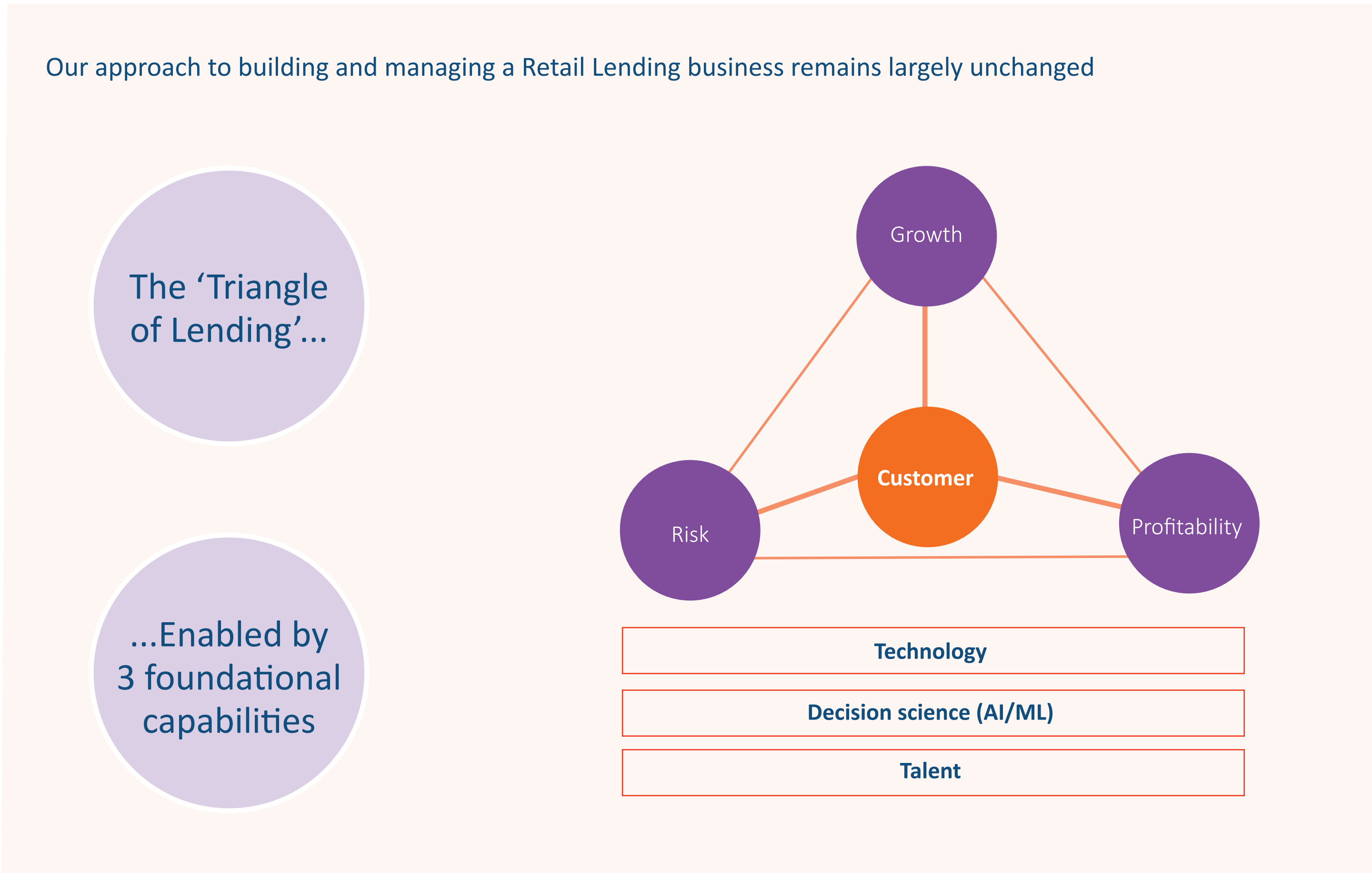
Notes: (1) Others include SRs (₹ 1,579 crore as of FY 2023-24) & pass-through certificates (PTC) (₹ 152 crore as of FY 2023-24)

The Company's primary focus is to serve the underserved and unserved population in the hinterlands of India and customers. While the Company remains focussed on its key product segments (Housing, LAP, Other Secured & Unsecured), it is continuously looking at expanding its portfolio with the addition of scalable products where banks do not have a presence.

The business model in retail has, thus, been driven by balancing Growth, Risk and Profitability, with Customer at the centre. Our three foundational capabilities – Technology, Decision Science (Analytics) and Talent enable our retail lending business model.

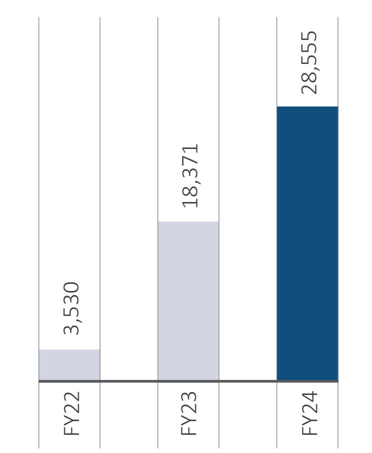
Business model for retail

Our approach to building and managing a Retail Lending business remains largely unchanged

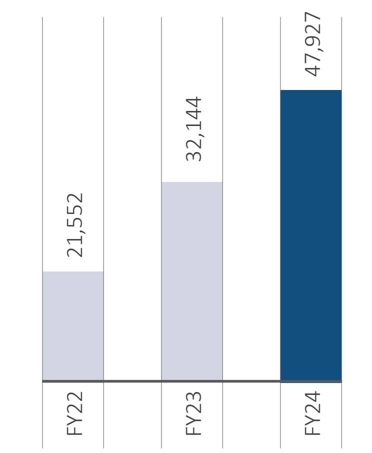


During FY 2023-24, the retail business delivered on Growth, Risk and Profitability.

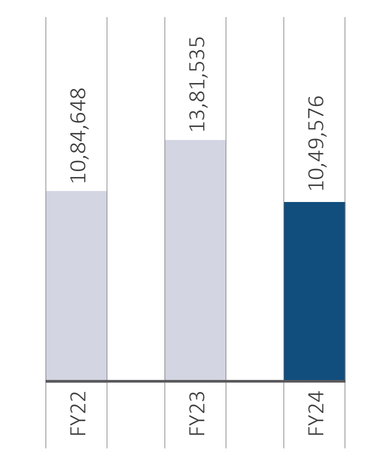
Disbursement *(In ₹ crore)*



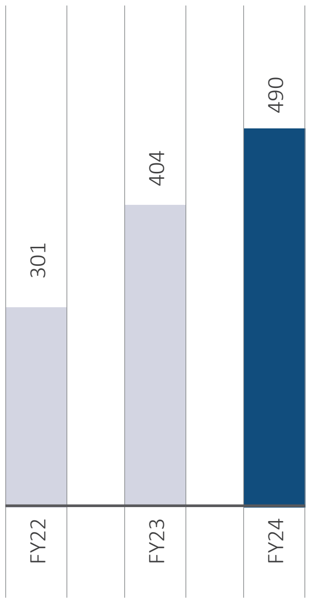
AUM *(In ₹ crore)*



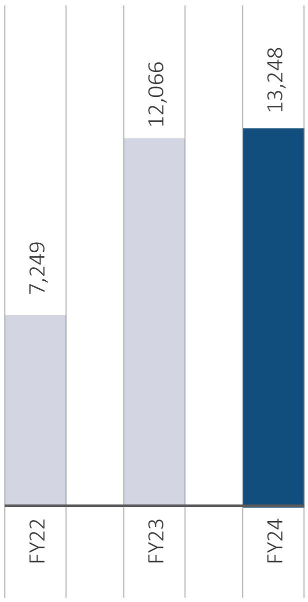
New Customers acquired



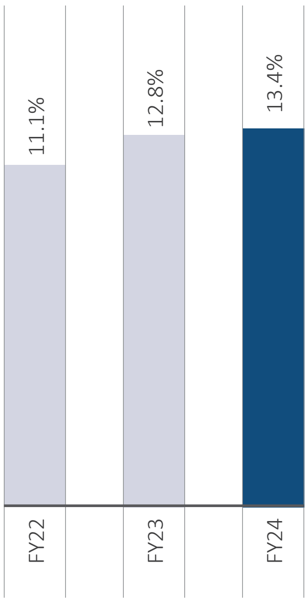
Branches



Headcount

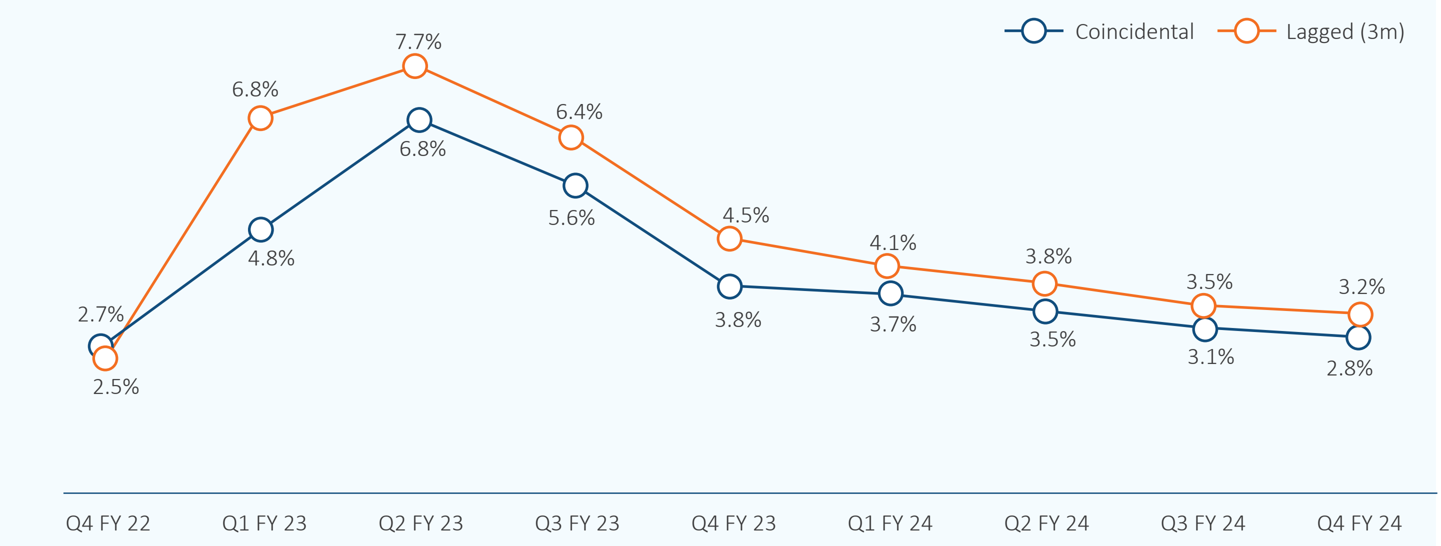


AUM Yield (%)



30+ DPD and 90+ DPD for overall Retail loans

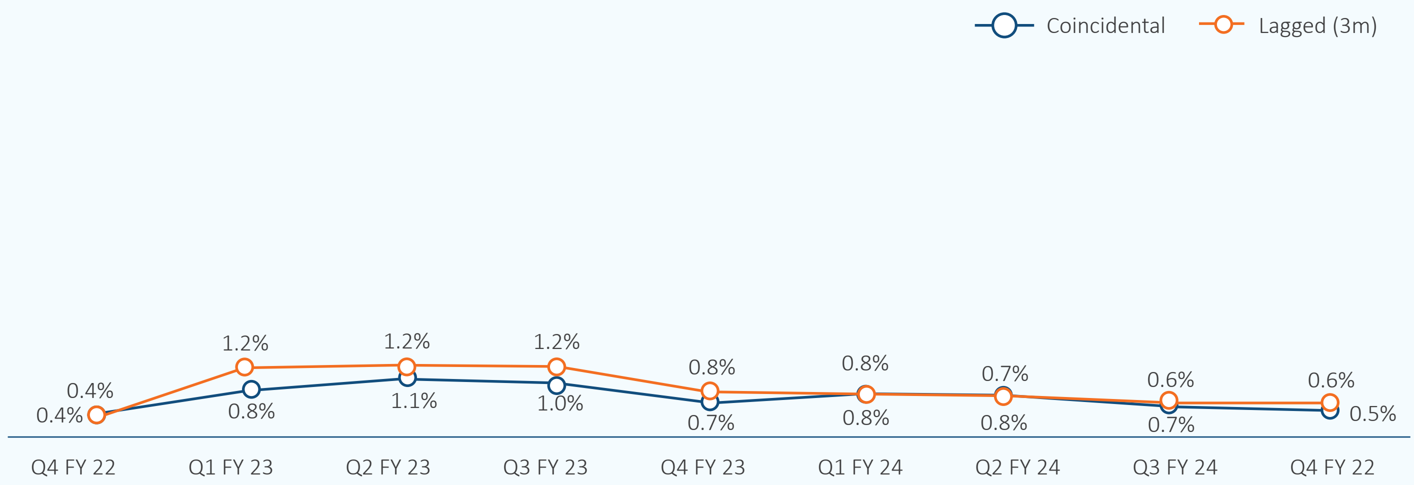
30+ DPD* - Lagged (3m) & Coincidental *(In %)*



Notes: Above charts are for non-POCI (Purchased or originated credit impaired) retail book
(*) 30+ DPD delinquency = 30 to 179 days DPD

90+ DPD^ - Lagged (3m) & Coincidental

(In %)

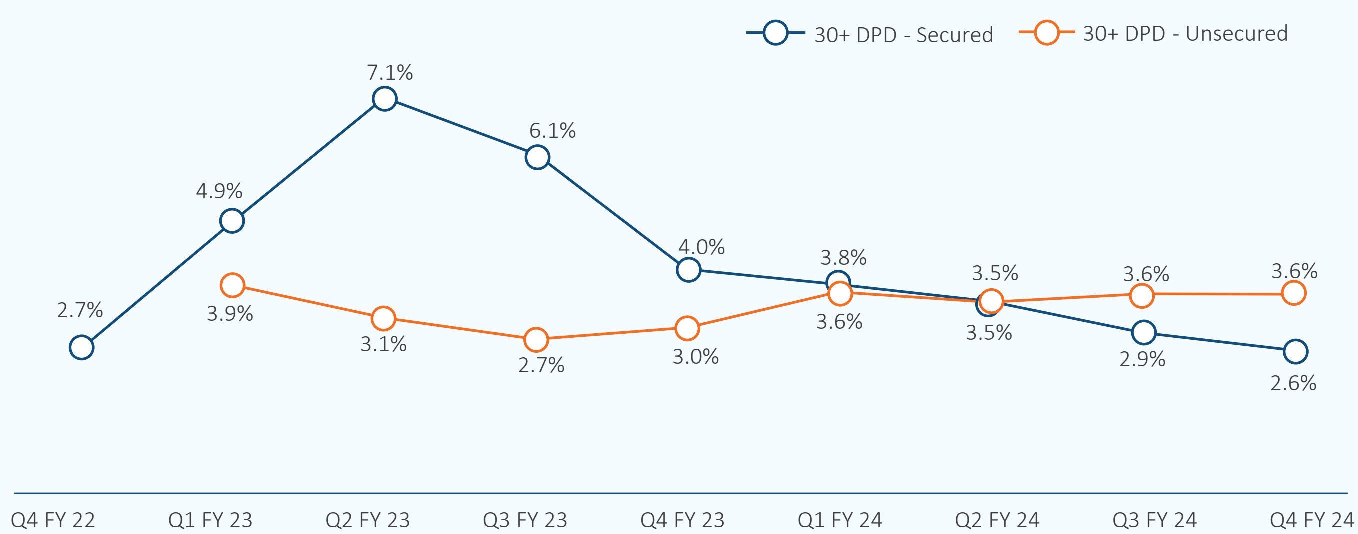


Notes: Above charts are for non-POCI (Purchased or originated credit impaired) retail book
(^) 90+ DPD delinquency = 90 to 179 days DPD

30+ DPD and 90+ DPD for secured and unsecured retail loans

30+ DPD* - Unsecured & Secured

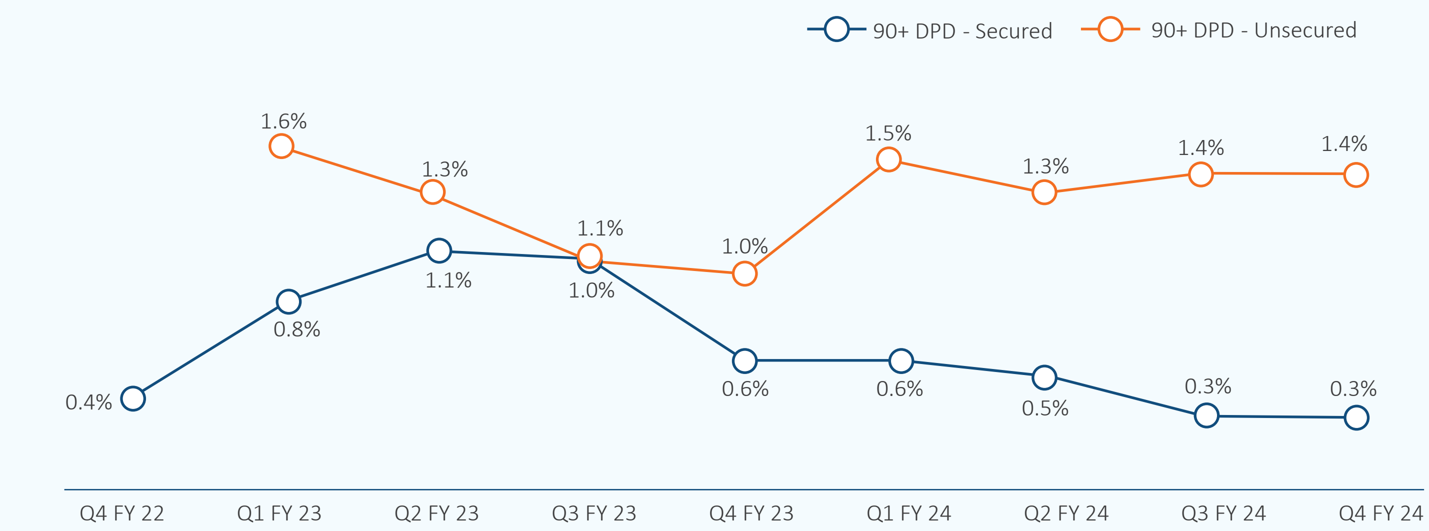
(In %)



Notes: Above charts are for non-POCI (Purchased or originated credit impaired) retail book
(*) 30+ DPD delinquency = 30 to 179 days DPD

90+ DPD^ - Unsecured & Secured

(In %)



Notes: Above charts are for non-POCI (Purchased or originated credit impaired) retail book
(^) 90+ DPD delinquency = 90 to 179 days DPD

PEL leverages its technology and data driven robust underwriting and risk management processes to serve its 4.1 million customers and offers a wide variety of products designed for diverse needs of its customers. With presence across the risk-reward spectrum and a wide branch network, the Company is also able to cross-sell its products and increase awareness on retail products other than housing loans. While this strategy helps the Company reduce its cost of customer acquisition, it also leads to repeat and incremental business.

Parameterised lending with multiple checks, in-house score cards and AI/ML driven 'ventile based' decision-making enables the Company to underwrite and evaluate risks meaningfully. It sanctions loans after personal discussions and appraisals to ascertain payment capacity of the borrower. Real-time tracking through automated dashboards and a large on-ground collections team ensures efficiency.

STRENGTHS

- **Technology backed services**
- **Serving the under served**
- **Multi product model**
- **Pan India presence**
- **Spans the risk-reward spectrum**
- **Strong disbursement traction**

Serving customers of "Bharat"

PEL's target customer is the budget customer of Bharat, and its vision is to democratise credit to the real "Bharat" and the unbanked, under-banked and under-served sections of the society to help them achieve their goals and aspirations. The target customers are self-employed individuals or individuals earning salaries from the informal sector, predominantly residing in Tier 2 & 3 geographies of India and underserved / unserved by formal financial institutions for their credit needs. It is committed to serving this large section of the society which resorts to being manipulated by the hands of money lenders.

Our lending strategy

With a strong brand legacy and ample access to capital, the Company is well-equipped to handle market changes while staying true to its core values.

The lending strategy is defined by innovation, efficiency, and personalised service. The Company has built a strong branch-led presence, with an extensive network of DSAs (Direct Selling Agents) and connectors, ensuring localised access to financial solutions. The lending process uses detailed decision-making and thorough checks to meet each customer's unique needs while effectively reducing risks.

Further, the lending strategy combines "High Tech" with "High Touch", to create value for its customers and stakeholders. The Company enhances its "high tech and high touch" strategy by combining personalised customer interactions with advanced technology to achieve balanced growth, manage risks, and ensure profitability.

Plan to expand to 500-600 branches

490
Conventional branches

194
Microfinance branches

26
No. of States/ UTs present

404
No. of cities / towns present

625
Districts served

Serving the Under-served:

13,000+
Pin Codes served across India

83
New Branches opened in FY 2023-24

74%
Branches are in Tier 2-3 cities

The Company is steadily increasing its pan-India presence. Today, it has a wide distribution network which includes 490 conventional branches and 194 microfinance branches across 404 cities and towns in 26 states/UTs and is serving 625 districts. We are working on expanding its branch network further to 500-600 branches over the next couple of years. With our distribution and high-tech, high touch model, we continue achieve substantial growth at scale.

Customer Expansion

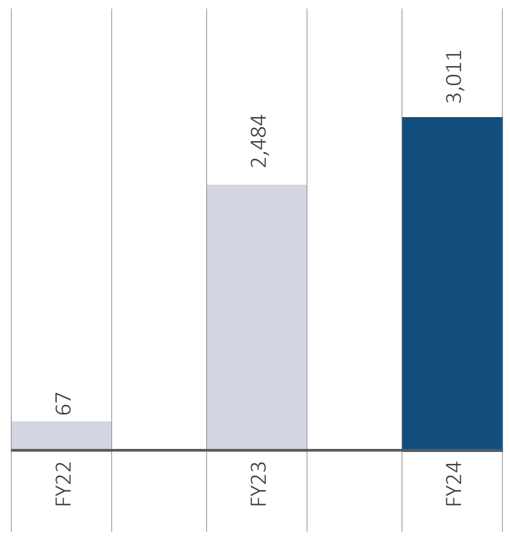
The customer franchise has been expanded to 4.1 million, up from 3.3 million YoY.

Customer franchise

(In millions)

Cross-sell disbursements

(In ₹ crore)

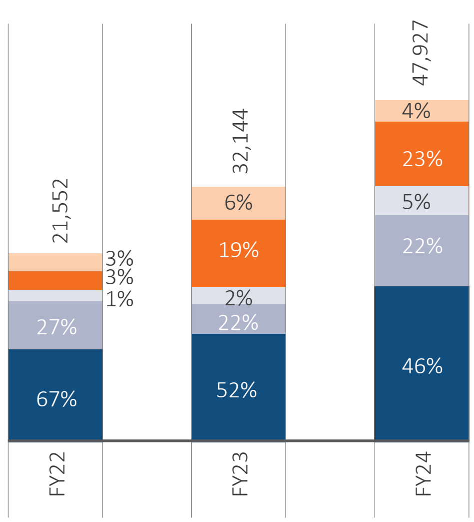


Operating Performance

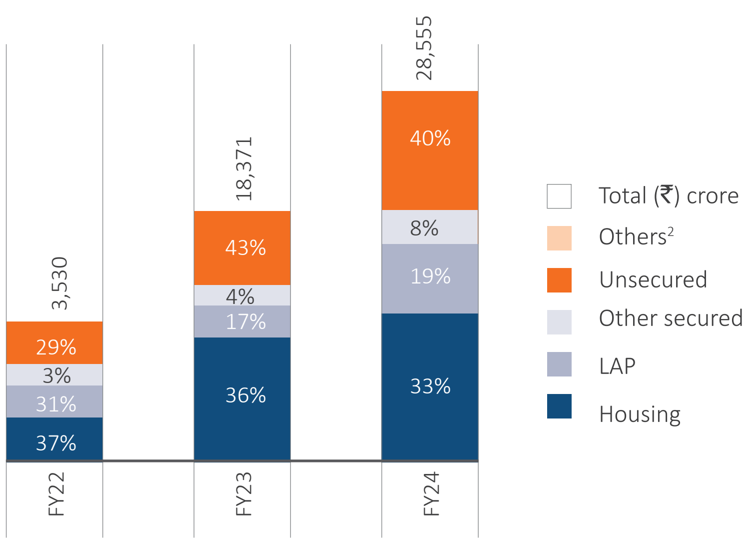
Steady growth

As discussed earlier, the Retail AUM stands at ₹ 47,927 crore as of March 2024, growing by 49% YoY. The Company successfully built a well-diversified loan book across product categories and customer segments. The average ticket size of retail loans stood at ₹ 12.1 lakh for FY 2023-24. The Company witnessed strong traction in disbursements, which grew to ₹ 8,910 crore in FY 2023-24, up 30% from ₹ 6,828 crore in FY 2022-23. Disbursement yields also witnessed a marked improvement of 60 bps YoY at 13.8% during this period, over 13.2% in the earlier year.

Retail AUM[1]



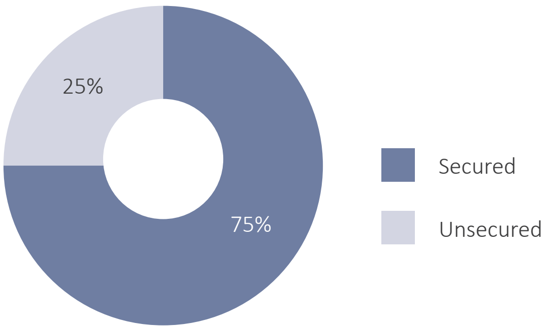
Disbursements



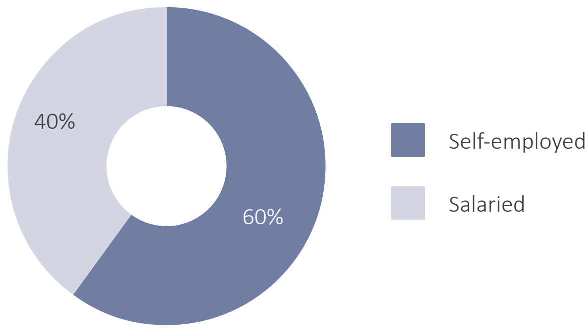
Notes: (1) Retail AUM includes security receipts (SRs) (₹ 1,579 crore as of FY 2023-24) & pass-through certificates (PTC) (₹ 152 crore as of FY 2023-24), direct assignment (DA) (₹ 1,598 crore as of FY 2023-24), Co-lending (₹ 27 crore as of FY 2023-24) and excludes acquired off book assets (₹ 8,547 crore as of FY 2023-24) in the nature of DA & PTC as part of the DHFL acquisition

(2) Others include SRs (₹ 1,579 crore as of FY 2023-24) & pass-through certificates (PTC) (₹ 152 crore as of FY 2023-24)

Retail AUM by category



Retail AUM by customer type



Multi-product strategy

Multi-product retail lending platform across the risk-reward spectrum - FY 2023-24

Product Segments	Products	Average disbursement ticket size (₹ lakh)	Disbursement yield (%)	Share in disbursements (%)	AUM yield[1] (%)	Share in AUM[2] (%)
Housing	Affordable housing Mass affluent housing Budget housing	18.7	11.2%	33.0%	11.5%	45.9%
Loan Against Property	Secured business loan LAP LAP plus	22.7	12.6%	18.9%	12.8%	22.1%
Other secured	Pre-owned car loans	6.5	15.2%	7.8%	15.0%	5.0%
Unsecured	Salaried personal loans	3.4	17.9%	10.1%	17.7%	6.5%
	Microfinance loans	0.4	18.7%	4.7%	18.6%	2.5%
	Unsecured business loans Merchant BNPL	7.6	20.1%	7.4%	20.1%	6.4%
	Digital purchase finance Digital personal loans	0.5	17.6%	18.1%	17.2%	8.0%
Total/weighted average		**12.1**	**14.3%**		**13.4%**	

Notes: (1) Weightage average yield excludes POCI and pertains to all customers outstanding as of March 31, 2024
(2) The balance 3.6% (to make the total 100%) consists of SRs (₹ 1,579 crore as of FY 2023-24) & pass-through certificates (PTC) (₹ 152 crore as of FY 2023-24)

SECURED LENDING

Today, PEL has a diversified retail portfolio with keen emphasis on secured lending. Long duration loans continue to remain the core of PEL's AUM, with its various touchpoints of Affordable Housing, MSME Loans and Used Car Loans. The Company caters primarily to the needs of the "Budget Customers" (self-employed, cash salaried, small business owners, and salaried customers) in Tier 2/3 cities with an average CIBIL score greater than 740. While being digital at the core, the business is distinguished by the high-touch intensity model. The proportion of self-employed to salaried customers stands at 58:42.

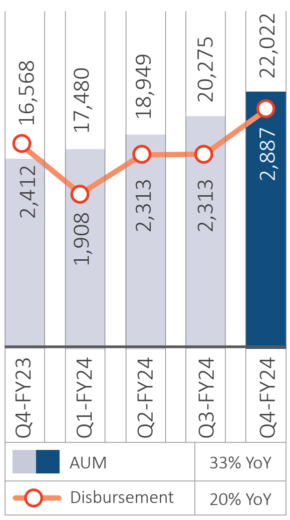
Housing Loans

With three loan offerings, namely, affordable housing, mass affluent and budget housing, the housing loan business dominates PEL's retail loan book, with 46% share of total retail AUM and 32% share in disbursements. The average disbursement yield is 11.1%. The Company has a wide bundle of product offerings across the risk-reward spectrum, catering to salaried and self-employed customers. Loan to value ratio is in the range of 61%, coupled with parameterised lending with multiple layers of checks at both branch and central level, ensuring better asset quality.

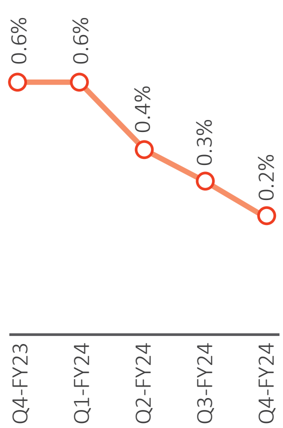
Today, the Company serves the real Bharat customers through its growing branch network, which has significantly expanded since the DHFL acquisition in 2021. With its unique technology and data-backed underwriting process, it strives to provide loans to the underserved population in the hinterlands of India, with limited access to formal credit. Use of alternate data and proxy surrogates to assess a customer's true income and payment capabilities makes the process even more robust.

Sustained growth momentum - improving portfolio quality

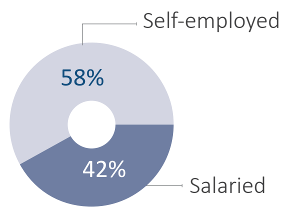
Portfolio Growth *(In ₹ crore)*



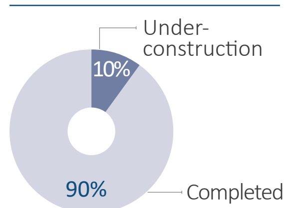
90+ DPD Delinquency[1] *(%)*



AUM by customer type



AUM by stage of construction



67% Lending in tier 2/3 cities

₹19 lakh Average ticket size

61% Average LTV

747 Average CIBIL score

11.1% Disbursement yield

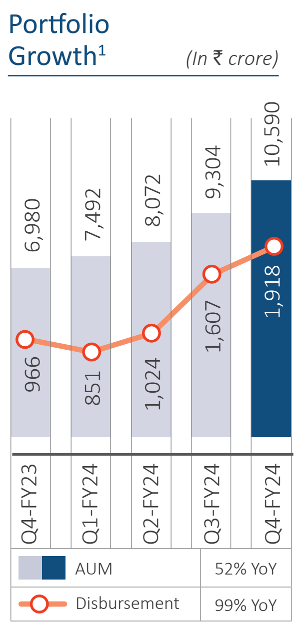
Note: (1) 90+ DPD delinquency = 90 to 179 days DPD

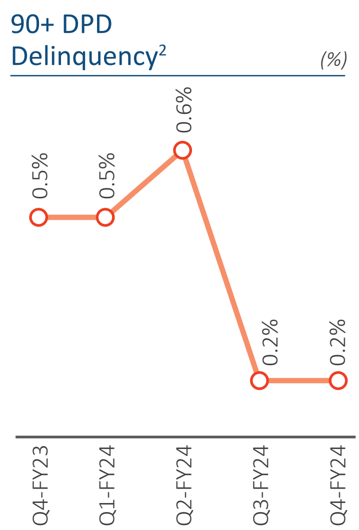
Loan Against Property (LAP)

Under LAP segment, the Company offers three loan categories, namely, secured business loan, LAP and LAP plus largely to self-employed customers, with requirements ranging from ₹ 5 lakh to ₹ 4 crore. PEL has a granular and diversified loan book base. These customers avail credit facilities against property as the collateral. The loans are underwritten on the basis of projected business cashflows. Average LTV, at 47%, is thus lower than that for housing loans. Backed by government policies this segment is witnessing rapid growth.

With an average ticket size of ₹ 25 lakh, LAP accounts for 22% of the retail AUM and average yields of 12.6%. The Company provides its customers with superior tech-enabled services through the entire process from sales to disbursal. Digital processing using internal proprietary scorecard systems allows for faster disbursals. It uses robust analytical frameworks and best-in-class infrastructure for conducting customer analysis and quality, helping boost cross-selling of other products.

AUM up 52% YoY; sharp uptick in disbursements





66% Lending in tier 2/3 cities

₹ 25 lakh Average ticket size

47% Average LTV

754 Average CIBIL score

12.6% Disbursement yield

Notes: (1) Concluded a DA sale transaction of ₹ 865 crore in Q4 FY 2023-24, ₹ 193 crore in Q3 FY 2023-24 and ₹ 342 crore in Q2 FY 2023-24
(2) 90+ DPD delinquency = 90 to 179 days DPD

Other Secured Loans – Used Car loans

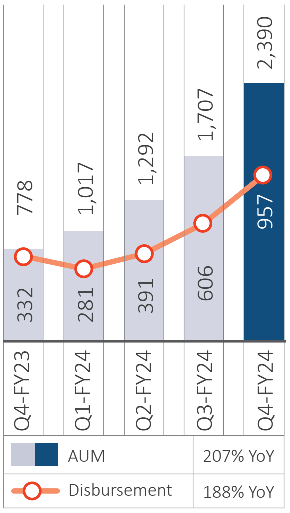
The Company offers sale purchase, Loan against car and Balance loan transfer with Top-up facilities for used cars to salaried and self-employed customers. Loans are provided to customers with credit history and to "new to credit" customers. The average ticket size of these loans is ₹ 7 lakh, constituting 5% share of the retail AUM, with high disbursement yield of 15.1%.

The Company uses its in-house developed technology-based analytics for scorecard evaluations and underwriting. Technology driven processes ensure faster turnaround time and quick disbursals, reducing customer touchpoints. These robust processes enable loan disbursement to at least 15% to 20% of the customers on the same day.

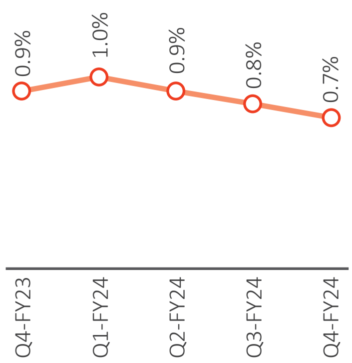
The Company offers used car loans through its vast network of 330+ branches, 1,100+ organic partners, platform aggregators and corporate dealers. The strong distribution network and unique customer prepositions have enabled PEL to outperform its peers and scale up comparatively 2.5-3x faster.

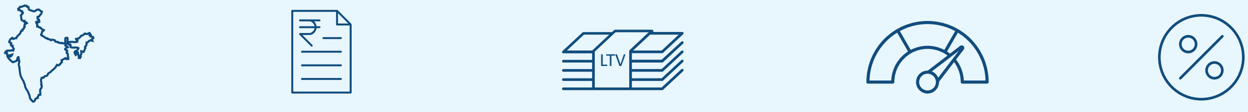
Steep growth trajectory in used car loans

Portfolio Growth[1] *(In ₹ crore)*



90+ DPD Delinquency[2] *(%)*





56%	₹ 7 lakh	75%	746	15.1%
Lending in tier 2/3 cities	Average ticket size	Average LTV	Average CIBIL score	Disbursement yield

Notes: (1) Includes Loan against mutual fund (LAMF) AUM of ₹ 273 crore as of Q4 FY 2023-24, ₹ 96 crore as of Q3 FY 2023-24, ₹ 37 crore as of Q2 FY 24 and ₹ 9 crore as of Q1 FY 2023-24

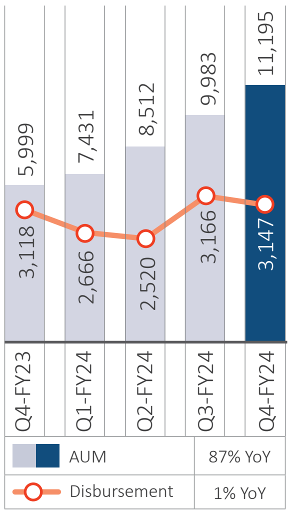
(2) 90+ DPD delinquency = 90 to 179 days DPD

UNSECURED LENDING

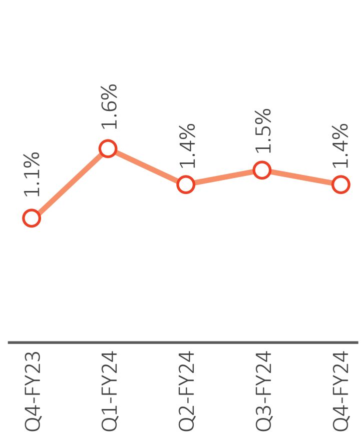
Unsecured loans primarily cater to the needs of customers with limited access to formal credit and those lacking proper documentation and no credit history.

Disbursement controlled in last 12 months, risk is under control

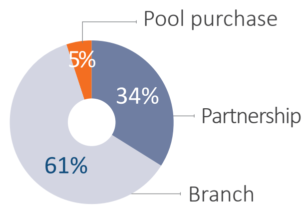
Portfolio Growth[1] *(In ₹ crore)*



90+ DPD Delinquency[2] *(%)*



AUM by Channel

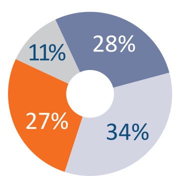


17,41,995 Customers served

765 Average CIBIL score

17.6% Disbursement yield

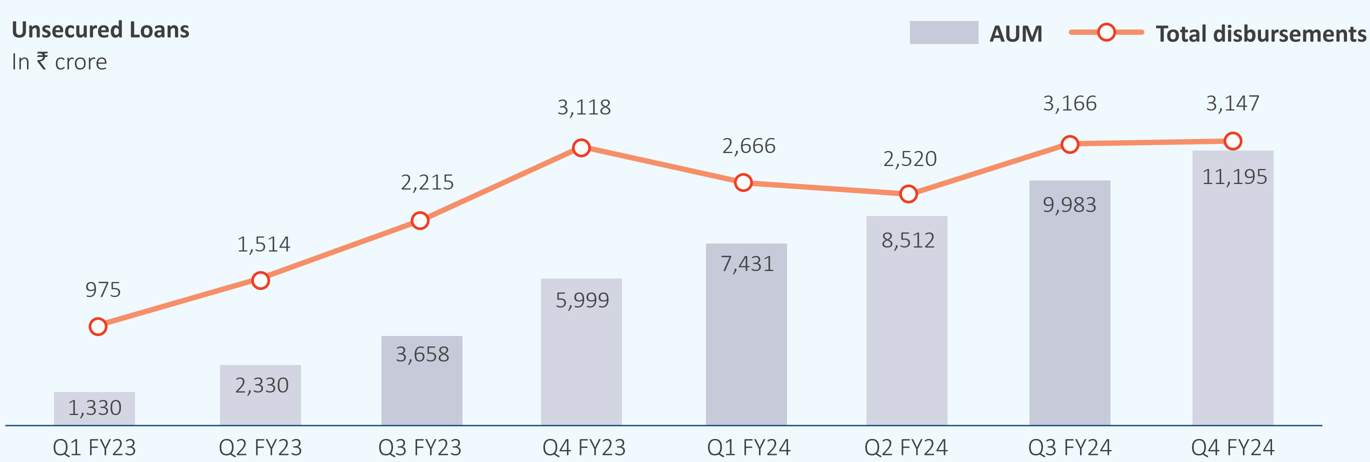
AUM by product



Product type	ATS	Disb. yield
Unsecured consumer loans		
Salaried PL	₹ 3.6 L	17.3%
Digital loan	₹ 0.7 L	16.3%
Unsecured business loans		
Business loan	₹ 8.2 L	20.3%
Microfinance	₹ 0.6 L	18.4%

Notes: (1) Concluded a co-lending transaction of ₹ 34 crore in Q4 FY 2023-24
(2) 90+ DPD delinquency = 90to 179 days DPD

Controlled Disbursements in Unsecured Lending



The Company is committed to enhancing the financial well-being of our customers through innovative and customer-centric loan products. Under Unsecured loans segment, the Company provides Business loans and Consumer loans.

Unsecured Business Loans

In our endeavour to empowering businesses and fostering economic growth, the company offers a diverse portfolio of Unsecured Business Loans. This segment is strategically designed to meet the unique financial needs of micro-enterprises and small businesses, which form the backbone of our economy. Our Unsecured Business Loans encompass both Microfinance and Business Loans, providing flexible, accessible, and hassle-free financing solutions to help businesses thrive and achieve their full potential.

Microfinance loans

This is a women-centric product offering loans to women entrepreneurs with monthly household incomes up to ₹ 25,000. This follows an exclusive partnership model, with a joint liability group of 4-10 members formed and with each member ensuring and guaranteeing the other members liability. These unsecured loans range from ₹ 10,000-60,000 with a tenure of 18 months to 24 months, and with yields ranging from 22% to 27%. The Company leverages technology to conduct immediate KYC checks taking ~30 seconds for a "go-no-go" decision based on proprietary rule-based score cards. Complete doorstep services is provided starting from educating about the loan facility, helping to complete the required paperwork and collections. PEL's wide and diversified network enables it to be at various customer touchpoints, and further to better understand and assess their repayment capability and cash flows generated. Life and health insurances are also offered for the borrower and their family.

Business loans

For micro, small and medium-sized enterprises (MSMEs) aiming for growth and expansion, our Business Loans offer the ideal solution. These loans are designed to address a range of business requirements. With competitive interest rates, flexible repayment options, and a simplified application process, we empower businesses to scale new heights, drive innovation, and contribute significantly to the economy.

Unsecured Consumer Loans

Our Unsecured Consumer Loans segment is crafted to provide seamless and accessible financial solutions to meet the diverse needs of our customers. Within this segment, we offer Salaried Personal Loans and Digital Loans, ensuring that personal aspirations and urgent financial requirements are met with ease and efficiency. Our Unsecured Consumer Loans are not just financial instruments; they are enablers of personal growth, providing the necessary support for individuals to realise their dreams and improve their quality of life. By offering flexible, accessible, and efficient loan solutions, we strive to build lasting relationships with our customers, fostering trust and financial stability.

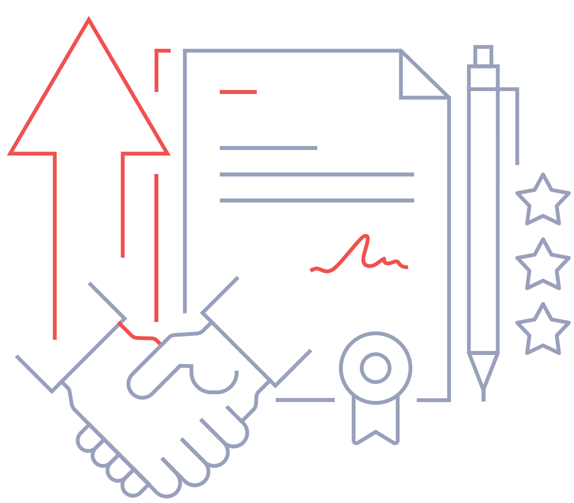
Salaried personal loans

The Company serves the needs of salaried individuals with good bureau behaviour through its vast distribution network. With an AUM of ₹ 3,125 crore, the company provides loans up to ₹ 20 lakh attracting zero foreclosure and part payment charges. These loans are given at rates as low as 12.99% through a complete centralised digital platform. The portfolio is driven by machine learning based score card and risk-based pricing ensuring low delinquencies.

Digital loans

Embracing the digital revolution, our Digital Loans cater to the tech-savvy consumer who values speed and convenience. With a fully online application process, instant approvals, and swift disbursals, these loans are designed to meet immediate financial needs without the traditional paperwork and delays. Our Digital Loans provide a seamless borrowing experience, ensuring that financial support is just a few clicks away.

We operate our Digital Loans through a robust in-house platform as well as Digital Embedded Finance, through strategic partnerships with leading fintech and consumer tech firms. This dual approach allows us to leverage the strengths of both in-house capabilities and external expertise to offer superior digital lending solutions and allows us to tap into the extensive customer bases of our partners, providing more individuals with access to our digital loan products. With advanced algorithms and data analytics, we ensure quick credit assessments and instant loan approvals, delivering a frictionless borrowing experience for our customers.



Digital embedded finance

Based on strong partnerships with fintech NBFCs, transaction platforms, and MSME platforms, the Company has a well-established and robust Digital Embedded Finance business, with many programmes which are 100% digital. Since inception, the Company has served over ~1.4 million customers through this channel. These consumer and merchant loans are aimed at embedding credit as a micro service. Most new customer additions happen through digital channels and partnerships. The Company aims to establish itself as the preferred lending partner for the consumer and merchant ecosystem, offering personalised financing solutions to customers. To further enhance its reach, it has launched mobile apps on Android and iOS.

The Company uses in-house highly modular technology developed using generic APIs (application programming interface) that allow agility and complete integration. It delivers customised solutions with the help of a business-rule engine which supports joint product development with its partners. The use of proprietary policies, fraud and underwriting models for real-time decision-making ensures healthy asset quality. The Company has built deep in-house collections capabilities, covering 13,000+ pin-codes.

Leveraging our team's deep understanding, technology and analytics, we tightly monitor risk in our digital lending business. We have further built safeguards in commercials of our partnerships. Thus, almost 85% of our business is credit protected. Overall, these measures led to timely interventions to manage risk and to mitigate P&L impact in case risk increased in any of the cohorts.

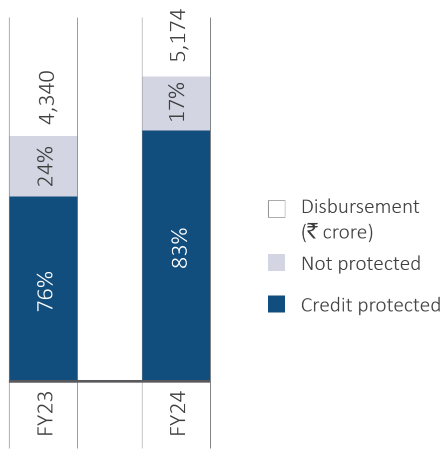
Programmes Live Across Various Categories

- Fintech NBFCs
- Transaction platforms
- Service providers
- MSME platforms
- OEMs
- Product manufacturers

Our Key Live Partners

Credit protection in digital lending

~85% of digital loan disbursement is credit protected[1]



Note: (1) Credit protected primarily through FLDG

Fibe (EarlySalary), acquired as a part of DHFL acquisition, is a leading fintech player, offering consumer loans catering to lifestyle and other needs. As of March 2024, Fibe had an AUM of ₹ 4,064 crore and a customer base of 7.55 lakh, primarily serving young, aspirational tech-savvy Indian customers.

The Company launched 'Piramal Innovation Lab', a state-of-the-art Centre of Excellence for Technology and Business Intelligence in Bengaluru. This is aimed at creating innovative products to cater to the finance requirements of the under-served 'Bharat' market. As of FY 2023-24, over 350 professionals are employed in this 36,000 square feet lab, enabling the creation of a vibrant ecosystem of product developers, data scientists, fintechs, start-ups and tech innovators.

Success Stories

Scan the QR code to know more

Sunil Kumar Pandey shares his personal loan experience with Piramal Finance, highlighting the ease of our fully digital process that eliminates the need for physical visits.

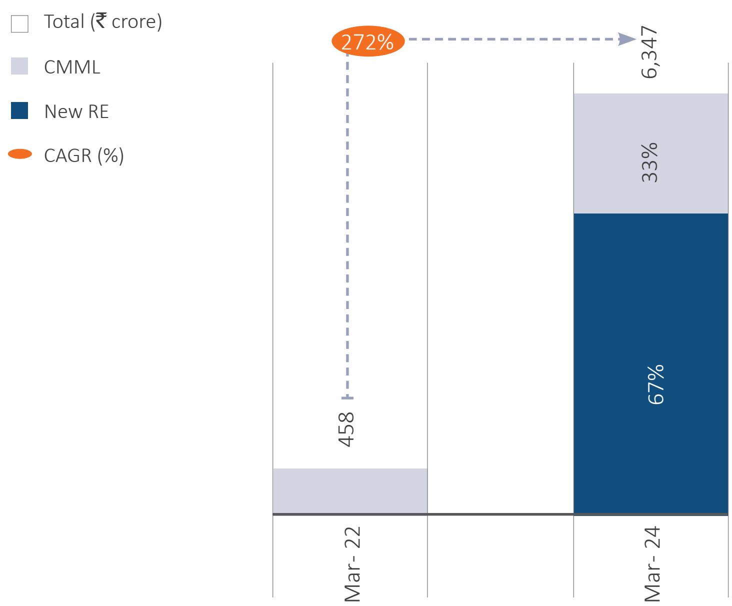
Scan the QR code to know more

P. Nagmani shares her journey of securing a digital loan and the positive impact of our financial solutions.

Wholesale 2.0 Lending

As part of the corporate transformation, PEL judiciously downsized its legacy Wholesale Lending operations and channelised its efforts towards establishing a diversified and more granular Wholesale 2.0 portfolio, backed by cash flows and assets. It refers to loans sanctioned under new real estate (RE) and corporate mid-market loans (CMML).

Wholesale 2.0 - revamped model leveraging the sector tailwinds

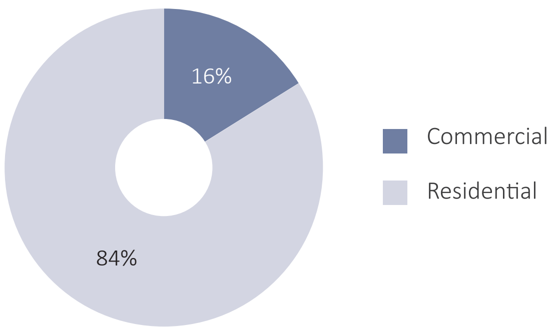


Some of the residential and commercial projects funded by us in Mumbai

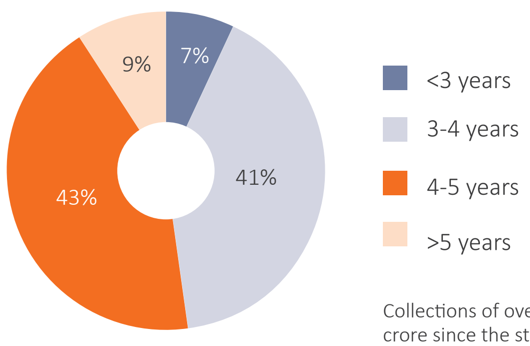
The Company offers customised and structured products in real estate to large and small developers with strong local presence and offers loans to mid-size corporates. This helps us deepen our relationships with the existing customers and on-board new developers. The business has delivered a promising start with real estate AUM growing by 327% YoY to ₹ 4,243 crore.

New real estate loans: capitalising on the market gap and leveraging our strengths

By product[1]

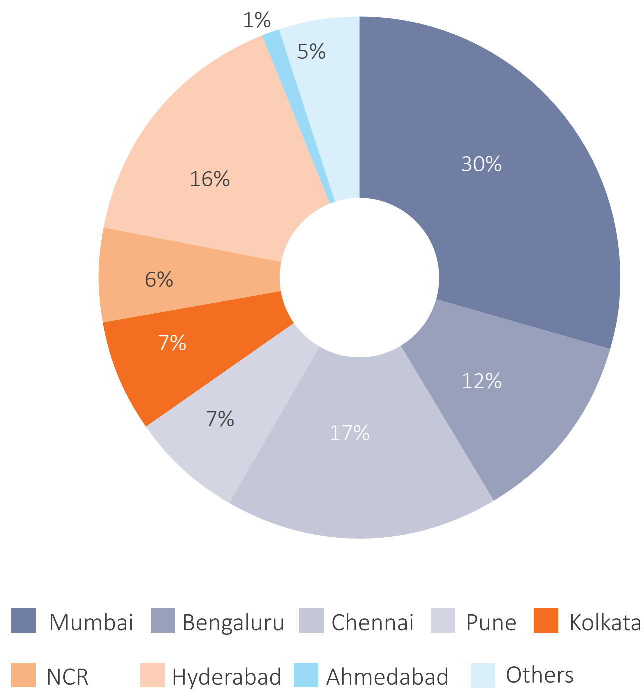


By original tenor[1]



Collections of over ₹ 1,442 crore since the start of new RE business

By geographic exposure[1]

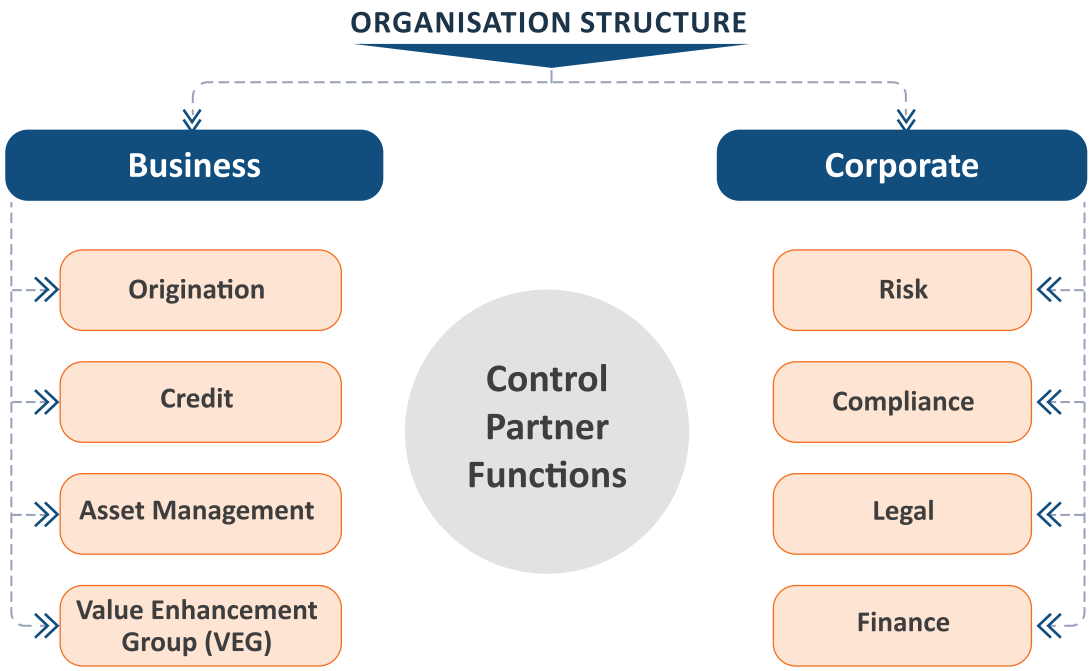


Average ticket size[1]/loan	Average yield %[2]	Average loan tenor[3]
₹ 141 crore	14.2%	4.5 years

Notes: (1) Based on sanctioned value
(2) Average yield % includes fee income
(3) Based on sanctioned value & represents average door-to-door tenor

Building blocks for Wholesale 2.0 Lending comprise – 1) overhauled organisational structure; 2) use of automation and analytics; and 3) formal and templated process for credit review at loan and portfolio level.

- Under the revised organisation structure, the Company had created a Credit Team in 2022 to focus on deal underwriting for better decision-making as per sand box/gating criteria. The Asset Monitoring team was transitioned into Asset Management to enhance the proactive management and oversight of assets. This team took over deal ownership, although the Origination Team continues to engage with clients to ensure continuity of engagement, which is crucial for generating repeat business. This approach allows for a more in-depth understanding of market nuances and regulatory dynamics. Technology adoption has streamlined the various internal processes in the deal life cycle and the analytics-driven decision-making is only a tool to assist the underwriting/decision-making process taking cues from past deal experience.



- The team uses technology across analytics (e.g., decision trees, price prediction, use case discovery, sales analytics), visualisation (several customised dashboards), origination (e.g., workflow simplification, deal lifecycle management, document automation), credit & operations, asset management and finance

- Strict adherence of formal review of sandbox conditions, proposed funding, borrower's financials and balance sheet, project, security, risks, and other relevant metrics at individual transaction level. Along with this, regular portfolio level monitoring is carried out to track overall performance and formulate strategy

The business is performing well, in line or ahead of underwriting, as reflected in prepayments. Since inception, all deals sanctioned under the new book 2.0 have been regular with on-time interest servicing and accelerated repayments, reflecting the quality of underwriting/structuring in terms of deal analysis.

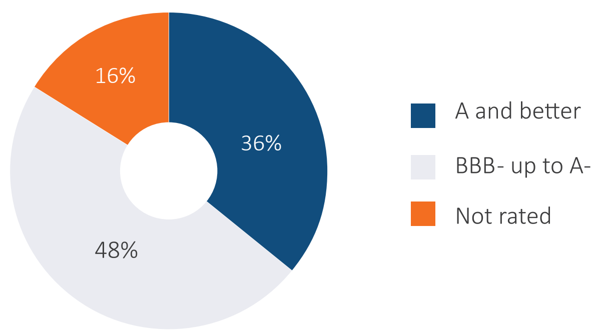
Building a robust book by lending to established developers offers more flexibility in the use of proceeds, which can be particularly beneficial for developers who need to adapt to changing market conditions or project requirements. The Company has also been capitalising on the market gap by expanding its reach to mid-tier developers in existing cities like Mumbai, Bengaluru, Hyderabad, NCR, Chennai, and Pune. This is aimed at bringing down the cost of borrowing by reducing reliance on informal lending avenues for developers. The large developer finance business has also expanded into newer geographies like Karnal, Meerut in NCR, Lucknow which has seen traction in the physical real estate market in the recent past.

The Small Developer Finance (SDF) business has been set up as a part of the growing wholesale credit franchise to focus on mid-market and affordable residential housing projects with less than ₹ 200 crore revenue in low penetrated markets in Tier 1 outskirts and Tier 2&3 cities. Committed to retaining its leadership position in real estate financing space, the Company with its strong underwriting capabilities has been able to penetrate newer cities like Ahmedabad, Nashik, Gandhinagar, Vadodara, Chandigarh, and Jaipur. This move will transform the landscape of developer financing in Tier 2&3 cities, complementing the Company's vision to democratise credit for all sections of the society and to cater to a larger addressable market.

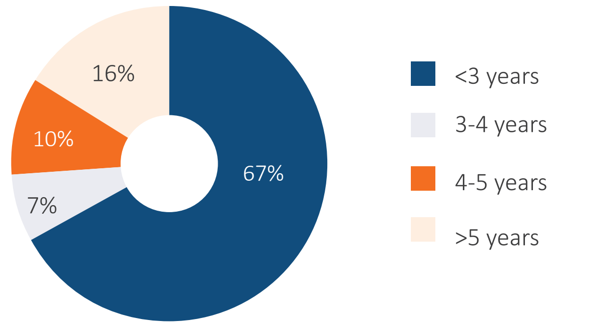
Through the CMML line of business, PEL offers credit solutions to non-real estate clients. The team acts on sector-agnostic credit proposals and leverages its deep expertise in the lending business to offer customised solutions for financing needs. Since its inception, the segment has supported businesses across personal care, shipping, power, fintech, and logistic sectors, addressing their specific funding requirements that are inadequately met by existing products in the market. The portfolio performance has been robust in terms of collection efficiency.

Corporate mid-market lending: building a granular book backed by cash flows

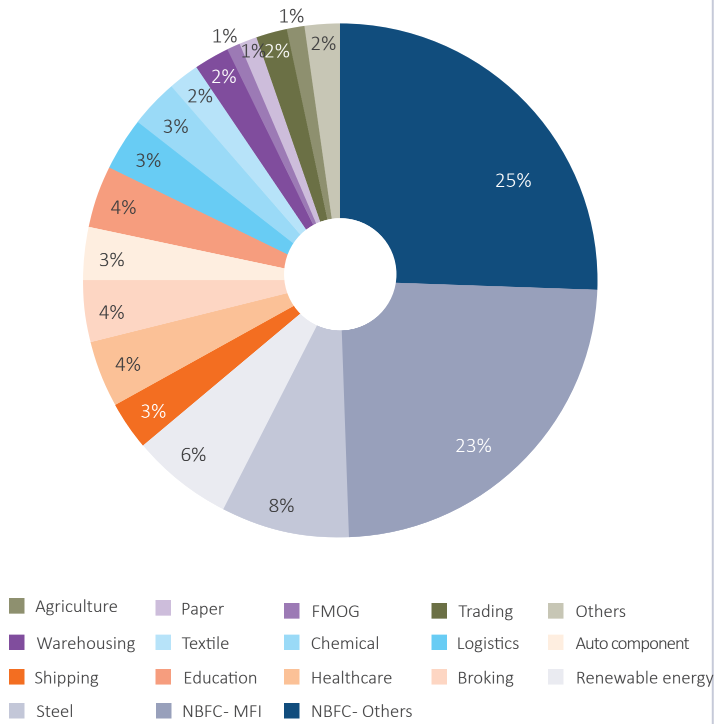
By ratings[1]



By original tenor[1]



By industry[1]



Average ticket size[1] /loan	Average yield %[2]	Average loan tenor[3]
₹ 59 crore	12.6%	3.2 years

Notes: (1) Based on sanctioned value
(2) Average Yield % includes fee income
(3) Based on sanctioned value & represents average door-to-door tenor

Wholesale 2.0 Lending at this scale, is already a profitable business for the company with healthy yields, controlled opex and strong asset quality.

₹ 6,347 crore
Total AUM

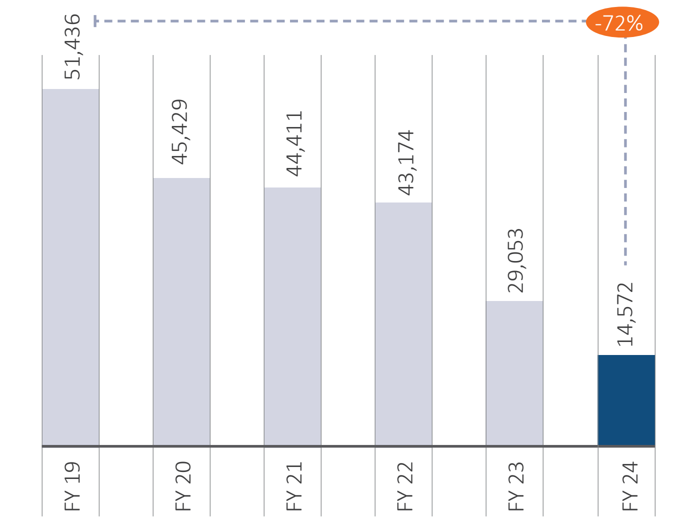
2.3x
Growth from FY 2022-23 to FY 2023-24

LEGACY BUSINESS

Our Legacy business encompasses Wholesale 2.0 Lending and other non-core assets.

Reduction in Legacy Business: Trend over the last 6 years

(In ₹ crore)



Wholesale 1.0 Lending

Accelerating and continued rundown of our Legacy Book

Led by its skilled team of professionals, PEL has been successfully reducing its Stage 2 and 3 assets to moderate the wholesale book size. In FY 2023-24, the Company took a strategic decision to further accelerate the rundown of its legacy business and lower the non-yielding proportion of the book. A smaller legacy book and a rapidly reduced Wholesale 1.0 AUM is also expected to benefit its cost of funds in the medium to long term.

The team continues to tirelessly work to monitor and execute the resolution strategy for complex recoveries and enforcement, aimed at improving recoveries and monetisation of assets.

PEL is using various tools for resolution of stressed assets including monetisation of underlying assets, one-time settlements, enforcement via IBC / other means and portfolio sales to ARCs in cash and / or Security Receipts (SRs).

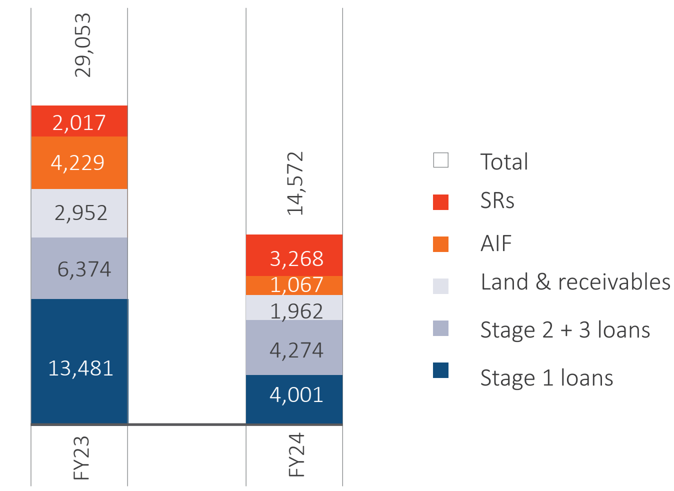
The Company's organisational structure has been revised to include separate origination, credit and asset management teams, Value Enhancement Group as well as control functions. This included creating independent teams and adding additional layers of credit assessment. A dedicated risk analytics team is responsible for monitoring the portfolio performance and detecting early warning signals.

Security Receipts

Overall SR portfolio reduced 10% since Q1 FY 2023-24, led by cash realisation of ₹ 1,401 crore. The outstanding SR portfolio stood at ₹ 4,847 crore, with 33% of the outstanding SRs being retail loans. As resolution processes continue, the SR portfolio will keep reducing in the near term. Wholesale Stage 2&3 assets reduced by 33% YoY to ₹ 4,274 crore with PCR of 37%.

Legacy AUM down 50% YoY

(In ₹ crore)

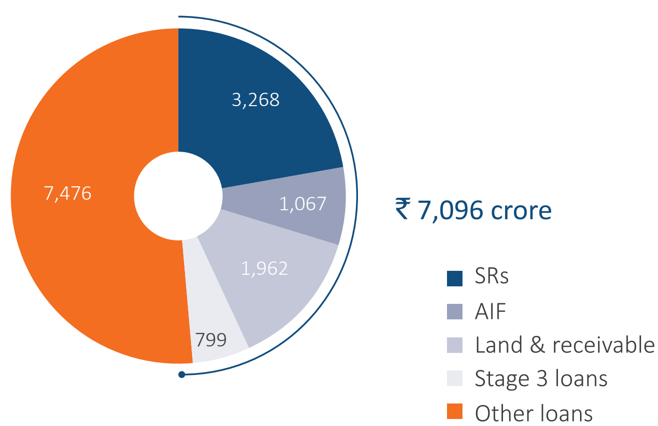


Operating Performance in FY 2023-24

- Wholesale 1.0 AUM down 50% YoY to ₹ 14,572 crore vs ₹ 29,053 crore in FY 2022-23
- Generated Gross Liquidity of ₹ 10,245 crore
- Average Yield of Wholesale 1.0 stood at 5.8%
- To continue the **rundown** of our legacy book in coming quarters also

Break-up of Legacy AUM for FY 2023-24

(In ₹ crore)



Average yields [1]

5.8% Total wholesale 1.0	**11.3%** Wholesale 1.0 loans, exc. Stage 3, SRs, land & receivable and AIF

Note: (1) Average yield % includes fee income

Investments in Shriram Group

The Company holds 20% stake in each of the two holding companies namely Shriram GI Holdings Private Limited and Shriram LI Holdings Private Limited. Pursuant to this, the Company effectively owns 13.33% in Shriram General Insurance Company Limited and 14.91% in Shriram Life Insurance Company Limited.

During the year, as a part of its strategy to monetise non-core assets to strengthen its balance sheet, PEL sold its entire 20% stake in Shriram Investment Holdings Private Limited for ₹ 1,440 crore and its entire 8.34% stake in Shriram Finance Limited for ₹ 4,824 crore.

ALTERNATIVES

This encompasses PEL's fiduciary and fund management business with long-standing partnerships with marquee investors, with total committed capital of US$ 1 billion. Our consistent and focussed strategy to optimise risk and return across the verticals that we operate/invest in provides a unique position to build a leading India-focussed alternatives business across private debt, private equity, and real assets/infrastructure. This business is aimed at providing flexible capital and customised solutions to high-quality corporates that are looking to maximise their growth through two funds:

- 'Piramal Credit Fund', a sector-agnostic performing credit fund with a substantial capital commitment from CDPQ (Caisse de dépôt et placement du Québec) to invest in mid to large-sized corporates across sectors
- 'India Resurgence Fund' or 'IndiaRF', a fund focussed on turnaround investing, in partnership with Bain Capital Credit, which invests in equity and/or debt across diverse sectors from industrial to infrastructure to consumer

Piramal Alternatives has delivered strong performance and forged successful partnerships with leading global investors. Our team of seasoned senior professionals has adeptly navigated the complexities of investing in India, consistently driving the growth of our platforms. The funds remained focussed on delivering a consistent return of capital to investors and generating top quartile returns. At the same time, these funds partnered and supported the Company's portfolio companies in their journey of strengthening the balance sheet, providing capital for growth, building management capabilities, and improving the ESG performance.

Fund	Partner/Co-sponsor	Committed/ Deployed Capital	Investment Strategy
Piramal Performing Credit Fund	Caisse de dépôt et placement du Québec	**~US$ 1 billion** Funds committed; >90% deployed	Performing credit mandate across mid-sized corporates
IndiaRF (Stressed Asset Fund)	BainCapital CREDIT		Leverage the opportunity to invest in distressed assets

LIFE INSURANCE

The Company owns 50% stake in Pramerica Life Insurance (Pramerica), a joint venture (JV) with Prudential International Insurance Holdings. Pramerica has a pan-India presence with more than 16,500 life insurance agents operating from 138 branches across 31 states and union territories. Aided by a healthy balance sheet, Pramerica is poised to sustain an improved growth momentum.

In FY 2023-24, Pramerica covered 4.5 million lives and served customers by increasing its number of offerings with 8 new products. It collected Gross Written Premium (GWP) of ₹ 1,919 crore, the highest since its inception, and grew 58% YoY based on overall New Business Premium (NBP). Its market share increased to 0.71% among private insurers. Embedded Value stood at ₹ 2,055 crore, while Assets Under Management stood at ₹ 8,607 crore, as of March 2024.

At Pramerica, business quality and customer metrics are sustained along with topline growth. Claims Paid Ratio (individual business) was 99% for the year, and Persistency (13th month) stood at 75%. These ratios have remained broadly consistent for the last four years. As of March 2024, the Solvency Ratio stood at 262%.

Among the recently introduced eight products, three were designed to push the boundaries and provide industry-first features to the customers. Captured below is a brief overview of these propositions:

Zero charge ULIP product "Smart Invest" caters to tech savvy and financially aware customers. Zero allocation and administration charges are its key USPs. The proposition becomes even stronger with a life cover and flexibilities, like free fund switching. Customers also get the benefit of 1% extra allocation, further enhanced by 10% for females, to promote women customers.

"Pramerica Life Flexi Income" offers guaranteed income from as early as second month of policy issuance.

"Group Secured Employee Benefit Plan" offers Group clients the ability to effectively manage employee welfare schemes, such as superannuation, gratuity, leave encashment, post-retirement employee benefits and others. The plan enables:

- Better earmarking of liabilities by deploying funds under different tranches for different tenures
- Choice of different interest rates for different tenures
- Choice of tenure empowers employer to optimally manage ALM
- Daily interest credit method vs annual/quarterly in most companies

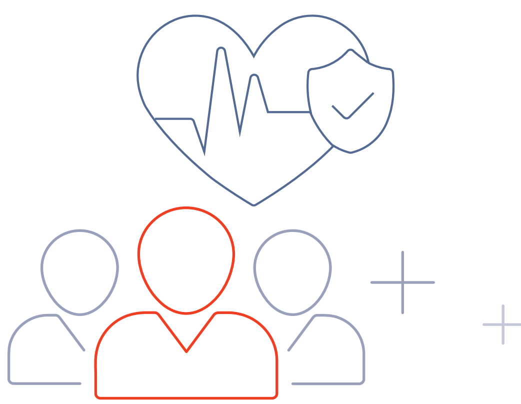
With the onboarding of 140+ distribution partners across Retail and Group businesses in FY 2023-24, Pramerica is rapidly diversifying its distribution network.

Agency was the fastest growing retail channel, recording APE growth of 65% over the previous year. 69 Agents qualified for MDRT, including 4 Agents who qualified as COT.

Defence is a key segment for Pramerica. With a new business market share of ~50%, Pramerica covers 1 in 6 armed forces personnel. Defence distribution continues to grow rapidly, recording 27% APE growth in FY 2023-24.

Pramerica continues its legacy of providing insurance to the underserved segments of rural India, with 109% growth in its Micro Finance Institutions distribution in FY 2023-24.

Pramerica won four accolades in FY24: "AI/ML Disruptor of The Year" by Amazon Web Services, "Outstanding Customer Experience Innovation" by the prestigious Elets Insurance Innovation Awards 2023, "Best Customer Experience Initiative in Life Insurance" at Quantic 3rd Annual Excellence Awards 2024 and "Moment of Truth (Claims Experience)- Life Insurance" runner-up award in 15th Global Insurance Summit & Awards 2023 by ASSOCHAM.



TECHNOLOGY: MAKING THE RIGHT INVESTMENTS AND AIMING FOR FUTURE GROWTH

We leverage best-in-class AI-driven technology platforms and analytics, aligning them with our dynamic business landscape to ensure a solid foundation for future profitability. We continue to build a robust technology-first culture within the organisation, fostering a collaborative environment that encourages experimentation and continuous learning.

4.5
Rating on Android

Technology is paving the way for organisations to stay relevant in the ever-evolving business landscape. We are streamlining our core business functions such as sales and logistics using digital technologies, looking at the strategic objectives of each business.

We began our digital transformation journey about seven years ago, and today have sharpened our focus on the use of digital technologies such as artificial intelligence (AI), machine learning (ML), cloud computing, internet of things (IoT), automation, and advanced data analytics to empower decision-making, and improve business processes and customer experiences.

We are leveraging our High Tech + High Touch strategy to serve budget customers in Tier 2&3 cities of India.

OUR STRATEGIC APPROACH TO OVERCOMING CHALLENGES

Challenges

- Continuing to build “technology-first” culture
- Aligning technology with dynamic business landscape

Approach to managing challenges

- Working closely with top management
- Continuously engaging and seeking guidance from top management

PIRAMAL INNOVATION LAB

As we expand our presence in Tier 2&3 cities of “Bharat”, the Innovation Lab is a significant element of our growth strategy aimed at accelerating digital lending transformation for “Bharat”.

Piramal Innovation Lab’, a state-of-the-art Centre of Excellence for Technology and Business Intelligence in Bengaluru is helping us create a vibrant ecosystem of fintechs, start-ups and tech innovators. Our initiative of setting up this lab is aimed at accelerating the development of next-generation lending solutions and analytics for the unserved and under-served “Bharat”, and aligning with how our consumers are reimagining the industry.

LEVERAGING AI AND ML

We are investing significantly to become a data-led and AI-first organisation, which reflects in every aspect of our way of doing business. We operate at the intersection of finance and technology, leveraging advanced artificial intelligence algorithms and machine learning models as the cornerstone for its lending practices.

We are increasingly focussing on how we can make our business decisions based on data analytics. We make use of AI, ML, decision science, and automated business intelligence to improve customer experiences and detect fraud and delinquency. We have established newer ways of working including agile methodology, self-empowered scrum teams, design thinking, collective problem-solving, leverage idea generation, and empowering teams to contribute to the organisation’s growth and success.

Our focus is shifting from automation and cost efficiency to more advanced analytics and using AI/ML for business decision-making. A lot of financial processes that we earlier started with RPA are now maturing to AI/ML to make it more automated and human-less. We are leveraging AI/ML across the customer space for risk management and fraud prevention and to improve employee experience and reduce attrition.

USING TECHNOLOGY TO ASSESS CREDITWORTHINESS

We work on vast amounts of data from various sources including financial history, credit bureau data, transaction patterns, and alternate data to assess creditworthiness. What sets us apart is not only utilising the data from the external world, but we have leveraged internal data to truly democratise insights and promote data-driven decisions.

TRANSFORMING UNDERWRITING

We have built a multi-variate policy model instead of univariate credit policy for scalable swap-in and swap-out. In addition, we have also built a Fraud Decision System (LEO) for unsecured loans and are building an end-to-end analytics solution for banking health assessment. We are also attempting to create a Gen AI powered approval note for standardisation and underwriter consumption.

DRIVING A CULTURE OF PROFITABILITY

We created an ROA tree across products and geographies at granular level to drive path to profitability. We have also created the capability to track daily provisions for daily management of P&L. We had a breakthrough in using knowledge graph along with LLMs to create specific, controlled, and precise Gen AI output. We have had a breakthrough in using knowledge graph along with LLMs to create specific, controlled, and precise Generative AI output.

KEY TECH INTERVENTIONS

Branch-based business

- Sales central
- Credit central
- Operations central
- Mitra

D2C and EF Business

- D2C journey
- Mudra stack
- Loan by Piramal
- Vaani

Customer experience

- App
- Website
- WhatsApp

New Products/Platforms

- LEO
- Fee Income
- VPS
- Liability
- Knowledge Assistant
- Micro recon tool
- Partner commercials management tool
- Colligo
- Data central

Platforms

- NACH Platform
- Communication central
- Parichay
- Finance central
- Employment

ACHIEVING HIGH STANDARDS OF CYBERSECURITY

Following introduction of Information Security framework for NBFCs in June-2017 by RBI/NHB's, we revamped our Information & Cybersecurity journey. Recognising the evolving threat landscape and ever-increasing importance of cybersecurity, maintaining the highest standards of information security became the topmost priority for Piramal Enterprises.

Initially, we leveraged Gartner Cybersecurity Maturity Framework that served as the foundation for our subsequent actions. As part of this, we periodically engaged external experts and consultants to conduct an ethical hacking exercise (Red Team assessment) to identify vulnerabilities and areas for improvement across our systems, processes, and infrastructure. The insights gained from these assessments helped us refine our security controls and ensure that we are proactively addressing potential risks.

To address the findings, we focussed on technology deployment to fortify our infosec infrastructure. This included implementing advanced security solutions and leveraging cutting-edge technologies like Advance Malware Solution (EDR), Web Application Firewall, Privilege Access Management, NextGen Security Monitoring & Threat Hunting and Domain Reputation.

In FY 2023-24, we conducted the Cybersecurity Maturity Assessment against Global NIST Cybersecurity Framework, followed by leading global banks, and defined a three-year comprehensive cybersecurity roadmap. We identified areas of strength and areas that require improvement by aligning their practices with the framework's guidelines, enabling us to implement appropriate cybersecurity measures in line with leading banks.

CREATING AWARENESS AND TRAINING

We also recognise that our employees are a critical line of defence against cyber threats. For strengthening our organisation's resilience to cyber-attacks and equip our employees with the necessary knowledge and skills to mitigate security risks and adhere to our established policies and procedures, we continue to implement comprehensive cybersecurity awareness campaigns in form of gamified cybersecurity awareness programmes, cyber quiz, posters and email communications, periodic training sessions on various facets of cybersecurity. To assess the awareness of our employees, we initiated the process of conducting periodic phishing assessments.

OUR DIGITAL PROPERTIES

We have instilled the practice of democratising insights and promoting data driven decisions throughout customer life cycle. Some of some these key highlights are follows:

AI-Driven Credit Decision Models

a. Core AI Risk Models

The core risk models reflect the core tenet of our organisation i.e., data-driven decision-making. Despite the presence of standard risk scorecards in the market, we built custom scorecards for each of our product offerings. The market scorecards follow a one-size-fits-all approach & for this very reason, they are built in such a way that they work for all secured and unsecured products alike, thus diluting the scorecard performance. On the other hand, product-specific scorecards allow for identifying behaviours that are unique to each product and help in predicting the chances of default. Such behaviours will be overlooked by the market scorecard as they may not be applicable across all products.

As part of our core risk models, an applicant's credit report is comprehensively analysed with the assistance of 1,500+ variables derived from them. An industry standard sophisticated pipeline was designed for identifying top risk predictors. Millions of industry data points were used to train models using state-of-the-art algorithms to arrive at a model stable across different periods. Most of these custom scorecards have had a 1.4x performance uplift when compared to the market scorecards, thereby signifying the essence of having custom scorecards built.

We have developed tailored scorecards for each of our secured and unsecured products. These scorecards are designed to account for various customer behaviours within each product category. For instance, we recognise that customers who choose digital over physical personal loans exhibit distinct characteristics that warrant specific considerations. Similarly, customers seeking larger loans, such as ₹ 10 lakh compared to ₹ 50k loans, display different behaviours throughout the loan lifecycle. Consequently, we customise our acquisition approaches to accommodate these differences, ensuring that each customer receives appropriate treatment aligned with their unique needs and behaviours.

b. Policy Model

We have also worked on an innovative approach that seeks to bring objectivity to policy decisioning. Typically, several policy univariates are applied in the BRE (Business Rule Engine) to arrive at a recommendation for the underwriter. However, the univariate nature of these rules cut out a sizeable chunk of the approved applications thereby bringing down the approval rates. The univariate nature applied across varied, diverse documents and information available for a customer often makes the entire process subjective to the underwriter handling the case and takes a lot of time

for them to analyse everything available and make the decision accordingly.

Therefore, we developed multivariate AI models that consider a combination of multiple variables in arriving at the recommendations. This allowed us to swap in a lower risk base, thereby ensuring higher approval rates. At the same time, it also allowed us to make STP decisions as well as assist underwriters in making sense of multiple attributes before making the final decision of sanction/reject. This has helped us reduce TAT and has helped us bring uniformity in decisions.

c. Digital Income Assessment model

Understanding a customer's capacity to pay is a critical step in underwriting. As an NBFC, where we do not have direct access to a customer's banking data, we must rely on other sources of information to determine an applicant's capacity. There are various sources of such information, be it bank statements, salary slips, income tax returns (Form 26AS), GST filings, EPFO deductions, etc.

As the initial step into building our digital income assessment capabilities, we have taken up the detection of salaries in bank statements. We deployed a diverse set of machine learning algorithms such as clustering methods, natural language processing, and unsupervised learning to improve salary detection in bank statements.

We are now capable of increasing digital income detection, through our internal bank statement analyser, enabling customers to undergo digital assessment without the requirements of a physical underwriter. This frees up the bandwidth of underwriters to look at more complex cases, provides operating leverage and improves customer experience as the time to disbursal is reduced. The product is live in decisioning for our Digital Personal loans and has improved income detection by 2x.

While we have seen improvements in salary detection, this is only a part of the capabilities that are built. The information that is extracted from the bank statements also enables us to check for fraud patterns in the transactions, irregularity of salary as well as other information that would be useful for underwriting, such as minimum balance maintained, presence of other loans and bounces in those transactions.

The recent increase in coverage of digitised banking data through account aggregators enables customers to have a seamless process when applying for loans, without the hassle of uploading multiple documents, while improving the authenticity of the data. This extracted information will complement the bureau data used in the credit risk models, which will help improve approval rates while managing risk.

SALES PRODUCTIVITY THROUGH GENERATIVE AI

Piramal Finance has taken a bold leap forward by introducing a groundbreaking GenAI Chatbot, exclusively tailored for its sales teams. This state-of-the-art tool has sparked a paradigm shift in productivity enhancement strategies, seamlessly integrating into the daily workflows of sales professionals and revolutionising their approach to accessing critical sales data.

Leveraging the advanced capabilities of Language Model Machines (LLMs), the GenAI Chatbot offers a conversational interface to sales professionals, granting instant access to crucial performance metrics. By eliminating the need for manual calculations and data retrieval, this innovative solution empowers team members to redirect their focus towards strategic decision-making and revenue-generating activities.

The Chatbot's robust security measures always ensure the protection of sensitive sales data, allowing authorised users to securely access it from any device, be it a mobile phone, tablet, or laptop. This unparalleled flexibility and convenience come without compromising on data security, reinforcing Piramal Finance's commitment to safeguarding confidential information.

Furthermore, the Chatbot's capability to present data in visually appealing and easily understandable formats enhances user engagement and comprehension. Sales professionals can swiftly extract actionable insights, enabling them to devise more effective sales strategies and capitalise on emerging opportunities.

Through its intuitive interface and seamless data retrieval capabilities, the GenAI Chatbot empowers sales teams to operate with unprecedented efficiency and precision. By harnessing data-driven insights, individuals can optimise their performance, monitor progress towards targets, and drive higher levels of sales productivity across the organisation.

Piramal Enterprises' introduction of the GenAI Chatbot represents a significant milestone in the evolution of sales productivity enhancement within the financial sector. It not only underscores the Company's commitment to innovation but also sets a new standard for leveraging AI-driven solutions to achieve tangible business outcomes.

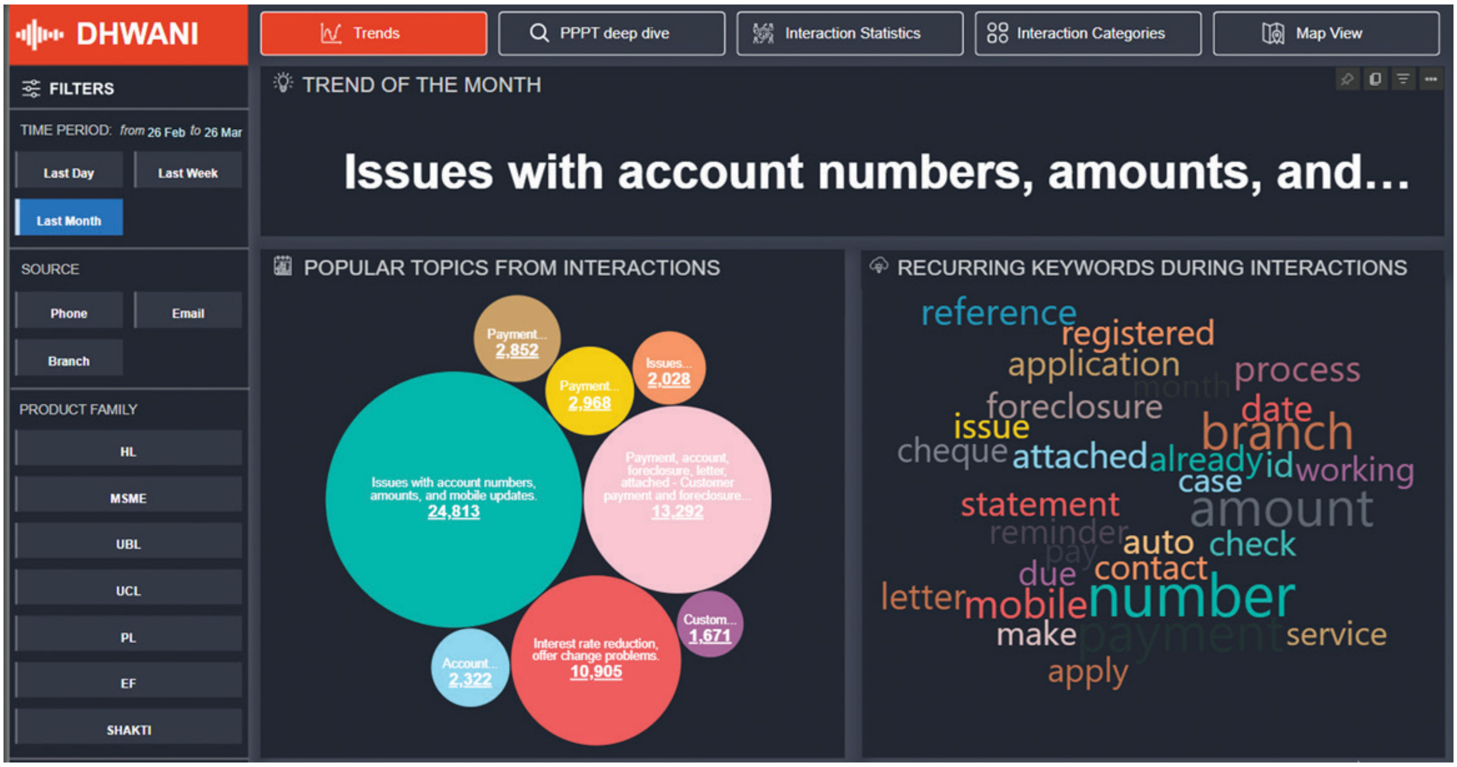
ENHANCING CUSTOMER EXPERIENCE THROUGH GENERATIVE AI

A human touch is indispensable even in a technology-driven world. With a slew of exciting and innovative measures that leverage the powerful and growing capabilities of advanced Generative AI, we aim to streamline and optimise our customer-facing activities. Let us take a quick look at current initiatives and what is in store.

Dhwani: Voice of Customer

The CX team currently has a fully functional interactive dashboard to understand the voice of the customer, named Dhwani. This tool primarily tracks key issues and trends customers encounter at a broad level, offering senior leadership and middle management immediate insights. The data is based on actual customer voice calls, emails, and branch visits, making the view as holistic as it can be. This data is analysed using advanced Machine Learning algorithms, while leveraging the power of Generative AI to provide succinct summaries of the key issues currently being faced by customers along with the emerging trends.

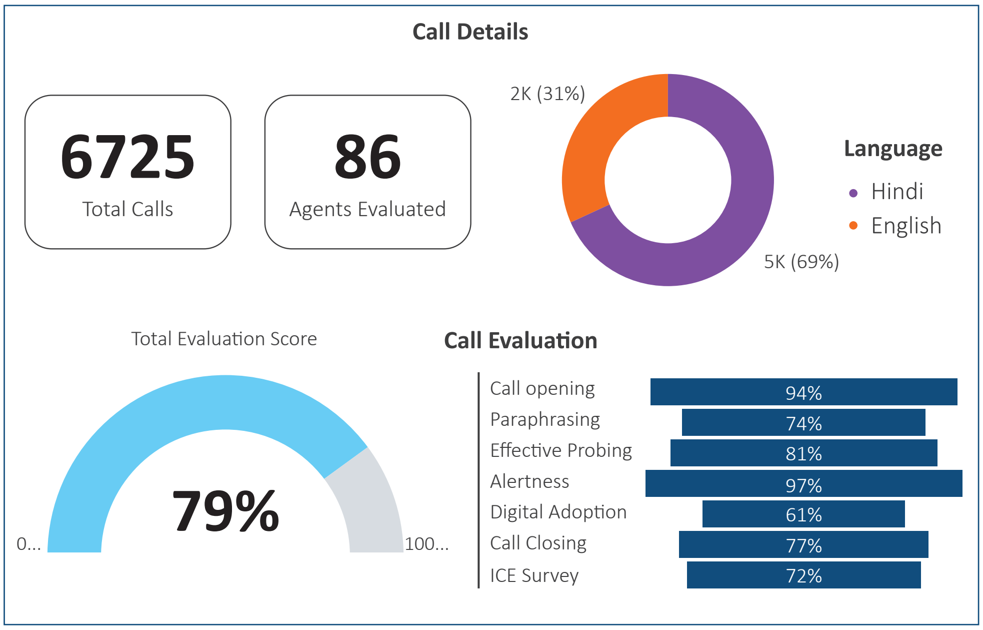
Dhwani dashboard view:



Post Call Analytics: Improving Interaction Quality using Generative AI

Our Contact Centre gets thousands of calls every day and our agents help our customers address their problems. But from a company's perspective, we would want to have a good call governance process to ensure higher customer satisfaction. This process was handled manually, reducing the coverage while involving a lot of subjectivity. This process was automated using advanced NLP while using the power of Generative AI to govern the aspects of call quality monitoring and providing relevant feedback to individual agents. The feedback is then passed on to each agent to help improve their customer addressal process.

Post Call Analytics dashboard view:



Generative AI-enabled voice-bot

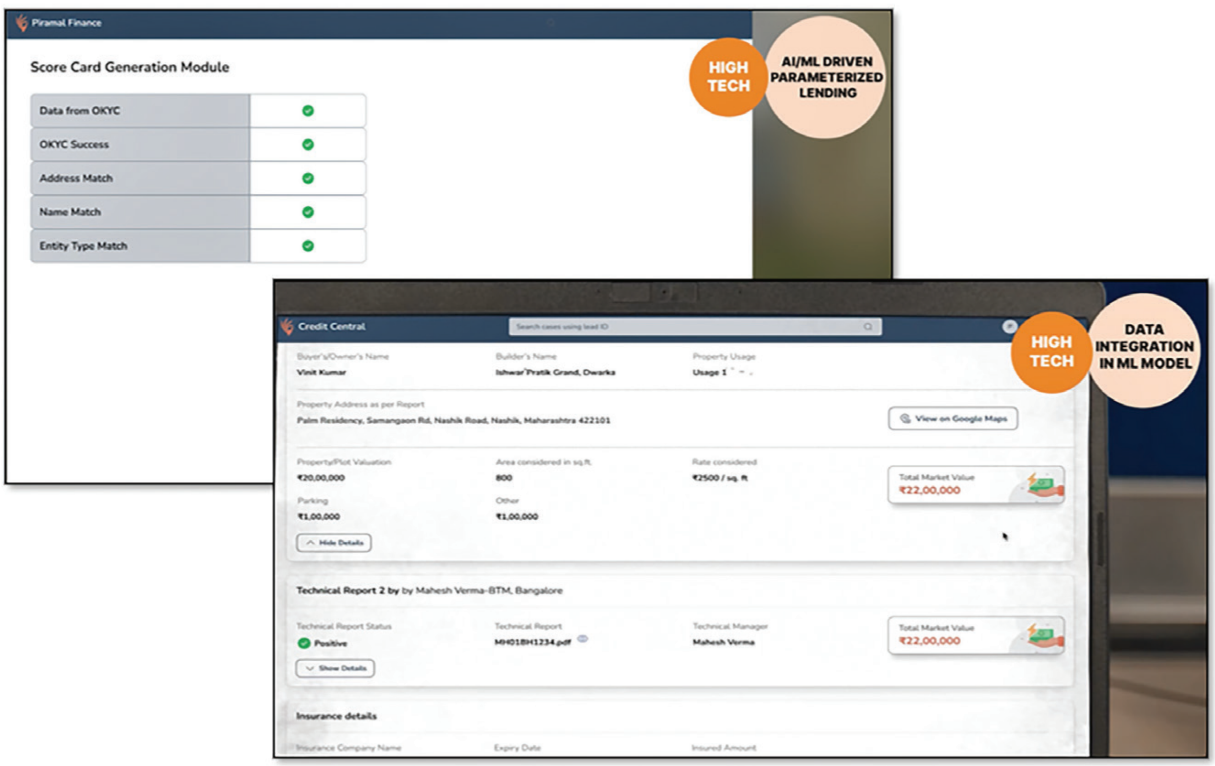
In conjunction with noted AI lab ThoughtWorks, we have developed an interactive voice-bot, which builds on state-of-the-art real-time audio transcription and translation pipelines and Large Language Models (LLMs), to assist prospective customers in completing their loan journey. The bot can understand and provide relevant replies to a variety of customer queries, with minimal latency. This asset is currently deployed as a POC and a roll-out is planned soon for a few product journeys.

Democratisation of Data & Dashboards

For an organisation in the business of lending with 7,000+ relationship managers and hundreds of credit underwriters, it is imperative to ensure data availability at the grassroot level. Hence, at Piramal, we worked on the vision of democratising data. Data democratisation provides easy and secure access to real-time insights, fostering data-driven decisions and collaboration. Teams leverage objective information for discussions which eventually lead to better choices, ownership, and organisational alignment.

To achieve these goals, Piramal has meticulously captured key KPIs across business initiatives. These KPIs are presented on dashboards and reports tailored for audiences ranging from senior leadership teams (SLTs) to frontline team members like relationship managers (RMs). Our daily sales huddles, credit underwriter performance management calls, and monthly function/business reviews (MFRs/MBRs) with the CEO all leverage our dashboards as the only source of truth.

Every function and product has a dedicated dashboard with near real-time access to performance metrics. This enables teams to monitor performance and adjust strategies based on the ground situation in near real-time. Compared to competitors in the BFSI industry who rely on T-1 data reporting, our near real-time dashboards provide a significant competitive advantage. These solutions power our proactive strategies, enabling Piramal to seize opportunities, mitigate risks, and solidify our industry leadership by making data-driven decisions in a dynamic market.



BRANDING: DECODING OUR EQUITY AND EVALUATING PERFORMANCE

Our maiden advertisement campaign highlights our dedication to customer centricity and our brand promise of empathy. It positions Piramal Finance as a compassionate brand that reaches out to underserved customers and MSME businesses in Tier 2 and 3 cities across Bharat, focusing on their integrity and potential.

According to RBI's 2021 report on India's Annual Financial Inclusion Index, India has the world's second-largest unbanked population. Many people remain unserved and underserved by the formal banking system, struggling with loan origination and enduring financial hardships.

At Piramal Finance, we offer Housing Loans, Business Loans, Personal Loans, and Used Car Loans by validating formal credit history through papers and documents but also by evaluating intent and integrity. This approach sets us apart and highlights our unique lending experience.

Focussing on 'Budget Bharat', we address the credit needs of the unserved, underserved, and highly underleveraged segments. Our customers are central to our business approach. Rather than merely assessing capability and paperwork, we prioritise understanding the person's intent, embodying our empathetic brand promise.

HUM KAAGAZ SE ZYAADA NEEYAT DEKHTE HAIN

The idea behind the brand's maiden campaign, "Hum Kaagaz Se Zyaada, Neeyat Dekhte Hain," was to reach out to India's blue-collar workers. Arvind Iyer, Head of Marketing, Piramal Finance, says this tagline perfectly encapsulates everything about the company. #PEOPLENOTJUSTPAPERS

This audience group, including Kirana store owners, locksmiths, auto mechanics, and shop owners, represents a significant part of the workforce. Many Piramal Finance customers are often overlooked by other financial institutions. They are underserved due to stringent underwriting and paperwork requirements. Piramal Finance evaluates customers based on qualities beyond paperwork to determine creditworthiness.

Scan the QR code to view the ad-flim

"OUR MAIDEN BRAND CAMPAIGN DISSEMINATES A STRONG AND POSITIVE MESSAGE THAT PIRAMAL FINANCE IS COMMITTED TO PROVIDING CREDIT TO CONSUMERS WITH THE RIGHT INTENT TO REPAY THEIR LOAN."

Arvind Iyer,
Head of Marketing, Piramal Finance

EMBODYING INTEGRITY AND DILIGENCE

Our customers are self-employed individuals or small business owners, primarily from Tier 2&3 cities and towns, mostly undervalued, unbanked, or not deemed creditworthy, with unmet financial aspirations and needs. However, their right intent is their biggest source of self-worth and self-respect, making them proud of their high ethical standards. The lack of proper documentation or a solid financial background makes it difficult for them to avail credit from banks and NBFCs.

THE RIGHT INTENT

The campaign highlights that Piramal Finance views credit differently from other banks and NBFCs. We focus on underwriting people, not just papers. Beyond documentation, Piramal Finance values a customer's ethical beliefs and right intent.

Scan the QR code to view the ad-flim

The campaign signals to Budget Bharat that Piramal Finance is dedicated to them. We value their dreams, believe in their growth, and are committed to delivering on our promises.

CAMPAIGN AMPLIFICATION

The brand reached its target audience through traditional mass media platforms like TV, OOH, and Radio. It believed TVCs would generate the most traction since their audience primarily comes from single-TV households.

KEY OUTCOMES

The advertising campaign, rooted in our brand promise of empathy, was heartfelt and persuasive. Surpassing our expectations, customer calls increased nearly fourfold. Additionally, we saw a significant rise in organic branch walk-ins. This positive response from our first advertisement campaign greatly enhanced trust among our channel partners.

HUMAN CAPITAL: NURTURING A CULTURE OF TRUST FOR EMPLOYEE SUCCESS

At Piramal Enterprises Limited, our HR strategy underscores our commitment to building a future-ready organisation. While we incorporate talent management, learning and development, employee engagement, agile leadership, diversity, equity & inclusion, and a plethora of other HR initiatives, we also promote a culture of open dialogue and cross-functional collaboration, nurturing innovative thinking and collective success.

Our trust in our employees demonstrates our confidence in their ability to propel organisational and collective success. This trust is also reflected in how our employees trust the organisation to invest and drive their growth and development. The following are some of the features that demonstrate the unique environment of trust and partnership at Piramal Enterprises:

- **Values:** Our Values of Knowledge, Action, Care & Impact serve as our guiding principles, propelling us to uphold our culture and drive continuous success.
- **Purpose:** With a purpose of 'Doing Well and Doing Good', we believe that responsible and ethical business practices is the foundation of organisational growth and individual success.
- **Bring Your Buddy:** Our referral programme showcases the trust we place in our employees to actively contribute to expanding our talent base.
- **Career Opportunity Programme (COP):** This initiative enables employees to apply for their next career move.
- **Saksham:** Saksham serves as a comprehensive guide to the intricate landscape of retail lending business, its products, and associated functions through specially-crafted programmes empowering campus hires and individuals to transition from non-financial backgrounds.
- **Culture of Dashboards:** Our custom dashboards enable data-driven decision-making and facilitate seamless workflows, fostering transparency and trust through the efficient flow of information.
- **Navikaran and Navroop:** Our dedicated programme to enhance and improve branch infrastructure and branding to instil productivity and a sense of belonging. Over the last year, we have upgraded 146 branches, 110 under Navikaran and another 36 under Navroop.
- **Prevention of Sexual Harassment:** At Piramal, we stand for Zero Tolerance against any form of sexual harassment. Our POSH policy is gender-agnostic, ensuring a workplace where every member feels safe, respected and valued. This commitment is a cornerstone of our ethos at Piramal. We believe in cultivating a workplace where every voice is heard, and every person is treated with the utmost dignity and fairness.
- **Whistleblower Policy:** Our commitment to upholding integrity, transparency, and good governance in every facet of our business.

BEING GPTW CERTIFIED

Piramal Finance is a Great Place To Work-Certified™ organisation, demonstrating our commitment to foster a positive culture and creating a workplace where employees feel valued and engaged, with over 85% of employees having positive perception for the organisation's culture. We have created a Great Place To Work for our employees by excelling in the five dimensions of a High-Trust, High-Performance Culture™ – Credibility, Respect, Fairness, Pride and Camaraderie.

BUILDING AND NURTURING TALENT

We are committed to fostering an environment that promotes talent development and wellbeing across our Retail, Wholesale, Alternatives businesses and our support functions. We are dedicated to empowering our workforce, ensuring they have the resources, opportunities, and encouragement to grow both personally and professionally. Some initiatives that are testament to our goals are the following:

Talent Management

With robust processes and digital systems in place, we strive to identify, develop and nurture high-potential talent for leadership positions.

As part of our talent development programme, this year, we identified and groomed several high-potential employees through our flagship top talent programme - ASCEND, involving personalised skill development journeys and exposure to business-critical projects in line with their aspirations.

Hiring Locally, Serving Nationally

As we increase our footprints into the unbanked regions and Tier 2&3 cities in India, we are turning into an 'employment generator'. We make a conscious effort to hire staff locally for our branches in small towns and conduct management training programmes for the staff hired in these regions. This is aimed at creating employment in small towns with limited job opportunities.

Learning & Development

We recognise the pivotal role of learning in transforming, growing, and ensuring the success of both our people and our business makes a significant impact. This drives our strong dedication to learning and development aligned with our core Values of Knowledge and Impact. Each learning intervention has not only equipped our employees with new skills but also propelled our business forward, thereby creating an impact.

Piramal Learning University (PLU) stands as our flagship brand for learning and development within the Piramal Group. At PLU, we go beyond traditional learning approaches, encouraging employees to actively engage in the learning ecosystem through peer learning, coaching, mentorship and action learning projects.

To enhance employee development, we have partnered with leading learning management platforms. Additionally, we also offer over 60,000 courses for our entry-level staff and provide over 10,000 courses for corporate employees at all managerial levels.

We ensure diverse interventions for employees at every level across all verticals and functions within the organisation. Some initiatives span our Retail, Wholesale, Alternatives business, and Partner functions, providing comprehensive and tailored development opportunities for all.

1. **Wholesale Learning Academy:** With an aim to equip our future leaders with the right knowledge and skills, we launched the RE Accelerator Programme (REAP) under the Wholesale Learning Academy. This comprehensive certification journey was meticulously crafted to deepen our employees' expertise in real estate financing.

2. **Alternatives Academy:** Our commitment to individualised learning was exemplified by the launch of Individual Learning Cards through the Alternatives Academy. By offering tailored learning experiences and facilitating diverse group and individual programmes, we ensured that every employee had access to personalised growth opportunities tailored to their unique aspirations and learning styles.

3. **Ways of Working:** Embarking on a transformative journey within our Internal Audit department under the Ways of Working framework exemplifies our proactive approach towards operational excellence. By embracing innovative methodologies and refining our internal processes, we have not only optimised efficiency but also enhanced our overall organisational agility.

4. **Masterclass and Leader Connect Series:** The Masterclass and Leadership Series served as a beacon of inspiration, offering enlightening sessions on an array of pertinent topics ranging from economic insights to efficiency enhancement, agile methodology and many others.

5. **First Time Managers:** Recognising that effective leadership is fundamental to driving organisational growth, we launched the First Time Managers initiative. Designed to equip emerging leaders with the requisite skills and acumen, this programme has not only enhanced managerial efficacy but has also cultivated a pipeline of capable leaders poised to steer us towards future success.

6. **ASPIRE – Leadership Development Programme:** A learning journey tailored for 40+ Zonal Heads, uniquely addressing the specific challenges and opportunities within the organisation. This distinctive programme unfolded in three meticulously crafted modules namely Personal Excellence, People Excellence, and Performance Excellence.

7. **AXCELERATE - First Line Manager - Managerial Development Programme:** We actively recruit and nurture fresh talent, elevating them to managerial roles. To address the unique challenges they encounter, we've launched a dedicated 'First-Line Manager Programme' across diverse teams. This initiative is designed to equip emerging leaders with the skills and insights essential for success in their managerial roles. We have trained more than 1,500 managers pan-India as a part of this journey.

8. **Data Science Academy - Fresher and existing talent development (technical upskilling):** The Data Science Academy (DSA) stands as a specialised training institution exclusively tailored for the Business Intelligence and Analytics (BIU) department. With a focus on cultivating a best-in-class agenda, it is a pivotal resource for honing the skills and knowledge essential for success in the dynamic field of business intelligence. Through a thoughtful blend of in-person and online training sessions and workshops, DSA ensures that its workforce is equipped with the latest industry insights, tools, and techniques.

9. **Credit Academy:** We envision our Credit Team as a pivotal force in making accurate lending decisions and boosting business growth. In line with this vision, the establishment of the Credit Academy becomes imperative, aiming to implement a standardised learning process.

10. **Piramal Learning University - Virtual Campus:** Piramal Learning University's Virtual Campus (PLU-VC) is a robust online learning platform catering to diverse skill domains. It extends its offerings to collaboration, personal effectiveness, managerial skills, leadership development, conflict management and much more.

11. **Skill Wallet - Learning Reward System:** Skill Wallet is a dynamic approach to foster a culture of continuous learning in Retail Finance. Launched in November 2023, through our in-house learning platform Piramal Learning University (PLU) - Virtual Campus, Skill Wallet introduces a gamified learning experience. Learners will be able to visualise their earned credits via the Skill wallet widget over our Piramal Learning University - Virtual Campus in our LMS.

12. **Piramal Learning Fest:** The Piramal Learning Festival aims to cultivate a culture of continuous learning. The learning festival is a unique initiative spread across two days that allows employees to consume a variety of value-added content virtually.

    Engaging Corners of Learning Fest:

    a. **Skill Café:** Offered targeted sessions, enhancing professional skills.

    b. **Wellness Corner:** Dedicated space delving into essential topics related to personal wellness.

    c. **Inspirational & Recreational:** Motivational insights, including a Fireside Chat with prominent celebrities.

    d. **Culture Corner:** Covers the various aspects of culture and what drives success at Piramal Finance, including a fireside chat with prominent leaders.

The Piramal Learning Festival 2024 saw a total digital footprint of nearly 10,000 participants across 21 sessions over 2 days, supplemented by additional attendees from branches, regional offices, and various locations on both days. The sessions encompassed a blend of inspiration, wellness, skill-building, and culture.

CREATING A CULTURE OF EMPOWERMENT AND EQUALITY

Diversity, Inclusion, Belonging & Accessibility

PEL is dedicated to fostering inclusivity, prioritising diversity, equity and inclusion in talent acquisition to achieve gender balance and equal opportunities. We aim to cultivate a workplace where every individual can excel and assume leadership roles, encouraging diverse perspectives to flourish. Our commitment to diversity, inclusion, belonging, and accessibility (DIBA) extends beyond our organisation, valuing insights from customers, partners, and communities to enrich our culture and drive innovation.

To enhance employee performance and empower individuals, we implement programmes that unlock their full potential. Recognising the digital gap in rural areas, we launched a programme to support women in these regions, providing opportunities to enhance their computer skills and navigate the digital landscape, fostering personal and professional growth. This initiative was conducted in collaboration with Piramal Foundation.

Our dedication to inclusivity is reflected in several pioneering initiatives aimed at promoting DIBA across our workforce. Some of the initiatives are:

1. **HR Academy - Unconscious Bias:** Recognising the influential role of our HR team in shaping our organisational culture, we launched a groundbreaking programme on Unconscious Bias. This initiative equips our HR professionals with the mindset and awareness necessary to cultivate an inclusive workplace, laying the foundation for a more diverse and equitable workforce.

2. **Inclusive Policies:** Our system now incorporates partner details, with inclusive Mediclaim policies covering LGBTQIA+ partners and gender-agnostic POSH (Prevention of Sexual Harassment) policies.

3. **LGBTQIA+ Internships:** To promote inclusivity, we have launched internships specifically for LGBTQIA+ individuals.

4. **Pride Month Sensitisation Sessions:** To further promote understanding and empathy, we conducted sensitisation sessions during Pride month. These included leadership training, a session by Ms. Radhika Piramal, a sensitisation webinar for all employees, and a Human Library event aimed at fostering empathy and understanding across our organisation.

5. **Piramal Empowered Networks (PENs):** We have three Employee Resource Groups called Piramal Empowered Networks (PENs). Piramal Empowered Networks are voluntary, employee-led groups designed to cultivate inclusivity in our workplace. These groups provide a platform for employees who share common interests, characteristics, or affinities to support one another and raise awareness. Our aim is to foster a safe and inclusive environment where every employee can bring their whole selves to the table.

   a. **Pride PEN:** Celebrating and supporting LGBTQIA+ employees and allies, while promoting awareness and advocating for equality.

   b. **EmpowerHer PEN:** Empowering women in the workplace by offering support, mentorship, and opportunities for growth.

   c. **PWD PEN:** Working towards creating a more accessible workplace for individuals with diverse abilities.

   Through PENs, we strive to create a workplace where every employee feels valued, respected, and empowered to reach their full potential.

6. **Endorsing Women Empowerment:** We are dedicated to continuously empowering our women employees, ensuring they have equal opportunities to excel. By breaking down gender barriers and promoting gender equality, we have fostered an environment where our women colleagues can exercise their rights, make informed decisions, and contribute actively to our organisational goals and societal betterment.

7. **Promoting "Maitreyi" branches:** We have launched 6 all-women branches called 'Maitreyi' across various cities in India. 'Maitreyi' holds great significance as it represents a wise, intelligent, and knowledgeable lady, embodying the Company's belief in the remarkable talent and potential of women professionals who will shape their own destinies while serving customers' financial needs.

EMPLOYEE ENGAGEMENT

Project Neev is a collaborative effort between Retail Finance and Bharat Collaborative team of Piramal Foundation to work together in aspirational districts of India. The project's aim is to understand each other's work through immersion visits and create impact projects across 4 themes of technology, middle management, employability, and analytics. During immersion, the Retail Finance team visited aspirational districts to gain a better understanding of the work being done by Piramal Foundation embracing the spirit of "Sewa Bhav" with open hearts.

The High Voltage Group is established to facilitate and coordinate social and cultural activities throughout all our offices and branches. Our goal is to enhance employee engagement by empowering businesses. By granting each branch discretionary powers and a dedicated budget to plan their own activities, we ensure that employees can celebrate their culture, important national events, and promote health awareness.

RISK MANAGEMENT: BUILDING RESILIENCE. SAFEGUARDING THE BUSINESS

ENTERPRISE RISK MANAGEMENT

The Company has a Board-approved Enterprise Risk Management (ERM) policy. Its key components include Credit Risk, ALM Risk, Operational Risk (including Fraud Risk) and other Risks, as depicted below:

Credit Risk

- Credit Authorisation Matrix
- Prudential Limits
- Risk Rating / Risk Scorecards
- Risk Pricing
- Portfolio Monitoring

ALM Risk

- Liquidity Risk
- Interest Rate Risk

Operational Risks

- People
- Process
- Systems
- External Events
- KRI/RCSA/RCM/FRM

Other Risks

- Reputation Risk
- Compliance and Regulatory Risk
- Information Security Risk
- Residual Risk

RISK MANAGEMENT FRAMEWORK

The Company has a robust Risk Management framework to identify, measure, manage and mitigate business and opportunities. This framework seeks to create transparency, minimise adverse impact on the business strategy and enhance the Company's competitive advantage. The Company maintains a risk control matrix that systematically identifies key risks and corresponding controls across various functions.

The Company's risk management is supervised by the Board of Directors, who have established the Sustainability & Risk Management Committee (SRMC) to ensure effective risk strategy implementation. The SRMC guides the development of policies, procedures, and systems, continuously evaluating their suitability and relevance to evolving business and risk tolerance. Oversight is independently managed by the Chief Risk Officer (CRO), who maintains regular communication with SRMC members. The SRMC is primarily responsible for executing the risk strategy, including the development of policies and systems to identify, measure, monitor, assess, and manage risks effectively.

Risk strategy defines and articulates the approach through which risk management will be used to facilitate the achievement of business / corporate strategy. Risk strategy is aligned with and supports both the development and achievement of corporate strategy. Risk appetite draws from risk strategy and articulates the level of risk the Company is willing and able to accept to pursue its strategic objectives.

RISK APPETITE FRAMEWORK

The Risk Appetite Framework (RAF) sets the Company's risk profile. It forms part of the process of development and implementation of its strategy and determination of the risks undertaken concerning the risk capacity. Risk strategy and appetite framework are integral components of enterprise-wide risk management framework.

The RAF helps drive risk and governance discussions, informs strategic planning and capital allocation decisions, and reassures regulators, shareholders, and rating agencies that the organisation has a clear understanding and established boundaries for risk it can tolerate. It explicitly defines the boundaries within which management is expected to operate when pursuing the business strategy. The Company has institutionalised Risk Appetite as part of the Board-approved ICAAP policy. The risk appetite framework defines risk appetite parameters and tolerance limits for Capital Position, Profitability, Credit Risk, Concentration Risk, Liquidity Risk, Operational Risk, Compliance Risk, and Interest Rate Risk.

The Company also conducts stress tests covering material risk dimensions to evaluate its vulnerability to unlikely but plausible events or movements in the market conditions that could have an adverse impact on its business operations and overall capital adequacy.

The Board of Directors has the ultimate ownership of ensuring appropriate risk governance and oversight. The Company has various committees in place including executive management which ensures sound risk governance. Roles and responsibilities of key stakeholders who are part of the risk governance framework have been defined as follows.

RISK GOVERNANCE STRUCTURE

Board of Directors

The Board oversees Enterprise Risk Management (ERM), including:

- Approving policies on Governance, Risk and Compliance
- Seeking regular assurance from Management, internal and external auditors
- Board to ensure the system of internal control is operating effectively
- The Board of Directors may delegate the risk oversight activity to Audit Committee and/or Sustainability & Risk Management Committee or any other sub-Committee constituted by the Board in this regard.

Sustainability and Risk Management Committee (SRMC)

The Sustainability and Risk Management Committee is a Board-level Committee that provides guidance on establishing a management structure for implementing and reviewing ERM framework, including Credit Risk, Operational Risk, Fraud Risk, ALM Risk, Information Security Risk, and other risks. It provides guidance on the strategies, policies, and supervising implementation thereof ensuring that the risks are being managed in line with defined strategies and policies.

Operational Risk Management Committee (ORMC)

ORMC is responsible for the development, implementation, and monitoring of Operational Risk Framework. ORMC shall also review risk profiles, risk assessments, key risk indicators and operational risk events and various risk dashboards.

Credit Risk Management Committee (CRMC)

CRMC is responsible for implementing Credit Risk Management framework across the organisation and monitoring compliance to Credit Risk policy. CRMC also monitors portfolio risk and concentration risk.

Asset Liability Management Committee (ALCO)

ALCO is responsible for the macro-level management of Liquidity and Interest Rate risk. ALCO shall not consider individual cases for decision-making. The role of ALCO is, thus, to formulate and oversee the functioning of ALM in the Company without getting into day-to-day decision-making process for raising, or deployment, of resources.

Fraud Risk Management Committee (FRMC)

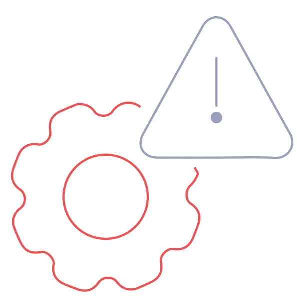
FRMC oversees matters related to fraud risk in the Company. It reviews and approves people and process related actions in the event of fraud.

Chief Risk Officer (CRO)

The Chief Risk Officer and the Risk team shall be responsible for administration and functioning of Enterprise Risk Management Framework including managing, identifying, evaluating, reporting, and overseeing the internal and external risks to the organisation. The Risk team also works in close association with the Chief Economist of the company to assess any material impact on overall portfolio as well as company's liquidity position due to change in any macro-economic factors.

Business Executives

Business executives are responsible for helping implement Enterprise Risk Management framework in their respective functions/units. They are also accountable for policy compliance, risk assessments and implementing controls effectively.



KEY RISKS AND MITIGATION STRATEGIES

Credit Risk

Credit risk is the current or prospective risk to earnings and capital arising from an obligor's failure to meet the terms of contracts for any credit facilities with the lending institution or its failure to honour its obligation.

Mitigation:

The Company has established Risk Management Policies that encompass wholesale and retail business operations, focussing on overseeing credit risk. The Credit Risk Management Committee conducts regular portfolio reviews and engages with management to address emerging risks and highlights any breaches in the risk limits to the SRMC.

For wholesale business, the risk team assesses every loan proposal independently using proprietary risk assessment models. The risk team considers numerous factors, such as historical performance, execution capability, financial strength of the promoter and Company, the 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 Credit team takes inputs from the risk management team to arrive at an optimal deal structure. For retail business, the risk management team conducts regular reviews of the retail loan portfolios to identify risk trends. Additionally, it monitors multiple checks, including adherence to regulatory norms for secured and unsecured loans, risk concentration, clear guidelines for establishing programmes elaborating underwriting standards and their governance, the delegation of credit approval powers, and guidelines for the approval process of new products, programmes, and policies as well as amendments to existing programmes & policies.

Operational Risk

Operational risk refers to the potential loss or disruption resulting from inadequate or failed internal processes, people, systems, or external events.

Mitigation:

Operational Risk Management policy provides the structure and techniques that facilitates consistent functioning of Operational Risk Management framework. This Policy is focussed on Operational Risk arising on account of People, Process, Systems, and external events. The Company has an independent Operational Risk Management Team (ORM) which has created framework and review mechanism to identify, assess, monitor, and manage risks through the effective use of detailed framework and processes, internal controls, information technology and fraud monitoring mechanisms as per policy.
The Operational Risk Management Committee (ORMC) senior executives is in place to govern the operational risk management activities. The ORM team periodically presents to the ORMC root cause analysis of operational incidents reported to them by various units and monitors key risk indicators and breaches, if any.

Fraud Risk

Fraud risk refers to the potential for intentional deception or dishonest behaviour within an organisation, posing threats to its assets, operations, and reputation.

Mitigation:

Fraud Risk Management policy focusses on prevention, detection, investigation of fraud and actions that Company should take in the event of fraud. A Fraud Risk Management Committee (FRMC) comprising top management representatives is constituted which oversees the matters related to fraud risk, review and approves actions against frauds/perpetrators. The Fraud Risk Management team conducts investigations of various frauds or related concerns and updates the FRMC periodically.

Liquidity Risk

Liquidity Risk refers to the risk that the entity will be unable to meet its obligations as they become due, because of an inability to liquidate assets or obtain adequate funding (referred to as "funding liquidity risk") or cannot easily unwind or offset specific exposures without significantly lowering market prices because of inadequate market depth or market disruptions ("market liquidity risk").

Mitigation:

Asset Liability Management (ALM) policy of the Company defines the framework for liquidity risk management. Within the ALM organisation, Asset-Liability Management Committee (ALCO) comprising Senior functionaries is responsible for ensuring adherence to the internal and regulatory limits for liquidity risk and deciding the business strategy of the Company (on the assets and liabilities sides) in line with the Company's budget and decided risk management objectives.

Interest Rate Risk

Interest Rate Risk in a Banking Book refers to the current or prospective risk to earnings and capital arising from adverse movements in interest rates affecting the banking book assets, liabilities, and off-balance-sheet positions.

Mitigation:

The Asset Liability Management (ALM) policy of the company defines the framework for interest rate risk management. The Company prepares & monitors Interest Rate Gap Statement which outlines the difference (or gap) between the interest rate-sensitive assets and liabilities held by the institution within specified time horizons for the purpose of Interest Rate Risk Monitoring. ALCO actively reviews the interest rate risk and ensures that interest rate gaps are maintained as per ALCO's interest rate view. Further, the Company performs "what-if scenario" analysis assessing the impact of the change in interest rate on the net interest income and reports to ALCO.

Compliance Risk

Compliance risk is an organisation's potential exposure to legal penalties, financial forfeiture, and material loss, resulting from its failure to act in accordance with industry laws and regulations, internal policies, or prescribed best practices.

Mitigation:

The Company has a dedicated compliance team headed by the Chief compliance officer. The compliance function actively tracks and reviews compliance with regulatory guidelines. There is a continuous engagement between the compliance & the risk team on various matters pertaining to risk arising on account of adherence to regulatory guidelines. The Company identifies compliance risk to be a material risk in its ICAAP Policy and an assessment framework has been established to monitor the level of compliance risk.

Reputation Risk

Reputational risk is the risk arising from negative perception on the part of customers, counterparties, shareholders, investors, debtholders, market analysts, other relevant parties or regulators that can adversely affect a company's ability to maintain existing or establish new business relationships and continued access to sources of funding.

Mitigation:

The Company strives to enhance its reputation by delivering exceptional customer experiences, providing a diverse array of products and services, and continuously reinforcing its grievance-handling mechanism. The Company maintains regular communication with various stakeholders through appropriate engagement mechanisms to address any concerns they may have.

The Company identifies reputation risk to be a material risk in its ICAAP Policy and an assessment framework has been established to monitor the level of reputation risk. The Company through a scorecard-based approach monitors various parameters across key dimensions including legal & compliance, customer service, media, investor, employee, and management to assess the level of reputation risk it faces and proactively takes measures to mitigate them.

INTERNAL CONTROLS AND THEIR ADEQUACY

The Company has robust internal controls and processes across all its business lines and support functions. These controls are tailored to the complexity and nature of the company's operations.

Three Lines of Defence (LOD):

The Company follows a risk management framework known as the "Three Lines of Defence".

- **First Line of Defence:** Management and process owners take primary responsibility for risks associated with daily activities. They implement controls, develop internal policies, supervise policy execution by employees, and closely monitor risk factors.
- **Second Line of Defence:** The risk management and compliance functions oversee the company's risk management programme. They monitor policy implementation and ensure adherence to established guidelines.
- **Third Line of Defence:** Internal Audit operates independently from the first two lines. The Head of Internal Audit reports directly to the Audit Committee of the Board.

RISK-BASED INTERNAL AUDIT (RBIA):

The Company has adopted the RBIA methodology, which aligns with the Company's overall risk management framework. The Internal Audit function provides independent and objective assurance regarding the design, quality, and operational effectiveness of internal controls, risk management practices, and governance-related systems and processes as represented by management.

Internal Audit

The Internal Audit function has undertaken audits across all lines of business including retail branch network audits, centralised audits, business audits, concurrent audits, and special reviews. Learning from these audits have helped the management in improving the adherence to the policies, processes, and regulatory guidelines and strengthening the control environment.

AWARDS & RECOGNITION

During the year, multiple projects across our businesses were honoured with awards and accolades. Some noteworthy awards received by our leadership and top management are mentioned below:

DR. SWATI PIRAMAL

ExpressAWE Lifetime Achievement Award 2024 in March 2024

Financial Express

India's Top 50 Most Powerful Women in Business in March 2024

Fortune India

One of the five most influential female CEOs in India

Hindustan Times

Featured on the She List – Business in December 2023

India Today

Hall of Fame award at Business Today's Most Powerful Women in December 2023

Business Today

UPMA GOEL

India's Greatest CFO at the 22nd Asian Business and Social Forum 2024 Summit on March 27, 2024

Asia One

Inspiring CFO Award for 2023 in September 2023

ET Edge

AWARDS FOR PIRAMAL FINANCE

Pitch BFSI Marketing Silver Award for Best Use of Social Media

e4m

Pitch BFSI Marketing Silver Award for SEO & Content Strategy

e4m

Pitch BFSI Marketing Bronze Award for Most Effective Launch

e4m

Bronze Award in Social Good and Inclusivity Services

Effie Awards - India Chapter

Bronze Award in Integrated Marketing

Effie Awards - India Chapter

Silver Award in Finance Category

Effie Awards - India Chapter

Gold under Influencer Management category for best use of YouTube

#ETTrendies Awards

Great Place to Work Certified Feb 2024 – Feb 2025 India for the 2nd time in a row

BOARD OF DIRECTORS

AJAY PIRAMAL

Chairman

Mr. Ajay Piramal is one of India's leading industrialists and philanthropists. As the Chairman of the Piramal Group, he has led its transformation into a US$ 10 billion global business conglomerate. The Group has diverse interests in financial services, pharmaceuticals and real estate. Under Mr. Piramal's leadership, the Group has developed a strong track record of robust sustained partnerships with several marquee global investors and partners.

Mr. Piramal led the Group's acquisition and merger of Dewan Housing Finance Limited (DHFL) in September 2021, marking the first successful resolution under the IBC route in the financial services sector.

Mr. Piramal is also an ardent promoter of social entrepreneurship. He is deeply invested in unblocking and further strengthening India's socioeconomic potential through the Piramal Foundation, and actively steers the Group's involvement in various social impact initiatives to develop innovative, long-term, sustainable and scalable solutions to resolve issues that are critical roadblocks towards unlocking India's economic potential.

In 2022, Mr. Piramal received an honorary Commander of the Order of the British Empire (CBE) by Her Late Majesty The Queen, for services to the UK-India trade relationship as India Co-Chair of the UK-India CEO Forum. He was also the recipient of the 'Deal Maker Hall Of Fame' award at the Mint India Investment Summit 2022, recognised for his lifetime achievement and service in creating and unlocking value through investing and crafting deals.

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 the co-Chair of the UK-India CEO Forum, and the Non-Executive Director of Tata Sons Ltd.

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 Doctor of Science (Honoris Causa) Degree by IIT-Indore and an Honorary Doctorate in Philosophy (D. Phil) by Amity University, India.

DR. SWATI PIRAMAL

Vice Chairperson

Dr. Swati Piramal is the Vice-Chairperson of Piramal Group, a global business conglomerate with diverse interests in pharmaceuticals, financial services, and real estate. 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 addition to playing a pivotal role in guiding and implementing policies on improving public healthcare in India, Dr. Piramal's special skills on public policies and socio-economic development have also resulted in her significantly contributing towards government relations and regulatory affairs, new product development, joint ventures, mergers and acquisitions, entrepreneurship, and new product launches.

Over the past three decades, Dr. Piramal's efforts towards providing cost-effective and science-based healthcare globally have significantly contributed to shaping the Indian pharmaceutical industry. She founded the Gopikrishna Piramal Memorial Hospital in Mumbai and was instrumental in launching several pan-India public health campaigns against chronic diseases. 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 recognised 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 Sustainable Development Goals (SDGs). 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 realising 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.

In 2022, Dr. Piramal was awarded with the Chevalier de la Légion d'Honneur (Knight of the Legion of Honour) for her contributions in the fields of business and industry, science, medicine, and towards strengthening Indo-French ties. She is a recipient of numerous awards and honours, including the Padma Shri in 2012, and the Chevalier de l'Ordre National du Mérite (Knight of the Order of Merit), France's second highest civilian honour, in 2006. She was also inducted into the 'Hall of Fame' by Business Today in 2023.

Dr. Piramal holds key positions on the boards of several companies and prestigious institutions. She is a Director on the Board of Nestle India, Allergan India and EssilorLuxottica; and is a Board Member of Dean's Advisors to the Harvard Business School and the Harvard School of Public Health. 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. She has served on the board of various banks including ICICI Bank, SBI Capital Markets, ICICI Prudential Asset Management, and LIC India. Her international positions include Bankinter Foundation of Innovation Spain, United States Pharmacopoeia and 3i PLC. She has also served as the First Woman President of India's Apex Chamber of Commerce (ASSOCHAM), in 90 years. She has also been a member or held board positions in Indian Government including Prime Minister's Trade Advisory Council, Prime Minister's Scientific Advisory Council, Governing Body of Council of Scientific & Industrial Research and many others. Dr. 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.

ANAND PIRAMAL

Non-Executive Director

Anand Piramal heads the financial services businesses of the Piramal Group, which is one of India's largest and most diversified NBFCs. With robust expertise in affordable home lending, SME lending, construction finance, and mid-market corporate lending, Piramal's financial services division stands out in the industry. Additionally, Anand oversees Piramal's Alternatives business, which has partnerships with prominent entities such as CDPQ, Bain Capital, CPPIB, IFC, and Apollo.

In addition to his role in financial services, Anand leads Piramal Realty, the real estate arm of the group. Piramal Realty is esteemed as one of Mumbai's premier developers, renowned for its prime residential and commercial developments across Mahalaxmi, Byculla, Thane, Mulund, Kurla, Lower Parel, and Worli. Supported by investments from Warburg Pincus and Goldman Sachs, Piramal Realty has solidified its position in the market. Anand's contributions have been acknowledged through accolades such as the Hurun Real Estate Unicorn of the Year Award (2017) by Hurun India and the Young Business Leader Award by Hello! Magazine (2018).

Anand also founded a rural healthcare start-up called 'Piramal eSwasthya', Today 'Piramal Swasthya' is India's largest private primary healthcare initiative. Its 2,260 plus employees and over 140 doctors serve around 25,000 patients daily across 28 states with the help of health hotlines, mobile medical units and telemedicine centres. Piramal Swasthya has impacted over 129.5 million lives since inception.

Anand holds a Master's Degree in Business Administration from Harvard Business School and a Bachelor's Degree in Economics from the University of Pennsylvania. He was also the youngest President of the Youth Wing of the 100-year-old Indian Merchant Chambers.

NANDINI PIRAMAL

Non-Executive Director

Nandini Piramal is the Chairperson at Piramal Pharma Limited. She is responsible for setting strategy and driving results at Piramal Pharma Limited. Piramal Pharma Limited offers a portfolio of differentiated products and services through its 17 global development and manufacturing facilities and a global distribution network in over 100 countries.

Additionally, she heads the Human Resources, Finance, Risk, Information Technology and Quality functions at Piramal Pharma Limited. She is also the Non-Executive Director at Piramal Enterprises Limited.

Ms. Piramal is also an advisor to Piramal Foundation which has impacted the lives of over 113 million Indians in its lifetime in areas ranging from gender, public health to education and purified water. She is a visionary business leader driven by her commitment to bettering society. Her efforts in the business and social world led to her being recognised amongst 'India's Most Powerful Women' by Business Today in 2020, 2022, and 2023, for her outstanding contribution in business and social growth. She was also awarded as a 'Young Global Leader' in 2014 by the World Economic Forum.

Ms. Piramal holds a BA (Hons.) in Politics, Philosophy, and Economics from Oxford University. She also has an MBA from Stanford Graduate School of Business.

VIJAY SHAH

Non-Executive Director

Mr. Vijay Shah is Director at Piramal Enterprises Limited and Managing Director & CEO at 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 organisation 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 ₹ 26 crore in FY 1992 to ₹ 238 crore in FY 2000 (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 ₹ 932 crore in FY 2006 (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 Programme from the Harvard Business School, Boston, USA (1997).

SHIKHA SHARMA

Non-Executive Director

Ms. Shikha Sharma holds a B.A (Hons.) in Economics, Post Graduate Diploma (PGD) in Software Technology from National Centre for Software Technology and PGD in Management from IIM, Ahmedabad. She has rich experience in banking & insurance and has an excellent track record. She led the bank on a transformation journey from being primarily a corporate lender to a bank with a strong retail deposit franchise and a balanced lending book.

She began her career with ICICI Bank in 1980. She was the Managing Director and CEO of ICICI Personal Financial Services from May 1998 to December 2000. Thereafter, she was the Managing Director and CEO of ICICI Prudential Life Insurance Company from December 2000 to June 2009. Later she was appointed as the Managing Director and CEO of Axis Bank from June 2009 till December 2018. Ms. Sharma has won many awards, including Outstanding Businesswoman of the year- CNBC TV18, AIMA JRD TATA Corporate Leadership, Banker of the Year – Business Standard, and has been recognised Top 20 Women in Finance-by-Finance Asia and 50 most powerful women in business by Fortune. She is also on the board of directors of other companies viz. Tata Consumer Products Limited, Tech Mahindra Limited, Mahindra & Mahindra Limited, Mahindra Electric Automobile Limited, Dr. Reddy's Laboratories Limited. She is also an advisor / consultant to, Piramal Enterprises Limited, Google India Digital Services Private Limited, Billionbrains Garage Ventures Private Limited, Bahaar Foundation - a unit of Akshati Charitable Trust and a member of the Board of Governors of IIM, Lucknow.

RAJIV MEHRISHI

Independent Director

Mr. Rajiv Mehrishi is a retired Indian Administrative Service (IAS) officer of the 1978 batch belonging to the Rajasthan Cadre.

Mr. Mehrishi has served in various key posts in both Union and Rajasthan Government. During his stint as Joint Secretary, Department of Company Affairs, he was involved in the enactment of the Competition Act, redrafting of the Companies Act, 1956 which gave him an insight into the functioning of companies and Companies law. He also re-wrote the transport taxation laws and the rules for the Narcotics and Psychotropic Substances Act, 1984, which became a template for all other states in the country. He was pivotally involved in the important reforms of setting up the Monetary Policy Committee (MPC) and enactment of the Indian Bankruptcy Code (IBC).

During his tenure as the Principal Secretary Finance, and the Chief Secretary in Rajasthan, he gathered good understanding about functioning of the State Government, Centre-State relations, and of fiscal federalism which was accentuated by his experience as the Union Finance Secretary. As Principal Secretary Finance in Rajasthan he played a central role in conceptualising and introducing the biometric and bank-linked "Bhamashah" card, even before the Aadhaar card scheme was announced by the Government of India in 2009. Thereafter, he held the position of Union Home Secretary in the Central Government and the 13th Comptroller and Auditor General of India (C&AG). In 2022, Mr. Mehrishi was awarded with the Padma Bhushan, one of the highest civilian honours of India, by the President of India. He has a wide experience of over 42 years and is well placed to advise and guide the Company in the discharge of its functions, including good corporate governance and shareholder protection, especially the small shareholders.

Mr. Mehrishi holds a degree in B.A (History Hons.), M.A. (History) from St. Stephen's College, Delhi, and a Master of Business Administration from the University of Strathclyde, Glasgow, Scotland.

GAUTAM DOSHI

Independent Director

Mr. Gautam Doshi, a Chartered Accountant and Masters in Commerce, has been in professional practice for a period of over 45 years. He advises various business groups and families and also serves as a director on the boards of listed and unlisted companies.

Mr. Doshi's experience covers wide range of areas including advisory services in the field of accounting, taxation, corporate and commercial laws and regulatory matters. He has been actively involved in conceptualising and implementing a number of mergers and restructuring transactions both domestic and cross border, involving many of the top 20 listed companies on the BSE as also those forming part of FTSE 100.

A prolific speaker, Mr. Doshi has addressed several seminars and conferences within and outside of India and courses organised by the Institute of Chartered Accountants of India, International Fiscal Association, Other professional bodies and Chambers of Commerce.

He has served on the Councils of Western Region as also All India level of the Institute of Chartered Accountants of India which has the task of development and regulation of profession of accountancy in India. During his tenure on the Council, he served on several committees and contributed significantly to the work of Board of Studies which is responsible for education and system of training of students. He also served as Chairman of Committees on direct and indirect taxation of Indian Merchants' Chamber.

ANJALI BANSAL

Independent Director

Anjali Bansal is the Founding Partner of Avaana Climate and Sustainability Fund - investing in technology and innovation-led start-ups catalysing climate solutions and sustainability. Previously, Anjali was the Non-Executive Chairperson of Dena Bank, appointed by the Government of India to steer the stressed bank's resolution and merger with Bank of Baroda. Prior to that, Anjali was a Global Partner and Managing Director with TPG Growth PE, responsible for India, SE Asia, Africa and Middle East and strategy consultant with McKinsey in New York.

Anjali has invested in various successful start-ups including Nykaa, Delhivery, Urban Company, Darwinbox, Farmart, and climate tech leaders like Turno, Terra.do and Eeki. She serves as an independent director on leading boards including Tata Power, Nestle, and Piramal Enterprises. She has been appointed on the Board of ONDC (Open Network for Digital Commerce) and GIFT City, and chairs the Climate Council within IVCA. She is a Member of the Evolution Review Committee for Niti Aayog, India's premier policy think tank chaired by the Hon'ble Prime Minister.

Anjali has previously chaired the India board of Women's World Banking, and served on the boards of GSK Pharma, Siemens, and Bata. She has co-founded and chaired the FICCI programme for Women on Corporate Boards.

Anjali is a member of the YPO and a charter member of TiE. She has been listed as one of the "Most Powerful Women" by India's leading publications, Business Today, Fortune India and Forbes India.

She has a bachelors in Computer Engineering from Gujarat University and a Masters from Columbia University.

SUHAIL NATHANI

Independent Director

Suhail is widely recognised as a leading lawyer in India. Twenty-five years ago, he co-founded Economic Laws Practice which today is recognised as one of India's pre-eminent law firms. Today the firm has eight offices spread throughout India.

Suhail has successfully represented India in WTO disputes before the Panel and Appellate Body in Geneva and has been counsel to the Competition Commission of India (CCI), and Securities Exchange Board of India (SEBI). He sits on the board- as an independent director - of listed companies in India and overseas. He also serves on the board of some of India's leading not-for-profit entities involved in youth development, skilling, health and the habitat. Suhail has been recognised amongst the top 30 International Trade practitioners in the world by the Best of the Best Expert Guides. He has also been ranked by the Chambers Asia-Pacific for his expertise in Competition/ Antitrust, Corporate M&A and International Trade and has been recommended as a Leading Lawyer by The Legal 500 Asia-Pacific for the past ten years. Additionally, he has been recognised for his expertise in the Who's Who Legal Trade & Customs, has been featured as a "Thought Leader – Trade & Customs" in Who's Who Legal and has also been identified as a Leading Lawyer by Asialaw Leading Lawyers. Suhail has also featured as a Market Leading Lawyer in IFLR1000 (Financial & Corporate) and in the India Business Law Journal's A List as India's Top 100 Lawyers. Apart from India, he is also admitted to the State Bar of New York.

PUNEET DALMIA

Independent Director

Mr. Dalmia is the Managing Director & CEO of Dalmia Bharat Limited. Driven by the fundamental principles of 'responsible growth and sustainable development,' he has steered Dalmia Bharat on a path of accelerated growth since assuming leadership in 2004. Prior to leading Dalmia Bharat, he co-founded JobsAhead.com in 1999, a highly successful dotcom venture that was later acquired by Monster.com in 2004. Mr. Dalmia's leadership and entrepreneurial acumen have earned him widespread recognition. He was honoured with Ernst & Young's Entrepreneur of the Year award in 2017 in the manufacturing sector. Additionally, he has also served as the Chairman of the Development Council for Cement Industry (DCCI), established by the Government of India in June 2021. In 2022, Business Today magazine named him the Best CEO in the Cement Category. Presently, he holds the position of Chairperson on the Board of Governors of the Indian Institute of Management, Raipur.

Mr. Dalmia holds a Bachelor's degree in Technology (BTech) from IIT-Delhi and graduated as a gold medalist with a Masters in Business Administration (MBA) from the Indian Institute of Management, Bangalore.

KUNAL BAHL

Independent Director

Kunal Bahl is a technology entrepreneur and investor. He is the co-founder of Snapdeal, one of India's leading e-commerce platforms. Founded in 2010, Snapdeal focusses on the vast value commerce market in India and has served millions of online shoppers in India over the last 13+ years.

He is also the founder of Titan Capital, through which he has invested in more than 250 startups over 12 years across various sectors and geographies in consumer tech, health-tech, fintech, SaaS, consumer brands and B2B marketplaces in companies like Ola Cabs, Urban Company, Razorpay, OfBusiness, Mamaearth, among others.

Kunal is an influential voice on issues pertaining to Indian start-ups and entrepreneurship. He is a member of India's National Startup Advisory Council and Chairman of CII's National Startup Council (2023-2024). Kunal served as part of Nasscom's Executive Council (2019-2023). He is also the former chairman of CII's E-Commerce Council.

Kunal is a member of the Board of Governors of the Indian Council for Research on International Economic Relations (ICRIER).

Kunal graduated from the Jerome Fisher Programme in Management and Technology at the University of Pennsylvania and holds degrees in engineering and business from the Wharton School.

ANITA MARANGOLY GEORGE

Independent Director

Anita Marangoly George is a sustainability investor and accelerating solutions to address climate and societal challenges with profitable investments is her life goal. Ms. George serves on the Board of Tata Sons, Piramal Enterprises and First Solar Inc. USA. She is also a Board Member of the Indo-Canadian Business Chambers (ICBC) and Pearson College in Victoria, British Columbia, Canada.

Ms. George was Executive Director and Head of Emerging Markets for Caisse de dépôt et placement du Québec (CDPQ), the pension fund manager for the Province of Québec, for six years and increased CDPQ's investments in Emerging Markets.

Prior to that, Ms. George was Senior Director of the World Bank Group's Global Practice on Energy and Extractive Industries from 2014 to 2016, which ensured that Bank Group client countries received world-class service in lending, advisory and knowledge services for transforming the energy and extractive industries sectors.

Before assuming this position on July 1, 2014, Ms. George was Director for Infrastructure and Natural Resources at the International Finance Corporation (IFC). She joined the World Bank Group in 1991 as a Young Professional, and worked across all regions - Africa, Asia, Middle East and North Africa and Latin America.

Besides her work with the World Bank Group, she has headed Siemens Financial Services in India covering the telecommunications, power and transportation sectors, and has also served in management positions with the Steel Authority of India.

Ms. George is passionate about Sustainability and empowerment of women in all walks of life. She has a Bachelor of Arts from Smith College and a dual Masters in

Economic Policy and Finance from Boston University. In recognition of her work in Sustainability, she was awarded an Honorary Doctorate from the University of Concordia in Montreal, Canada.

ASHEET MEHTA

Independent Director

(w.e.f. June 12, 2024)*

Asheet Mehta is a Senior Partner in McKinsey & Company's New York Office, where he has served a broad range of players across the financial services industry and the public sector. He previously led the Financial Services Practice in the Americas and Co-led the Financial Services Practice globally. He has also been a member of the Firm's Shareholders Council (McKinsey's board) and holds various other leadership roles, including leading an effort to serve disruptive industries and early-stage companies.

Asheet has deep expertise in financial services having served leading insurers, wealth and asset managers, payments companies and both regional and local banks. Client engagement topics have ranged from corporate strategy, organisation, marketing, and operations/ technology as well as risk and regulation across the full range of wholesale and consumer financial products and services.

Working together with executive teams, Asheet supports efforts to address a full spectrum of strategic and operational challenges. He has helped restructure organisations, boost the performance of sales and marketing, and rethink operations, including technology platforms and risk and regulation approaches. He has also advised both new and established companies as they navigate the market turbulence caused by rapidly changing digital technologies, evolving consumer expectations, and unpredictable regulatory frameworks. His work has ranged from corporate strategy and assisting with large scale transformations to functional performance improvement and organisational effectiveness.

Mr. Mehta has a B.S. in Electrical Engineering from Columbia University and an M.B.A. with High Honours in Finance and Production Management from the University of Chicago. He is currently on the board of the Asia Society and the board of visitors of Columbia University's School of Engineering and Applied Science. In addition, he is on the board of CreditEnable, a startup focussed on SME lending. He was formerly President and board member of Partnership with Children, a not-for-profit that serves at-risk children in New York City's Public Schools.

S. RAMADORAI

Independent Director

(up to March 31, 2024)

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. Currently, he is the Chairperson of Mission 'Karmayogi Bharat', the National Programme for Civil Services Capacity Building (NPCSCB) that aims to transform Indian bureaucracy and prepare civil servants for the future, through comprehensive reform of the capacity building apparatus at individual, institutional and process levels.

Mr. Ramadorai is also 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. Currently, he serves as an Independent Director on the Boards of Piramal Pharma Limited and DSP Asset Managers Pvt. Ltd. In March 2016, he retired as the Chairman of the Bombay Stock Exchange (BSE Ltd.) 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 was the Chairperson of the Governing Board at the Tata Institute of Social Sciences (TISS) for over 10 years starting October 2011. He is the Chairperson of Public Health Foundation of India and 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.

Ramadorai 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.

Note: (*) Subject to shareholder's approval

MANAGEMENT TEAM

RUPEN JHAVERI

Group President, Piramal Enterprises Limited

Rupen Jhaveri is the Group President at Piramal Enterprises Limited (PEL). In his role, Rupen is responsible for business development, strategy, M&A, capital allocation and corporate finance.

Rupen has close to two decades of experience across private equity and investment banking. Prior to joining PEL, he was the Managing Director of KKR India, a global investment firm. As part of the founding team in India, Rupen has led investments in Jio Platforms, Reliance Retail, Alliance Tires, Magma Fincorp (Poonawalla Finance), Dalmia Cement, Max Financial Services, Emerald Media, SBI Life Insurance, Bharti Infratel, HDFC Ltd and RE Sustainability.

Prior to KKR, Rupen has worked with Goldman Sachs & Co. in its Principal Investment Area (PIA), Warburg Pincus and Merrill Lynch.

Rupen is a member of the Confederation of Indian Industry (CII) - Corporate Governance Council and the Global Investor Council of Indian Private Equity & Venture Capital Association (IVCA). He holds a B.S., magna cum laude, from Leonard N. Stern School of Business of New York University. He has also been the recipient of The Economic Times and Fortune 40 under 40 Business Leader awards. An avid cricketer and tennis player, Rupen's pursuits also include social work in rural India.

JAIRAM SRIDHARAN

CEO, Retail Lending, Piramal Enterprises Limited and MD, PCHFL

Jairam Sridharan is the CEO of Retail Lending at Piramal Enterprises and MD of Piramal Capital & Housing Finance Limited. He has over two decades of rich domain experience and specialises in setting up and scaling new businesses.

Before joining Piramal, Jairam was the Chief Financial Officer (CFO) of Axis Bank. He has handled a variety of roles at the Bank and was previously President, Retail Lending & Payments. 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.

Prior to Axis, 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 2022, he was awarded the 'FE Pillar of the BFSI Industry' award at the FE BFSI Summit. In 2019, Institutional Investor magazine named Jairam "Best CFO" in their All-Asia Executive team for Banks, based on Sell-Side analyst votes. In 2015, he was chosen by The Economic Times as a part of their "40 Under 40" list of India's hottest business leaders.

YESH NADKARNI

Chief Executive Officer, Wholesale Lending, Piramal Enterprises Limited

Yesh Nadkarni is the CEO of Wholesale Lending at Piramal Enterprises Limited (PEL). He has over two decades of investing experience across debt, equity and special situations spanning India, Australia, and Southeast Asia.

As CEO of Wholesale Lending, Yesh is responsible for further expanding PEL's wholesale lending business, building a high quality granular book across different real estate/corporate segments, establishing, and strengthening key client relationships and using data analytics/AI to enable superior underwriting.

Before joining Piramal, Yesh was the Managing Director & CEO of the India Real Estate lending business at global investment firm KKR, where he built a leading India real estate credit franchise.

Prior to KKR, he has held senior leadership roles at J.P. Morgan where he led Asia-ex China franchise of the balance sheet investing group, and ICICI Prudential, where he set up and led real estate / corporate investing business.

Yesh has a Masters in Finance from the London Business School and is a Bachelor in Engineering, from University of Pune, India.

KALPESH KIKANI

MD, Piramal Alternatives, Piramal Alternatives

Kalpesh Kikani is the Managing Director of Piramal Alternatives. In his current role, Kalpesh drives profitable growth across all Piramal Group's alternative asset funds across multiple asset classes.

Kalpesh has over twenty-five years of expertise in investing and financial services including a decade as the founding Managing Director at AION Capital, a joint venture between Apollo Global Management and ICICI Group to invest in buyouts, distressed and hybrid capital solutions.

At AION, Kalpesh led both fund raising and deployment of over US$ 1.25 billions of capital and served on the boards of several its portfolio companies.

Prior to AION Capital, Kalpesh spent over 15 years at ICICI Bank. Kalpesh played a significant role in building the bank's commercial banking business to over US$ 10 billion in assets and the structured finance business to over US$ 5 billion in assets. Kalpesh set up and built the bank's corporate and investment banking business in London to US$ 4 billion in assets. Earlier, Kalpesh was part of the retail banking team at the time of the merger of ICICI Limited and ICICI Bank Limited. Kalpesh started his career at ICICI Limited in project finance where he led multibillion dollar corporate and infrastructure financing.

Kalpesh holds a Bachelor of Engineering Degree in Computer Science and an MBA in Finance from Bombay University.

SHANTANU NALAVADI

Managing Director, India Resurgence Fund (IndiaRF)

Shantanu Nalavadi is the Managing Director at India Resurgence Asset Management Business Private Limited (IndiaRF), a Piramal Enterprises Limited and Bain Capital Credit Partnership. A Chartered Accountant by profession, Mr. Nalavadi carries with him over three decades of experience in private equity, banking, and corporate finance.

In his role at IndiaRF, Mr. Nalavadi invests primarily in mid-sized businesses, providing customised capital solution for a controlled lead transformation in the businesses which are under-performing to their potential. IndiaRF invests across sectors such as industrials, healthcare, manufacturing, consumer businesses etc., targeting India's burgeoning demand growth and exports. He spearheads an on-ground team that is not only well-positioned to execute diligence and deals but also engage in rebuilding and growing companies by recapitalising balance sheets and through deep operational engagement.

Previously, he was Co-Head of the Structured Investment Group of Piramal Enterprises Limited, with over US$ 350 million in assets under management. Prior to this, he was a Partner at New Silk Route Advisors Pvt. Ltd., a Private Equity Fund with over US$ 850 million in assets under management. His vast tenure of work experience includes global multinationals such as ANZ Grindlays Bank, Star TV and Walt Disney with P/L and business development responsibilities. Mr. Nalavadi brings with him an experience of investing, creating value and monetising investments across several sectors, including financial services, consumer retail, infrastructure, cement, media, logistics and manufacturing. In creating value for his portfolio companies, he actively participated in partnering with strategic / managements for operational improvements, competitive marketing positioning and sustainable expansion.

Mr. Nalavadi articled with Arthur Andersen, India, before qualifying as a Chartered Accountant in 1993.

UPMA GOEL

CFO, Piramal Enterprises Limited

Upma Goel is the CFO of Piramal Enterprises Limited and is responsible for the finance function of PEL and all its subsidiaries. She played a key role in the integration of Dewan Housing Finance Corporation Limited (DHFL) into Piramal Capital & Housing Finance Ltd.

She is a Chartered Accountant with three decades of post qualification experience in the financial services industry. Her core competencies lie in business strategy, financial control, capital restructuring, M&A, tax, risk management and regulatory compliances. Upma joined Piramal as CFO – Retail Finance Business of Piramal Capital & Housing Finance Ltd. and was subsequently elevated to CFO of PEL.

Prior to Piramal, she was the CFO & Key Management Personnel at Ujjivan Small Finance Bank Limited and played a critical role in upscaling the finance function, successful transition of the NBFC MFI into the Bank. She successfully led the primary market fund raise from domestic/overseas market. She also spearheaded the finance and account function, Procurement, Liabilities management, business strategy and planning, regulatory compliances and investors relations. Prior to Ujjivan, Upma was the Group Deputy CFO at L&T Finance Holdings Limited.

Upma holds a Master's Degree focussed in Chartered Accountant from The Institute of Chartered Accountants of India.

In September 2022, she was felicitated by The Financial Express at the FE CFO Connect Conclave for her exemplary contribution to the industry and to the Piramal Group. She was also felicitated by the ET Edge as Inspiring CFO for 2023 in Sept '23. She is amongst the top 70 CFOs in India as published by Startup Lanes. Recently in March '24, she was felicitated by Asia One Magazine as one of the greatest CFOs.

VIRAL GANDHI

President & Group CIO, Piramal Group

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 touchpoints.

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 29 years 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 Programme from Harvard Business School, USA and a Strategy and Innovation Programme from Massachusetts Institute of Technology, USA. He holds a Bachelor's Degree in Engineering from VJTI, Mumbai, India.

HARINDER S. SIKKA

Group Director – Strategic Business, Piramal Group

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 three decades. As head of Strategic Business, he has been instrumental in handling and resolving issues pertaining to all verticals of the Group.

Mr. Sikka has been awarded by the Global Anti-Counterfeiting Group, Paris and is also recipient of 'The Indira Super Achiever Award', besides other prestigious recognitions. He has also been recently awarded with the degree of Honoris Causa (D.Litt) by SGT University. He received training 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 a 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' and 'Vichhoda'. Blockbuster film 'Raazi', led by Alia Bhatt was based on his best seller book 'Calling Sehmat', published in six Indian languages. His third book titled 'Gobind' has been released on April 27, 2024.

ANAND VARDHAN

Group General Counsel, Piramal Group

(w.e.f. May 15, 2024)

Anand Vardhan, Group General Counsel at the Piramal Group, is responsible for overseeing the legal function across the Piramal Group.

He has more than 23 years of experience heading the legal function and extensive hands-on experience in all areas of legal documentation, litigations & legal policies/procedures/strategies/training in financial services, private equity/NBFC/HFC/investment management to funds, general banking & infrastructure, mortgage finance, real estate, recoveries & consumer protection, insolvency & bankruptcy proceedings, stressed accounts management and dispute resolution.

Anand joined Piramal Group in 2013 and has helped set up and organised the legal function across the financial services vertical, presently heading a team of 25+ multi-disciplinary lawyers. At Piramal, he plays a critical role in identifying, mitigating and managing legal risk across the group companies including as a member of the deal clearance committee, executive credit committee and fraud & risk management committee.

He 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.

Anand is a graduate from Hans Raj College, Delhi University and holds a degree in Law from the Campus Law Centre, Faculty of Law, Delhi University. He is also a member of the Institute of Company Secretaries of India.

MANJUL TILAK

Chief Human Resources Officer – Piramal Enterprises Limited

Manjul heads the HR function for the Financial Services and Realty businesses for the Piramal Group, where he is responsible for shaping and driving the people agenda and address HR priorities at enterprise level.

Manjul has over twenty-seven years of HR experience with the last seventeen in Financial Services in the Kotak Mahindra Group. His last stint in Kotak Bank was as Senior Executive Vice President, where he headed HR for their Consumer Banking business, spanning both retail liabilities and consumer assets. He started his stint with the Kotak Group in their life insurance business, post which he moved to the Bank to handle HR for their Wholesale Bank, Global Transaction Services, Treasury and Risk functions. He was a key member of the team which handled the merger between Kotak Bank and ING Vysya Bank. Prior to the Kotak Group, Manjul has also worked for The India Today Group and Triveni Engineering & Industries Limited. He has rich experience in building scale in businesses, and in cutting-edge practices in the areas of talent acquisition, leadership development, succession planning, managing high potentials, employee engagement, learning and organisational development.

Manjul is an Engineer from NIT, Jalandhar and did his Masters in Personnel Management & Industrial Relations
from University Business School,
Panjab University, Chandigarh.

ADITYA NATRAJ

CEO, Piramal Foundation

Aditya Natraj is the CEO of the Piramal Foundation. He is a qualified Chartered Accountant, a Post-graduate in Economics from Madras University and a Masters in Business Administration from INSEAD, France.

Aditya started his career working with KPMG for 5 years and then joined the start-up team of an internet company in Europe for 2 years. For the last 20+ years, he has worked in the Development sector – first with Pratham in Gujarat for 5 years and the Piramal Foundation since its inception.

Aditya has helped focus the Foundation's activities into 4 Big Bets critical to the development of India:

- The Aspirational Bharat Collaborative works with communities in the most opportunity-deprived districts to help improve their development indicators
- The Tribal Health Collaborative works with tribal populations to eliminate all preventable deaths
- The Digital Bharat Collaborative helps strengthen the quality of evidence-based governance in public systems
- The Piramal School of Leadership works with mid-level public servants to strengthen their leadership skills and sense of purpose

Each Big Bet also mobilises the power of rural women and Indian youth to act as compassionate changemakers on the ground. The Foundation currently has over 5,000 staff across 26 States in India.

Aditya is an Ashoka Fellow, an Echoing Green Fellow and an Aspen India Fellow. He also serves on the governing board of the Akanksha Foundation and Bridgespan India. He was awarded the Times Now 'Amazing Indian' award in the Education category.

S.K. HONNESH

Group General Counsel, Piramal Group
(up to May 15, 2024)

S. K. Honnesh, Group General Counsel at the Piramal Group, is responsible for overseeing the legal function across the Piramal Group. He also oversees the Secretarial, IPR and Trusteeship functions of the Company.

Honnesh 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. 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. Some of the major transactions include fund raising of US$ 770 million at PEL by QIP of Compulsorily Convertible Debentures (the first and largest by a non-banking company) and Rights Issue, investments in the financial services companies, Shriram Transport and Shriram Capital, acquisition of the product portfolio from Janssen, Mallinckrodt and setting up of IndiaRF, the company's Distressed Asset Platform, sale of DRG, Carlyle investment in Pharma and acquisition of DHFL.

Honnesh is a qualified Corporate lawyer and holds a Degree in Law from National Law School of India University, Bangalore.

MANAGEMENT ADVISORS

NITIN NOHRIA

Executive Chairman at Thrive Capital

Nitin Nohria is the George F. Baker Jr. and Distinguished Service University Professor at Harvard Business School. Previously he served as the school's tenth dean from 2010-2020. His intellectual interests centre on leadership and corporate performance. He is co-author of 16 books and over 100 articles and cases. He is the Chairman of Thrive Capital (a NYC venture capital firm) and Exor N.V. and serves on the Board of Directors of Anheuser-Busch InBev, Bridgespan, Rakuten Medical, and Massachusetts General Brigham. Before joining the Harvard Business School faculty, Nohria received his Ph.D. (1988) from the Sloan School of Management, Massachusetts Institute of Technology, and a B. Tech. (1984) in Chemical Engineering from the Indian Institute of Technology, Bombay (which honoured him as a Distinguished Alumnus in 2007).

At Piramal Group, Nitin Nohria serves in the capacity of Management Advisor. In this role, he provides strategic guidance and leadership to the company, leveraging his extensive experience and expertise in business and management to help steer the organisation's strategic direction and governance.

ENVIRONMENT, SOCIAL AND GOVERNANCE

PIRAMAL FOUNDATION: DELIVERING TO OUR SOCIETY

VISION

Building Bharat through leadership development, decentralisation, governance, and inclusion, led by women and youth.

PIRAMAL FOUNDATION'S OPERATIONS:

- **Extensive Reach:** Piramal Foundation operates across 27 states and 2 Union Territories, working closely with the Central Government and the State Governments.
- **Significant Impact:** Over the past 16 years, our initiatives have positively impacted the lives of 113 million Indians, particularly focussing on the most marginalised communities.
- **Transformative Approach:** We addressed India's most challenging problems by enhancing the Government's implementation, fostering community participation in change, and shaping ecosystems to enable transformation.

Our strategic initiatives, encapsulated into four Big Bets, aim to accelerate India's progress towards achieving the Sustainable Development Goals (SDGs) by 2030 through a platform and partnership approach.

Piramal Foundation is dedicated to uplifting the marginalised communities by harnessing the potential of youth and strengthening Government systems. By working in partnership with the Central and State Governments, as well as international and national organisations and academic institutions, we aim to drive accelerated change across India.

Through a concerted focus on the most marginalised groups, enhancing state capabilities to implement impactful initiatives, and actively involving youth in nation-building, over the past 16 years, the Foundation has reached and transformed the lives of 113 million Indians.

OUR THREE-PRONGED STRATEGIES AT WORK

Key Tenets of our ESG Priorities

Enabling the Marginalised Population to Benefit from India's Growth Story

Tribal Health Collaborative (THC)

Problem: Over 10 crore tribal people in India have the lowest Human Development Indicators (HDIs) among all the population subgroups.

Vision: Eliminate preventable deaths among tribal and marginalised communities of India.

- **Approach: Community Engagement in Healthcare:** Empowering communities to take active roles in their healthcare
- **Knowledge Enhancement:** Improving health literacy and awareness
- **Health System Strengthening:** Bolstering healthcare infrastructure and services

Project Highlights:

Chest X-Ray AI aiding diagnosis of Tuberculosis (TB):

Pilot Study Overview: Conducted in three tribal districts of Chhattisgarh with the support of Qure.ai and funding from India Health Fund.

Background: X-rays are crucial for screening and diagnosing active pulmonary tuberculosis (TB), especially in cases where sputum tests return negative results. However, the effectiveness of X-rays in these regions has been limited due to the lack of specialist doctors to interpret them.

Objective: To evaluate the effectiveness of Artificial Intelligence (AI)-guided TB detection using analogue X-rays at government health facilities in the tribal districts of Chhattisgarh.

Methods: Following consultation with the local authorities, a trained Field Coordinator was assigned to a facility in each of the districts of Sukma, Kanker and Dantewada. The Field Coordinator used the qXR application installed on their smartphones to upload all chest X-rays taken at these facilities. The AI application provided differential diagnosis, which were then shared with the attending doctors at each facility.

Results: Between May 2023 and February 2024, a total of 3,330 X-rays were performed and uploaded in the application from the three health facilities. Out of these, the application reported 487 X-rays as presumptive TB cases, of which 463 sputum were tested and 202 were confirmed of being "TB positive".

Conclusion: The AI-powered qXR software proved to be an effective point-of-care tool for TB screening, especially in areas lacking specialist healthcare providers. This approach not only mitigates delays in diagnosing TB and other lung conditions but also expedites the initiation of treatment.

Aspirational Bharat Collaborative

Problem: 112 Aspirational Districts in India with the lowest HDIs

Vision: Building Hyper-Local Collaboration with civil societies, facilitating last-mile convergence at the Block and Gram Panchayat levels, and driving campaigns to saturate schemes to improve delivery of services to the citizens of Aspirational Blocks and Districts.

Approach:

- Building Hyper Local Collaboration
- Facilitating Last-Mile Convergence

Buniyadi Shiksha Abhiyan (BSA) aims to strengthen transformation elements – School, Community, and the system. With a comprehensive approach, it aims to achieve Foundational Literacy and Numeracy (FLN) goals in 20,000 demo schools across 112 districts. This strategy covers the entire educational spectrum, addressing schools, communities, and the broader systemic framework. BSA has selected 17,516 Demo Schools across 112 districts, trained 53,835 Middle Managers and Teachers, and 1,27,018 Students reached through community classes by 5,611 volunteers.

Strengthening the Government's Capacity Through Leadership Development and Digitisation

Digital Bharat Collaborative

Problem: Sub-optimal use of technology in public service systems hinders universal access and timely high-quality public health service delivery.

Vision: To support public service systems to improve availability, accessibility, and quality of services by leveraging technology.

Approach

- Supporting States in building transformation roadmap
- Building system and tech readiness
- Strengthening governance

Piramal School of Leadership

Problem: Absence of programmes that build leadership skills of Government officials to help them perform to their highest potential.

Vision: To build a world-class institution for designing innovative solutions that can deliver national aspirations, execute complex missions at scale and build future generations of leaders and experts.

Approach

- Building future-ready and 'Sewa Bhaav' oriented public system leaders and creating Centres of Excellence

FY 2023-24 Highlights

39.55 million

Beneficiaries in the last decade through health information helplines

4.30 lakh

Beneficiaries in the past decade through static clinics and telemedicine

18.72 million

Beneficiaries in the last decade through Mobile Medical Units

15,500

Frontline health workers and built digital capacity of 5,805 officials

Amrit Platform: Last-Mile Service Delivery

DBC has developed and implemented AMRIT, an opensource (AMIRT code is available in public GitHub) EHR platform aimed at enhancing healthcare accessibility and affordability. AMRIT is an ABDM compliant Electronic Health Records (EHR) platform suitable for operating health helplines (104 helpline, 1097 helpline, Mother and Child Tracking Systems and Early Childhood Development), MMUs in remote areas and telemedicine facilities. Additionally, AMRIT offers an end-to-end solution for Comprehensive Primary Healthcare, with its application tailored for low-resource centres.

AMRIT's tech architecture has been designed to ensure interoperability and establish a continuum of care by leveraging electronic health records. It has been integrated with point-of-care testing devices, enabling better diagnosis and quick decision-making by health staff. The collected EHRs are analysed to support informed decision-making by health officials. As the application is ABDM compliant, it aligns with the Government of Bharat's vision of achieving universal health coverage by onboarding beneficiaries under the ABDM umbrella. This involves creating ABHA IDs and linking health records to these IDs to improve health outcomes.

Developing the Nation's Youth and Creating Future Leaders

Tapas (The Piramal Academy of Sewa)

Problem: The absence of a leadership building platform to tap and nurture the youth's potential to contribute to development and nation building.

Vision: To leverage the power of youth and women to build Future Leaders engaged in nation-building.

Approach

- Gandhi Fellowship
- Karuna Fellowship

OUR SUSTAINABILITY JOURNEY

OUR CONTINUED COMMITMENT TO ESG

As a leading NBFC, we take immense pride in being a purpose-driven organisation, committed to make a positive impact. Our ethos of 'Doing Well and Doing Good' propels our unwavering dedication towards fostering the holistic development of all the stakeholders. Rooted in the core values of Knowledge, Action, Care, and Impact, PEL embodies a distinct identity and guides its conduct. These values serve as beacons, directing PEL's employees, customers and partners towards actions that resonate with the brand.

As part of our sustainability strategy, we are actively pursuing Environmental, Social, and Governance (ESG) initiatives, reflecting our unwavering commitment to responsible finance and societal well-being.

Having embarked on our ESG journey as an independent financial services entity only a year ago, we are pleased to report noteworthy progress on the targets set during the previous fiscal year of FY 2022-23. Our efforts have been applauded, and we received commendable ESG rating scores that reflect our commitment to sustainable practices.

SUSTAINABILITY STRATEGY

In line with our commitment to sustainable growth and the societal impact, PEL has developed a comprehensive sustainability strategy, which is guided by four strategic pillars: Impactful Growth, Social Stewardship, Resilient Technology, and Governance Excellence. Each focus area within these pillars is accompanied by specific KPIs, which serve as metrics for measuring our progress and guiding our efforts. By aligning our actions with these strategic pillars, we strive to generate maximum value for our stakeholders, while advancing our sustainability objectives. These pillars have gradually become the bedrock of sustainable evolution of our business.

Sustainable growth lies at the core of our business strategy. As an NBFC, we are deeply committed to promoting financial inclusion and empowering underserved communities. This commitment has led us to drive initiatives that are targeted at expanding access to financial services, promoting financial literacy, and fostering economic empowerment among marginalised groups.

In addition to fostering growth that delivers value to our shareholders, we aim to create positive outcomes for the society and the environment. Accordingly, one of our focus areas has also been on reducing greenhouse gas (GHG) emissions and promoting eco-friendly practices across our operations.

Our dedication to social responsibility has been driving our will to uplift communities, promote inclusivity, and foster social well-being. We aim to make a meaningful and lasting impact on the lives of individuals and societies we serve. The well-being and satisfaction of our workforce are paramount to us. Over the past year, we prioritised initiatives aimed at fostering a supportive work environment, promoting diversity and inclusion, and enhancing employee health.

To reach the highest standards of corporate governance, we emphasise and encourage more transparency, accountability, and ethical conduct across all aspects of our businesses.

Technology is essential in today's dynamic business landscape. We have been embracing technology as a catalyst for innovation and resilience. This further underscores our commitment to leveraging technology responsibly to drive efficiency, adaptability, and sustainability across our operations.

Over the past year, we made significant strides in implementing our strategy, achieving several targets and KPIs set during the initial phase of our ESG journey.

STAKEHOLDER ENGAGEMENT

Stakeholder consultations are integral to PEL's identification of material topics. In navigating a rapidly evolving business landscape, PEL proactively mitigates potential risks to ensure resilience. Stakeholder identification and prioritisation are based on relevance, role, and influence, with dedicated channels established to foster communication, provide feedback, and facilitate issue resolution.

Internal stakeholders encompass employees, senior leaders, managers, and the Board of Directors, while external stakeholders include customers, investors/shareholders, regulatory bodies, industry associations, and the wider community.

During the previous fiscal year, PEL conducted an ESG materiality assessment, aligning with evolving ESG reporting standards and our sustainability strategy. This comprehensive process involved extensive research into relevant ESG topics and frameworks, as well as validation with internal stakeholders and subject matter experts. Analysis of stakeholder feedback informed the prioritisation of material topics through a risk and responsibility matrix, shaping our sustainability strategy.

Additionally, we also recognise the importance of engaging with our stakeholders to understand their needs and expectations better. The launch of our inaugural Sustainability Report for previous fiscal year of FY 2022-23 further spotlights our commitment to open communication and transparency with all the stakeholders, including our customers, investors, regulators, and the communities.

MATERIALITY MATRIX

At the core of our ESG strategy framework lies the identification of key material aspects that are essential to both business operations and stakeholder interests. PEL's materiality assessment adheres to the Global Reporting Initiative (GRI) Standard and involves comprehensive consultations with internal and external stakeholders.

Our materiality matrix is informed by 19 key aspects and is identified through peer benchmarking, leadership dialogues, ESG standards, ratings, and stakeholder engagement. These aspects are carefully mapped based on their impact on the organisation and stakeholder influence, guiding our business focus and contributing to sustainable development, in alignment with relevant UN Sustainable Development Goals (SDGs).

Throughout the past year, our efforts in tackling these pivotal material issues have transcended mere beginnings, evolving into impactful endeavours.

Our commitment to governance excellence is reflected in initiatives ensuring Board independence and diversity, supported by a dedicated sustainability committee, and working groups. Simultaneously, we also fortified our risk management framework through high-level TCFD analyses, enhancing our preparedness for climate-related risks.

Meanwhile, our efforts towards diversity and inclusion are evident in the increasing representation of women across our workforce and senior management. Upholding human rights, another crucial societal issue is enshrined in our ESG policy, ensuring that our operations prioritise respect for human dignity. This commitment is paralleled by our active engagement on social media, amplifying our ESG messaging and showcasing us as a responsible corporate citizen.

In our lending practices, we prioritised responsible lending, particularly in affordable housing and serving the under-served communities. Concurrently, our focus on financial inclusion is exemplified by the rising number of women borrowers, empowering individuals with access to financial resources. This dedication extends to crafting a comprehensive sustainable finance framework, aligning financial decisions with sustainability goals, while mandating ESG considerations for portfolio companies in our Alternatives business.

Our unwavering focus on data security and privacy has yielded strengthened measures, resulting in a breach-free year, showcasing our dedication to safeguarding sensitive information. Also embracing digitalisation, we enhanced customer convenience and efficiency through increased digital payments and streamlined complaint resolution processes. Our commitment to customer satisfaction is further reinforced by the development of a Net Promoter Score, enabling us to gain insights and deliver enhanced experiences.

Actively managing our climate impact, we have obtained a green building certification and calculated emissions for reduction, mitigating greenhouse gas emissions in line with our climate strategies. Finally, our offices are powered by renewable energy sources, reflecting our dedication to sustainable energy practices, and underscoring our holistic approach to ESG integration.

From laying the groundwork with initial steps to orchestrating substantial actions, our unwavering commitment shines through. This steadfast dedication epitomises our pledge to spearhead sustainable development and foster growth, while exceeding the expectations of all our stakeholders.

SUSTAINABLE FINANCE FRAMEWORK

Financial inclusion and literacy are central to PEL's operations, aiming to make finance accessible to underserved communities, crucial for fulfilling Bharat's aspirations. The company supports this through various initiatives, ensuring financial services reach those in need.

This year, PEL introduced its Sustainable Finance Framework, integrating ESG criteria into operations to fuel its vision. The objective is to promote growth and improve lives by funding projects that empower Bharat's transformation towards a sustainable future.

PEL's Sustainable Finance Framework aligns with ICMA, Social Loan, and Green Loan Principles, with validation from S&P Global.

Funds from PEL's Sustainable Finance Framework will exclusively support projects meeting global standards, including retail home loans, MSME loans, SME loans, Priority Sector Loans (in addition to RBI's prescribed allocation), microfinance, green finance, and digital lending.

UNFOLDING ENVIRONMENTAL STEWARDSHIP

As PEL continues its sustainability journey, it upholds its responsibility to reduce its carbon footprint and embrace environmental stewardship. Despite the demerger from the pharmaceutical business, PEL remains committed to a holistic approach to environmental sustainability, striving to utilise natural resources responsibly and create positive impacts. In its ongoing sustainability efforts, PEL has implemented various measures across its offices to minimise environmental impact.

The Company has made considerable progress in energy efficiency and resource conservation, continually exploring innovative ways to integrate sustainability into its operations. As it advances in its sustainability initiatives, the Company prioritises educating its employees on sustainable practices. This commitment reflects its dedication to fostering a culture of sustainability within its workforce, contributing to its overall environmental objectives and corporate responsibility goals.

Waste Management

To encourage the safe and conscientious handling of waste from its corporate offices, PEL has embraced the 5R waste hierarchy for managing resources such as paper and electronic waste, advocating for responsible usage and disposal practices. PEL proactively identifies outdated IT assets and employs top-notch recycling protocols for their disposal.

THE COMPANY HAS MADE CONSIDERABLE PROGRESS IN ENERGY EFFICIENCY AND RESOURCE CONSERVATION, CONTINUALLY EXPLORING INNOVATIVE WAYS TO INTEGRATE SUSTAINABILITY INTO ITS OPERATIONS.

Water Consumption

PEL acknowledges the significance of water conservation and pledges to advocate for sustainable practices. Our water usage is confined to offices and branches, wherein we introduced strategies to curtail consumption. This includes installing sensor-operated faucets in corporate office restrooms and closely tracking usage to pinpoint areas for enhancement. Looking ahead, we intend to investigate the feasibility of utilising recycled water in restrooms by FY 2025-26, with the aim of preserving water resources and minimising waste.

Energy Efficiency and Emission Management

PEL is dedicated to pursuing initiatives aimed at reducing emissions, improving energy efficiency, and optimising its energy sources, while aligning with its long-term sustainability goals established by the global scientific community. Most of the energy is consumed by electricity and fuel utilised in company-owned vehicles. To address this, the Company has implemented energy-saving measures such as installing LED lighting and signage boards and outfitting new branches with inverter air-conditioning using R-22 refrigerant.

Internally, PEL is evaluating the potential for installing efficient equipment and alternative energy sources at its branch offices. A solar plant generating 27.5 kWh of energy has been installed in Bengaluru, powering the entire office. Utilisation of video conferencing technology has enabled a reduction in air travel and associated emissions, while digital platform adoption is being actively pursued for several processes. In some locations where government grids supply power, the Company receives green bills.

PEL continuously monitors emissions and energy consumption trends to identify energy-saving opportunities, conducting phased energy audits across headquarters, regional offices, and branches.

Consideration is given to attaining green building certifications, retrofitting energy-efficient equipment, and deploying smart sensors for light and appliance control.

The implementation of a food service ware management company at Mumbai sites has resulted in significant environmental benefits, including a reduction of approximately 77,877 kilogrammes of CO_2 emissions, preservation of 14,68,842 litres of fresh water, and diversion of 5,667 kilogrammes of waste. Moreover, substantial cost reductions of around 30% in operational expenses and over ₹ 32,00,000 in capital expenditure have been achieved. The Company is committed to establishing targets for reducing absolute greenhouse gas emissions (Scope 1 and 2), in accordance with SBTi (Science Based Targets initiative) requirements in the coming years.

Parameter	Unit	FY 2023-24
Total Scope 1 emissions	tCO_2e	24.30
Total Scope 2 emissions	tCO_2e	5,535.22

SUSTAINABLE FINANCE

The global green finance market has experienced significant growth in response to the climate crisis and the impact of COVID-19. Investors and businesses now recognise the crucial role of the financial services sector in fostering a socially responsible economic recovery and facilitating the transition to a sustainable, low-carbon economy. As a leading NBFC providing construction finance, we specialise in providing loans to major developers, with a specific focus on financing projects that promote environmental sustainability and energy efficiency.

A key objective for the Company remains to support green building initiatives, and currently, we have 10* such projects in our portfolio. Additionally, we are also collaborating with an organisation to fund the manufacturing and assembly of electric buses. This initiative is projected to contribute over 100 million green kilometres and reduce 1 million metric tonnes of CO_2 emissions across 8 states in India.

Note: (*) As on March 31, 2024

SOCIAL

PEL acknowledges its role in enabling India's growth story and its impact on millions of Indians. We remain dedicated to delivering long-term value to all our stakeholders, serving our clients, empowering our communities, collaborating with partners, and nurturing the staff through the lens of sustainable impact. Using our tech-enabled backbone, we strive to connect with them progressively and sustainably, and promote growth.

HUMAN CAPITAL DEVELOPMENT

We recognise the symbiotic relationship between the growth of our Company and that of our employees as well. Thus, we are deeply committed to offering personalised support and development opportunities to each member of our team. Our goal is to identify, nurture, and empower talented individuals, acknowledging the distinct strengths and aspirations of each person. We prioritise employee development through our robust personnel management system, which includes succession planning to groom capable individuals for key roles and responsibilities within the organisation.

We understand the dynamic nature of our employees' needs and continuously evaluate our current talent practices to ensure our work environment remains appealing and conducive to attracting and engaging talented individuals. Several key initiatives have been implemented to aid in the development, growth, and support of our workforce, including:

- The Piramal Learning University Virtual Campus which hosts over thousands of self-directed learning courses for all employees amongst other programmes
- Career Opportunity Programme (COP) that enables employees to apply for their next career move

Further, following initiatives are implemented to promote the health and well-being of our employees:

- Health evaluation programme that includes periodic assessments for employees and contractors; the results of which are used to provide regular interventions and proactive lifestyle change management to the employees
- Enhanced healthcare benefits that include therapies and related sessions, as part of the base Mediclaim policy which includes partners and not just spouses for enhanced coverage to our LGBTQIA+ colleagues
- A comprehensive leave policy for primary caregivers and a 'Parental Support Scheme' applicable to all the employees during this significant phase of their lives

Our business and our people transformed significantly in the past years. Each of our employees championed every initiative and programme and helped us achieve extraordinary milestones.

Diversity & Inclusion

PEL is dedicated to fostering inclusivity, prioritising diversity, equity and inclusion in talent acquisition to achieve gender balance and equal opportunities. We aim to cultivate a workplace where every individual can excel and assume leadership roles, encouraging diverse perspectives to flourish. Our commitment to diversity, inclusion, belonging, and accessibility (DIBA) extends beyond our organisation, valuing insights from customers, partners, and communities to enrich our culture and drive innovation.

To enhance employee performance and empower individuals, we implement programmes that unlock their full potential. Recognising the digital gap in rural areas, we launched a programme to support women in these regions, providing opportunities to enhance their computer skills and navigate the digital landscape, fostering personal and professional growth. This initiative was conducted in collaboration with Piramal Foundation.

Our dedication to inclusivity is reflected in several pioneering initiatives aimed at promoting DIBA across our workforce. Some of the initiatives are:

1. HR Academy - Unconscious Bias: Recognising the influential role of our HR team in shaping our organisational culture, we launched a groundbreaking programme on Unconscious Bias. This initiative equips our HR professionals

with the mindset and awareness necessary to cultivate an inclusive workplace, laying the foundation for a more diverse and equitable workforce.

2. Inclusive Policies: Our system now incorporates partner details, with inclusive Mediclaim policies covering LGBTQIA+ partners and gender-agnostic POSH (Prevention of Sexual Harassment) policies.

3. LGBTQIA+ Internships: To promote inclusivity, we have launched internships specifically for LGBTQIA+ individuals.

4. Pride Month Sensitisation Sessions: To further promote understanding and empathy, we conducted sensitisation sessions during Pride month. These included leadership training, a session by Ms. Radhika Piramal, a sensitisation webinar for all employees, and a Human Library event aimed at fostering empathy and understanding across our organisation.

5. Piramal Empowered Networks (PENs): We have three Employee Resource Groups called Piramal Empowered Networks (PENs). Piramal Empowered Networks are voluntary, employee-led groups designed to cultivate inclusivity in our workplace. These groups provide a platform for employees who share common interests, characteristics, or affinities to support one another and raise awareness. Our aim is to foster a safe and inclusive environment where every employee can bring their whole selves to the table.

   a. Pride PEN: Celebrating and supporting LGBTQIA+ employees and allies, while promoting awareness and advocating for equality.

   b. EmpowerHer PEN: Empowering women in the workplace by offering support, mentorship, and opportunities for growth.

   c. PWD PEN: Working towards creating a more accessible workplace for individuals with diverse abilities.

   Through PENs, we strive to create a workplace where every employee feels valued, respected, and empowered to reach full potential.

6. Endorsing Women Empowerment: We are dedicated to continuously empowering our women employees, ensuring they have equal opportunities to excel. By breaking down gender barriers and promoting gender equality, we have fostered an environment where our women colleagues can exercise their rights, make informed decisions, and contribute actively to our organisational goals and societal betterment.

Employee Engagement

We engage with every member of our workforce through various strategies, including our policies, trainings, and recognition programmes. We believe that creating a positive and stimulating work environment is essential for a company's success, and this also has a high impact on its employees' well-being.

We use a variety of engagement techniques to communicate our objectives, inspire our employees to put forth their best effort, and respond to their concerns or grievances.

Engaging Employees with Project Neev

Project Neev is a collaborative effort between Retail Finance and Piramal Foundation-Aspirational Bharat Collaborative (Bharat Collab) team to work together in aspirational districts. The project was initiated on October 22, 2022 with the aim of understanding each other's work through immersion and reverse immersion visits. During immersion, the Retail Finance team visited aspirational districts to gain a better understanding of the work being done by the Foundation team, while reverse immersion involved Piramal Foundation's team members visiting Retail Finance offices to understand their processes and capabilities.

In Phase 1, both teams collaborated to identify ground challenges and areas where Retail Finance can support the Foundation team. This resulted in Project Neev being elevated to a programme with project themes and leaders being identified to take the initiatives forward.

In Phase 2 of the project, 256 Piramal Finance employees visited 20 districts across 14 states to build an understanding of the Bharat Collab teams, local communities, government stakeholders and campaigns. 80+ ideas covering a wide spectrum of programmatic themes for collaboration under Project Neev were generated jointly by 13 sub-groups of Piramal Finance and district Bharat Collab team. These ideas were categorised into 4 broad themes:

- **Adopt an institution** – adopt a school, AWC, PHC/HWC
- **Adopt a Channel Partner** – adopt a local NGO, SHG, mentor 10 youth volunteers
- **Nurture Nation Builders** – college partnerships, orientation, recruitment
- **Leverage your Skills** – documenting success studies, branding and social media strategy, video documentaries

Piramal Finance also conducted a session on fostering the spirit of Sewa Bhav for Maitreyi, with 700+ women-led forums from Piramal Finance Shared Services (PFSS).

Learning Festival

Piramal Learning Fest: The Piramal Learning Festival aims to cultivate a culture of continuous learning. The learning festival is a unique initiative spread across two days that allows employees to consume a variety of value-added content virtually.

Engaging Corners of Learning Fest:

a. Skill Café: Offered targeted sessions, enhancing professional skills.

b. Wellness Corner: Dedicated space delving into essential topics related to personal wellness.

c. Inspirational & Recreational: Motivational insights, including a Fireside Chat with prominent celebrities.

d. Culture Corner: Covers the various aspects of culture and what drives success at Piramal Finance, including a fireside chat with prominent leaders.

The Piramal Learning Festival 2024 saw a total digital footprint of nearly 10,000 participants across 21 sessions over 2 days, supplemented by additional attendees from branches, regional offices, and various locations on both days. The sessions encompassed a blend of inspiration, wellness, skill-building, and culture.

PROJECT NEEV IS A COLLABORATIVE EFFORT BETWEEN RETAIL FINANCE AND PIRAMAL FOUNDATION-ASPIRATIONAL BHARAT COLLABORATIVE (BHARAT COLLAB) TEAM TO WORK TOGETHER IN ASPIRATIONAL DISTRICTS.

Mental Health Medical Cover

This is a holistic health medical cover that recognises the needs of mental well-being and prioritises the overall well-being of employees, fostering a culture of care and understanding.

Bring Your Buddy

Our people are not just employees. They are our advocates and contributors to our vibrant organisational culture. Understanding the essence of our success, our teams actively participate in recruiting and expanding the employee workforce by recommending individuals whom they believe embody the values and ethos of Piramal.

POSH

Our commitment to trust is integral to our workplace safety initiatives and is prominently exemplified through our Prevention of Sexual Harassment (POSH) policy which is gender agnostic. We have strategically designed and implemented various aspects of this programme, reinforcing our dedication to zero tolerance for any kind of sexual harassment and creating a safe, respectful, and inclusive work environment.

Employee Volunteering Group – An Overview

Activities undertaken

To achieve its objectives of fostering greater synergies between PEL and Piramal Foundation, a series of activities and immersive visits were planned and conducted during FY2024.

Immersions: About 270 PEL employees visited field sites across 14 states and acquired in-depth knowledge of the grassroots and communities. Piramal Foundation is also bringing about change by supporting the government and collaborating with local stakeholders. These visits have sparked a profound sense of pride in PEL teams through the work being done by the Foundation.

Orientation sessions: 15 professional trainers from PEL were oriented on Piramal Foundation, to facilitate them in adding an orientation on the Foundation during induction sessions of new joinees.

Exhibitions: Eight exhibitions showcasing the work and impact of Piramal Foundation and the 4 Big Bets have been held at multiple locations, including Baggar, Mumbai, Patna, and Jaipur. PEL teams were provided an opportunity to interact with the Piramal Foundation teams, its beneficiaries, and the government partners. This provided a deep understanding of the systemic transformation being wrought by Piramal Foundation. These interactions threw light on how the Foundation is a trusted partner of the government and how communities also have great confidence in the Foundation.

CORPORATE SOCIAL RESPONSIBILITY

PEL supports Piramal Foundation's 4 Big Bets which uses a platform-and-partnership approach to serve the disadvantaged populations and create lasting change in India through leadership development, digitisation, and youth involvement. It prioritises empowering of marginalised communities across India with its core values of Knowledge, Action, Care, and Impact. Through various CSR projects, PEL aims to improve the quality of life sustainably. Over the past 16 years, PEL has worked in 27 Districts and 2 Union Territories of India.

Strategy	Programme	Impact Outcomes	Key Partners
Improve the lives of bottom 100+ million population of the country and 100+ million tribal people in tribal districts to enable them to benefit from India's growth story	Aspirational Bharat Collaborative	• **Health and nutrition:** Established 12,000+ model Village Health Sanitation Nutrition Day (VHSND) sites • **Education:** Established 7,625 demo schools, supported 6,20,000 new student enrolments, re-enrolled 1,27,000 school dropouts and achieved 5-9% improvement in Student Learning Outcomes • **Water conservation:** Strengthened 400+ Paani Samitis by mobilising 45,000+ members in 25 districts	Government Partners • NITI Aayog • Department of School Education, Government of Nagaland • Department of Social Welfare, Government of Nagaland • Department of Health and Social Welfare, Government of Nagaland • Bihar Education Project Council, Government of Bihar • State Health Society, Department of Health, Government of Bihar • National Health Mission, Government of Madhya Pradesh • Samagra Shiksha, Government of Uttarakhand • Jharkhand Education Project Council, Government of Jharkhand **Donors** Google, Tata Communications, Founders Pledge, Development Impact Bond, Maitri Trust, Prudential Foundation, LGT Venture Philanthropy, Sri Chaitanya Seva Trust, Children's Investment Fund Foundation, Co-Impact, Edelgive Foundation
Building Bharat through inclusion of tribal and other marginalised communities of India by empowering tribal healers, strengthening tribal medicine, build access to forest and non-forest nutrition, facilitating disease-specific initiatives led by women and youth	Anamaya, the Tribal Health Collaborative	• **Community engagement:** Engaged 2,742 tribal healers and 29,494 Panchayati Raj Institutions and village council members to make healthcare more accessible. • **Strengthen public health system:** Mobilising Ministry of Tribal Affairs resources (approx. ₹ 70 crore) for strengthening National Tuberculosis Elimination Programme services in tribal geographies. • **Community-driven development:** Organised a community-based platform with 150+ Adivasi and indigenous dignitaries and participants to foster dialogues and exchange knowledge for self-determined development in August 2023 in New Delhi.	Ministry of Tribal Affairs, Ministry of Health and Family Welfare, Bill and Melinda Gates Foundation & United States Agency for International Development, Bastar, Samajik Jan Vikas Samiti, and Bahar Foundation.

Strategy	Programme	Impact Outcomes	Key Partners
Develop the nation's youth	Piramal Academy of Sewa	Deployed a diversified batch of more than 2,000 Gandhi Fellows and 266 Karuna Fellows • 242 Karuna Fellows were onboarded in several programmes and led change in multiple geographies through virtual field support and direct field work • 42 Karuna Fellows were placed in multiple organisations, including corporates, NGOs, and other companies • Current batches of more than 1,200 Gandhi Fellows are deployed in multiple programmes and spearheading change in multiple geographies in India	
Build Information system to each and every actor of the health system in 5 key states to improve system interactions and decision-making power of State impacting 50,000+ Government employees and 200 million + citizens	Digital Bharat Collaborative	• Facilitated digital transformation of the healthcare system across 5 states – Bihar, UP, Assam, Chhattisgarh, and Odisha – while spearheading the digitisation of Employees' State Insurance Corporation in 3 states and implementing last-mile initiatives in 16 states • Enabled 120 facilities with tech, built State's digital capacity by empowering ~5,805 district and block officials and ~15,500 frontline workers • 12 Dashboards and Monthly Scorecards published, 8,000+ Follow-up calls, Grievance redressals, Critical incidents and service failures resolved. • 100+ Civil Surgeon Monthly Reviews, Programme Reviews, Monthly Review Meetings, and special visits conducted	Bill and Melinda Gates Foundation, United States Agency for International Development, Children's Investment Fund Foundation, CISCO, National Health Authority
Transform public systems through capacity building of "middle managers" to strengthen institutional processes, and practices within the government and foster the spirit of 'Sewa Bhaav'	Piramal School of Leadership – School of Education and System Change (SOESC)	Trained and capacitated 10,030 mid-level education leaders in 6 states of India. **1,08,652** Total number of Beneficiaries	Union Government and State Governments • Emory University • PORTICUS • GENPACT • Atal Bihari Vajpayee Institute of Good Governance & Policy Analysis • Dream a Dream (DaD) • Quest Alliance (QA) • Tata Institute of Social Sciences (TISS)
Transform public systems through capacity building of "middle managers" to strengthen institutional processes, and practices within the government and foster the spirit of 'Sewa Bhaav'	Piramal School of Leadership – School of Health (SOH)	Trained and capacitated 3,100+ health leaders in Bihar. **3,100** Total number of Beneficiaries	Union Government and State Governments • Bill & Melinda Gates Foundation (BMGF)

PROJECT SAMPOORNA

Project Sampoorna is dedicated to fostering Social and Emotional Learning (SEL) among children across all 24 districts of Jharkhand. This initiative involves showcasing innovative SEL methods, enhancing the capacities of educators and school leaders, and catalysing systemic transformations within the education sector.

The programme operates through a distinctive model that entails collaboration with eight partners (Echidna Giving, Kaivalya Education Foundation, Dream a Dream, Quest Alliance, Porticus, IDInsight, SIMHA, and Sattva), forming a consortium supported and mentored by the Jharkhand Education Project Council (JEPC) and Jharkhand State Education Research & Training (JCERT).

Acknowledging the efficacy of SEL interventions, the Department of School Education & Literacy (DoSE&L) has endorsed the initiative. In alignment with the objectives of the National Education Policy (NEP) 2020, the state of Jharkhand has decided to introduce and integrate SEL competencies and skills into the curriculum of School of Excellence/Adarsh Vidyalayas. The aim is to impact over 10 lakh students, 18,000 teachers, and 4,500 headmasters across these districts.

Key Impacts

312 State Resource Group and 150 District Resource Group members trained to deliver School Health & Wellness Programme (SHWP) modules reaching over 75,000 students of School of Education (SOEs) and Kasturba Gandhi Balika Vidyalaya (KGBVs).	Around 65,000 teachers oriented on SEL through DIKSHA courses, Webinars, and intensive training programmes.	Trained 680 teachers and 40 DIET faculty members in SoE schools with 535 Teachers owning SEL by creating lesson plans. 203 adolescents engage with SEL corner weekly.	80% SMCs members of the 121 demonstration schools discuss students' progress on SEL. Over 20,000 parents engaged in their role for children's well-being through Interactive Voice Response System (IVRS) and webinars.

Karuna Fellowship Programme: Key Impacts

1. In collaboration with Piramal Corporate Housing Finance Ltd. " Samruddhi Pehla Qadam", an accelerated apprenticeship programme aimed at fostering women's participation in the financial services sector. From a competitive pool of 599 candidates, 39 women were selected in the first phase and started their learning journey. The programme strives to build their capabilities and improve women workforce participation in the PCHFL branches in the next three years.

2. Another collaboration has been around Diversity Inclusion, Belongingness and Accessibility (DIBA). The first step in this direction was the facilitation of a two-day workshop on Gender Inclusion. This was participated by 43 Middle Managers of 12 departments of the Digwal plant. The key objective of this was to foster a gender-inclusive workplace culture that celebrates DIBa.

31 अक्टूबर, 2023
कार्तिक, कृष्ण पक्ष, तृतीया
संवत 2080
पृष्ठ : 12, मूल्य : ₹3.00
रांची
मंगलवार, वर्ष 09, अंक 12

आजाद सिपाही

कलम कलम बढ़ाये जा

ने नगरपालिका भवन को किया आग के हवाले, दो विधायकों के घर और कार्यालय पर भी हमला

पीरामल फाउंडेशन गांधी फेलो और करुणा फेलो ने करुणा क्लब की स्थापना की

स्वस्थ्य और स्वच्छता सहित महिलाओं को आत्मनिर्भर बनाना मुख्य उद्देश्य

आजाद सिपाही संवाददाता

भदानीनगर। भदानीनगर सांकी पंचायत में युवतियों को आत्मनिर्भर और सक्षम बनाने के उद्देश्य से नीति आयोग के लिए काम कर रहे पिरामल फाउंडेशन के द्वारा गांधी फेलो और हजारीबाग से आयी करुणा फेलो के संयुक्त में करुणा क्लब की स्थापना की गयी, जिसके अंतर्गत युवतियों की करियर काउसलिंग की गयी उन्हें आगे की पढ़ाई को जारी रखने के लिए सरकार द्वारा मिलने वाले सुविधाओं और अच्छे कॉलेज से अवगत कराया गया। साथ ही दी गयी। आपको बताते चलें कि पीरामल फाउंडेशन का मुख्य उद्देश्य शिक्षा, स्वास्थ्य और शुद्ध स्कूल लीडरशिप डेवलमेंट प्रोग्राम चलाया जाता है। उन्हें कम लागत पर और सरकारी गया। सँकि के मुखिया कोमिला देवी ने बताया कि उनके यहां यवा जानकारी के अभाव में अगर इस पंचायत को सक्षम बनाना है तो यहां के पुरुषो के साथ युवतियों महिलाओं को भी सक्षम बनाना होगा। इसीलिए पिरामल फाउंडेशन के द्वारा युवतियों को आत्मनिर्भर बनाने के लिए करुणा क्लब की स्थापना की गयी। इस दौरान गांधी फेलो कल्याणी राउत, मोहम्मद शाहिद, करुणा फेलो गौसिया परबिन, शाहीन और साकी की मुखिया कोमिला देवी के साथ युवतियां भी उपस्थित थी और आगे चलकर पिरामल फाउंडेशन द्वारा इन युवतियों के लिए स्वरोजगार और करियर

3. Four Karuna Fellows under the Google Read Along, partnership have been placed in Digwal and Chilkapally panchayats of Sangareddy district of Telangana state. These Karuna Fellows will cultivate community trust, build local connections, and foster Foundational Literacy & Numeracy (FLN) among children, while concurrently enhancing their digital skills.

4. This has grown from 250 fellows in 2022 to additional 242 fellows by March 2024. 42 fellows have been placed since the completion of their fellowship during the year.

GOVERNANCE

PEL prioritises nurturing a robust governance culture within the organisation, anchored in the core values, and reinforced by transparent policies and procedures governing decision-making, risk mitigation, and performance oversight. This dedication extends to fostering ethical behaviour and integrity among our leaders and staff, maintaining transparency through consistent and accurate reporting, and actively involving stakeholders to solicit feedback and address their needs. Our overarching objective is to cultivate a culture of accountability and trust as we endeavour to realise our mission of empowering and safeguarding India's prosperity and aspirations.

ESG GOVERNANCE

Amongst other functions, to bolster corporate governance, a Sustainability and Risk Management Committee has been established to supervise the enforcement of rigorous controls and protocols, drive the transition toward a more sustainable economy, and promote the uptake of technological innovations.

PEL has instituted an ESG (Environmental, Social and Governance) framework governed by the Sustainability and Risk Management Committee. This Committee convenes meeting at regular intervals to provide guidance, assess advancements toward sustainability objectives and benchmarks and enact initiatives, while monitoring data and key performance indicators (KPIs). Our ESG governance structure underscores the company's dedication to transparency, ethical practices, and accountability in ESG deliberations.

BOARD OF DIRECTORS

PEL's Board is committed to steering the Company's vision, shaping policies, and achieving strategic objectives, while ensuring alignment with the principle of 'Doing Well and Doing Good.' The Board places significant importance on diversity among its members and embraces its responsibility as the custodian of the Company. By harnessing diverse perspectives, backgrounds, expertise, gender, and cultural insights, the Board strives to sustain its competitive edge and position itself as a pioneering entity. As of March 31, 2024, PEL boasts a 36% gender diversity on the Board.

ENTERPRISE RISK MANAGEMENT

PEL maintains an independent and dedicated Enterprise Risk Management (ERM) system aimed at identifying, managing, and mitigating business risks. Moreover, PEL conscientiously addresses environmental, social, and governance-related risks to ensure a sustained positive impact for stakeholders over the long term.

The Company has ingrained risk management, internal controls, and assurance processes into its operations. The ERM framework is structured around the core principles of the Committee of Sponsoring Organisations of the Treadway Commission (COSO) framework.

The Risk Management Group (RMG) utilises internal models to assess credit, market, and concentration risks associated with its investments and loans. Based on its evaluations, the RMG proposes strategies to mitigate these risks. PEL has established enterprise-wide lending limits and delegated authority to manage transaction and portfolio-level exposures. Additionally, the Company has implemented approval matrices for transaction-level decisions.

POLICIES

PEL is dedicated to upholding its culture of integrity and transparency through continual enhancements to its governance practices, which encompass policies and procedures.

The Company has embraced a robust Code of Conduct to ensure that business operations are conducted openly and transparently, fostering trust and confidence. Additionally, PEL adheres to a Fair Practice Code that underscores its commitment to ethical, equitable and transparent business practices, fostering a customer-centric relationship.

Furthermore, PEL has implemented various policies, including:

- Whistle-Blower Policy
- Related Party Transactions Policy
- Code of Conduct to Regulate, Monitor and Report Trading by Designated Persons in Securities
- Grievance Redressal Policy
- Corporate Social Responsibility Policy
- Nomination Policy
- Remuneration Policy
- Policy for Determining Material Subsidiaries

DATA PRIVACY AND CYBER SECURITY

At PEL, we recognise the critical importance of protecting personal information and ensuring cybersecurity in an increasingly digital world. With this understanding, we have embedded data privacy and cybersecurity measures into the core of our operations. Our approach begins with a comprehensive Information Security Governance Programme, which forms the foundation of our IT security policies and procedures.

Through this programme, we systematically identify and mitigate governance risks, continually reviewing and enhancing our strategies to stay ahead of evolving threats. Central to our commitment is transparency with our customers. We have crafted an accessible privacy policy that outlines how individuals can exercise their rights regarding their personal data, including access, correction, and deletion.

While digital transformation has brought numerous benefits, it has also introduced new cyber risks. We responded to this by implementing a robust cybersecurity framework that encompasses Policies and Procedures, Risk Management, Security Controls, Compliance and Governance, Awareness, and Incident Response. Investments in advanced technologies such as Advanced Threat Detection and Prevention, Security Analytics, and Cloud Security fortify our defences against sophisticated cyber threats. Moreover, our Third-Party Risk Management ensures that our partnerships uphold the same rigorous cybersecurity standards.

Our commitment to cybersecurity extends beyond technological solutions. We prioritise employee awareness through gamified online training, phishing assessments, and regular communication channels. We are pleased to announce that all our employees have now completed the gamified online training, a testament to our dedication to cultivating a cybersecurity-conscious culture.

In embracing this comprehensive approach, we not only safeguard our organisation and stakeholders against cyber threats, but also uphold the trust and confidence placed in us. Our ongoing commitment to proactive risk management and continuous improvement ensures that we remain vigilant in the face of evolving cyber challenges.

DIGITALISATION

In the ever-evolving landscape of banking and finance, our journey of digital transformation continues to unfold, guided by a relentless pursuit of innovation and customer-centricity.

Last year, we embarked on a transformative path, laying the groundwork for digitisation across our lending operations. Our technology team spearheaded various initiatives, from automating manual tasks with Robotic Process Automation to scaling our Loan Origination Platform for new product lines. The establishment of an in-house software development team in Bengaluru marked a significant milestone, enabling us to build digital products tailored to our customers' needs.

Building upon these foundations, this year our focus has shifted towards the realm of Artificial Intelligence and Machine Learning. These cutting-edge technologies hold the promise of revolutionising the way we understand risk, personalise customer experiences, and drive operational efficiency. By investing in AI-based underwriting and fraud detection models, we are not only enhancing the accuracy of our lending decisions, but also ensuring greater financial inclusivity for a broader segment of the population.

Yet, our quest for innovation does not stop there. We are venturing into uncharted territories with Generative AI, exploring its potential to create dynamic and personalised financial solutions. From designing bespoke loan products to crafting targeted marketing campaigns, Generative AI empowers us to push the boundaries of creativity and deliver unparalleled value to our customers.

At the heart of our digitalisation journey lies the power of data. By harnessing advanced data analytics techniques, we are gaining deeper insights into customer behaviour, market trends, and operational performance. Armed with these insights, we can make informed decisions, identify new opportunities, and optimise our strategies for sustainable growth.

Looking ahead, our sights are set on building engagement products that resonate with our customers in the rapidly evolving fintech landscape. Collaborating with fintech partners and leveraging emerging technologies, we aim to deliver innovative solutions that empower our customers on their financial journey.

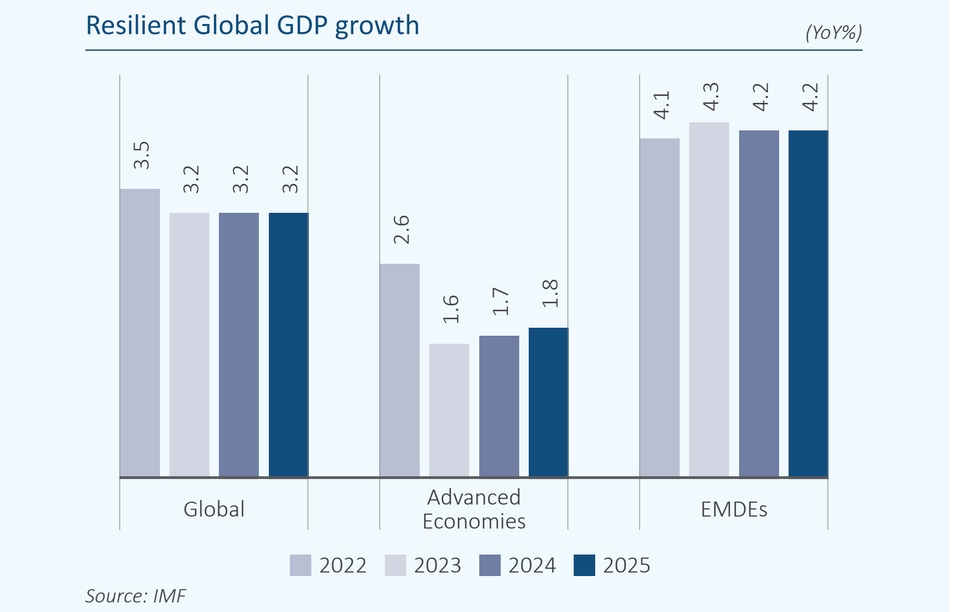
In conclusion, our commitment to digitalisation is not merely about adopting modern technologies – it is about embracing a culture of innovation and agility that enables us to adapt and thrive in a rapidly changing world. As we continue to harness the power of AI, ML, Generative AI, and Data Analytics, we are not just shaping the future of finance, we are redefining what is possible and unlocking new opportunities for our customers and stakeholders alike.

OUR TECHNOLOGY TEAM SPEARHEADED VARIOUS INITIATIVES, FROM AUTOMATING MANUAL TASKS WITH ROBOTIC PROCESS AUTOMATION TO SCALING OUR LOAN ORIGINATION PLATFORM FOR NEW PRODUCT LINES.

Piramal

MANAGEMENT DISCUSSION & ANALYSIS

INDUSTRY STRUCTURE AND DEVELOPMENTS



Global Economy

The global economy has held itself in good stead, amidst a volatile environment. The economic recovery process remained resilient, and inflationary pressures eased from record high levels in FY 2022-23. The International Monetary Fund (IMF) has predicted the global economy to expand by 3.2% in 2024, after a similar growth in 2023. This is remarkable, considering the severe economic shocks faced by advanced and emerging economies over the last 36 months. These ranged from breakdown in global supply chains, food and energy crisis, stresses in cost of living and a severe monetary tightening by major central banks. Despite these challenges, economic activity did not slip into recession and is poised to expand at a steady rate over the next 5 years.

With inflationary pressures easing, central banks are expected to start easing policy stance, lowering borrowing costs across markets. This will potentially lead to further easing in financial conditions and redirect capital flows to Emerging Markets. However, the recovery will be contingent upon geopolitical factors, which remain highly volatile.

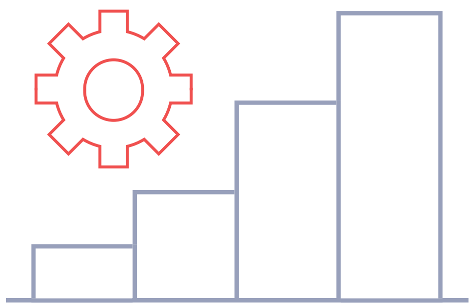
(Source: IMF – World Economic Outlook, April 2024)

Indian Economy

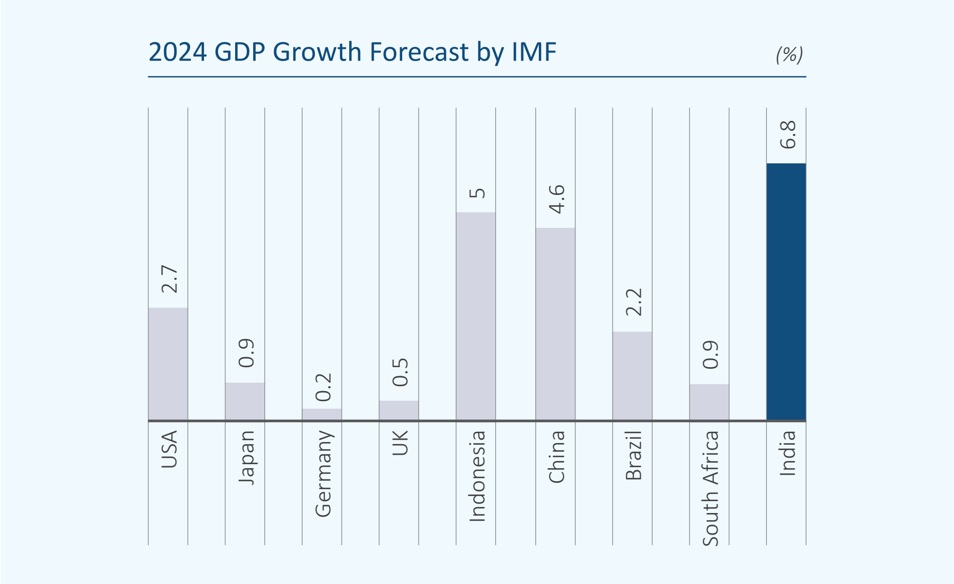
The official estimates from Central Statistical Office (CSO) indicated that India's real GDP grew by 8.2% year-on year (y-o-y) in FY 2023-24. With this, Indian GDP clocked 7%+ growth for 3 consecutive years, unlike any other G20 nation. India's resilience amidst global headwinds was due to its domestic strengths like high public capital expenditure, digitisation, rising ease of doing business, political stability, diminishing fiscal deficit and as well as a robust external sector. Indian industries have been undergoing a steady recovery led by construction and manufacturing. These are estimated to have expanded by 9.9% each y-o-y in FY 2023-24. Services continue to rise at a steady pace, with the FY 2023-24 y-o-y growth being 7.6%.

Inflation in India too has come down significantly but remains higher than RBI's target level of 4%. This is primarily due to high food inflation. A good Rabi harvest and adequate rainfall during Kharif sowing is expected to lower food inflation in FY 2024-25. As inflation declines further, interest rate trajectory is expected to shift downwards, supporting the revival of private capex within the economy.

While urban consumption continues to remain strong, rural spending is expected to gather momentum in FY 2024-25, supported by better agricultural productivity. Indian Metrological Department (IMD) has predicted a higher-than-average monsoon in FY 2024-25, which should support the agriculture sector.



IMF expects India's GDP will grow by 6.8% in 2024, making it the fastest growing major economy, once again. India's growth in 2024 will be supported by strong agricultural productivity, improved employment conditions, upturn in private capex, declining inflation, and higher domestic consumption. However, some potential risks for India's economic growth outlook include the geopolitical conflicts in Europe, Gulf region and parts of Asia or global financial market shocks which could put renewed pressures on international energy prices and disrupt global supply chains.



Industry Overview

Retail lending in India has been growing rapidly in recent years. The outstanding retail loans of banks expanded by 27.5% y-o-y in FY 2023-24. NBFCs also playing a key role in delivering retail credit, with a growth rate of 20% as per latest available data for FY 2022-23. Since this growth occurred during a disinflationary policy regime when borrowing costs were high, lenders are required to remain cautious regarding asset quality slippages, as an economic slowdown can raise delinquencies due to high debt servicing costs. But there are no imminent signs of immediate stress, as identified by Reserve Bank of India's Financial Stability Report, December 2023. The underlying asset quality has improved over time. The GNPA ratio of retail loans was 1.6% in Sep '23, compared to 2% in Sep '22. Additionally, GNPA ratio of unsecured loans improved as well from 2.5% in Sep '22 to 2% in Sep '23.

The rapid rise in retail lending has resulted in a steep advancement in household debt. As per latest data available, household financial liabilities grew more than 18% in FY 2022-23 (compared to the previous year). During the same period, household financial savings grew 10.4%. However, a large part of this additional borrowings was used to create physical assets (homes), which grew by 17.3% in this period. These trends suggest a realignment in household savings, from financial to physical, triggered by a sharp rise in real estate demand.

NBFC Industry Overview

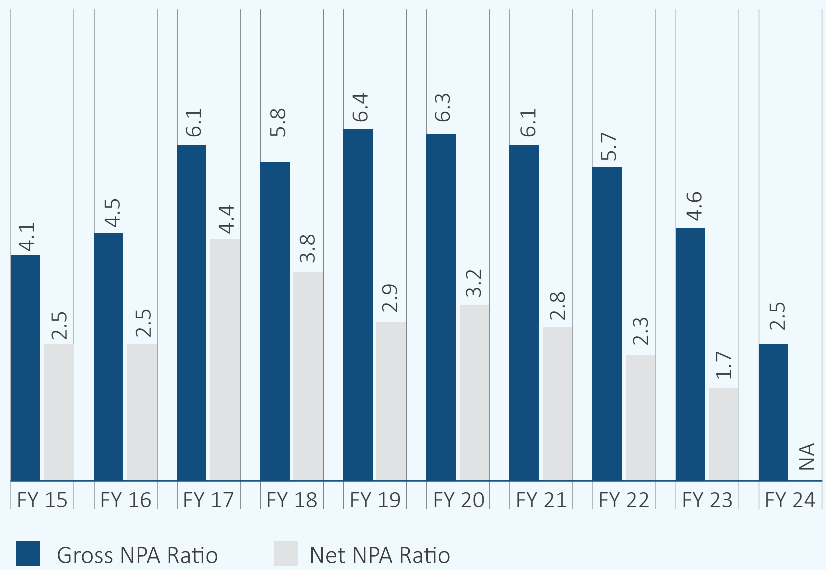
Non-Banking Financial Companies (NBFCs) have been an integral part of India's formal credit system since independence, complimenting banks in distributing credit to the last-mile of the economy. NBFCs are characterised by their specialised underwriting abilities and nimble approach, enabling them to specialise in niche sectors like housing, MSME, real estate, commercial vehicles, and gold loans. The Government's initiatives to boost development of MSMEs and enhance their global competitiveness are commendable. NBFCs can play an integral role in extending loans to MSMEs, owing to their prowess in efficient delivery of credit to the smallest and remotest businesses. NBFCs have the ability to leverage on technological innovations like the India Stack to expand financial inclusion. This is reflected in the steady growth of NBFC credit to MSMEs. In FY 2022-23, there was a 48.5% y-o-y growth in advances to MSMEs by NBFCs, while that of Scheduled Commercial Banks grew by 14%. Easy availability of credit will ensure an inclusive landscape for MSMEs, enabling them to integrate with global supply chains and create quality employment.

Crisil Ratings expect NBFC AUM to have grown at 16-18% in FY 2023-24. This could moderate marginally to 14-17% in FY 2024-25, triggered by tightening regulations on unsecured lending. The rating agency also expects that Housing loans will grow at 12-14% in FY 2024-25, buoyed by higher focus on affordable homes (costing ₹ 25 lakh or less per unit). The other major segment, vehicle loans, is expected to grow at 17-18% owing to high consumer demand.

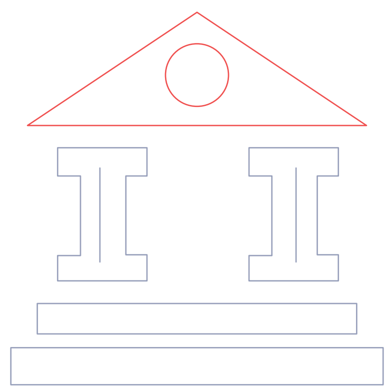
The regulatory framework for NBFCs have improved significantly, reducing arbitrage between large NBFCs (upper layered NBFCs) and commercial banks. Regulatory reforms have helped NBFCs to strengthen their balance sheets and improve quality of loan book. RBI estimates that the GNPA ratio for NBFCs declined to a record low of 2.4% in FY 2023-24, from 6.4% in FY 2018-19. The sector's capital adequacy has also improved to 27.6% from 27.4% during this period, much higher than the regulatory requirement of 15%. Over the next few years there will be a significant round of consolidation favouring well managed and financially strong NBFCs, thereby improving the financial stability and overall profitability of the sector.

GNPA and NNPA of NBFCs

(%)



Source: Financial Stability Reports, RBI



OPPORTUNITIES AND THREATS

Opportunities

India expected to remain the fastest growing economy in the world

India is one of the fastest growing major economies in the world. IMF expects India's GDP will grow by 6.8% in 2024, making it the fastest growing major economy, once again. India's growth in 2024 will be supported by strong agricultural productivity, improved employment conditions, upturn in private capex, declining inflation, and higher domestic consumption. The Performance Linked Incentive schemes will trigger large investments across multiple industries, raising the demand for credit.

Credit penetration is low in India presenting huge scope for growth

India's household debt to GDP ratio is one of the lowest among emerging markets. As per official estimates, Household Debt (as a percent of GDP) has been rising, from 33.5% in FY19 to 37.6% in FY 2022-23. As per the latest figures, it is expected to have breached 40% in FY 2023-24. However, this is still much lower than other major economies, including USA, China, Japan, Germany, and United Kingdom. At the same time, India's debt servicing ratio at 6.7% (March '23) is also one of the lowest among major economies, though improving gradually.

Threats

Challenge of funding: NBFCs are dependent on banks or capital markets for raising resources which may be challenging during economic downturn.

Regulatory compliances: NBFC sector being a vital part of the Indian financial system faces a slurry of regulations. Non-compliance due to new regulation or change in existing regulations pose a threat to normal functioning.

COMPANY OVERVIEW

With over three decades of presence, Piramal Enterprises Limited (PEL or the Company) is a leading diversified NBFC registered with the RBI. Following a strategic demerger (Aug '22), the Company is today a pure-play financial services business, with a stronghold in housing-led multi-product retail lending, real estate-led wholesale lending, alternatives, and insurance through a joint venture. A well-experienced management team and Board ensures deep industry knowledge, enabling the Company to strengthen its position in the dynamic financial services market.

The revised corporate architecture, culminating in a robust fusion of NBFC and Housing Finance Company (HFC), enables to focus on the core strengths. The Company boasts of healthy AUM worth ₹ 68,845 crore, with an extensive network of 490 branches across 26 states/UTs. It provides end-to-end financing solutions in both wholesale and retail funding opportunities across sectors such as real estate and infrastructure, renewable energy, hospitality, logistics, industrials, and auto components.

Within Retail Lending, through its multi-product platform, the Company offers housing loans, loans for small businesses and loans for working capital to customers in affordable housing and mass affluent segments across Tier 1, 2 and 3 cities.

Within Wholesale Lending, the business provides financing to real estate developers and corporate clients in select sectors.

PEL has also formed strategic partnerships with leading financial institutions such as CPPIB, APG and Ivanhoe Cambridge (CDPQ) across various investment platforms.

Piramal Alternatives, the fund management business of PEL, provides customised financing solutions to high-quality corporates through the below funds:

- 'Piramal Credit Fund,' a sector-agnostic credit fund with capital commitment from CDPQ. It caters to the capital needs of mid-market companies
- 'IndiaRF,' a distressed asset investing platform with Bain Capital Credit, which invests in equity and/or debt across non-real estate sectors

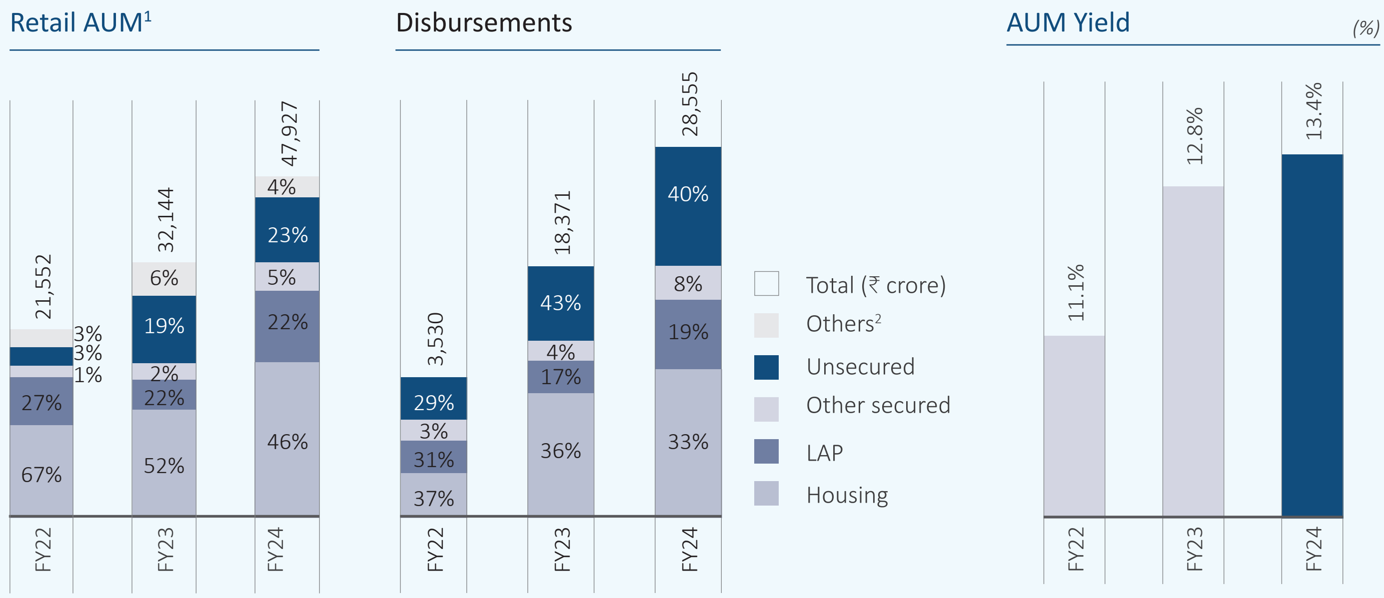
In Life Insurance, the Company has a 50% stake in Pramerica Life Insurance (PLI), its joint venture (JV) with Prudential International Insurance Holdings. This stake was a result of PEL's acquisition of Dewan Housing Finance Corporation Limited (DHFL). PEL offloaded its 8.34% stake held in Shriram Finance in June 2023.

Segment–Wise or Product-Wise Performance

Enroute to Transformation and Value-Realisation

Building a leading "housing-focussed" diversified retail business

The Company remains committed to building a dominant "retail secured" multi-product business, while diversifying its retail and wholesale portfolios. Under the retail segment, it successfully integrated the DHFL business, which it acquired in September 2021. This was a pivotal move aimed at strengthening its focus on retail lending, accompanied by substantial investments in developing a comprehensive, housing-centric, multi-product retail platform catering to "Bharat".



Notes: (1) Retail AUM includes security receipts (SRs) (₹ 1,579 crore as of FY 2023-24) & pass-through certificates (PTC) (₹ 152 crore as of FY 2023-24), direct assignment (DA) (₹ 1,598 crore as of FY 2023-24), Co-lending (₹ 27 crore as of FY 2023-24) and excludes acquired off book assets (₹ 8,947 crore as of FY 2023-24) in the nature of DA & PTC as part of the DHFL acquisition

(2) Others includes SRs (₹ 1,579 crore as of FY 2023-24) & pass-through certificates (PTC) (₹ 152 crore as of FY 2023-24)

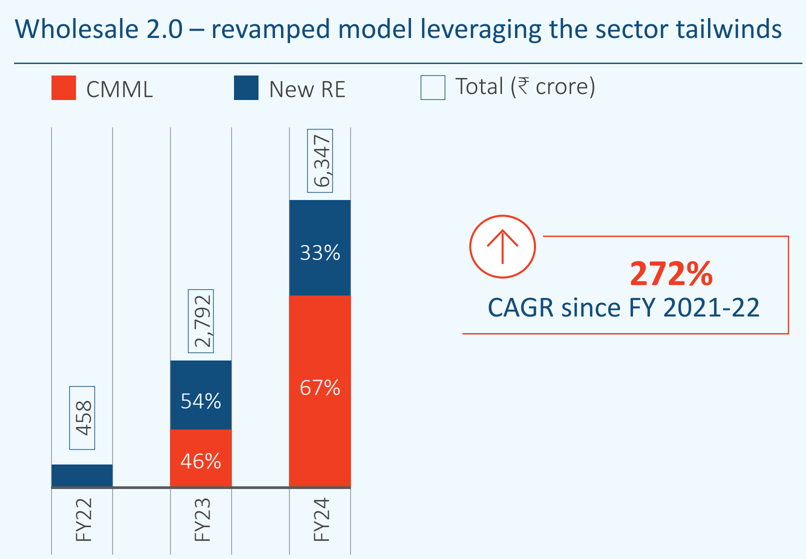
Wholesale 2.0 AUM: Operating performance as on FY 2023-24 end

₹6,347 Crore

Total AUM

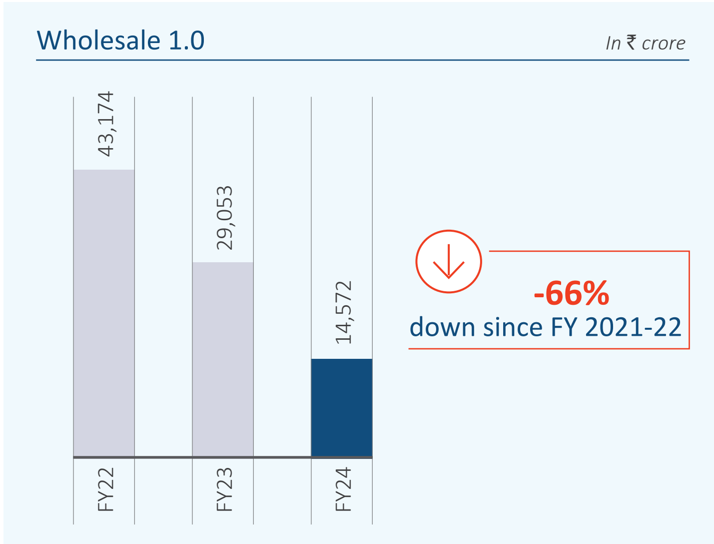
2.3x Growth

from FY 2022-23 to FY 2023-24



Under the Wholesale business, the Company is building a diversified and granular Wholesale 2.0 portfolio across Real Estate and Corporate Mid-Market Lending (CMML) in a calibrated manner.

Subsequently, the company continues to accelerate run down of Wholesale 1.0 portfolio. At the end of FY 2023-24, the Wholesale 1.0 AUM reduced to ₹ 14,572 crore, from ₹ 43,175 crore at the end of FY 2021-22.



OUTLOOK

Pursuing Diversified Growth

The Company is on track to deliver profitable growth with tangible milestones. While it is gradually changing its Retail-to-Wholesale AUM mix, it is also scaling up other value drivers – by increasing the size of Alternatives Fund and Life Insurance APE.

As the business gains traction in all its chosen segments, it is working to deliver consolidated ROA of 3-3.3% by FY 2027-28.

Over the past two years, the Company has demonstrated its capabilities by rapidly scaling up its retail and wholesale businesses. It has meticulously managed pricing and asset quality, maintained robust growth momentum, and enhanced profitability.

The Company has made significant upfront investments in distribution channels, technology, talent acquisition, and management infrastructure, providing a solid foundation for future endeavours. While previously, the Company was focussed on inorganic growth strategies, the current emphasis is on organic expansion.

RISK MANAGEMENT

The Company has a robust Risk Management framework to identify, measure, manage and mitigate business and opportunities. This framework seeks to create transparency, minimise adverse impact on the business strategy and enhance the Company's competitive advantage. The Company maintains a risk control matrix that systematically identifies key risks and corresponding controls across various functions.

The Company's risk management is supervised by the Board of Directors, who have established the Sustainability & Risk Management Committee (SRMC) to ensure effective risk strategy implementation.

For details on the distinct types of risks, the Company is exposed to and the mitigation measures undertaken, please refer to page 59.

INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY

The Company has a robust and comprehensive internal control system commensurate with the size and complexity of business operations. The framework ensures adherence to regulations, asset safeguarding, detection and prevention of frauds and errors, adequacy and completeness of accounting records, and timely preparation of reliable financial information. The efficacy of the internal control system is validated by internal auditors and re-examined by the management.

HUMAN RESOURCES

HR plays a pivotal role in elevating organisational awareness, cultivating the value of human resources, and driving productivity and innovation to meet customer needs more effectively. The Company fosters a growth-oriented work culture with a safe, productive, and healthy environment. The Company prioritises the development of all its employees through personnel management system. The HR team provides training for skill development as well as grooms leaders as a part of succession planning to ensure business continuity. The Company strives to engage with its employees through various policies, training programmes, and recognition programmes. The Company continues to foster an inclusive work environment and provides equal opportunities and respect to all employees, irrespective of their background or gender. The HR function also conducts various sessions to promote health and well-being of all its employees.

During the year, the Company had 13,706 employees on its payroll as on March 31, 2024.

OPERATIONAL PERFORMANCE

Asset Quality

The overall GNPA ratio decreased to 2.4% as of March 2024, as compared to 3.8% as of March 2023. The net NPA ratio stood at 0.8% as of March 2024 as compared to 1.9% in March 2023. Overall provisions decreased to ₹ 3,429 crore from ₹ 3,964 crore in March 2023. Provisioning as a percentage of AUM stood at 5.1% as of March 2024 as compared to 6.2% in March 2023.

Total Assets: Asset Classification

Total assets (₹ crore)	FY 2023-24	FY 2022-23
Stage 1	60,308	54,956
Stage 2	4,461	5,553
Stage 3	1,430	2,055
Sub-Total	**66,199**	**62,564**
POCI	1,020	1,425
Total AUM[1]	**67,219**	**63,989**
Total provisions (₹ crore)	**FY 2023-24**	**FY 2022-23**
Stage 1	1,567	1,571
Stage 2	928	1,375
Stage 3	934	1,017
Total	**3,429**	**3,964**
Asset quality ratios (%)	**FY 2023-24**	**FY 2022-23**
Provision coverage ratio - Stage 1	2.6%	2.9%
Provision coverage ratio - Stage 2	21%	25%
Provision coverage ratio - Stage 3	65%	50%
Total provisions as a % of total AUM	**5.1%**	**6.2%**
GNPA ratio (%)	**2.4%**	**3.8%**
NNPA ratio (%)	**0.8%**	**1.9%**

Note: (1) Excludes Direct Assignment (DA) (₹ 1,598 crore as of FY 2023-24), Co-lending (₹ 27 crore as of FY 2023-24)

With a skilled team at the helm, the Company has effectively reduced its Stage 2 and 3 assets. The team continue to work tirelessly to monitor and execute strategies for recovering complex debts and enforcing agreements, aiming to improve overall recoveries and monetise assets.

The Company is focussed on the ‘Resolution’ part of asset cycle. PEL is using various tools for resolution of stressed assets, including monetisation of underlying assets, one-time settlements, enforcement via IBC / other means and portfolio sales to ARCs in cash and / or Security Receipts (SRs).

To strengthen the Company's business, structural changes have been implemented, such as establishing independent teams and enhancing layers of credit assessment. There is a dedicated risk analytics team responsible for monitoring the portfolio performance and detecting early warning signals. The Company has restructured its organisational setup to incorporate distinct teams for origination, credit assessment, asset management, and control functions.

As of FY 2023-24, the Company has an outstanding SRs portfolio of ₹ 4,847 crore and 33% of the outstanding SRs have retail loans as underlying assets.

Wholesale Assets: Asset Classification

Total assets (₹ crore)	FY 2023-24	FY 2022-23
Stage 1	16,644	25,471
Stage 2	3,475	4,844
Stage 3	799	1,530
Total AUM	**20,919**	**31,845**
Total provisions (₹ crore)	**FY 2023-24**	**FY 2022-23**
Stage 1	1,029	1,143
Stage 2	896	1,341
Stage 3	705	847
Total	**2,629**	**3,332**
Asset quality ratios (%)	**FY 2023-24**	**FY 2022-23**
Provision coverage ratio - Stage 1	6.2%	4.5%
Provision coverage ratio - Stage 2	26%	28%
Provision coverage ratio - Stage 3	88%	55%
Total provisions as a % of total AUM	**12.6%**	**10.5%**

BORROWINGS

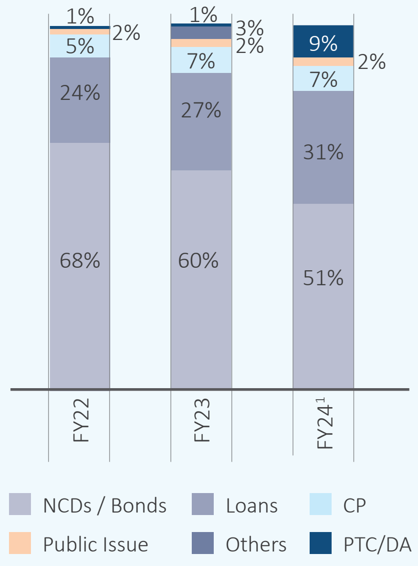
Market Scenario and Key Developments

To reduce inflation, major central banks including the RBI, raised policy interest rates to restrictive levels in 2023, resulting in high mortgage costs and tight liquidity. This created a challenging environment for firms to refinance debt, at low costs. However, in recent quarters, there has been a steady decline in inflationary pressures, prompting central banks to pause rate hikes. As inflation continues to decline, monetary policy will gradually turn accommodative, leading to lower borrowing costs.

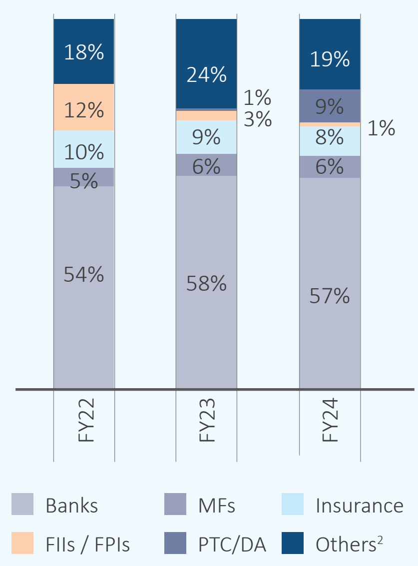
Funding Sources

The Company sources its funds through several avenues including term loans, NCDs, commercial paper, securitisation, external commercial borrowings (ECB) and public issue of NCDs. The borrowings are primarily long-term in nature, with the predominance of term loans and NCDs in the funding mix.

Breakdown of Borrowing Mix by Type of Instruments *(%)*



Breakdown of Borrowing Mix by Type of Lender *(%)*



Notes:

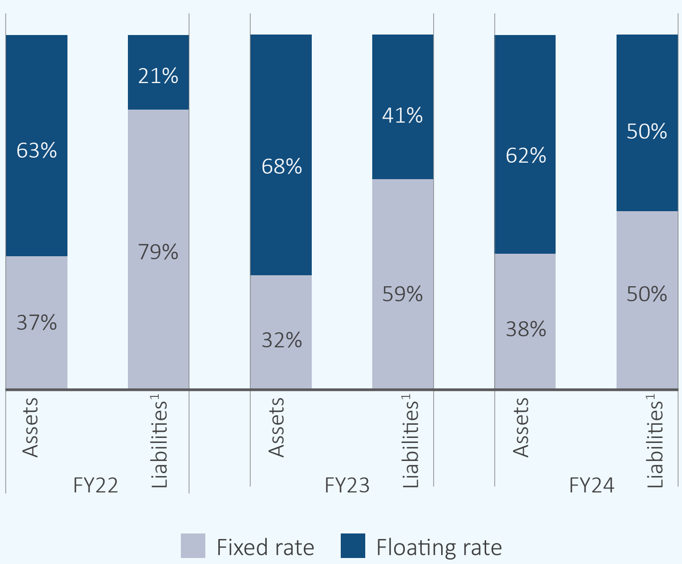
(1) Includes direct assignment (DA) of ₹ 1,598 crore as of FY 2023-24

(2) Includes employee benefit funds, NHB, other financial institutions and individuals/HUFs/corporates etc. which contribute 4%, 3%, 2% and 11% respectively to overall borrowings for FY 2023-24

Cost of Borrowings

The overall cost of borrowings increased from 8.6% in March 2023 to 8.9% in March 2024, led by system-wide increase in bank MCLR. Further, cost of borrowings is expected to remain stable over time, as 50% of the total borrowings as fixed rate liabilities and monetary policy will gradually turn accommodative.

Fixed : Floating rate mix *(%)*



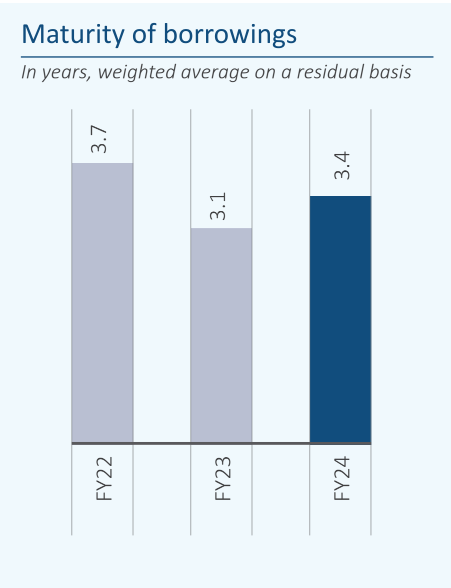
Note:

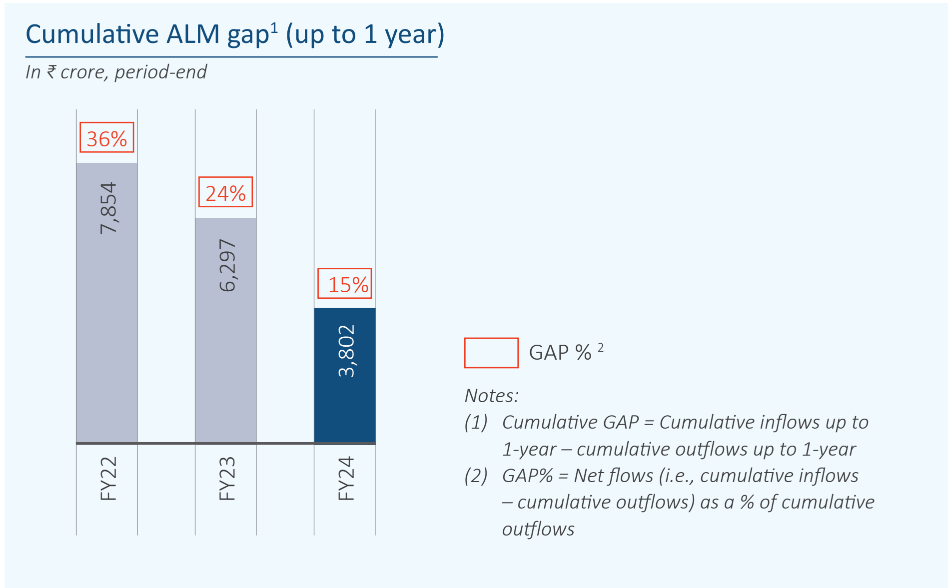
(1) Includes fixed rate borrowings of ₹ 17,097 crore for FY 2022-23 & ₹ 16,172 crore for FY 2023-24

Maturity of Borrowings Remains Above 3 Years

Maintaining Healthy Cumulative ALM GAP1 (up to 1 year)

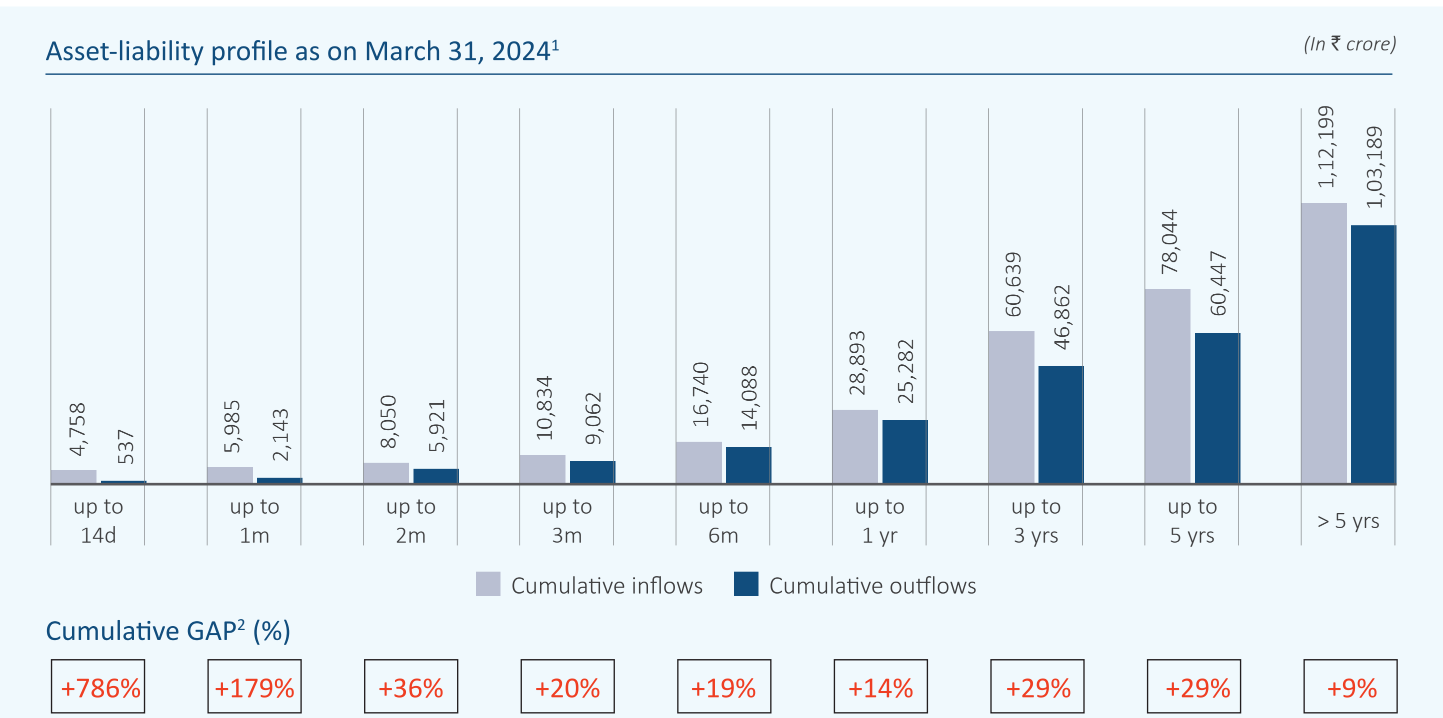
(In ₹ crore period-end) GAP%





Asset & Liability Management (ALM) Profile

As of March 31, 2024, the Asset & Liability Management (ALM) profile reflected significant positive gaps across all time-period buckets within the norms stipulated by the RBI.



Notes:

(1) Based on static ALM for wholesale and behavioural ALM for the retail portfolio

(2) Cumulative GAP (%) = net flows (i.e., cumulative inflows – cumulative outflows) as a % of cumulative outflows

CAPITAL ADEQUACY RATIO

As of March 31, 2024, the capital adequacy ratio for the financial services business stood at 25.6%, as compared to 31% as of March 31, 2023. The YoY change in capital adequacy reflects provisioning for AIF and buyback of shares. With net debt-to-equity of 1.8x as of March 2024, PEL today ranks amongst the most well-capitalised, sizeable NBFCs in the country.

FINANCIAL PERFORMANCE

Key Highlights of FY 2023-24

Consolidated Revenues	₹ 10,178 crore
Net Profit/(loss)	₹ (1,684) crore
Total Assets	₹ 82,605 crore
Overall Equity	₹ 26,557 crore
Customer Franchisee	4.1 million
Branches	490
GNPA	2.4%
NNPA	0.8%

BALANCE SHEET PERFORMANCE

Consolidated Balance Sheet

(In ₹ crore)

Particulars	March 2024	March 2023
ASSETS		
FINANCIAL ASSETS:		
Cash & Bank	4,447	4,649
Loans	54,943	46,395
Investments	12,513	22,332
Other financial assets	1,085	1,061
NON-FINANCIAL ASSETS:		
Current tax assets (net)	1,141	1,467
Deferred tax assets (net)	2,876	1,847
Tangible & Intangible asset	851	959
Other non-financial assets	3,041	2,765
Asset held for sale	1,708	2,278
	82,605	**83,752**
FINANCIAL LIABILITIES:		
Payables	295	399
Borrowings	53,611	49,583
Other Financial Liability	1,399	1,685
NON-FINANCIAL LIABILITIES:		
Current tax & Deferred tax liability	219	721
Provision	107	123
Other Non-Financial Liability	417	183
EQUITY		
Equity share capital	45	48
Other equity	26,512	31,011
Non-Controlling Interest		-
	82,605	**83,752**

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

Equity
The equity as of March 31, 2024, declined to ₹ 26,557 crore from ₹ 31,059 crore as of March 31, 2023.

Equity Movement
(In ₹ crore)

Particulars	March 2024
Opening Equity	31,059
Net Profit/(Loss)	-1,684
Dividend Payout	-740
Share buyback	-2,168
Movement in Other Comprehensive Income (OCI)	77
Others	13
Closing Equity	26,557

Borrowings
Total borrowings increased to ₹ 53,611 crore as on March 31, 2024, as compared to ₹ 49,583 crore as on March 31, 2023.

Debt To Equity
The net debt-to-equity has increased to 1.8x as of March 31, 2024, as compared to 1.3x as of March 31, 2023.

AUM
With its core presence in lending, and other platforms, its AUM increased to ₹ 68,845 crore as on March 31, 2024, as compared to ₹ 63,989 crore as on March 31, 2023, primarily driven by the retail loan book growth. However, this was partly offset by a reduction in the wholesale loan book, which was in line with the Company's stated strategy of making its book more granular and even more diversified. The overall portfolio mix of Retail: Wholesale loans has changed favourably to 70:30 as of March 2024, from 50:50 as of March 2023.

PROFIT AND LOSS STATEMENT

(In ₹ crore)

Consolidated income statement	FY 2023-24	FY 2022-23	YoY %
Interest income[1]	7,423	7,799	(5%)
Less: Interest expense	4,400	4,041	9%
Net interest income (A)	**3,022**	**3,757**	**(20%)**
Fee & commission	560	292	92%
Dividend	148	92	61%
Others[2]	241	905	(73%)
Other income (B)	**948**	**1,288**	**(26%)**
Total income (A+B)	**3,971**	**5,046**	**(21%)**
Less: Operating expenses (Opex)	2,774	2,215	25%
Pre-provision operating profit (PPOP)	**1,197**	**2,831**	**(58%)**
Less: Loan loss provisions & FV loss / (gain)[3]	3,990	5,180	(23%)
Less: Shriram FV loss / (gain)	(1,726)	115	
Less: Goodwill write-off	278	-	
Profit before tax	**(1,346)**	**(2,464)**	
Add: Exceptional gain / (loss)	(1,596)	8,066	
Less: Current & deferred tax	(1,105)	(3,978)	
Add: Associate income	154	389	(60%)
Reported net profit / loss after tax	(1,684)	9,969	

Notes: (1) DA Upfront profit of ₹ 109 crore for FY 2023-24 added in Interest Income from Net Loss of De-recognition line
(2) Other income in FY 2023-24 included Shriram Brand Sale income of ₹ 871 crore moved to Shriram FV gain line item
(3) Impairment on Investment Property of ₹ 660 crore in FY 2023-24 added in Credit cost from Depreciation and Impairment

INTEREST INCOME

Interest income declined 5% YoY to ₹ 7,423 crore in FY 2023-24 from ₹ 7,799 crore in FY 2022-23.

INTEREST EXPENSES

Interest expenses increased 9% YoY to ₹ 4,400 crore from ₹ 4,041 crore in FY 2022-23 owing to increase in borrowing cost for the year as well higher borrowing.

NET INTEREST INCOME (NII)

NII declined 20% YoY to ₹ 3,022 crore mainly on account of lower Interest Income as we continued to focus on resolution of WS 1.0 book.

OPERATING EXPENSES

Investments in retail infrastructure like an increase in branch network and employee headcount have led to an increase in operating expenses. Operating expenses increased 25% YoY to ₹ 2,774 crore from ₹ 2,215 crore in FY 2022-23.

PROVISIONS & FAIR VALUE

The overall provisions and fair value is ₹ 2,264 crore in FY 2023-24 vs ₹ 5,295 crore in FY 2022-23 primarily driven by the resolution of Wholesale 1.0 assets.

INCOME FROM SHARE OF ASSOCIATES

The share of net profit of associates and joint ventures declined 60% YoY to ₹ 154 crore from ₹ 389 crore in FY 2022-23. This includes the Company's share of profits in insurance business and Alternative Funds. Previous year had substantial share of profits from Shriram Group (before restructuring).

NET PROFIT AFTER TAX

Reported net loss after tax stood at ₹ 1,684 crore as compared to net profit of ₹ 9,969 crore in FY 2022-23.

DIVIDEND

The Board has recommended a dividend of ₹ 10 per share, subject to approval of the shareholders at the Annual General Meeting. The total dividend pay-out on this account would be approximately ₹ 225 crore.

SIGNIFICANT EVENTS DURING FY 2023-24

January 2024 – Piramal Enterprises Limited sold its entire investment of 20% in Shriram Investment Holdings Private (formerly known as Shriram Investment Holdings) to Shriram Ownership Trust (SOT) for a consideration of ₹ 1,440 crore.

October 2023 – Piramal Enterprises Limited filed Shelf Prospectus, for its inaugural public issue of Secured, Rated, Listed, Redeemable Non-Convertible Debentures (NCDs) of face value of ₹ 1,000 each aggregating up to ₹ 3,000 crore. In the Tranche I Issue, the Company raised ₹ 532.9 crore. The NCDs were listed on the BSE Limited (BSE) and National Stock Exchange of India Limited (NSE).

October 2023 – PMI Electro Mobility Solutions Pvt. Ltd. received a strategic investment of ₹ 250 crore from Piramal Alternatives to bolster its green mobility initiatives. The investment has been made through the Performing Credit Fund (PCF), a sector-agnostic fund of Piramal Alternatives, that caters to the capital needs of mid-market companies.

September 2023 – India Resurgence Fund (IndiaRF), a leading India-focussed investment platform promoted by Piramal Enterprises Limited and Bain Capital Credit, announced an investment of ₹ 525 crore in Ivy Health and Life Sciences Private Limited (Ivy). Following the transaction, IndiaRF has become the majority shareholder of Ivy. The deal marks IndiaRF's maiden investment in the healthcare sector and the first of its kind in the regional hospitals segment in North India.

September 2023 – The Board of Directors of Ind-Swift Laboratories Limited (IndSwift) approved a business transfer of its active pharmaceutical ingredients (API) and contract research and manufacturing services (CRAMS) business to Synthimed Labs Private Limited (Synthimed), a portfolio company of India Resurgence Fund (IndiaRF). IndiaRF acquired the business for a consideration of ₹ 1,650 crore.

August 2023 – Harmony Organics Pvt Ltd., a Pune-based Specialty Chemicals company raised ₹ 225 crore from Piramal Alternatives to tap into growing global opportunities in the fragrance & flavour industry. The funds raised from the Performing Credit Fund (PCF) of Piramal Alternatives are in the form of convertible securities.

July 2023 – Piramal Capital & Housing Finance Limited launched six all-women branches. Appropriately named 'Maitreyi', the branches exemplify the Company's unwavering commitment to fostering diversity and providing women with equal opportunities in the workforce. These full-service branches are in Ajmer Road in Rajasthan, Chattarpur in New Delhi, Mohali in Punjab, Mumbai in Maharashtra, Tripunithura in Kerala, and S.D. Road in Secunderabad and have a dedicated team of 7-15 women employees each.

July 2023 – The Board of Directors of PEL, at the meeting held on July 28, 2023, approved buyback of up to 1,40,00,000 equity shares of ₹ 2/- each fully paid-up. This represents up to 5.87% of the total paid-up equity shares of the Company at a price of ₹ 1,250/- per equity shares, aggregating to ₹ 1,750 crores. This amount is 9.15% and 6.72% of the aggregate of the fully paid-up equity share capital and free reserves of the Company as per the audited standalone and consolidated financial statements of the Company for the financial year ended March 31, 2023, respectively. The buyback is under the Board approval route as per the provisions of the Act and Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 (the 'Buyback Regulations') from the members of the Company, under the tender offer route. Accordingly, after extinguishment of 1.4 crore equity shares bought back, the issued share capital of the Company stood at ₹ 44,93,76,546 consisting of 22,46,88,273 equity shares of ₹ 2 each. The subscribed and paid up share capital of the Company stood at ₹ 44,93,27,400 consisting of 22,46,63,700 equity shares of face value of ₹ 2 each fully paid.

June 2023 – The Company sold its entire direct investment of 8.34% in Shriram Finance Limited to third party investors, on the floor of the stock exchange.

REPORT ON CORPORATE GOVERNANCE

A report for the financial year ended March 31, 2024 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, as amended from time to time (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 not only enhance long-term stakeholder value but also the 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 sustainable wealth and enhanced 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, 2024, the composition of the Company's Board, comprised of 14 Directors, as given in the table below and was in conformity with Regulation 17(1) of the Listing Regulations and other applicable regulatory requirements. More than 50% of the Company's Board comprised of Independent Directors. There are no Nominee Directors representing any institution on the Board of the Company.

Name of Directors and DIN	Date of Appointment	Other Directorships as on March 31, 2024[1]		Membership of other Board Committees as on March 31, 2024[2]		Directorships in other listed companies and category of Directorship as on March 31 , 2024[3]	No. of equity shares held in the Company
		as Member	as Chairperson	as Member	as Chairperson		
Executive Directors – Promoter Group							
Mr. Ajay G. Piramal – Chairman DIN: 00028116	March 7, 1988	3	2	-	-	-	1,23,296
Dr. (Mrs.) Swati A. Piramal – Vice Chairperson DIN: 00067125	November 20, 1997	5	-	-	-	Nestle India Limited (Independent Director)[#]	2,100
Non – Executive, Non-Independent Director – Promoter Group							
Mr. Anand Piramal DIN: 00286085	May 12, 2017	5	-	-	-	-	1,97,097
Ms. Nandini Piramal DIN: 00286092	April 1, 2009	2	1	1	-	Piramal Pharma Limited (Executive Director, Chairperson)	45,487
Non – Executive, Non-Independent Director – Non- Promoter Group							
Mr. Vijay Shah DIN: 00021276	January 1, 2012	2	-	1	-	-	1,42,056
Ms. Shikha Sharma DIN: 00043265	March 31, 2022	5	-	4	-	Tata Consumers Products Limited (Independent Director) Tech Mahindra Limited (Independent Director) Mahindra and Mahindra Limited (Independent Director) Dr. Reddy's Laboratories Limited (Independent Director)	Nil
Non-Executive, Independent Directors							
Mr. S. Ramadorai* DIN: 00000002	October 24, 2002	2	-	1	-	Piramal Pharma Limited (Independent Director)	6,002
Mr. Kunal Bahl DIN: 01761033	October 14, 2020	3	-	-	-	-	Nil

Name of Directors and DIN	Date of Appointment	Other Directorships as on March 31, 2024[1]		Membership of other Board Committees as on March 31, 2024[2]		Directorships in other listed companies and category of Directorship as on March 31 , 2024[3]	No. of equity shares held in the Company
		as Member	as Chairperson	as Member	as Chairperson		
Mr. Suhail Nathani DIN: 01089938	October 14, 2020	3	-	3	1	CIE Automotive Limited (Independent Director)	5,000
Ms. Anjali Bansal DIN: 00207746	November 19, 2020	5	-	3	-	The Tata Power Company Limited (Independent Director)	Nil
						Nestle India Limited (Independent Director)	
						Voltas Limited (Independent Director)	
Mr. Puneet Dalmia DIN: 00022633	October 7, 2021	8	-	-	-	Dalmia Bharat Limited (Managing Director)	Nil
						SRF Limited (Independent Director)	
Ms. Anita George DIN: 00441131	February 10, 2022	1	-	-	-	-	Nil
Mr. Rajiv Mehrishi DIN: 00208189	May 26, 2022	7	-	4	1	Dabur India Limited (Independent Director)	Nil
						The Tata Power Company Limited (Independent Director)	
						Jio Financial Services Limited (Independent Director)	
Mr. Gautam Doshi DIN: 00004612	October 31, 2022	9		7	4	Sun Pharmaceutical Industries Limited (Independent Director)	6,949
						Suzlon Energy Limited (Independent Director)	

**Mr. S. Ramadorai ceased to be an Independent Director of the Company upon completion of his second consecutive term on March 31, 2024.*

#Dr. (Mrs.) Swati A. Piramal ceased to be an Independent Director of Nestle India Limited upon completion of her second consecutive term on March 31, 2024.

Notes:

1. *This excludes directorships in foreign companies and companies licensed under Section 8 of the Companies Act, 2013 ('the Act').*
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. Committee Membership(s) count includes the count in which Director is Chairperson(s).*
3. *Excludes Directorship and Membership in Committees of the Company. Further, for the purpose of reckoning the Directorship, only equity listed companies are considered.*
4. *The Company does not have any outstanding convertible instruments.*
5. *The Board of Directors at its meeting held on May 8, 2024, has appointed Mr. Asheet Mehta as an Additional Director to hold office as an Independent Director of the Company, for a term of 5 years, subject to the approval of shareholders. The appointment of Mr. Mehta shall take effect from the date of his obtaining the Director Identification Number (DIN) and completion of other formalities relating to his appointment as an Independent Director, or with effect from June 1, 2024, whichever is later.*

Details of change in composition of the Board during financial year 2023-24 and financial year 2022-23:

The Board, as a part of its succession planning, periodically reviews its composition to ensure that the same is closely aligned with the strategy and long-term needs of the Company. The details of change in composition of the Board is as follows:

Sr. No.	Name of Director	Capacity	Nature of change	Reason for Resignation	Effective date
			2023-24		
1	Mr. S. Ramadorai*	Independent Director	Cessation	N.A.	March 31, 2024
			2022-23		
1.	Mr. Rajiv Mehrishi	Independent Director	Appointment	N.A.	May 26, 2022
2.	Mr. Khushru Jijina	Executive Director	Resignation	N.A.	August 31, 2022
3.	Mr. Gautam Doshi	Independent Director	Appointment	N.A.	October 31, 2022
4.	Mr. N Vaghul	Independent Director	Resignation	Due to personal reasons	November 9, 2022

**Mr. S. Ramadorai ceased to be an Independent Director of the Company upon completion of his second consecutive term on March 31, 2024.*

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, Public Policy, Entrepreneurship, Business Leadership, Strategy, Finance, Economics, Technology and Innovation, 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 allow 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.

The specific areas of expertise/skills of an individual Board Member, associated with the Company as of March 31, 2024 are as under:

Name of Directors	General Corporate Management including Human Resources	Entrepreneurship, Business Leadership, including Strategy and Public Policy	Finance, Economics, Banking, Financial Services, Risk and Governance	Technology and Innovation
Mr. Ajay G. Piramal	✓	✓	✓	-
Dr. (Mrs.) Swati A. Piramal	✓	✓	✓	-
Ms. Nandini Piramal	✓	✓	✓	-
Mr. Anand Piramal	✓	✓	✓	-
Mr. Vijay Shah	✓	✓	✓	-
Ms. Shikha Sharma	✓	✓	✓	✓
Mr. S. Ramadorai*	✓	✓	✓	✓
Mr. Suhail Nathani	✓	✓	✓	-
Mr. Kunal Bahl	✓	✓	✓	✓
Ms. Anjali Bansal	✓	✓	✓	✓
Mr. Puneet Dalmia	✓	✓	✓	-
Ms. Anita George	✓	✓	✓	✓
Mr. Gautam Doshi	✓	✓	✓	-
Mr. Rajiv Mehrishi	✓	✓	✓	-

** Mr. S. Ramadorai ceased to be an Independent Director of the Company upon completion of his second consecutive term on March 31, 2024*

The Board is satisfied that the above 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.

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 Board of material subsidiary company viz. Piramal Capital & Housing Finance Limited.

All Independent Directors of the Company have been appointed as per the provisions of the Act, Listing Regulations and Reserve Bank of India ('RBI') Guidelines. The Independent Directors have been appointed for a fixed tenure of five years from their respective dates of appointment/re-appointment.

Based on the disclosures received from all the Independent Directors, the Board is of the opinion that the Independent Directors fulfil the conditions specified in the Act and the Listing Regulations and are independent of the Management.

During the financial year under review, none of the Independent Director resigned before the expiry of his /her tenure.

III. Meeting of Independent Directors

The Company's Independent Directors met on January 29, 2024 in absence of Non-Independent Directors and Members of Management. At this meeting the Independent Directors reviewed the following:

1) Performance of the Chairman of the Company;

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.piramalenterprises.com/corporate-governance.

The new Directors of the Company are provided with an induction kit which includes roles, functions, powers and duties of the directors, disclosures and declarations to be submitted by directors, etc.

Periodic presentations were made at the Board / Committee meetings apprising the Board Members about the finer aspects of the Company's businesses, the challenges faced and an overview of future business plans, including:

- Industry Outlook and update on Indian and Global macro-economic;
- Budgets, quarterly update on operations and performance of the businesses, and relevant regulatory/legal updates in the statutes applicable to the Company;
- Business model, risks and opportunities for the businesses and the growth levels for them; and
- Strategic future outlook and the way forward.

V. 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.

VI. Board Evaluation

Evaluation of performance of all Directors is undertaken annually. The Company has implemented a system of evaluating performance of the Board as a whole and of its Non-Administrative 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 are evaluated on the basis of achievements of their Key Result Areas.

The Board discussed the feedback and expressed its satisfaction with the evaluation process.

VII. Certification from Company Secretary in Practice

A certificate has been received from 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 in any company, by the SEBI, Ministry of Corporate Affairs or any other 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 and Committee meetings are fixed well in advance and are in confirmation with the availability of the Directors, so as to facilitate active and consistent participation of all Directors in the Board and Committee meetings. Minimum four pre-scheduled Board/Committee 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 urgency of matters, 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 Company sends the notice of the meetings accompanied by agenda and agenda notes setting out the business to be transacted at the meetings to the Directors, at least seven days in advance except in case of shorter notice to transact urgent business. The agenda and related information are shared through a digital meeting portal, which is accessible through iPad/laptop. Thus, minimising paper usage and bolstering the Company's sustainability endeavours.

The Board has unrestricted access to all Company related information. Detailed presentations are made to the Board regularly which cover operations, business performance, annual operating and capital expenditure budgets, loan disbursements, asset liability management, internal controls, approval and adoption of quarterly/half-yearly/annual results, review of various policies framed by Company from time to time, compliance report(s) of all laws applicable to the Company, etc. 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. Board / Committee members are kept informed about any material development/ business update through various modes viz. e-mails, conference calls, etc., from time to time.

There was no instance during the financial year 2023-24, where the Board had not accepted the recommendation of any Committee of the Board which was mandatorily required.

I. Meetings Held

Six Board Meetings were held during the year. Necessary quorum was present at all meetings and the gap between two Board Meetings did not exceed 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
May 5, 2023	14
June 12, 2023	13
July 28, 2023	14
November 9, 2023	12
January 29, 2024	13
March 22, 2024	12

II. Details of Directors attendance at Board Meetings held during the financial year 2023-24 and at the last Annual General Meeting ('AGM') held on June 30, 2023 are given in the following table:

Name of Directors	Board Meetings		Attended last AGM
	Held during tenure	Attended	
Mr. Ajay G. Piramal	6	6	Yes
Dr. (Mrs.) Swati A. Piramal	6	6	Yes
Ms. Nandini Piramal	6	6	Yes
Mr. Anand Piramal	6	6	Yes
Mr. Vijay Shah	6	6	Yes
Mr. S. Ramadorai	6	5	Yes
Mr. Suhail Nathani	6	5	Yes
Mr. Kunal Bahl	6	6	Yes
Ms. Anjali Bansal	6	6	Yes
Mr. Puneet Dalmia	6	5	Yes
Ms. Anita George	6	6	Yes
Ms. Shikha Sharma	6	5	Yes
Mr. Rajiv Mehrishi	6	5	Yes
Mr. Gautam Doshi	6	5	Yes

6. BOARD COMMITTEES

The Board Committees are set up by the Board and are governed by its 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.

A. Audit Committee

I. Constitution of the Committee

The Audit Committee comprised three members as at March 31, 2024, which was follows:

Name of the Member	Designation in the Committee	Category	Member of the Committee since
Mr. Rajiv Mehrishi	Chairman	Independent Director	October 31, 2022
Mr. Gautam Doshi	Member	Independent Director	October 31, 2022
Mr. Puneet Dalmia	Member	Independent Director	October 31, 2022

All the members of the Committee have sound knowledge of finance, accounts and business management. The Chairman of the Committee, Mr. Rajiv Mehrishi 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 Regulation 18 of the Listing Regulations. Mr. Bipin Singh, Company Secretary, acts as the Secretary to the Committee.

II. Terms of Reference

The broad terms of reference of the Audit Committee inter alia, includes the following:

1. Oversight of the company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;

2. Recommendation for appointment, remuneration and terms of appointment of auditors of the company;

3. Approval of payment to statutory auditors for any other services rendered by the statutory auditors;

4. Reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the board for approval, with particular reference to:

   a. matters required to be included in the director's responsibility statement to be included in the board's report in terms of clause (c) of sub-section (3) of Section 134 of the Act;

   b. changes, if any, in accounting policies and practices and reasons for the same;

   c. major accounting entries involving estimates based on the exercise of judgment by management;

   d. significant adjustments made in the financial statements arising out of audit findings;

   e. compliance with listing and other legal requirements relating to financial statements;

   f. disclosure of any related party transactions;

   g. modified opinion(s) in the draft audit report;

5. Reviewing with the management, the quarterly financial statements before submission to the board for approval;

6. Reviewing, with the management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue, and making appropriate recommendations to the board to take up steps in this matter;

7. Reviewing and monitoring the auditor's independence and performance, and effectiveness of audit process;

8. Approval or any subsequent modification of transactions of the company with related parties;

9. Scrutiny of inter-corporate loans and investments;

10. Valuation of undertakings or assets of the Company, wherever it is necessary;

11. Evaluation of internal financial controls and risk management systems;

12. Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;

13. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;

14. Discussion with internal auditors of any significant findings and follow up there on;

15. Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the board;

16. Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;

17. To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;

18. To review the functioning of the whistle blower mechanism;

19. Approval of appointment of chief financial officer after assessing the qualifications, experience and background, etc. of the candidate;

20. Reviewing the utilization of loans and/ or advances from/ investment by the holding company in the subsidiary exceeding rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans / advances / investments existing as on the date of coming into force of this provision;

21. To consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the company and its shareholders;

22. To review the management discussion and analysis of financial condition and results of operations;

23. To review management letters / letters of internal control weaknesses issued by the statutory auditors;

24. To review internal audit reports relating to internal control weaknesses;

25. To review the appointment, removal and terms of remuneration of the head of the internal auditor;

26. To review statement of deviations of quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1) of the Listing Regulations;

27. To review statement of deviations of annual statement of funds utilized for purposes other than those stated in the offer document/prospectus/notice in terms of Regulation 32(7) of the Listing Regulations;

28. To examine financial statement and the auditors' report thereon;

29. To review compliance with the provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015 (as amended from time to time), at least once in a financial year and verify that the systems for internal control are adequate and are operating effectively;

30. Primarily responsible for overseeing the internal audit function in the organization;

31. To review the performance of Risk Based Internal Audit (RBIA);

32. To approve the RBIA plan to determine the priorities of the internal audit function based on the level and direction of risk, as consistent with the entity's goals;

33. To formulate and maintain a quality assurance and improvement program that covers all aspects of the internal audit function;

34. To promote the use of new audit tools/ new technologies for reducing the extent of manual monitoring /transaction testing / compliance monitoring, etc.;

35. Meet the head of internal audit at least once in a quarter, without the presence of the senior management (including the MD & CEO/WTD);

36. Review and monitoring of all the frauds involving an amount of ₹ 1 crore and above;

37. Ensure that an Information System Audit of the internal systems and processes is conducted at least once in two years to assess operational risks faced by the applicable NBFCs;

38. To ensure that an appropriate Compliance Policy is in place in the Company and to oversee the management of compliance risk and implementation of the Compliance Policy across the Company;

39. To review the reports received from the Chief Compliance Officer on compliance risk management activities;

40. To review the Compliance Policy annually;

41. To review and approve any adjustments to the ECL model output (i.e. a management overlay);

42. Monitoring the internal audit system for all outsourced activities including direct assignment portfolio; and

43. Undertake such other functions as may be entrusted to it by the Board or prescribed under applicable statutory / regulatory requirements from time to time.

III. Meeting and Attendance

During the financial year 2023-24, five meetings were held on May 5, 2023, July 28, 2023, November 9, 2023, January 29, 2024 and March 20, 2024 and the attendance of the members at the meeting was as follows:

Name of the Member	No. of meetings held	No. of meetings attended
Mr. Rajiv Mehrishi	5	4
Mr. Gautam Doshi	5	5
Mr. Puneet Dalmia	5	4

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 Chairman of the Audit Committee has one-on-one meetings both with the Head of Internal Audit and the Joint Statutory Auditors on a periodic basis.

Mr. Rajiv Mehrishi, Chairman of the Audit Committee, was present at the last Annual General Meeting.

B. Nomination and Remuneration Committee

I. Constitution of the Committee

The Nomination and Remuneration Committee ('NRC') comprised four members as at March 31, 2024, which was as follows:

Name of the Member	Designation in the Committee	Category	Member of the Committee since
Mr. S. Ramadorai*	Chairman	Independent Director	April 23, 2003
Mr. Ajay G. Piramal	Member	Executive Director	April 23, 2003
Ms. Anjali Bansal	Member	Independent Director	December 13, 2020
Mr. Kunal Bahl	Member	Independent Director	October 31, 2022

** Ceased to be the Chairman of NRC with effect from March 31, 2024 upon completion of his second consecutive term as an Independent Director.*

Mr. Suhail Nathani, Independent Director was appointed as the Chairman of the NRC with effect from April 1, 2024, in place of Mr. S. Ramadorai.

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 broad terms of reference of the NRC *inter alia* includes the following:

1. To formulate the criteria for determining qualifications, positive attributes and independence of a director and recommend to the board of directors a policy relating to, the remuneration of the directors, key managerial personnel and other employees;

2. To identify persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the board of directors their appointment and removal and to specify the manner for effective evaluation of performance of Board, its committees and individual Directors to be carried out either by the Board, by the NRC or by an independent external agency and review its implementation and compliance;

3. To formulate the criteria for evaluation of performance of independent directors and the board of directors;

4. To devise a policy on diversity of board of directors;

5. To extend or continue the term of appointment of the independent director, on the basis of the report of performance evaluation of independent directors;

6. To recommend to the board, all remuneration, in whatever form, payable to senior management;

7. For every appointment of an independent director, the NRC shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:

    a. use the services of an external agencies, if required;

    b. consider candidates from a wide range of backgrounds, having due regard to diversity; and

    c. consider the time commitments of the candidates.

8. Any other terms of reference as laid down under Section 178 and other applicable provisions of the Act and Listing Regulations, as well as any other applicable legislation that may be in force or modified/implemented from time to time.

III. Meetings Held

During the financial year 2023-24, three meeting were held on May 17, 2023, July 17, 2023 and March 6, 2024 and the attendance of the members at the meeting was as follows:

Name of the Member	No. of meetings held	No. of meetings attended
Mr. S. Ramadorai	3	3
Mr. Ajay G. Piramal	3	3
Ms. Anjali Bansal	3	2
Mr. Kunal Bahl	3	3

Mr. S. Ramadorai, the then Chairman of the NRC, was present at the last Annual General Meeting.

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.

V. Compliance with Fit & Proper Criteria for Directors

The NRC, in accordance with the Policy on 'Fit and Proper' Criteria for Directors, ensures the 'Fit and Proper' status of Directors at the time of appointment and on a continuing basis, as prescribed by the RBI.

All Directors of the Company have confirmed that they satisfy the 'Fit and Proper' criteria as prescribed under the Master Direction - Non-Banking Financial Company – Non-Systemically Important Non-Deposit taking Company (Reserve Bank) Directions, 2016 dated September 1, 2016, as amended.

C. Stakeholders Relationship Committee

I. Constitution of the Committee

The Stakeholders Relationship Committee ('SRC') comprised three members as at March 31, 2024, which was as follows:

Name of the Member	Designation in the Committee	Category	Member of the Committee since
Mr. Suhail Nathani	Chairman	Independent Director	October 31, 2022
Ms. Nandini Piramal	Member	Non-Executive Director	November 01, 2018
Mr. Vijay Shah	Member	Non-Executive Director	February 11, 2022

The composition of SRC is in compliance with the requirements of Section 178 of the Act and Regulation 20 of the Listing Regulations.

II. Terms of Reference

The broad terms of reference of the SRC inter alia, includes the following:

1. To look into the redressal of grievances of debenture holders and other security holders (in addition to shareholders);

2. To resolve the grievances of the security holders of the company including complaints related to transfer/ transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.;

3. To review of measures taken for effective exercise of voting rights by shareholders;

4. To review of adherence to the service standards in respect of various services being rendered by the Registrar & Share Transfer Agent;

5. To review various measures and initiatives for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the company; and

6. To undertake or perform such other role as required by law or as may be directed by the Board, from time to time.

III. Meetings Held

During the financial year 2023-24, one meeting was held on November 8, 2023 and the attendance of the members at the meeting was as follows:

Name of the Member	No. of meeting held	No. of meeting attended
Mr. Suhail Nathani	1	1
Ms. Nandini Piramal	1	1
Mr. Vijay Shah	1	1

Mr. Suhail Nathani, Chairman of the SRC, was present at the last Annual General Meeting.

IV. Stakeholders Grievance Redressal

There was 1 investor complaint pending as on April 1, 2023. 52 complaints were received and a total of 53 complaints were redressed to the satisfaction of investors during the financial year 2023-24. There were no complaints outstanding as on March 31, 2024.

The Registrar and Share Transfer Agents ('RTA'), Link Intime India Private Limited, attend to all grievances of investors 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 investors 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 2023-24.

V. Compliance Officer

Mr. Bipin Singh, Company Secretary, acts as the Compliance Officer in accordance with the requirements of Listing Regulations. 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 ('CSR') comprised five members as at March 31, 2024, which was as follows:

Name of the Member	Designation in the Committee	Category	Member of the Committee since
Ms. Shikha Sharma	Chairperson	Non-Executive Director	October 31, 2022
Ms. Nandini Piramal	Member	Non-Executive Director	January 30, 2014
Dr. (Mrs.) Swati Piramal	Member	Executive Director	July 29, 2022
Mr. Puneet Dalmia	Member	Independent Director	October 31, 2022
Mr. Suhail Nathani	Member	Independent Director	October 31, 2022

The composition of the Committee is in compliance with Section 135 of the Act.

II. Terms of Reference

The broad terms of reference of the CSR *inter alia* includes the following:

1. To recommend to the Board, a CSR Policy (and modifications thereto from time to time) which shall provide the approach and guiding principles for selection, implementation and monitoring of CSR activities to be undertaken by the Company as well as formulation of annual action plan(s);

2. To formulate and recommend annual action plan(s), and any modifications thereof, to the Board comprising of following information:

    a. the list of CSR projects or programmes that are approved to be undertaken in areas or subjects specified in Schedule VII of the Act;

    b. the manner of execution of such projects or programmes;

    c. the modalities of utilisation of funds and implementation schedules for the projects or programmes;

    d. monitoring and reporting mechanism for the projects or programmes; and

    e. details of need and impact assessment, if any, for the projects undertaken by the Company.

3. To approve specific projects, either new or ongoing, in pursuance of the Areas of Interest outlined in the CSR Policy, for inclusion in the annual action plan or for contributing to specific funds/ agencies as specified in Schedule VII of the Act;

4. To recommend to the Board, the amount of expenditure to be incurred on the CSR activities in a financial year and the amount to be transferred in case of ongoing projects and unspent amounts;

5. To review the progress of CSR initiatives undertaken by the Company;

6. To monitor the CSR Policy of the Company from time to time and institute a transparent monitoring mechanism for implementation of the projects undertaken;

7. To review and recommend to the Board, the Annual Report on CSR activities to be included in Board's Report;

8. To review and recommend to the Board, the impact assessment report as may be obtained by the Company from time to time;

9. To undertake such activities and carry out such functions as may be provided under Section 135 of the Act and the Rules framed thereunder, as well as amendments thereto from time to time; and

10. To carry out such additional functions as may be provided under applicable statutory / regulatory requirements and/ or as may be entrusted to it by the Board from time to time.

III. Meetings Held

During the financial year 2023-24, three meetings were held on May 5, 2023, November 8, 2023 and March 20, 2024 and the attendance of the members at the meeting was as follows:

Name of the Member	No. of Meetings held during the tenure	No. of meetings attended
Ms. Shikha Sharma	3	3
Ms. Nandini Piramal	3	3
Dr. (Mrs.) Swati Piramal	3	3
Mr. Puneet Dalmia	3	3
Mr. Suhail Nathani	3	3

E. Sustainability and Risk Management Committee

I. Constitution of the Committee

The Sustainability and Risk Management Committee ('SRMC') comprised three members as at March 31, 2024, which was as follows:

Name of the Member	Designation in the Committee	Category	Member of the Committee since
Ms. Shikha Sharma	Chairperson	Non-Executive Director	October 31, 2022
Ms. Anita George	Member	Independent Director	October 31, 2022
Mr. Gautam Doshi	Member	Independent Director	October 31, 2022

During the year under review, the role of the SRMC was widened to include Environment, Social and Governance functions and its nomenclature was changed from Risk Management Committee to

Sustainability and Risk Management Committee with effect from May 5, 2023.

II. Terms of Reference

The broad terms of reference of the SRMC inter alia includes the following:

1. To identify, monitor and measure the risk profile of the Company. To evaluate overall risks faced by the Company and determining the level of risks which will be in the best interest of the Company To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems during normal as well as stress scenarios;
2. To ensure that Company has a framework for identification of various internal and external risks including credit risk, operational risk, information security risk, liquidity, interest rate risk etc. and the integrated risks;
3. To ensure that the risk policies clearly spell out the quantitative prudential limits on various segments of Company's operations;
4. To implement measures for risk mitigation including systems and processes for comprehensive internal controls to mitigate the identified risks;
5. To ensure that appropriate methodology, processes and systems are in place to effectively monitor and evaluate business related risks commensurate with the size and complexity of the business;
6. To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics, evolving complexity and emerging risks;
7. To review the progress made in putting in place a proactive risk management system and risk management policy and strategy followed by the Company;
8. To hold the line management accountable for the risks under their control, and the performance of the Company in that area;
9. To provide an independent and objective view of the information presented by management on various risks and mitigation plan;
10. To keep the board of directors informed about the nature and content of its discussions, recommendations and actions to be taken;
11. To review appointment, removal and terms of remuneration of the Chief Risk Officer;
12. To review and assess the nature, role, responsibility and authority of risk management function within the Company and outline the scope of risk management work;
13. To coordinate its activities with other committees, in instances where there is any overlap with activities of such committees;
14. To provide guidance to the Company on ESG vision and strategy including sustainability related matters;
15. To oversee ESG performance of the Company and track progress;
16. To provide guidance on matters of public responsibility including, community quality assurance and corporate reputation;
17. To recommend guidelines on corporate governance and ethics from time to time;
18. To review key corporate governance processes not specifically assigned to any other committee of the Board;
19. To monitor and track business risks and opportunities arising from ESG aspects;
20. To provide guidance to the Company on stakeholder engagement on ESG matters;
21. To review the Company's performance on external ESG Ratings and Indices and guide the Company in improving such ratings;
22. To monitor integration of ESG matters in overall strategy;
23. To adopt ESG strategy, targets and approve execution plan;
24. To formulate/approve and review codes and/or policies for better governance including ESG Policy;
25. To review and assess the adequacy of internal policies and guidelines and monitor practice of same in Company's culture and business practices;
26. Any other matter relating to ESG which the Committee in its considered opinion may wish to take up and deal with;
27. To oversee and review operations of Sustainability Finance Working Group; and
28. To undertake such other functions as may be entrusted to it by the Board or prescribed under applicable statutory / regulatory requirements from time to time.

III. Meetings Held

During the financial year 2023-24, four meetings were held on May 4, 2023, July 17, 2023, November 8, 2023 and January 25, 2024 and the attendance of the members at the meetings were as follows:

Name of the Member	No. of meetings held	No. of meetings attended
Ms. Shikha Sharma	4	4
Mr. Gautam Doshi	4	4
Ms. Anita George	4	3

F. Information Technology Strategy Committee

I. Constitution of the Committee

The Information Technology Strategy Committee ('IT Strategy Committee') comprised three members as at March 31, 2024, which was as follows:

Name of the Member	Designation in the Committee	Category	Member of the Committee since
Mr. Kunal Bahl	Chairman	Independent Director	October 31, 2022
Mr. S Ramadorai*	Member	Independent Director	October 31, 2022
Ms. Anjali Bansal	Member	Independent Director	October 31, 2022

**Ceased to be a member of IT Strategy Committee with effect from March 31, 2024 upon completion of his second consecutive term as an Independent Director.*

Mr. Gautam Doshi, Independent Director was appointed as the member of the IT Strategy Committee with effect from April 1, 2024, in place of Mr. S. Ramadorai.

The IT Strategy Committee is constituted and is in compliance with the Master Directions/Guidelines issued by RBI.

II. Terms of Reference

The broad terms of reference of the IT Strategy Committee *inter alia,* includes the following:

1. Approve Information Technology ('IT') strategy and policy documents and ensuring that the management has put an effective strategic planning process in place;
2. Ascertaining that management has implemented processes and practices that ensure that the IT delivers value to the business;
3. Ensuring IT investments represent a balance of risks and benefits and that budgets are acceptable;
4. Monitoring the method that management uses to determine the IT resources needed to achieve strategic goals and provide high-level direction for sourcing and use of IT resources; Ensuring proper balance of IT investments for sustaining NBFC's growth and becoming aware about exposure towards IT risks and controls;
5. Aware about exposure towards IT risks and controls;
6. Instituting an effective governance mechanism and risk management processes for all outsourced IT operations;
7. Undertake any other responsibility as laid down by RBI from time to time;
8. Reviewing and approving the comprehensive risk assessment of their IT systems, the adequacy and effectiveness of the Business Continuity Planning and Disaster Recovery Management at least on an annual basis;
9. To work in partnership with other Board committees and Senior Management to provide input to them;
10. Ensure that processes are put in place for assessing and managing IT and cybersecurity risks; and
11. Undertake such other functions as may be entrusted to it by the Board or prescribed under applicable statutory / regulatory requirements from time to time.

III. Meetings Held and Attendance

During the financial year 2023-24, four meetings were held on May 4, 2023, July 17, 2023, November 8, 2023 and January 25, 2024 and the attendance of the members at the meeting was as follows:

Name of the Member	No. of meetings held	No. of meetings attended
Mr. Kunal Bhal	4	4
Mr. S Ramadorai	4	4
Ms. Anjali Bansal	4	3

G. Asset Liability Management Committee

I. Constitution of the Committee

The Asset Liability Management Committee ('ALCO') comprised five members as at March 31, 2024, which was as follows:

Name of the Member	Designation in the Committee	Category of Directorship
Mr. Ajay G. Piramal	Chairman	Executive Director
Ms. Upma Goel	Member	-
Mr. Lalit Ostwal	Member	-
Mr. Narayan Kambhatla	Member	-
Mr. Kamalakar Nayak	Member	-

The ALCO is constituted and is in compliance with the Master Directions/Guidelines issued by RBI.

II. Terms of Reference

The broad terms of reference of ALCO inter alia, includes monitoring and implementing the Asset Liability Management Policy of the Company and to provide a comprehensive and dynamic framework for measuring, monitoring, accepting and managing the interest rate and liquidity risk and carry out such other functions as mentioned or prescribed under applicable statutory / regulatory requirements from time to time.

III. Meetings Held

During the financial year 2023-24, four meetings were held on June 29, 2023, September 27, 2023, December 6, 2023 and January 25, 2024.

7. PARTICULARS OF SENIOR MANAGEMENT OF THE COMPANY

Sr. No.	Name of Senior Management Personnel ('SMP')	Designation
1	Mr. Ajay G. Piramal	Chairman
2	Dr. (Mrs.) Swati A. Piramal	Vice-Chairperson
3	Mr. S. K. Honnesh*	Group General Counsel
4	Mr. Vikram Bector^	Group Chief Human Resources Officer
5	Mr. Manjul Tilak^	Chief Human Resources Officer
6	Mr. Viral Gandhi	Group Chief Information Officer
7	Mr. Rupen Jhaveri	Group President
8	Mr. Yesh Nadkarni	Chief Executive Officer- Wholesale
9	Mrs. Upma Goel	Chief Financial Officer
10	Mr. Bipin Singh	Company Secretary
11	Mr. Kamalakar Nayak	Chief Compliance Officer
12	Mr. Narayan Prasad Kambhatla	Chief Risk Officer
13	Mr. Digesh Davda	Head- Internal Audit

^ Mr. Vikram Bector ceased to be Group Chief Human Resources Officer ('CHRO') on September 29, 2023. Mr. Manjul Tilak was appointed as CHRO with effect from October 1, 2023.

**Mr. S. K. Honnesh will cease to be Group General Counsel with effect from May 15, 2024 and in his place, Mr. Anand Vardhan will be Group General Counsel, a SMP with effect from May 15, 2024.*

8. 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 paid to the Executive Directors for the year ended March 31, 2024 are given below:

(₹ in Crore)

Name of Directors	Total
Mr. Ajay G. Piramal – Chairman	10.95
Dr. (Mrs.) Swati A. Piramal- Vice Chairperson	5.44

The Company pays remuneration by way of salary, benefits, perquisites and allowances (fixed component) and performance linked incentive (variable component) to Executive Directors. 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. Detailed remuneration forms part of the annual return for the financial year 2023-24, which is available on the website of the Company.

B. Sitting fees and commission paid to Non-Executive Directors

Details of sitting fees and commission paid/payable to the Non-Executive Directors for the financial year 2023-24 are given below, which are within the limits prescribed under the Act:

(Amount in ₹)

Name of Director	Sitting Fees	Commission	Total
Mr. S. Ramadorai*	9,50,000	36,00,000	45,50,000
Mr. Kunal Bahl	10,50,000	36,00,000	46,50,000
Mr. Suhail Nathani	9,50,000	36,00,000	45,50,000
Ms. Anjali Bansal	9,50,000	36,00,000	45,50,000
Mr. Puneet Dalmia	10,50,000	36,00,000	46,50,000
Ms. Anita George	8,50,000	36,00,000	44,50,000
Ms. Shikha Sharma	9,50,000	36,00,000	45,50,000
Mr. Rajiv Mehrishi	10,00,000	33,00,000	43,00,000
Mr. Gautam Doshi	14,00,000	15,00,000	29,00,000

**Mr. S. Ramadorai ceased to be an Independent Director of the Company upon completion of his second consecutive term on March 31, 2024.*

Notes for Directors' Remuneration:

a. Ms. Nandani Piramal, Mr. Anand Piramal and Mr. Vijay Shah, Non-Executive Directors of the Company do not receive any sitting fees or any other remuneration.

b. 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 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 for any of the Executive Directors, the Board is empowered to consider the same at its discretion, taking into account attendant facts and circumstances.

c. During the year ended March 31, 2024, no loans/ advances were given to any of its Directors, their relatives or any firms/ companies in which they are interested.

d. During the year ended March 31, 2024, no stock options were granted to Executive Directors.

e. 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 Directors.

f. During the financial year ended March 31, 2024, Non-Executive Directors were paid sitting fees of ₹1,00,000 for attending each meeting of the Board, Audit Committee & Independent Directors and ₹50,000 for attending each meeting of other Committees.

9. 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
74th AGM	July 16, 2021	2:00 p.m.	Video Conferencing /Other Audio Visual means	(i) Payment of Commission to Non-Executive Directors of the Company; (ii) Amendment of Piramal Enterprises Limited Senior Employees' Stock Ownership Plan – 2015; (iii) Acquisition of shares for the purposes of Piramal Enterprises Limited Senior Employees' Stock Ownership Plan – 2015; (iv) 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; and (v) Issue of non-convertible debentures on private placement basis.
75th AGM	July 29, 2022	3:00 p.m.	Video Conferencing /Other Audio Visual means	(i) Appointment of Mr. Rajiv Mehrishi as an Independent Director; and (ii) Issue of non-convertible debentures on private placement basis
76th AGM	June 30, 2023	3:00 p.m.	Video Conferencing /Other Audio Visual means	(i) Issue of non-convertible debentures on private placement basis

B. Details of the Extraordinary General Meetings held during the year

No extraordinary general meeting was held during the financial year ended March 31, 2024.

C. Details of Postal Ballot

During the financial year ended March 31, 2024, no special resolution was passed through Postal Ballot. As on date of this report, there are no resolution proposed to be passed through postal ballot.

10. 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 2023-24 were undertaken in compliance with the aforesaid regulatory provisions;

b) There were no materially significant transactions with related parties during the financial year 2023-24, 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. 37 of the standalone financial statements, which forms part of this Annual Report;

d) The policy on Related Party Transactions is available on the website of the Company at https://www.piramalenterprises.com/corporate-governance; and

e) The register of contracts/statement of related party transactions, is placed before the Board/Audit Committee regularly.

B. Details of non-compliance, penalties, strictures

There are no penalties or strictures which 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.

Further, during the year ended March 31, 2024, there were no penalties or strictures imposed on the Company by RBI or any other statutory authority or regulator.

C. Details of non-compliance with the requirements of the Act

There was no default in compliance with the requirements of the Act, including with respect to compliance with accounting and secretarial standards.

D. Listing Fees

Listing fees for financial year 2024-25 have been paid within the due dates to the Stock Exchanges on which the securities of the Company are listed.

E. 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 available on the website of the Company at https://www.piramalenterprises.com/corporate-governance.

F. Compliance with mandatory/non mandatory requirements

a. The Company has complied with all the applicable mandatory requirements of the Listing Regulations for the financial year 2023-24.

b. During the year under review, there is no audit qualification in the Company's financial statements. The Company continues to adopt best practices to ensure regime of financial statements with unmodified audit opinion.

G. 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.

H. Details of total fees paid to the Statutory Auditors

The details of fees for all services paid by the Company and its subsidiaries, on a consolidated basis, to the Joint Statutory Auditors of the Company, and all entities in the network firm/network entity of which the Joint Statutory Auditor are a part, for the financial year 2023-24, are as follows:

(₹ in Crore)

Particulars	Bagaria & Co LLP	Suresh Surana & Associates LLP	Total
Services as statutory auditors	0.70	0.77*	1.47
Services for tax matters	-	0.07	0.07
Other matters	0.43	0.50	0.93
Re-imbursement of out-of-pocket expenses	0.03	0.02	0.05
Total	**1.16**	**1.36**	**2.52**

**Includes fees paid by Piramal Alternative Trust and Piramal Alternative India Access Fund, subsidiaries of the Company as per IND-AS, towards statutory audit fees for financial year 2023-24.*

I. Details of material subsidiary

As on March 31, 2024, the Company has only one material subsidiary and the details are as follows:

Name	Date of incorporation and Place	Name of the Joint Statutory Auditor	Date of appointment of Joint Statutory Auditor
Piramal Capital & Housing Finance Limited ('PCHFL')	April 11, 1984 Mumbai, India	Walker Chandiok & Co. LLP*	December 2, 2021
		T R Chadha & Co. LLP	August 13, 2022

**Walker Chandoik Co. & LLP will complete their term at the conclusion of the ensuing 40th AGM of PCHFL. Accordingly, Singhi & Co., Chartered Accountants (Firm Registration No. 302049E) have been appointed as the Joint Statutory Auditor of the Company, for a consecutive period of 3 years, from the conclusion of the 40th AGM till the conclusion of the 43rd AGM of PCHFL to be held in the year 2027, subject to the approval of the shareholders PCHFL.*

J. 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, 2024 are given in the Board's Report as well as in the Business Responsibility and Sustainability Report.

11. MEANS OF COMMUNICATION

The Company recognizes the importance of two-way communication with its stakeholders, and of giving a balanced reporting of results and progress made during the year and endeavors to respond to questions and issues raised by the stakeholders in a timely and consistent manner. Stakeholders seeking information may contact the Company directly throughout the year. Some of the modes of communication are mentioned below:

A. Financial Results

The Company's quarterly / half-yearly / annual financial results are filed with the Stock Exchanges and are generally published in Business Standard (all editions) (English) and Mumbai Lakshadweep (Marathi), within forty-eight hours of the conclusion of the Board Meeting. The Financial Results are also available on the website of the Company i.e. https://www.piramalenterprises.com/financial-reports.

B. Analysts Meet /Conference Calls

The Company periodically meets with investors and analysts including holding quarterly/half-yearly/annual earnings calls where the Company's performance is discussed. Official news releases, presentations made to investors and analysts, audio/video recording and transcript of the calls with analysts for quarterly/half-yearly/annual results are filed with the Stock Exchanges through their respective portals and also made available on the website of the Company.

C. Website

The Company's website https://www.piramalenterprises.com/ contains a separate dedicated section for Investors, where all information and relevant policies to be provided under applicable regulatory requirements. Additionally, various downloadable forms required to be executed by the shareholders have also been provided on the Company's website.

D. Annual Report

The Annual Report containing inter-alia the Audited Standalone and Consolidated Financial Statements, Board's Report, Auditors' Report, Corporate Governance Report, Business Responsibility and Sustainability 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 e-mail ID

The Company has designated the e-mail ID complianceofficer.pel@piramal.com exclusively for investor servicing.

F. SEBI Complaints Redress System (SCORES)

A centralised web-based complaints redressal system, which serves as a centralised database of all complaints received, enables uploading of Action Taken Reports by the Company, and facilitates online filing of the complaint by the investors and subsequently viewing of actions taken on the complaint and its current status.

G. Online Dispute Resolution Mechanism

SEBI has facilitated online resolution for investors to resolve their grievances by way of Online Dispute Resolution ('ODR') through a common ODR portal. Post exhausting the option to resolve their grievance with the Company/its Registrar and Share Transfer Agent directly and through existing SCORES platform, the investors can initiate dispute resolution through the ODR Portal at https://smartodr.in/login and the same can also be accessed through the Company's website https://www.piramalenterprises.com/shareholder-information under section "Online Dispute Resolution (ODR)".

H. 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 compliances, inter alia, shareholding pattern, report on corporate governance, results, press releases, etc. Various compliances as required / prescribed under the Listing Regulations are filed through these systems.

12. 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: Monday, 8th day of July, 2024 at 3:00 p.m. (IST) 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 Friday, July 5, 2024 as the 'Record Date' for the final dividend. If approved by the shareholders at the AGM, would be paid/credited after Monday, July 8, 2024.

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. Non-Convertible Debentures

Non-Convertible Debentures issued by the Company through private placement and public issuances are listed on the Wholesale Debt Market Segment of NSE and / or BSE.

c. Commercial Paper

Commercial Papers issued by the Company from time to time are listed on NSE.

F. Debenture Trustees

IDBI Trusteeship Services Limited
Universal Insurance Building,
Ground Floor, Sir P.M. Road,
Fort, Mumbai – 400001
Tel: +91-22-4080 7015
Fax: 022 – 66311776

Catalyst Trusteeship Limited (Erstwhile GDA Trusteeship Limited)
901, 9th Floor, Tower B,
Peninsula Business Park,
Senapati Bapat Marg, Mumbai 400 013.
Tel: +91-22-4922 0555
Fax: 022 – 4922 0505

G. Stock Market Data

High, Low and Trading Volume of the Company's equity shares during each month of the last financial year 2023-24 at BSE and NSE are given below:

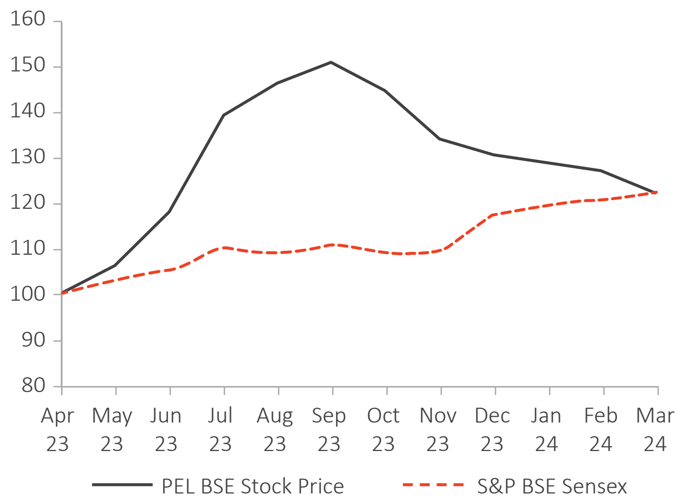
Month	BSE			NSE		
	High (₹)	Low (₹)	Monthly Volume	High (₹)	Low (₹)	Monthly Volume
April, 2023	739 .35	675 .95	9,99,280	739 .15	676 .00	1,63,55,769
May, 2023	785 .00	716 .00	9,77,798	785 .00	716 .00	2,15,64,802
June, 2023	976 .50	765 .65	37,05,805	977 .20	770 .00	7,16,21,954
July, 2023	1115 .20	915 .60	81,62,497	1115 .40	915 .30	6,45,56,947
August, 2023	1123 .00	947 .20	23,26,552	1123 .30	947 .15	5,96,16,243
September, 2023	1140 .00	1012 .25	11,42,353	1139 .95	1011 .75	3,03,09,255
October, 2023	1082 .70	931 .35	16,95,549	1083 .20	931 .90	1,29,89,030
November, 2023	1013 .15	885 .55	6,69,686	1012 .85	885 .30	1,78,77,025
December, 2023	981 .65	851 .40	19,00,278	981 .65	851 .00	4,21,09,667
January, 2024	960 .85	846 .90	20,65,664	961 .60	846 .05	2,50,19,985
February, 2024	965 .25	838 .00	33,21,927	964 .50	837 .20	2,79,17,529
March, 2024	974 .00	806 .85	11,37,294	974 .70	806 .00	2,66,07,296

Source: BSE and NSE Websites

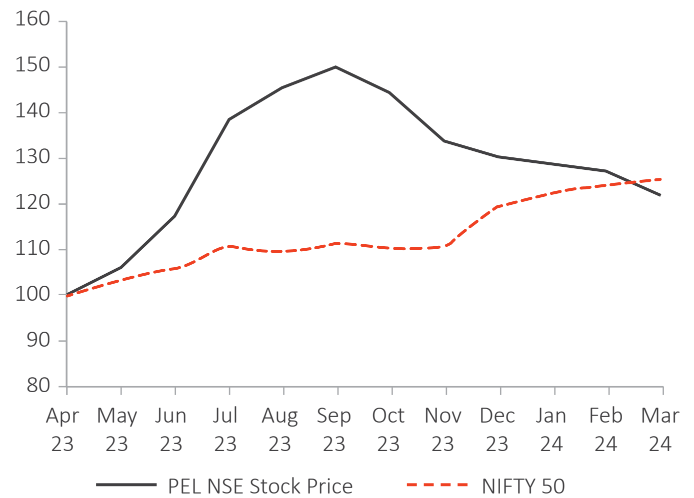
H. Stock Performance vs S&P BSE Sensex and NSE Nifty

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

Registrar and Share Transfer Agents

Link Intime India Private Limited ('Link Intime'), are the RTA of the Company for equity shares and debentures. The contact details of Link Intime are given below:

Unit: Piramal Enterprises Limited

C 101, 247 Park, L B S Marg, Vikhroli (West), Mumbai- 400 083.
Tel: +91-8108116767
Fax: +91-22-4918 6060
E-mail ID: rnt.helpdesk@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.: +91-22-3802 3000/4000
Fax No.: +91-22-3802 3884
E-mail ID: complianceofficer.pel@piramal.com

J. Share Transfer System

In terms of Regulation 40(1) of the Listing Regulations, with respect to, requests for effecting transmission and transposition of securities held in physical form, the Company will issue a letter of confirmation for the said transactions and will give effect to the transaction once the securities are dematerialised.

SEBI Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 (subsumed as part of the SEBI Master

Circular No. SEBI/HO/MIRSD/POD-1/P/ CIR/2024/37 dated May 7, 2024 ['SEBI Master Circular']), mandates to issue securities in demat mode only while processing any investor service requests viz. issue of duplicate share certificates, renewal/exchange of share certificate, sub-division/ splitting/ consolidation of certificates, transmission/transposition, etc. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR-4 or Form ISR-5 (for transmission), the formats of which are available on the Company's website at https://www.piramalenterprises.com/shareholder-information under 'Forms' section.

In view of the aforesaid, Members holding shares in physical form are advised to dematerialise the shares held by them.

In case of shares held in electronic form, the transfers are processed by NSDL and Central Depository Services (India) Limited ('CDSL') through respective Depository Participants.

During the year, all share transmission, issue of duplicate shares, name deletion and such other related matters were approved by the Committee of the Board of Directors authorised by the Board within prescribed timelines.

The same along with particulars of movement of shares in the dematerialised form are placed at the Board Meeting from time to time.

The Company obtains a certificate from Practicing Company Secretary as required under Regulation 40(9) of the Listing Regulations and the same is filed with the Stock Exchanges.

Distribution of Shareholding by size as on March 31, 2024

No. of Shares held	No. of shareholders	% to total no. of shareholders	No. of shares	% to total no. of shares
1 to 100	2,65,394	81.18	57,15,716	2.54
101 to 200	24,590	7.52	35,83,136	1.59
201 to 500	23,512	7.19	74,07,330	3.30
501 to 1000	7,839	2.40	56,71,606	2.52
1001 to 5000	4,630	1.42	87,80,261	3.91
5001 to 10000	414	0.13	29,63,399	1.32
10001 to 20000	205	0.06	29,09,898	1.30
20001 to 30000	74	0.02	18,22,566	0.81
30001 to 40000	34	0.01	11,71,888	0.52
40001 to 50000	34	0.01	15,32,251	0.68
50001 to 100000	61	0.02	43,75,691	1.95
Above 100000	130	0.04	17,87,29,958	79.56
Total	**3,26,917**	**100.00**	**22,46,63,700**	**100.00**

K. Dematerialisation of shares

As on March 31, 2024, 22,28,46,447 equity shares (99.19% of the total number of shares) are in dematerialized form as compared to 23,65,79,157 equity shares (99.13% of the total number of shares) as on March 31, 2023.

The Company's shares are compulsorily traded in dematerialized form and are admitted in both the Depositories in India i.e. NSDL and CDSL.

L. Statement showing shareholding pattern as on March 31, 2024

Category of Shareholder	No. of Shareholders*	Total no. of shares	% to total no. of shares
Promoter and Promoter Group	17	10,37,79,035	46.19
Non-Promoter- Non-Public			
Employee Benefit Trusts	2	11,07,658	0.49
Public Shareholding			
Institutions			
Mutual Funds / UTI	31	1,50,14,501	6.68
Alternate Investment Funds	15	23,71,557	1.06
Financial Institutions/Banks	9	3,202	0.00
Insurance Companies	8	1,22,47,591	5.45
NBFCs registered with RBI	7	9,828	0.00
Foreign Portfolio Investors Category I	183	3,73,88,375	16.64
Foreign Portfolio Investor Category II	19	7,40,249	0.33
Foreign Bank	1	333	0.00
State Government(s)/ Governor	1	213	0.00
Non-Institutions			
Bodies Corporate	1,382	51,97,217	2.31
Others			

Category of Shareholder	No. of Shareholders*	Total no. of shares	% to total no. of shares
Non Resident Indians (NRIs)	4,925	20,93,291	0.93
Foreign Nationals	2	200	0.00
Indian Public Shareholder	3,03,273	3,70,25,216	16.48
Directors and their relatives (excluding Independent Directors and nominee Directors)	4	1,50,229	0.07
IEPF	1	9,00,085	0.41
Trusts	33	64,725	0.03
Body Corp-Ltd Liability Partnership	106	8,43,457	0.38
Hindu Undivided Family	5,906	13,78,665	0.61
Unclaimed Suspense or Escrow Account	1	13,176	0.01
Clearing Members	17	6,010	0.00
Overseas Corporate Bodies	2	43,28,887	1.93
Total Public Shareholding	**3,15,926**	**11,97,77,007**	**53.32**
TOTAL	**3,15,945**	**22,46,63,700**	**100.00**

** There are several cases where shareholders are holding shares in multiple folios, the same have been clubbed based on common PAN.*

M. Outstanding GDRs / ADRs / Warrants or any Convertible instruments conversion date and likely impact on Equity

The Company has not issued any GDRs/ADRs/Warrants/ or any convertible instruments during the financial year under review and the Company does not have any outstanding GDRs/ADRs/ Warrants/ or any convertible instruments.

N. 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, and the boundaries within which the treasury has to perform the hedging activities. It 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 external benchmarks and the centralised treasury function hedges the same basis its view on interest rate movement.

The Company's senior management ensures that financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Company's policies and risk objectives. All derivative activities for risk management purposes are carried out by specialist teams that have the appropriate skills, experience and supervision. It is the Company's policy that no trading in derivatives for speculative purposes may be undertaken.

O. Credit Ratings for Debt Instruments

The Credit Ratings of the Company as on March 31, 2024 are given below:

Type of Instruments	Credit Rating		
	ICRA	CARE	CRISIL
Non-Convertible Debentures / Long Term Bank Facilities	ICRA AA (Stable)	CARE AA (Stable)	-
Market Linked Debentures	-	CARE PP-MLD AA (Stable)	-
Short Term Non-Convertible Debentures	ICRA 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 i.e. https://www.piramalenterprises.com/shareholder-information.

P. Plant Locations of the Company and its Subsidiaries

The Company being a non-banking financial company, does not have any manufacturing plant.

Q. 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 details of equity shares lying in the suspense account are as follows:

Particulars	Number of shareholders	Number of equity shares
Aggregate number of shareholders and the outstanding shares in the suspense account lying as on April 1, 2023	990	9,556
Less: Shareholders who approached the Company for transfer of shares from suspense account and to whom shares were transferred during the year	8	214
Less: Shareholders whose shares were transferred from the suspense account to IEPF Account	63	328
Aggregate number of shareholders and the outstanding shares in the suspense account lying as on March 31, 2024	919	9,014

The voting rights on such unclaimed/outstanding shares in the suspense account as on March 31, 2024 have been frozen and will remain frozen till the rightful owner claims the shares.

Suspense Escrow Demat Account

In accordance with the SEBI Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 (subsumed as part of the SEBI Master Circular), the Company had opened a Suspense Escrow Demat Account with the depository participant ('DP') for transfer of equity shares lying unclaimed for more than 120 days from the date of issue of Letter of Confirmation to the shareholders in lieu of physical share certificates to enable them to make a request to DP for dematerialising their equity shares. During the financial year ended March 31, 2024, 4,162 equity shares pertaining to 31 shareholders were lying in the Suspense Escrow Demat Account of the Company. Further, no request was received for release of equity shares from the said Suspense Escrow Demat Account of the Company during the financial year ended March 31, 2024.

As per the clarification issued by SEBI vide its Letter No. SEBI/HO/MIRSD/PoD-1/OW/P/2023/50902 dated December 18, 2023 (subsumed as part of the SEBI Master Circular), any corporate benefits in terms of equity shares accruing on equity shares transferred to Suspense Escrow Demat Account viz. bonus, split, etc., shall be credited to such Suspense Escrow Demat Account. Also, the concerned shareholders shall be entitled to vote, to receive dividend and notices of meetings, annual reports on the equity shares lying in Suspense Escrow Demat Account.

R. 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, 2016 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 IEPF Authority. Accordingly, all the shares in respect of which dividends were declared up to the financial year ended March 31, 2016 and remained unclaimed for a continuous period of seven years have been transferred to the demat account of IEPF Authority.

The details of unpaid/ unclaimed dividend and equity shares so transferred are uploaded on the website of the Company at https://www.piramalenterprises.com/shareholder-information as well as that of the Ministry of Corporate Affairs, Government of India at http://www.mca.gov.in/.

During the financial year 2023-24, the Company had transferred ₹ 2,14,15,573 of unpaid/ unclaimed dividends and 56,585 equity shares to demat account of IEPF Authority.

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 IEPF Authority.

The following table provides the due dates for the transfer of outstanding unpaid/ unclaimed dividend by the Company as on March 31, 2024:

Financial Year	Date of declaration of Dividend	Due date for transfer
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
2020-21	July 16, 2021	August 16, 2028
2021-22	July 29, 2022	August 29, 2029
2022-23	June 30, 2023	July 31, 2030

S. Disclosure of certain types of agreements binding the Company

During the financial year under review, there were no agreements that required disclosure under Clause 5A of paragraph A of Part A of Schedule III of the Listing Regulations.

13. SUBSIDIARY COMPANIES

The subsidiaries of the Company function independently, with an 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.piramalenterprises.com/corporate-governance.

14. 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 2023-24. Requisite declaration signed by Mr. Ajay G. Piramal 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 2023-24."

Mr. Ajay G. Piramal
Chairman
Mumbai, May 8, 2024

The aforementioned Code is available on the Company's website and can be accessed at https://www.piramalenterprises.com/corporate-governance

15. CODE FOR PREVENTION OF INSIDER TRADING

The Company has adopted the 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.

16. CERTIFICATE ON CORPORATE GOVERNANCE

Certificate from 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 77th Annual Report on the business and operations of Piramal Enterprises Limited ('the Company' or 'PEL') along with the Audited Financial Statements for the financial year ended March 31, 2024.

FINANCIAL RESULTS

(₹ in crores)

Particulars	Consolidated		Standalone	
	FY2024	FY2023	FY2024	FY2023
Total Income	10,178.36	9,086.74	3,825.21	4,837.13
Less: Total Expenses	(11,523.90)	(11,551.08)	(2,923.47)	(2,438.45)
Profit / Loss before exceptional items and tax	**(1,345.54)**	**(2,464.34)**	**901.74**	**2,398.68**
Exceptional Items	(2,086.59)	7,975.89	(365.00)	11,821.85
Profit Before Tax	**(3,432.13)**	**5,511.55**	**536.74**	**14,220.53**
Less: Tax Expense	(1,594.87)	(4,068.42)	62.69	(112.77)
Profit / (Loss) after tax	**(1,837.26)**	**9,579.97**	**474.05**	**14,333.30**
Add: Share in Profit of associates and joint ventures	153.73	388.61	-	-
Profit / (Loss) for the year	**(1,683.53)**	**9,968.58**	**474.05**	**14,333.30**
Add: Retained Earnings as at the beginning of the year	15,640.09	16,334.02	3,491.65	3,680.91
Add: Other Comprehensive Income on defined benefit plans and share of profits from joint ventures	66.81	(69.26)	(2.38)	1.32
Retained Earnings before appropriations	**14,023.37**	**26,233.34**	**3,963.32**	**18,015.53**
Appropriations:				
Less: Transfer to Reserve Fund u/s 45-IC (1) of the Reserve Bank of India Act, 1934	(94.81)	(484.27)	(94.81)	(484.27)
Add / (Less) : Realised income / (loss) transferred to Retained Earnings	(394.16)	488.29	(328.97)	488.29
Less: Dividend paid	(739.86)	(787.59)	(739.86)	(787.59)
Less: Adjustments of reserves on account of payables to shareholders as per composite scheme of arrangement	-	(9,811.68)	-	(13,742.31)
Add: Transfer from Debenture Redemption Reserve	-	2.00	-	2.00
Retained earnings as at the end of the year	**12,794.54**	**15,640.09**	**2,799.68**	**3,491.65**

DIVIDEND

The Board has recommended a dividend of ₹ 10 (Rupees Ten only) i.e. @ 500 % per equity share of the face value of ₹ 2 each for the financial year ended March 31, 2024.

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.piramalenterprises.com/corporate-governance.

The dividend declared by the Company for the financial year ended March 31, 2024 is in compliance with the Dividend Distribution Policy of the Company.

CHANGE IN NATURE OF BUSINESS

During the year under review, there has been no change in the nature of the Company's business.

TRANSFER TO RESERVES

The Company has transferred an amount of ₹ 94.81 crores to the Statutory Reserves as required under Section 45-IC of the Reserve Bank of India Act, 1934.

CAPITAL ADEQUACY

The Company's capital adequacy ratio was at 35.49% as on March 31, 2024 as against the statutory minimum capital adequacy of 15% prescribed by RBI.

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 associates 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.piramalenterprises.com/financial-reports.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR 2024

Sale of direct investment in Shriram Finance Limited

In June 2023, the Company sold its entire direct investment of 8.34% in Shriram Finance Limited to third party investors, on the floor of the stock exchange.

Buyback of Equity Shares

The Board of Directors of the Company ('Board') at its meeting held on July 28, 2023 approved buyback of up to 1,40,00,000 equity shares of ₹ 2/- each fully paid-up, representing up to 5.87% of the total paid-up equity shares of the Company, at a price of ₹ 1,250/- per equity shares, aggregating to ₹ 1,750 crores, being 9.15% and 6.72% of the aggregate of the fully paid-up equity share capital and free reserves of the Company as per the audited standalone and consolidated financial statements of the Company for the financial year ended March 31, 2023, respectively, under the Board approval route as per the provisions of the Act and Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 (the 'Buyback Regulations') from the members of the Company, under the tender offer route.

Accordingly, after extinguishment of 1,40,00,000 equity shares bought back, the issued share capital of the Company stood at ₹ 44,93,76,546 consisting of 22,46,88,273 equity shares of ₹ 2 each and subscribed and paid up share capital of the Company stood at ₹ 44,93,27,400 consisting of 22,46,63,700 equity shares of face value of ₹ 2 each fully paid.

Issuance of Non-Convertible Debentures by way of Public Issue

The Company filed Shelf Prospectus for its inaugural public issue of Secured, Rated, Listed, Redeemable Non-Convertible Debentures (‘NCDs’) of face value of ₹ 1,000 each aggregating upto ₹ 3,000 crore. In the Tranche I Issue, the Company successfully raised ₹ 532.90 crore and the NCDs were listed on BSE Limited and National Stock Exchange of India Limited.

Divestment of stake in Shriram Investment Holdings Private Limited (formerly known as Shriram Investment Holdings Limited)

In January 2024, an agreement was executed by the Company to sell its entire direct investment of 20% of the fully paid-up equity share capital held in Shriram Investment Holdings Private Limited (formerly known as Shriram Investment Holdings Limited) to Shriram Ownership Trust, for a consideration of ₹ 1,440 crores and the transaction was completed on March 26, 2024.

SIGNIFICANT EVENTS AFTER BALANCE SHEET DATE

Composite Scheme of Arrangement amongst the Company, Piramal Capital & Housing Finance Limited ('PCHFL') and their respective shareholders and creditors

The Board at its meeting held on May 8, 2024 approved a composite scheme of arrangement amongst the Company ('PEL'), PCHFL (the wholly owned subsidiary of the Company) and their respective shareholders and creditors under Sections 230 to 232 read with Section 52, Section 66 and other applicable provisions of the Companies Act, 2013 and the rules made thereunder ('Scheme').

The Scheme, inter alia, provides for (i) the amalgamation of PEL with PCHFL, (ii) adjustment of debit balance of amalgamation adjustment reserve account in the books of PCHFL, and (iii) various other matters consequential or otherwise integrally connected therewith.

Upon the Scheme becoming effective, in consideration for the amalgamation of PEL with PCHFL, PCHFL shall issue shares to the shareholders of PEL in the manner set out in the Scheme:

a. For every 1 equity share having face value of ₹ 2 of PEL, 1 equity share having face value of ₹ 2 of PCHFL shall be allotted to the shareholders of PEL; and

b. Subject to receipt of approval from the RBI, for every 1 equity share having face value of ₹ 2 of PEL, 1 issuance of non-convertible non-cumulative non-participating redeemable preference shares having face value of ₹ 67 of PCHFL shall be allotted to the shareholders of PEL.

The Scheme is, *inter alia,* subject to sanction of the jurisdictional National Company Law Tribunal ('NCLT') and receipt of necessary approvals from the National Stock Exchange of India Limited, BSE Limited, SEBI, RBI, shareholders and creditors, as may be directed by the NCLT and such other regulatory/ governmental authorities or person, as may be applicable.

OPERATIONS REVIEW

Standalone

Total income on a standalone basis for FY 2024, decreased by 20.92 % to ₹ 3,825.21 crores as compared to ₹ 4,837.13 crores in FY 2023. Earnings before interest, taxes, depreciation and amortization (‘EBITDA’) for FY 2024 on a standalone basis decreased by 26.07 % to ₹ 2,330.08 crores as compared to ₹ 3,151.54 crores in FY 2023. Net Profit for the year after exceptional items and taxes was ₹ 474.05 crores as compared to ₹ 14,333.30 crores in FY 2023. Basic and diluted earnings per share was ₹ 20.50 and ₹20.35, respectively, for the year as compared to ₹ 600.56 and ₹ 598.58 per share, respectively, during the previous year.

Consolidated

The Company’s consolidated income increased by 12.01% to ₹ 10,178.36 crores in FY 2024 as compared to ₹ 9,086.74 crores in FY 2023. EBITDA for FY 2024 on a consolidated basis from operations increased by 128.50% to ₹ 3,883.86 crores as compared to ₹ 1,699.72

crores in FY 2023. Net loss for the year after exceptional items and taxes was ₹ 1,683.53 crores as compared to net profit for the year after exceptional items and taxes of ₹ 9,968.58 crores in FY 2023. Basic and diluted earnings per share was (₹ 72.82) per share each, respectively for the year, as compared to ₹ 417.68 and ₹ 416.30 per share, respectively, during the previous year.

A detailed discussion on operations for the year ended March 31, 2024 is provided in the Company Overview which is presented in a separate section forming part of this Annual Report.

SUBSIDIARY COMPANIES

Piramal Capital & Housing Finance Limited [Consolidated]

Piramal Capital & Housing Finance Limited (Consolidated) includes financials of:

i. DHFL Investments Limited

ii. DHFL Advisory & Investments Private Limited

iii. DHFL Holdings Limited

iv. Piramal Payments Services Limited

v. Piramal Finance Sales and Services Private Limited

vi. Piramal Agastya Offices Private Limited (formerly known as 'PRL Agastya Private Limited')

vii. DHFL Venture Trustee Company Limited

viii. Pramerica Life Insurance Limited

Consolidated income for FY 2024 was at ₹ 6,769.26 crores. Consolidated loss before tax and after exceptional items for the year was at ₹ 3,615.63 crores. Piramal Capital & Housing Finance Limited (Consolidated) reported a net loss of ₹ 1,975.28 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) & Asset Resurgence Mauritius Manager. The total income for FY 2024 was at ₹ 6.21 crores. Loss before tax and after exceptional items for the year was at ₹ 279.85 crores. Piramal Fund Management Private Limited (Consolidated) reported a net loss of ₹ 279.88 crores for the year.

Piramal Securities Limited

Income for FY 2024 was at ₹ 1.15 crores. Profit before depreciation and tax for the year was at ₹ 1.11 crores. Piramal Securities Limited reported a net profit of ₹ 0.84 crores for the year.

Viridis Infrastructure Investment Managers Private Limited

Viridis Infrastructure Investment Managers Private Limited reported negligible loss for FY 2024.

Piramal Corporate Tower Private Limited (formerly known as Piramal Consumer Products Private Limited)

The total income for FY 2024 amounted to ₹ 22.90 crores. Profit before interest, depreciation and tax for the year was at ₹ 18.44 crores. It reported a net loss of ₹ 1.87 crores for the year.

Piramal Systems & Technologies Private Limited [Consolidated]

Piramal Systems & Technologies Private Limited (Consolidated) includes financials of Piramal Technologies SA. Total income for FY 2024 amounted to ₹ 0.05 crores. Loss before tax for the year was at ₹ 0.28 crores. Piramal Systems & Technologies Private Limited (Consolidated) reported a net loss of ₹ 0.25 crores for the year.

PEL Finhold Private Limited

The Company recorded total income of ₹ 0.06 crores for FY 2024. PEL Finhold Private Limited reported a negligible net loss for the year.

Piramal Alternatives Private Limited

The total income for FY 2024 was at ₹ 14.45 crores. Loss before depreciation and tax for the year was at ₹ 37.56 crores. Piramal Alternatives Private Limited reported a net loss of ₹ 38.52 crores for the year.

Piramal Investment Advisory Services Private Limited

The total income for FY 2024 was at ₹0.90 crores. Profit before depreciation and tax for the year was at ₹ 0.59 crores. Piramal Investment Advisory Services Private Limited reported a net profit of ₹ 0.38 crores for the year.

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.

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 2024 amounts to ₹ 0.79 crores.

India Resurgence Asset Management Business Private Limited is a 50:50 joint venture between the Company and Bain Capital Credit India Investments. Share of profit of India Resurgence Asset Management Business Private Limited considered in consolidation for FY 2024 amounts to ₹ 8.93 crores.

DEPOSITS FROM PUBLIC

The Company being a non-deposit taking Non-Banking Financial Company ('NBFC'), has not accepted any deposits from the public during the year under review.

STATUTORY AUDITORS AND AUDITORS' REPORT

The Joint Statutory Auditors' Report does not contain any qualification, reservation or adverse remark on the financial statements for the year ended March 31, 2024. The notes on financial statements referred to in the Joint Statutory Auditors' Report are self-explanatory and do not call for any further comments.

In terms of the provisions of Sections 139 and 142 of the Act read with the Companies (Audit and Auditors) Rules, 2014 and the RBI Guidelines, Suresh Surana & Associates LLP, Chartered Accountants (Firm Registration No. 121750W/W-100010) and Bagaria & Co LLP, Chartered Accountants (Firm Registration No.: 113447W/W–100019), were appointed by the Members as the joint statutory auditor of the Company, at the Annual General Meeting ('AGM') held on July 29, 2022 and by way of Postal Ballot on December 11, 2022, respectively, for a term of 3 (three) consecutive years to hold office until the conclusion of the 78^{th} AGM of the Company to be held in the calendar year 2025.

The Joint Statutory Auditors 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 2024-25.

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 under Annexure B of this Report. For other details regarding the CSR Committee, please refer to the Report on Corporate Governance, which is a part of this Annual 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 as Annexure C to this Report.

ANNUAL RETURN

The Annual Return as on March 31, 2024 is available on the website of the Company at https://www.piramalenterprises.com/financial-reports.

DIRECTORS AND KEY MANAGERIAL PERSONNEL

Appointment

The Board, based on the recommendation of Nomination and Remuneration Committee ('NRC') approved appointment of Mr. Asheet Mehta (DIN: 10648593) as an Additional Director, designated as an Independent Director, not liable to retire by rotation, for a term of five consecutive years, subject to the approval of the shareholders.

Cessation

Mr. Subramanian Ramadorai (DIN – 00000002) completed his second consecutive term as an Independent Director of the Company on March 31, 2024 and accordingly ceased to be an Independent Director of the Company. The Board places on record its appreciation and gratitude for Mr. Ramadorai's contribution during his association with the Company.

Retirement by rotation

In line with the provisions of the Act and the Articles of Association of the Company, Mr. Anand Piramal (DIN: 00286085), Non-Executive Director of the Company retires by rotation at the ensuing 77^{th} AGM and being eligible, offers himself for re-appointment.

Declaration by Independent Directors

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 along with Rules framed thereunder and Regulation 16(1)(b) of the Listing Regulations.

In terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, Independent Directors of the Company have confirmed that they have registered with the databank maintained by the Indian Institute of Corporate Affairs.

In the opinion of the Board, the Independent Directors possess the requisite integrity, experience, expertise, and proficiency required under all applicable laws and the policies of the Company.

Fit and Proper and Non-Disqualification Declaration by Directors

All the Directors of the Company have confirmed that they satisfy the "fit and proper" criteria as prescribed by RBI, and that they are not disqualified from being appointed/continuing as Director in terms of Section 164(1) and (2) of the Act.

Key Managerial Personnel

The Key Managerial Personnel ('KMP') of the Company as on March 31, 2024 in terms of Section 203 of the Act were as follows:

Name	Designation
Mr. Ajay G. Piramal	Chairman and Executive Director
Dr. (Mrs.) Swati A. Piramal	Vice-Chairperson and Executive Director
Mrs. Upma Goel	Chief Financial Officer
Mr. Bipin Singh	Company Secretary

There has been no change in the KMP of the Company during the year.

BOARD EVALUATION

Pursuant to the applicable provisions of the Act and Listing Regulations, the Board has carried out an annual evaluation of its own performance, its Committees and individual directors. The criteria for performance evaluation of the Board included aspects such as board composition and structure, effectiveness of board processes, contribution etc. The criteria for performance evaluation of the Committees included aspects such as structure and composition of Committees, effectiveness of Committee Meetings, etc. The performance evaluation of individual directors (except for Executive Directors) is on the basis of criteria such as attendance at meetings, contribution at meetings like preparedness on the matters to be discussed, meaningful and constructive contribution and inputs in meetings, etc. The above criteria are broadly based on the Guidance Note on Board Evaluation issued by the Securities and Exchange Board of India. The performance of the Executive Directors is evaluated on the basis of achievement of their Key Result Areas.

The NRC reviewed the performance of the Board, its Committees and the individual directors and the feedback received from the Directors on the performance of the Board and its Committees was also discussed.

A report consolidating the responses to the questionnaire is generated/ prepared by the Chairman of the NRC, who summarizes to the Board, the collective impression of the directors on the functioning of the Board, its Committees and individual directors.

The Board of Directors has expressed its satisfaction with the evaluation process.

NUMBER OF MEETINGS OF THE BOARD OF DIRECTORS

During the year, six 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 available on the website of the Company at https://www.piramalenterprises.com/corporate-governance.

AUDIT COMMITTEE

The Audit Committee comprised of three members as at March 31, 2024, which was as follows:

Name	Category
Mr. Rajiv Mehrishi – Chairman	Non-Executive, Independent
Mr. Gautam Doshi	Non-Executive, Independent
Mr. Puneet Dalmia	Non-Executive, Independent

Further details on the Audit Committee are provided in the Report on Corporate Governance forming part of this Annual Report.

NOMINATION AND REMUNERATION POLICY

The Board has approved a Nomination 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 Remuneration Policy with regard to remuneration payable to Directors, Senior Management and other Employees.

The Nomination Policy and the Remuneration Policy are given in Annexure D to this Report and are available on the website of the Company at https://www.piramalenterprises.com/corporate-governance.

PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

The Company being an NBFC registered with RBI and engaged in the business of giving loans in ordinary course of its business, is exempted from the disclosures regarding particulars of loans made, guarantees given and securities provided in accordance with the provisions of Section 186 of the Act.

The details with regards to the investments made by the Company, are given in Note no. 6 of the standalone financial statements, forming part of this Annual Report.

RELATED PARTY TRANSACTIONS

During the year, all contracts/arrangements/transactions entered into by the Company with related parties were in ordinary course of business and on an arms' length basis. There were no material related party transactions by the Company during the year. Accordingly, the disclosure of Related Party Transactions as required under Section 134(3)(h) of the Act in Form AOC-2 is not applicable.

Prior omnibus approval of the Audit Committee is obtained before the beginning of a financial year, for the transactions which are planned, foreseeable or repetitive in 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 Committee for their review on a periodic basis. Further, the approval is sought during the year for any new transaction/modification to the previously approved limits with the related parties.

The details of the related party transactions as per Ind AS-24 on Related Party Disclosures are set out in Note no. 37 to the standalone financial statements of the Company.

The Company has formulated a policy for dealing with related party transactions which is also available on website of the Company at https://www.piramalenterprises.com/corporate-governance.

MANAGERIAL REMUNERATION

A) Remuneration to Directors and KMP

i. The percentage increase in remuneration of each Director, Chief Financial Officer and Company Secretary during FY 2024 and the ratio of the remuneration of each Director to the median remuneration of the employees of the Company for FY 2024 are as under:

Sr. No.	Name of Director /KMP and Designation	Remuneration of Director/ KMP for FY 2024 (₹ in lakh)	% increase / decrease in remuneration in FY 2024	Ratio of remuneration of each Whole – Time Director to median remuneration of employees
1.	Mr. Ajay G. Piramal* Chairman	1,095.06	N.A.	39
2.	Dr. (Mrs.) Swati A. Piramal* Vice- Chairperson	544.23	N.A.	20
3.	Ms. Nandini Piramal Non- Executive Director	N.A.	N.A.	N.A.
4.	Mr. Vijay Shah Non- Executive Director	N.A.	N.A.	N.A.
5.	Mr. Anand Piramal Non- Executive Director	N.A.	N.A.	N.A.
6.	Mr. S. Ramadorai# Independent Director	45.50	N.A.	N.A.
7.	Mr. Suhail Nathani Independent Director	45.50	N.A.	N.A.
8.	Mr. Kunal Bahl Independent Director	46.50	N.A.	N.A.
9.	Ms. Anjali Bansal Independent Director	45.50	N.A.	N.A.
10.	Mr. Puneet Yadu Dalmia Independent Director	46.50	N.A.	N.A.
11.	Ms. Anita George Independent Director	44.50	N.A.	N.A.
12.	Ms. Shikha Sharma Non-Executive Director	45.50	N.A.	N.A.
13.	Mr. Rajiv Mehrishi Independent Director	43.00	N.A.	N.A.
14.	Mr. Gautam Doshi Independent Director	29.00	N.A.	N.A.
15.	Mrs. Upma Goel@ Chief Financial Officer	174.20	N.A.	N.A.
16.	Mr. Bipin Singh Company Secretary	156.63	1.47	N.A.

Notes:

1. Non-Executive Directors are entitled to sitting fees and commission as per the statutory provisions and within the limits approved by shareholders. Remuneration details for Non-Executive Directors in the above table, is comprised of sitting fees and commission. Details in the corresponding columns are applicable for Whole-Time Directors and KMPs.
2. During the FY 2023-24, Mrs. Upma Goel and Mr. Bipin Singh did not exercise ESOPs under the Company's ESOP Scheme.
3. Mr. Anand Piramal, Ms. Nandini Piramal and Mr. Vijay Shah, Non-Executive Directors do not receive any sitting fees or any other remuneration and hence, the percentage change in remuneration and ratio to median remuneration of employees is not applicable.
4. Remuneration details have been provided on the basis of remuneration, commission paid during the FY 2023-24 and sitting fees for meetings attended during the FY 2023-24.

*Considering the macroeconomic scenario and business performance for FY 2022-23, the Promoter Executive Directors i.e. Mr. Ajay G. Piramal and Dr. (Mrs.) Swati A. Piramal, had decided to forego their remuneration for the financial year ended March 31, 2023, hence the percentage change in their remuneration is not reported.

#Ceased to be an Independent Director of the Company upon completion of his second consecutive tenure on March 31, 2024.

@Since Mrs. Upma Goel was associated for the part of FY 2022-23, percentage change in remuneration is not reported.

ii. The median remuneration of employees of the Company during FY 2024 was ₹ 23,00,004;

iii. In the financial year, there was 7 % decrease in the median remuneration of employees;

iv. There were 219 permanent employees on the rolls of the Company as on March 31, 2024;

v. Average percentage increase made in the salaries of employees other than the managerial personnel during FY 2024 was 10%. As regards, comparison of Managerial Remuneration of FY 2024 over FY 2023, 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, Senior Management 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. In terms of Section 136 of the Act, the said statement will be open for inspection and any Member interested in obtaining a copy of the same may write to the Company Secretary.

Requisite details relating to ESOPs are available on the Company's website at https://www.piramalenterprises.com/shareholder-information.

SECRETARIAL AUDIT REPORT

Pursuant to the provisions of Section 204 of the Act and the Rules made thereunder, the Company has appointed N.L Bhatia & Associates, Practicing Company Secretaries as the Secretarial Auditor of the Company. The Secretarial Audit Report is annexed as Annexure E 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, Piramal Capital & Housing Finance Limited, the material subsidiary of the Company has undertaken secretarial audit for the financial year 2023-24. The Secretarial Audit Report of the material subsidiary does not contain any qualification, reservation, adverse remark and is available on the Company's website and is attached Annexure E1 to this Report.

CERTIFICATIONS FROM COMPANY SECRETARY IN PRACTICE

A certificate has been received from N.L Bhatia & Associates, Practicing 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 SEBI, Ministry of Corporate Affairs or any such statutory authority. The certificate is attached as Annexure F to this Report.

The Report on Corporate Governance as stipulated in the Listing Regulations forms part of the Annual Report. The requisite certificate from N.L Bhatia & Associates, Practicing Company Secretaries, confirming compliance with the conditions of Corporate Governance as stipulated under the Listing Regulations is annexed hereto as Annexure G to this Report.

RISK MANAGEMENT FRAMEWORK

The Company has a Risk Management framework to identify, measure, manage and mitigate business and opportunities. This framework seeks to create transparency, minimise adverse impact on the business strategy and enhance the Company's competitive advantage. This risk framework thus helps in managing market, credit and operational risks and quantifies potential impact at a Company level.

The Company also has a well-defined Fraud Risk Management framework and the Fraud Risk Management Committee comprising of top management representatives oversees the matters related to fraud risk.

Further information on risk management framework is provided under Company Overview which is presented in a separate section forming 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 Audit Committee, the Board is of the opinion that the Company's internal financial controls were adequate and effective during FY 2023-24.

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, 2024, 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, 2024 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.

ASSET LIABILITY MANAGEMENT ('ALM')

The Company had a total borrowing of ₹ 7,871.04 crores on March 31, 2024. The Company has a Asset Liability Management Committee and meetings are held as and when required and it continuously monitors asset-liability mismatches to ensure that there are no imbalances on either side of the balance sheet. The ALM position of the Company is based on the maturity buckets as per the guidelines issued by RBI, from time to time.

COST AUDIT

The provision of Section 148 of the Act relating to maintenance of cost records and cost audit are not applicable to the Company.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

The Business Responsibility and Sustainability Report of the Company for FY 2023-24 as required under 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 ('Policy') at workplace which is in line with the requirements of The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ('POSH Act'). The Company has complied with provisions relating to the constitution of Internal Complaints Committee ('ICC') under POSH Act. 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 was filed with ICC under the provisions of POSH Act.

RBI COMPLIANCES

The Company continues to comply with all the applicable regulations, guidelines, etc. prescribed by RBI, from time to time.

The Company always strives to operate in compliance with applicable RBI guidelines and regulations and employs its best efforts towards achieving the same.

OTHERS

The Directors state that no disclosure or reporting is required in respect of the following items, 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;

3. None of the Auditors of the Company have reported any fraud as specified under Section 143(12) of the Act; and

4. Neither any application was made, nor any proceeding is pending under the Insolvency and Bankruptcy Code, 2016 against the Company.

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: Mumbai
Date: May 8, 2024

Ajay G. Piramal
Chairman

ANNEXURE A

Changes in Company's Subsidiaries, Joint Ventures and/ or Associate Companies during FY 2023-24:

A. CHANGES IN SUBIDIARIES

Companies which have became subsidiaries:

In FY 2023-24, no entity became a subsidiary of the Company.

Companies which have ceased to be subsidiaries

1. Piramal International
2. Piramal Dutch IM Holdco B.V.
3. Piramal Asset Management Private Limited (Singapore)

B. CHANGES IN ASSOCIATES COMPANY

Companies which have became an associate company

In FY 2023-24, no entity became an associate company.

Companies which have ceased to be associate company:

Shriram Investment Holdings Private Limited

C. CHANGE IN JOINT VENTURES

In FY 2023-24, no entity became or ceased to be a Joint Venture.

ANNEXURE B

Annual Report on Corporate Social Responsibility Activities for the financial year 2023-24

1. Brief outline on CSR Policy of the Company:

   The CSR initiatives of the Company are undertaken as projects or programs or activities, whether new or ongoing and in line with the CSR Policy. During the year ended March 31, 2024, the Company discharged its CSR obligations through projects and programs of Piramal Foundation for Education Leadership ('PFEL'), Piramal Foundation ('PF') and Piramal Swasthya Management and Research Institute ('PSMRI') (collectively referred to as "CSR entities") in the education and health sector.

   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 the Member	Category	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Ms. Shikha Sharma – Chairperson	Non-Executive, Non-Independent	3	3
2	Dr. (Mrs.) Swati A. Piramal	Executive	3	3
3	Ms. Nandini Piramal	Non-Executive, Non-Independent	3	3
4	Mr. Puneet Dalmia	Non-Executive, Independent	3	3
5	Mr. Suhail Nathani	Non-Executive, Independent	3	3

3. Provide the web-link(s) 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.piramalenterprises.com/corporate-governance

   b. CSR Projects: https://www.piramal.com/foundation/

4. Provide the executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable:

   Impact assessment report was not applicable in FY 2023-24 for the CSR projects undertaken by the Company.

5. (a) Average net profit of the Company as per sub-section (5) of section 135: ₹ 358 crores

   (b) Two percent of average net profit of the Company as per sub-section (5) of section 135: ₹ 7.16 crores

   (c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years: Nil

   (d) Amount required to be set off for the financial year, if any: Nil

   (e) Total CSR obligation for the financial year (b+c-d): ₹ 7.16 crores

6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project): ₹ 17.73 crores

   (b) Amount spent in Administrative overheads: Nil

   (c) Amount spent on Impact Assessment, if applicable: Nil

   (d) Total amount spent for the financial year [(a)+(b)+(c)]: ₹ 17.73 crores

   (e) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (₹ in crores)	Amount Unspent (₹ in crores)				
	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
17.73	Nil	NA	NA	Nil	NA

(f) Excess amount for set-off, if any:

Sl. No.	Particulars	Amount (₹ in crores)
1.	Two percent of average net profit of the company as per sub-section (5) of section 135	7.16
2.	Total amount spent for the financial year	17.73
3.	Excess amount spent for the financial year [(ii)-(i)]	10.57
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 [(iii)-(iv)]	10.57

7. 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 crores)	Balance Amount in unspent CSR Account under section 135 (6) (₹ in crores)	Amount spent in the reporting Financial Year (₹ in crores)	Amount transferred to a fund specified under Schedule VII as per section 135(6), if any.		Amount remaining to be spent in succeeding financial years. (₹ in crores)	Deficiency, if any
					Amount (₹ In crores)	Date of transfer		
NA								

8. Whether any capital assets have been created or acquired through CSR amount spent in the financial year: Yes
If Yes, enter the number of Capital assets created / acquired: **8**

Details relating to such asset(s) so created or acquired through CSR amount spent in the Financial Year:

Sr. No.	Short particulars of the property or assets [including complete address and location of the property]	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent (₹ in crores)	Details of entity / Authority / beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
1	Batteries at H. no. 1A-60, Madugulammathalli Street, Near Madugulamma Thalli Temple, G.Madugula (Village,Post,Mandal), Alluri Sitharama Raju District, Andhra Pradesh 531 029	531029	July 3, 2023	0.003	CSR00000217	Piramal Swasthya Management and Research Institute	3rd Floor, No: 6-3-1112, AWFIS, Oyster Complex, Greenlands Road, Somajiguda, Begumpet, Hyderabad – 500016, Telangana
2	Laptops at 2nd floor, Piramal Ananta, Piramal Agastya Corporate Park, Kurla West, Near Kamani Junction, Mumbai 400070	400070	June 20, 2023 and September 12, 2023	0.25	CSR00000717	Piramal Foundation for Education Leadership.	2nd floor, Piramal Ananta, Piramal Agastya Corporate Park, Kurla West, Near Kamani Junction, Mumbai-400070
3	Tablets at 2nd floor, Piramal Ananta, Piramal Agastya Corporate Park, Kurla West, Near Kamani Junction, Mumbai 400 070	400070	September 11, 2023	0.03			
4	Office Equipment at Piramal School of Leadership, Near Piramal B.Ed. College, Piramal Nagar, Bagar, Rajasthan	333023	December 31, 2023 and March 1, 2024	0.022			
5	Vehicles at Piramal School of Leadership, Ground Floor, Plot No- B-402 Road No- 04C, Ashok Nagar, Doranda, District - Ranchi, Jharkhand Pin Code – 834002	834002	January 1, 2024	0.28			
6	Vehicles at Piramal School of Leadership, Near Piramal B.Ed. College, Piramal Nagar, Bagar, Rajasthan	333023	January 1, 2024	0.08			
7	Laptops at 2nd floor, Piramal Ananta, Piramal Agastya Corporate Park, Kurla West, Near Kamani Junction, Mumbai 400070	400070	August 8, 2023 and September 11, 2023	0.18	CSR00006603	Piramal Foundation	2nd Floor, Piramal Ananta, Piramal Agastya Corporate Park, Kurla West, Near Kamani Junction, Mumbai-400070
8	Tablets at 2nd floor, Piramal Ananta, Piramal Agastya Corporate Park, Kurla West, Near Kamani Junction, Mumbai 400070	400070	August 11, 2023	0.004			

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per sub-section (5) of section 135: NA

Swati A. Piramal
(Executive Director)

Shikha Sharma
(Chairperson - 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, 2024

A. CONSERVATION OF ENERGY

The Company's operations are not energy intensive. However, following energy conservation measures are taken and alternative sources of energy are used, wherever required, across all its function and branches, as follows:

1. Renewable energy consumption - The corporate office in Kurla (Mumbai) utilizes renewable energy to meet part of its electricity requirements due to which 92,366.00 kWh of energy was saved.

2. *Renewable energy generation- The corporate office in Bangalore has installed a 27.5 kW solar plant, which helps reduce GHG emissions by meeting a portion of its energy demands owing to which 2,842.84 kWh of energy was saved.

3. The Group continues to invest energy-efficient equipment like LED lighting, Invertor Air conditioning and signage boards.

4. Inverter air-conditioning units with R-22 refrigerant are installed in all new branches to minimize GHG emissions.

5. Food serviceware management company, chosen by the Piramal Group for its Agastya sites, has delivered impactful sustainability outcomes over six months, saving approximately 77,877 kilograms of CO_2 emissions, preserving 14,68,842 litres of fresh water, and diverting 5,667 kilograms of waste. Additionally, significant cost reductions of around 30% in operational expenses and over ₹ 32,00,000 in capital expenditure have been achieved.

* Operational during the month of March in FY 2024, hence renewable energy consumption calculated using the average daily renewable energy units consumed in a different month.

The above measures did not result in any capital investments towards energy conservation equipment.

B. TECHNOLOGY ABSORPTION

The details pertaining to technology absorption by the Company have been explained under Company Overview which is presented in a separate section forming part of this Annual Report.

Expenditure on Research and Development

During the year under review, the Company did not incur any expenditure on research and development.

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

During the year, there were no foreign exchange earnings, while the outgo was ₹ 4.14 crores (including ₹ 0.94 crores incurred towards expenses for buyback of equity shares).

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 maybe 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' means all executives of the Company who are heading any business or function of the Company.

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

1. 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

The Remuneration Policy is framed in line with the requirement of the Section 178 and other applicable provisions of the Companies Act, 2013, Regulation 19 read with Part D of Schedule II of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and the Reserve Bank of India ('RBI') Guidelines on Compensation of Key Managerial Personnel (KMP) and Senior Management in NBFCs, dated April 29, 2022 and other applicable circulars/ guidelines/ notifications/ directions issued by RBI, from time to time.

This Policy reflects the Company's core values viz. Knowledge, Action, Care and Impact.

2. Definitions

"**Act**" means the Companies Act, 2013 as prevailing from time to time.

"**Board of Directors**" or "**Board**" means the Board of Directors of the Company.

"**Company**" means Piramal Enterprises Limited.

"**Clawback**" is a contractual agreement between the employee and the Company in which the employee agrees to return, forego, compensate to the Company in cash, kind or any other manner previously paid or vested remuneration, perquisites, benefits, amenities, facility to the Company under certain circumstances.

"**Nomination and Remuneration Committee**" or "**NRC**" means Nomination and Remuneration Committee of the Company as constituted or reconstituted by the Board.

"**Independent Director**" means a Director of the Company who satisfies criteria for independence under the Act and the Regulations.

"**Key Managerial Personnel**" or "**KMP**" means persons as defined under the Act.

"**Malus**" is an arrangement that permits the Company to prevent vesting of all or part of the amount of a deferred remuneration, perquisite, benefit, amenities or facility.

"**Listing Regulations**" shall mean the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time.

"**Senior Management**" shall mean the personnel of the Company as laid down under Explanation to Section 178 of the Act and the Listing Regulations.

"**Policy**" means this Remuneration Policy.

3. Objective

The Policy aims to provide a framework to create, modify and maintain appropriate compensation programs including to attract and retain talent, and to ensure long term sustainability of talented managerial persons, and processes with adequate supervision and control.

4. Framework

The NRC shall have the constitution, powers, functions and duties as laid down in Section 178 of the Act and Listing Regulations. The NRC shall be responsible to oversee the framing, review and implementation of the Policy of the Company approved by the Board.

The NRC shall also work in close coordination with Risk Management Committee of the Company to achieve effective alignment between compensation and risks. The NRC shall ensure that compensation levels are supported by the need to retain earnings of the Company and the need to maintain adequate capital based on Internal Capital Adequacy Assessment Process (ICAAP). The NRC shall also ensure 'fit and proper' status of proposed/existing Directors and that there is no conflict of interest in appointment of directors on the Board, KMPs and Senior Management.

Further, the NRC shall determine the remuneration of Directors, KMPs and Senior Management and make recommendations to the Board for approval.

5. Designing of Remuneration Packages

While designing remuneration packages of employees including KMPs and Senior Management, the following principles for compensation shall be taken into consideration:

a) **Components and Risk Alignment:** The compensation of KMPs and Senior Management shall be reasonable, recognising all relevant factors including adherence to statutory requirements and industry practices. The compensation packages may comprise of fixed and variable pay components aligned effectively with prudent risk taking to ensure that compensation is adjusted for all types of risks, the compensation outcomes are symmetric with risk outcomes, compensation pay-outs are sensitive to the time horizon of the risks, and the mix of cash, equity and other forms of compensation are consistent with risk alignment.

b) **Composition of Fixed Pay:** All the fixed items of compensation, including the perquisites and contributions towards superannuation/retiral benefits, may be treated as part of fixed pay. All perquisites that are reimbursable may also be included in the fixed pay so long as there are monetary ceilings on these reimbursements. Monetary equivalent of benefits of non-monetary nature (such as free furnished house, use of company car, etc.) may also be part of fixed pay.

c) **Variable Pay:**

i. Composition of Variable Pay: The variable pay may be in the form of cash or share-linked instruments (ESOPs), or a mix of cash and share-linked instruments. It shall be ensured that the share-linked instruments are in conformity with relevant statutory provisions.

ii. Proportion: The proportion of variable pay in total compensation (fixed and variable pay) shall be commensurate with the role and prudent risk-taking profile of KMPs/ Senior Management. At higher levels of responsibility, the proportion of variable pay shall be higher. There shall be proper balance between the cash and share-linked instruments in the variable pay in case the variable pay contains share linked instruments. The variable pay shall be truly and effectively variable and can be reduced to zero based on performance at an individual, business-unit and company-wide level. The Company has Pay for Performance philosophy which ensures that the relationship of remuneration to performance is clear and meets appropriate performance benchmarks.

iii. Deferral of variable pay: Not all the variable pay awarded after performance assessment may be paid immediately. Certain portion of variable pay, as decided by the NRC, may be deferred to time horizon of the risks. The portion of deferral arrangement may be made applicable for both cash and non-cash components of the variable pay. Deferral period for such an arrangement shall be decided by the NRC.

iv. Control and assurance function personnel: KMPs and Senior Management engaged in financial control, risk management, compliance and internal audit shall be compensated in a manner that is independent of the business areas they oversee and commensurate with their key role in the Company. Accordingly, such personnel may have higher proportion of fixed compensation. However, a reasonable proportion of compensation may be in the form of variable pay, so that exercising the options of malus and/or clawback, when warranted, is not rendered infructuous.

d) **Guaranteed Bonus:** Guaranteed bonus may not be paid to KMPs and Senior Management. However, in the context of new hiring joining/sign-on bonus could be considered by the Company. The said bonus will neither be considered part of fixed pay nor of variable pay.

6. Remuneration to Directors

A. Non-Executive Directors / Independent Directors:

The Non-Executive Directors / Independent Directors are entitled to the following remuneration:

i Sitting Fees: The Non-Executive / Independent Directors 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 may be so appointed. Provided that the amount of such fees shall not exceed such amount per meeting as may be stipulated under applicable regulatory requirements.

ii Commission: The Board may at its discretion pay commission subject to compliance with applicable regulatory requirements.

B. Remuneration to Whole – Time Directors:

i The remuneration to be paid to the Whole–Time Directors, when applicable, shall be in compliance with the applicable regulatory requirements, including such requisite approvals as may be required by law.

ii Increments may be recommended by the NRC to the Board, subject to the limits specified under the applicable laws and regulatory requirements.

iii The Board may at the recommendation of the NRC and in its discretion, consider the payment of such additional remuneration within the framework of applicable laws and regulatory requirements.

7. Malus and Clawback

Malus & Clawback clauses shall be applied basis informed judgement of the NRC.

The Malus and Clawback shall be applicable to variable pay (Cash/ Deferred Cash/Share Linked Instruments) and shall be actioned and reviewed by the NRC in the event of any/some/all of the following condition(s):-

i. employee is convicted of a felony;

ii. employee wilfully engages in illegal conduct or gross misconduct which is materially and demonstrably injurious to the Company or its subsidiaries or affiliates, including competition with the Company or its subsidiaries or affiliates;

iii. employee is in breach of Code of Conduct & Ethics Policy published by the Company;

iv. employee is found guilty under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013;

v. employee wilfully and continually failed to perform the participant's duties with the Company, its subsidiaries or affiliates following written notice specifically identifying the nature of the non-performance and demanding specific substantial performance; and

vi. subdued or negative financial performance of the Company and/or the relevant line of business or employee misconduct in any year.

The Malus & Clawback period shall be applicable for 5 years from the pay-out or reward (as applicable).

8. Disclosure

The disclosures as required under the relevant provisions of the Act and the rules made thereunder, Listing Regulations, and RBI circulars/ guidelines/ notifications/ directions, issued from time to time, shall be made by the Company.

9. Review

The NRC shall periodically review the effectiveness of this Policy and recommend any revisions that may be required to this Policy to the Board for consideration and approval.

ANNEXURE E

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 auditing standards issued by the Institute of Company Secretaries of India (ICSI) and 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.

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
P/R No.: 700/2020

Bharat Upadhyay
Partner
FCS: 5436
CP. No. 4457
UDIN: F005436F000344599

Place: Mumbai
Date: 8th May, 2024

SECRETARIAL AUDIT REPORT

FORM NO. MR-3

For The Financial Year Ended March 31, 2024

[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 governance practices by **Piramal Enterprises Limited** (herein after called '**the Company**'). Secretarial Audit was conducted in conformity with the auditing standards issued by the Institute of Company Secretaries of India ("the Auditing Standards") and the processes and practices followed during the conduct of Audit are aligned with the Auditing Standards to provide 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 period covering from the April 1, 2023 to March 31, 2024 (' the Audit period') complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, policies, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2024 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 read with the notifications, guidelines and circulars issued by Securities and Exchange Board of India or Stock Exchanges in this regard, to the extent applicable to the Company:

   i. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

   ii. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

   iii. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (Not applicable to the Company during the Audit Period);

   iv. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

   v. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

   vi. Securities and Exchange Board of India (Depositories and Participant) Regulations, 2018;

   vii. The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018;

   viii. Securities and Exchange Board of India (Debenture Trustee) Regulations, 1993 (in relation to obligations of Issuer Company);

We have also examined compliance with the applicable clauses of the following:

i. Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI) with respect to Board and General Meetings.

ii. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time ('Listing Regulations').

We further report that, having regards to the compliance framework prevailing in the Company and the examination of the pertinent documents and records maintained thereof, it is ascertained, on a test-check basis, that the Company has predominantly adhered to the following Act & Regulation that are specifically applicable to its operations:

- Reserve Bank of India Act, 1934 and Rules, Regulations and Guidelines issued by the Reserve Bank of India to the extent applicable to the Company.

- Reserve Bank of India (Non-Banking Financial Company-Scale Based Regulation) Directions, 2023 as amended from time to time.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc

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. There were no changes in the composition of the Board of Directors during the period under review.

Adequate notice is given to all directors to schedule the Board Meetings and 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 as recorded in the minutes of the Meetings of Board of Directors and/or Committee(s) of the Board, as the case may be.

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.

We further report that, the policies maintained by the Company mentioned in **Annexure – I** to this report were in compliance with the applicable provisions of the law and framework adopted by the Company. These policies were reviewed based on the documentary evidences and management explanations thereon. We confirm that the policies have been satisfactorily implemented basis policy guidelines by the responsible teams and the overall implementation and adherence to the policies as enumerated in Annexure – I were generally adequate.

We further report that, during the year under review the Company has:

1. Completed buyback of 1,40,00,000 fully paid-up equity shares each of face value of ₹ 2 each for amount aggregating up to ₹ 1,750 crore.

2. Approved issue of Non-Convertible Debentures on Private Placement Basis by passing special resolution at the Annual General Meeting held on 30th June, 2023

3. Issued and allotted 53,29,030 secured, rated, listed, redeemable, non-convertible debentures of a face value of ₹1000/- each, aggregating up to ₹ 532,90,30,000/- by way of public issuance.

For N L Bhatia & Associates
Practising Company Secretaries
UIN: P1996MH055800
P/R No.: 700/2020

Bharat Upadhyay
Partner
FCS: 5436
CP. No. 4457
UDIN: F005436F000344599

Place: Mumbai
Date: 8th May, 2024

ANNEXURE – I

List of Policies

1. Environment, Social and Governance (ESG) Policy;
2. Corporate Social Responsibility Policy;
3. Whistle Blower Policy;
4. Code of Conduct for Board Members;
5. Code of Conduct for Senior Management; and
6. Code of Conduct for Employees.

ANNEXURE E1

To,
The Members,
Piramal Capital & Housing Finance 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 auditing standards issued by the Institute of Company Secretaries of India (ICSI) and 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 have followed are aligned with Auditing Standards issued by the Institute of Company Secretaries of India (ICSI) 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
P/R No.: 700/2020

Bharat Upadhyay
Partner
FCS: 5436
CP. No. 4457
UDIN: F005436F000344698

Place: Mumbai
Date: 8th May, 2024

SECRETARIAL AUDIT REPORT

FORM NO. MR-3

For the Financial Year Ended March 31, 2024

[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 Capital & Housing Finance Limited

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Piramal Capital & Housing Finance Limited (hereinafter 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, policies, 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, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2024 complied with the statutory provisions listed here under 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, 2024 according to the provisions of:

i. The Companies Act, 2013 ('the Act') and the Rules made there under including any amendments and re-enactments there under;

ii. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the Rules made there under;

iii. The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;

iv. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act') read with the notifications, guidelines and circulars issued by Securities and Exchange Board of India or Stock Exchanges in this regard, to the extent applicable to the Company:

   a. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;

   b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

   c. The Securities and Exchange Board of India (Debenture trustee) Regulation, 1993 (in relation to obligations of Issuer Company);

   d. Securities and Exchange Board of India (Depositories and Participant) Regulations, 2018;

We have also examined compliance with the applicable clauses of the following:

i. Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI) with respect to Board and General Meetings.

ii. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time ('Listing Regulations').

We further report that, having regards to the compliance framework prevailing in the Company and the examination of the pertinent documents and records maintained thereof, it is ascertained, on a test-check basis, that the Company has predominantly adhered to the following Act & Regulation that are specifically applicable to its operations:

(a) The National Housing Bank Act, 1987 and all the Rules, Regulations, Circulars, Directions and Guidelines prescribed thereunder;

(b) Master Direction – Non-Banking Financial Company – Housing Finance Company (Reserve Bank) Directions, 2021; and

(c) Reserve Bank of India (Non-Banking Financial Company-Scale Based Regulation) Directions, 2023 as amended from time to time.

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.

Adequate notice was given to all Directors to schedule the Board Meetings and Board Committee Meetings, agenda and detailed notes on agenda were sent in accordance with the Secretarial Standard- 1 and in compliance with the applicable laws, 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, the Company received notice from National Stock Exchange of India, levying a fine of ₹ 10,000/- for non-compliance of Regulation 60(1) of the Listing Regulations, for one day delay in the intimation of the record date. The Company has duly paid the fine.

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 Extra-Ordinary General Meeting held on April 12, 2023, approved revision in remuneration Mr. Jairam Sridharan, Managing Director of the Company.

We further report that, during the audit period, the Members at the Annual General Meeting held on July 28, 2023, approved the following:

a. Issue of Non-Convertible Debentures on Private Placement Basis

b. Amendment in the Articles of Association of the Company.

We further report that, during the audit period, the Company issued and allotted 200,00,00,000 fully paid-up equity shares of face value of ₹ 10/- each, aggregating up to ₹ 2000,00,00,000/- (Rupees Two Thousand Crores) by way of Right Issue.

For N L Bhatia & Associates
Practising Company Secretaries
UIN: P1996MH055800
P/R No.: 700/2020

Bharat Upadhyay
Partner
FCS: 5436
CP. No. 4457
UDIN: F005436F000344698

Place: Mumbai
Date: 8th May, 2024

ANNEXURE F

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, 2024 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.	Mr. S. Ramadorai*	00000002	24/10/2002
4.	Ms. Nandini Piramal	00286092	01/04/2009
5.	Mr. Vijay Shah	00021276	01/01/2012
6.	Mr. Anand Piramal	00286085	12/05/2017
7.	Mr. Suhail Nathani	01089938	14/10/2020
8.	Mr. Kunal Bahl	01761033	14/10/2020
9.	Ms. Anjali Bansal	00207746	19/11/2020
10.	Mr. Puneet Dalmia	00022633	07/10/2021
11.	Mr. Anita George	00441131	10/02/2022
12.	Ms. Shikha Sharma	00043265	31/03/2022
13.	Mr. Rajiv Mehrishi	00208189	26/05/2022
14.	Mr. Gautam Doshi	00004612	31/10/2022

**Ceased to be an Independent Director of the Company upon completion of his second consecutive tenure on March 31, 2024.*

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
P/R No.: 700/2020

Bharat Upadhyay
Partner
FCS: 5436
CP. No. 4457
UDIN: F005436F000344676

Place: Mumbai
Date: 8th May, 2024

ANNEXURE G

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 1, 2023 to March 31, 2024. 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
P/R No.: 700/2020

Bharat Upadhyay
Partner
FCS: 5436
CP. No. 4457
UDIN: F005436F000344632

Place: Mumbai
Date: 8th May, 2024

BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT

SECTION A: GENERAL DISCLOSURES

I. Details of the Listed Entity

Sr.	Particulars	Details
1.	Corporate Identity Number (CIN) of the Listed Entity	L24110MH1947PLC005719
2.	Name of the Listed Entity	Piramal Enterprises Limited (the 'Company' or 'PEL')
3.	Year of incorporation	1947
4.	Registered office address	Piramal Ananta, Agastya Corporate Park, Opposite Fire Brigade, Kamani Junction, LBS Marg, Kurla (West), Mumbai – 400 070
5.	Corporate address	10th Floor, Piramal Tower Annexe, Peninsula Corporate Park, Ganpatrao Kadam Marg, Lower Parel – 400013.
6.	E-mail	complianceofficer.pel@piramal.com
7.	Telephone	+91 022 3802 3000/4000
8.	Website	www.piramalenterprises.com
9.	Financial year for which reporting is being done	April 1, 2023 to March 31, 2024
10.	Name of the Stock Exchange(s) where shares are listed	BSE Limited (BSE) and National Stock Exchange of India Limited (NSE)
11.	Paid-up Capital	₹44.93 crores
12.	**Contact Person**	
	Name of the Person	Mr. Bipin Singh, Company Secretary & Compliance Officer
	Telephone	+91 022 3802 3000/4000
	Email address	complianceofficer.pel@piramal.com
13.	**Reporting Boundary**	
	Type of Reporting	Consolidated basis Collectively referred to as 'the Group'/ 'the PEL Group' (For more details on entities considered for consolidation refer point no. 23 below)
14.	Name of Assurance provider	Not Applicable
15.	Type of Assurance obtained	Not Applicable

II. Products/Services

16. Details of business activities (accounting for 90% of turnover)

Sr.	Description of Main Activity	Description of Business Activity	% Turnover of the Entity
1	Non-Banking Financial business	Other financial service activities, except insurance and pension funding activities, n.e.c.	99.21%

17. Products/Services sold by the entity (accounting for 90% of turnover)

Sr.	Product/Service	NIC Code	% of Total Turnover contributed
1	Other financial service activities, except insurance and pension funding activities, n.e.c	64990	99.21%

III. Operations

18. Number of locations where plants and/or operations/ offices of the entity are situated:

Location	Number of plants*	No. of Offices	Total
National	Not applicable	490	490
International	Not applicable	1	1

19. Market served by the entity

a. No. of Locations

Locations	Numbers
National (No. of States)	26
International (No. of Countries)	1

b. What is the contribution of exports as a percentage of the total turnover of the entity?

-

c. A brief on types of customers

The PEL Group offers diversified lending services to a mix of individuals, including salaried / self-employed /professionals/SME customers, among others. Salaried individuals also include cash salaried individuals. A large cross-section of the retail customers belongs to Tier 2/Tier 3 locations. Apart from the above categories, we also serve a group of individuals through a microfinance group loan scheme. Other than above, the wholesale division also serves Institutional Investors and Corporates.

** The PEL Group provides financial services and does not undertake any manufacturing activity.*

IV. Employees

20. Details as at the end of Financial Year:

Sr.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
Employees and workers (including differently abled)						
Employees						
1	**Permanent (D)**	13,706	12,098	88.27%	1,608	11.73%
2	**Other than Permanent (E)**	257	125	48.64%	132	51.36%
3	**Total Employees (D+E)**	13,963	12,223	87.54%	1,740	12.46%

Note: PEL Group does not have any workers as defined in the guidance note on BRSR.

21. Participation/Inclusion/Representation of women

Sr.	Category	Total (A)	No. and % of females	
			No. (B)	% (B/A)
1	**Board of Directors**	14	5	35.71%
2	**Key Management Personnel**	2	1	50.00%

22. Turnover rate for permanent employees and workers (Disclose trends for the past 3 years)

Category	FY 2023-2024			FY2022-23			FY2021-22		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	55.41%	56.39%	55.52%	57.62%	45.29%	56.44%	35.81%	27.85%	35.05%

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. (a) Names of holding / subsidiary / associate companies / joint ventures

Sr.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether it is a holding / Subsidiary / Associate / or Joint Venture	% of shares held by listed entity#	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1.	Asset Resurgence Mauritius Manager	Joint Venture	50%	No$
2.	DHFL Advisory and Investment Private Limited	Subsidiary	100%	Yes
3.	DHFL Holdings Limited	Subsidiary	100%	Yes
4.	DHFL Investments Limited	Subsidiary	100%	Yes
5.	DHFL Ventures Trustee Company Private Limited	Associate	45%	No$
6.	India Resurgence ARC Private Limited	Joint Venture	50%	No$
7.	India Resurgence Asset Management Business Private Limited	Joint Venture	50%	No$
8.	INDIAREIT Investment Management Co.	Subsidiary	100%	Yes
9.	PEL Finhold Private Limited	Subsidiary	100%	Yes
10.	Piramal Alternatives Private Limited	Subsidiary	100%	Yes
11.	Piramal Capital & Housing Finance Limited	Subsidiary	100%	Yes
12.	Piramal Corporate Tower Private Limited (Formerly known as Piramal Consumer Products Private Limited)	Subsidiary	100%	Yes
13.	Piramal Finance Sales & Services Private Limited	Subsidiary	100%	Yes
14.	Piramal Fund Management Private Limited	Subsidiary	100%	Yes
15.	Piramal Investment Advisory Services Private Limited	Subsidiary	100%	Yes
16.	Piramal Payment Services Limited	Subsidiary	100%	Yes
17.	Piramal Securities Limited	Subsidiary	100%	Yes
18.	Piramal Systems & Technologies Private Limited	Subsidiary	100%	Yes
19.	Piramal Technologies SA	Subsidiary	100%	No*
20.	Pramerica Life Insurance Limited	Joint Venture	50%	No$
21.	Piramal Agastya Offices Private Limited (Formerly known as PRL Agastya Private Limited)	Subsidiary	100%	Yes
22.	Shriram GI Holdings Private Limited	Associate	20%	No$
23.	Shriram LI Holdings Private Limited	Associate	20%	No$
24	Virdis Infrastructure Investment Managers Private Limited	Subsidiary	100%	No$

Sr.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether it is a holding / Subsidiary / Associate / or Joint Venture	% of shares held by listed entity#	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
25	Piramal Asset Management Private Limited, Singapore (liquidated w.e.f. June 5, 2023)	Subsidiary	100%	No
26	Piramal Dutch IM Holdco B.V. (liquidated w.e.f. August 7, 2023)	Subsidiary	100%	No
27	Piramal International (liquidated w.e.f. August 25, 2023)	Subsidiary	100%	No

 # held directly through subsidiaries/ associate companies

**Under winding-up / liquidation process*

$These entities conduct their standalone business responsibility initiatives, independent of the Company

VI. CSR Details

24.	i.	Whether CSR is applicable as per section 135 of Companies Act, 2013:	Yes
	ii.	Turnover (₹ in crore)	10,020.27
	iii.	Net worth (₹ in crore)	22,673.27

VII. Transparency and Disclosures Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)$	FY 2023-24			FY 2022-23		
		Number of complaints			Number of complaints		
		filed during the year	pending resolution at close of the year	Remarks	filed during the year	pending resolution at close of the year	Remarks
Communities	Yes	-	-	-	-	-	-
Investors (other than shareholders)	Yes	-	-	-	-	-	-
Shareholders	Yes	-	-	-	-	-	-
Employees	Yes	13	1	-	11	0	-
Customers	Yes	6,901	148	-	5,460	108^	-
Value Chain Partners	Yes	-	-	-	-	-	-
Other (Whistle Blower)	Yes	3	0	-	1	0	-

Note:*$Some of the policies guiding the conduct with all its stakeholders, including grievance mechanisms are placed on the Company's website at https://www.piramalenterprises.com/corporate-governance.In addition, there are internal policies placed on the intranet of the Company.*

^ All 108 customers pending cases in FY 2023 have been resolved as on the date of this Report.

26. Overview of the entity's material responsible business conduct issues

S. No	Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Human Capital Management	Risk and Opportunity	**Risk** The challenges in attracting and retaining skilled employees may face difficulties in achieving its business objectives, and could encounter problems with productivity and performance. **Opportunity** Performance can be enhanced by increasing the overall employee value proposition across the HR value chain including its recruitment, learning & development, compensation and benefits, talent management, diversity and inclusion, and succession practices.	• Robust personnel development and management system in place including a comprehensive succession planning program; • Career Opportunity Program (COP) to enable employees to apply for their next career move. The "ASCEND Programme" recognizes and fosters high potential leaders in middle management; • ESG Policy also ensures employee wellbeing and growth. Further it reflects its dedication to an enriching employee experience; • The compensation paid is comparable with similar industries; • Other flagship campus engagement programs for students and high-potential junior management leaders; • Prioritizes creating an inclusive workplace environment that offers equal employment opportunities with competitive compensation and benefits;	**Negative** The financial risk of inadequate talent management and retention practices in a company can lead to decreased productivity, increased recruitment costs, and potential revenue losses. **Positive** Enhancing the employee value proposition across the HR value chain will create financial opportunities and contribute to long-term business success.

S. No	Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
			This will lead to increased efficiency, innovative problem-solving, enhanced employee retention and a culture of inclusivity and equity.	• Maintained a gender-balanced working community inside the organization; and • Key initiatives on inclusive workplace include "Inspiration at work", "Second innings", "Flexi work policies" and "Karuna Fellows". Mediclaim policy which includes partners and not just spouses, Gender agnostic POSH policy and various sensitisation sessions.	
2	Data security and privacy	Risk	A lack of sufficient and transparent data security and privacy protocols can cause considerable financial and reputational damage, eroding customer trust and confidence.	• The PEL Group has implemented robust cybersecurity measures, including next generation anti-virus, anti-spyware, firewalls, IDS/IPS, Web application Firewall, Privilege Access Management (PAM), Email Security, Web Proxy and off-site data backup. The organization is committed to constantly enhancing and upgrading its tools and solutions to protect against cyber-attacks and minimize damage. These measures encompass a privacy policy, data privacy impact assessments, and data leakage protection monitoring.	**Negative** The cost of cyber security in case of an incident can rise due to expenses related to upgrading IT and information security systems and acquiring insurance. The loss of data or leakage can lead to significant reputational risk.
3	Environmental Risk Management	Risk	Effective ESG risk management including climate risks and geopolitical risks are critical for the long-term financial well-being of the business.	• PEL Group has established a risk management framework to proactively identify and manage potential risks to the business and mitigate them effectively. It is evaluating measures to integrate environmental risks in its overall framework; • The PEL Group is actively enhancing its systems and processes to meet expected regulatory mandates concerning climate-related financial disclosures; and • The PEL Group group is committed to performing comprehensive climate risk assessments across their loan portfolios while actively investing in sustainable business practices. The Group is in process of conducting a high level climate risk assessment, in alignment with the Task Force on Climate-Related Financial Disclosures (TCFD) framework on its wholesale and retail portfolio; • The PEL Group focuses also on financing sustainable projects which are inherently more resilient to the geopolitically amplified risks associated with climate change.	**Negative** Insufficient management of environmental risks can adversely impact corporate reputation and stakeholder trust, financial performance, and investment returns, thereby hampering the transition towards a low-carbon economy.
4	Community Development	Opportunity	Community development plays a crucial role in creating an all-encompassing society, as it contributes to enhancing the community's welfare and facilitating their growth and success.	• Financial literacy training provided in Tier 2 and 3 cities; • Social goal of empowering women through providing loans and enabling them to be self-reliant; • PEL Group offers various products like MFI, Affordable Housing, & saarthi to serve affordable customers, making finance available to Bharat customers; • The Piramal Foundation executes diverse initiatives in collaboration with multiple partners, targeting the most underprivileged communities across India; • Piramal Foundation works in 28 Indian states through its four Big Bets and over 5000+ employees. It implements programs on a platform and partnership approach to serve disadvantaged populations and create lasting change in India; and • Piramal Foundation actively works with the Government in implementation, facilitate community participation in change and shape ecosystems as enablers of transformation in the areas of decentralization, inclusion, digitization and leadership development.	**Positive** Such distribution capabilities create an opportunity for the PEL Group to cater to a broader customer base, and as a result contribute to the country's progress on achieving financial inclusion at scale.

S. No	Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
5	Digitalization	Opportunity	The PEL Group can use digital financial solutions and products to improve the customer experience, expand its operational reach, and enhance overall productivity.	• The PEL Group has its own software development capabilities to create and expand digital assets which includes a Digital Center of Excellence, mobile app, and an AI driven lending business. Our Digital Embedded Financing provides customized financing options to retail customers using digital assets as collateral; and • The Group has also implemented real-time Artificial Intelligence/Machine Learning models in critical path of business decision-making in key areas.	**Positive** This can help financial service institutions automate processes, reduce costs, and enhance the customer experience, leading to increased profitability.
6	Sustainable Finance	Opportunity	Financial institutions can leverage sustainable finance initiatives to introduce innovative financial products, generate new revenue streams, and gain the trust of shareholders, by collaborating with impact investors and accessing low-cost funding.	• The PEL Group is dedicated to promoting sustainable initiatives via its lending portfolio, encompassing climate/green finance and social finance to enhance healthcare, education, and livelihood; • The Group is in the process of developing a sustainable and impact finance framework to scale up its investments in these areas to facilitate long-term sustainability	**Positive** This has scope to build a larger, green portfolio and access diverse and broader pools of green funding/ impact financing.
7	Financial Inclusion in Tier 2-3 cities	Opportunity	Responsible and sustainable delivery of useful and affordable financial products and services, such as credit, and insurance, is crucial to meeting the needs of individuals and businesses.	• The PEL Group's retail-lending platform aims to provide affordable financial products to residents of smaller towns and cities in India, particularly those in Tier 2 and 3 cities. PEL Group branches network has spread in Tier 2 and 3 cities; and • The Group's offerings increase finance access through increasing home loan / MSME / MFI penetration. The offerings include construction finance for affordable housing/redevelopment projects in Tier 2, 3 cities and Tier 1 outskirt, slum rehabilitation and redevelopment projects, and green real estate finance	**Positive** Providing financial inclusion services can help financial service institutions tap into underserved markets, gain new customers, and increase profitability while also promoting social and economic development.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

The National Guidelines for Responsible Business Conduct (NGRBCs) as prescribed by the Ministry of Corporate Affairs advocates the following nine principles referred to as P1 to P9:

P1- Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable

P2- Businesses should provide goods and services that are safe in a manner that is sustainable and safe

P3- Businesses should respect and promote the well-being of all employees, including those in their value chains

P4- Businesses should respect the interests of, and be responsive towards all its stakeholders

P5- Businesses should respect and promote human rights

P6- Businesses should respect, protect, and make efforts to restore the environment

P7- Businesses when engaging in influencing public and regulatory policy, should do in a manner that is responsible and transparent

P8- Businesses should support inclusive growth and equitable development

P9- Businesses should engage with and provide value to their customers in a responsible manner

Disclosure Questions			P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and Management Processes											
1.	**a.**	**Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	b.	**Has the policy been approved by the Board? (Yes/No)**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	c.	**Web Link of the Policies, if available**	Policies can be accessed on the Company's website at https://www.piramalenterprises.com/corporate-governance and on the Company's intranet portal.								
2.	**Whether the entity has translated the policy into procedures. (Yes / No)**		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3.	**Do the enlisted policies extend to your value chain partners? (Yes/No)**		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
4. Name of the national and international codes/certifications/ labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	No codes or standards are adopted. However, the formulation of all policies has been done by considering the standard practices in the industry, following the necessary regulatory guidelines, and engaging in proper discussions with relevant stakeholders.								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	The PEL Group has taken several short-term, medium-term and long-term targets with a focus on sustainability: 1. The PEL Group is committed to support financial Inclusion by focusing on increasing the women borrowers, affordable housing loans, budget home loans to low-income group customers and new to credit customers in the mid term; 2. The Group aims to increase its affordable housing or redevelopment project portfolio in tier 2 or 3 cities or tier 1 outskirts in the long term; 3. The Group will also evaluate the possibility of launching a new impact fund in the long term; 4. For improving the financial literacy, the Group endeavors to train 10,000 partners for growth and employment in the mid term; 5. The Group will conduct financial literacy and awareness sessions for 2,00,000 beneficiaries; 6. The Group will attempt to increase the women representation in workforce; 7. Further, it will provide ESG trainings to all its employees by mid term; 8. In order to improve the operational eco-efficiency, the group shall set up a process to monitor energy and water consumption across offices and branches; 9. The Group will strive to recycle 100% of its E-waste in the long term; and 10. Quarterly reviews of ESG performance by the Sustainability & Risk Management Committee shall be conducted.								
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	The PEL Group has adopted a formal ESG strategy focusing on various pillars to monitor performance and have developed roadmaps to achieve its targets. It is undertaking the following activities to meet its commitments: 1. The Group has 3,94,610 number of women borrowers for FY 2023-24; 2. The Group provided affordable housing loans to 41,696 customers; 3. The Group provided credit to new 10,49,576 customers; 4. The Group has increased affordable housing and redevelopment project portfolio in tier 2 or 3 cities or tier 1 outskirts by funding 14 projects; 5. The Group has financed 10 green real estate projects; 6. The Group has improved financial literacy by training 28,000 partners for growth and employment; 7. The Group has conducted financial literacy and awareness sessions for over 1 Crore beneficiaries; 8. The group has monitored energy consumption across offices; 9. In the Bangalore office, a solar plant with a capacity of 27.5 kW has been installed, which generated, 2,842.84 kWh; 10. The Group has recycled 580 Kg of its e-waste ;and 11. Applied for IGBC certification for Piramal Agastya Office.								
Governance, Leadership and Oversight									
7. Statement by Director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievements:	The PEL Group embarked on its sustainable journey in FY 22-23 and have made significant progress in integrating ESG considerations into its decision-making processes, policies, and practices. The PEL Group's dedication to making a positive impact on society and the environment is evident in its lending portfolio, designed to serve economically underprivileged segments and contribute to initiatives like slum rehabilitation, furthering financial inclusion. In our wholesale portfolio, we have focused on increasing green real estate projects. We have been able to increase representation of women in workforce and senior management. The KPI of meeting service queries via digital mediums is consistently performing over 80% for FY 2024. To enhance our commitment further, we have adopted a Sustainable finance framework to align our businesses to more green and social lending activities during the year. The PEL Group remains focused on leveraging talent, innovation, and resources to create economic opportunities and prosperity in underserved communities, reaffirming its commitment to sustainable growth and societal impact. In 2023, PCHFL inaugurated five branches exclusively staffed by women, with the goal of cultivating diversity and inclusion. ESG and human rights trainings are being imparted to all employees to cultivate the culture of business responsibility. Further, ESG Policy continues to guide the company with aligning its goal of sustainable development and aims to minimise risks and impacts through robust and documented systems. ESG goals include ensuring profitability with ethical, environmental, and social responsibility, mainstreaming ESG practices into business and operations, and getting a head start on emerging ESG issues. As a part of robust risk management, the company also undertook a high-level climate risk assessment on its wholesale portfolio and is in the process of expanding this throughout their loan book much prior to RBI Guidelines on stress testing.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
	From an operational eco efficiency perspective, the PEL Group has upgraded its Bangalore office and installed a 27.5 kW solar plant, which helps reduce GHG emissions by meeting a portion of its energy demands. The Group's Kurla office's power supply is from government grids, resulting in the issuance of a green bill. The Group with Piramal Foundation continues to serve the nation and communities where needed through various initiatives in sectors of health, education, digitization, tribal upliftment, etc. The Chairman has re-imagined the group's entire portfolio of solutions into Big Bets. These Bets are envisioned to leapfrog India towards achieving her Sustainable Development Goals by 2030.								
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	The Sustainability & Risk Management Committee of the Company is the highest authority responsible for the implementation and oversight of the ESG policy.								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes. The Sustainability & Risk Management Committee of the Company is responsible for driving the ESG transformation. In addition, senior management continuously monitor various aspects of social, environmental, governance, and economic responsibilities.								

10. Details of Review of NGRBCs by the company:	P1	P2	P3	P4	P5	P6	P7	P8	P9
Subject for Review	**Indicate whether review was undertaken by Director / Committee of the Board / Any other Committee**					**Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)**			
Performance against above policies and follow up action	Policies undergo regular review based on various factors such as statutory requirements and the frequency outlined in the policy document, or as need arises.								
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	The Company is in compliance with applicable laws.								

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.	P1	P2	P3	P4	P5	P6	P7	P8	P9
	Yes, an independent assessment has been carried out by M/s. N L Bhatia & Associates.								

12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:

Not applicable.

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

ESSENTIAL INDICATORS

1. Percentage coverage by training and awareness programmes on any of the NGRBC Principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors (BoD) **Key Management Personnel (KMP)**	4	The Company's BoD and KMPs are regularly briefed on an array of topics, including strategy, business operations, markets, performance, organisation structure, economy, risk management framework, regulatory updates, future outlook, environmental, social and governance aspects, information technology including cyber security, their roles, rights and responsibilities and major developments and updates.	100%
Employees other than BODs & KMPs	8	Curated training programs covering wise range of topics including Data Privacy, Information Security, Cyber Security Awareness, Fair Practice Code, Anti-Money Laundering & KYC Act, Code of Conduct and Ethics Policy 2021, Environmental, Social, Governance & Human Rights, Prevention of Sexual Harassment (POSH), Evacuation Drill and safety training.	99.7%

2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format.

a. Monetary					
Type	**NGRBC Principle**	**Name of the regulatory/ enforcement agencies/ judicial institutions**	**Amount (In INR)**	**Brief of the case**	**Has an appeal been preferred? (Yes/No)**
Penalty/ Fine					
Settlement			-		
Compounding fee					
b. Non-Monetary					
Imprisonment			-		
Punishment					

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

Not applicable.

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, the PEL Group has adopted a Code of Conduct & Ethics that outlines a zero-tolerance approach to bribery and corrupt practices. It emphasizes the commitment to conducting business affairs and relationships professionally, fairly and with integrity. Effective systems have been implemented and enforced within PEL Group to counter bribery, along with clear guidelines to discourage any misconduct. Additionally, the Group's ESG policy upholds zero tolerance towards anti-corruption and anti-bribery and can be accessed on the Company's website. Stringent control measures are in place to prevent such activities and active encouragement is given to report any overlooked malpractices. It can be accessed on the Company's website

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

Category	FY 2023-24	FY 2022-23
Directors		
KMPs	-	-
Employees		

6. **Details of complaints with regard to conflict of interest:**

Topic	FY 2023-24		FY 2022-23	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	-	-	-	-
Number of complaints received in relation to issues of Conflict of Interest of KMPs	-		-	

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.**

Not applicable.

8. **Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured) in the following format:**

Category	FY 2023-24	FY 2022-23
Number of days of accounts payables	86	150

9. **Open-ness of business**

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameter		Metrics	FY 2023-24	FY 2022-23
Concentration of Purchases	a.	Purchases from trading houses as % of total purchases	Given the nature of business, Concentration of Purchases and Sales is not applicable.	
	b.	Number of trading houses where purchases are made from		
	c.	Purchases from top 10 trading houses as % of total purchases from trading houses		
Concentration of Sales	a.	Sales to dealers / distributors as % of total sales		
	b.	Number of dealers / distributors to whom sales are made		
	c.	Sales to top 10 dealers / distributors as % of total sales to dealers / distributors		
Share of RPTs in	a.	Purchases (Purchases with related parties / Total Purchases)	For related party transactions refer Note 56(2) of the consolidated financial statements	
	b.	Sales (Sales to related parties / Total Sales)		
	c.	Loans & advances (Loans & advances given to related parties / Total loans & advances)		
	d.	Investments (Investments in related parties / Total Investments made)		

LEADERSHIP INDICATORS

1. **Awareness programmes conducted for value chain partners on any of the NGRBC Principles during the financial year:**

Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in value chain covered by the awareness programmes
The Company is in the process of establishing a system to engage value chain partners on the BRSR principles		

2. **Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If Yes, provide details of the same.**

Yes, the Group's Code of Conduct for the Board of Directors and Senior Management Personnel ('Code') offers guidance to avoid any transactions or actions that might influence these individuals to act against the Company's best interests. It mandates the Board of Directors to steer clear of and reveal any conflicts of personal interest with those of the Company, as well as to disclose any direct or indirect contractual interests with the Company.

The Code is available on the Company's website at: https://www.piramalenterprises.com/corporate-governance

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe

ESSENTIAL INDICATORS

1. **Percentage of R&D and Capital Expenditure (CAPEX) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

Type	FY 2023-24	FY 2022-23	Details of improvement in social and environmental aspects
Research & Development (R&D)	-	-	-
Capital Expenditure (CAPEX)	0.14%	-	From an operational eco efficiency perspective, the PEL Group has upgraded its Bangalore office and installed a 27.5 kW solar plant, which helps reduce GHG emissions by meeting a portion of its energy demands.

2. a. **Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

Yes, in line with the Group's ESG Policy, the PEL Group upholds the intent to source products and services that are environment friendly, recycled, energy efficient and locally sourced, to the extent possible. The Group encourages its vendors and suppliers to comply with relevant regulations with regards to Human Rights. The Group makes sure that it procures Ozone Friendly Air Conditioners for branches. It has engaged with a green consultant for the new office space located at Kurla to ensure it procures environment friendly sustainable products.

b. **If yes, what percentage of inputs were sourced sustainably?**

Given the nature of business, inputs are restricted to office supplies, office infrastructure, and IT related assets mainly. The Group's ESG policy highlights sustainable procurement of goods and services. The PEL Group is establishing processes to identify sustainably sourced inputs.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.**

Product	Process to safely reclaim the product
a. Plastics (including packaging)	The PEL Group companies provides financial products and services, and thus any reclamation of products for reuse, recycle and disposal is not applicable to its business.
b. E-Waste	
c. Hazardous Waste	
d. Other Waste	

4. **Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

Given the nature of business, Extended Producer Responsibility (EPR) is not applicable to the entity's activities.

LEADERSHIP INDICATORS

1. **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

NIC Code	Name of Product/ Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective/ Assessment was conducted	Whether conducted by independent external agency (Yes/ No)	Results communicated in public domain (Yes/ No) If yes provide web-link
Given the business operations of the PEL Group, there are no products or services offered by the entity that qualify for Life Cycle Perspective / Assessments (LCA).					

2. **If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.**

Name of the product/service	Description of the risk/concern	Action Taken
Not applicable		

3. **Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**

   Not applicable.

4. **Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:**

   Not applicable.

5. **Reclaimed products and their packaging materials (as percentage of products sold) for each product category.**

   Not applicable.

PRINCIPLE 3 Businesses should respect and promote the well-being of all employees, including those in their value chains

ESSENTIAL INDICATORS

1. a. **Details of measures for the well-being of employees:**

Category	Total (A)	% of employees covered by									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent Employees											
Male	12,098	12,098	100%	12,098	100%	N.A.	N.A.	12,098	100%	0	0%
Female	1,608	1,608	100%	1,608	100%	1,608	100%	N.A.	N.A.	0	0%
Total	**13,706**	**13,706**	**100%**	**13,706**	**100%**	**1,608**	**100%**	**12,098**	**100%**	**0**	**0%**
Other than Permanent Employees											
Male	125	6	04.80%	6	04.80%	N.A.	N.A.	0	0%	0	0%
Female	132	42	31.82%	42	31.82%	0	0%	N.A.	N.A.	0	0%
Total	**257**	**48**	**18.68%**	**48**	**18.68%**	**0**	**0%**	**0**	**0%**	**0**	**0%**

Note: Out of 257 other than Permanent employees, only 48 are eligible for the wellbeing measures

b. **Details of measures for the well-being of workers:**

   Not applicable.

c. **Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:**

Category	FY 2023-24	FY 2022-23
Cost incurred on well-being measures as a % of total revenue of the company	0.31%	-

2. **Details of retirement benefits, for Current FY and Previous Financial Year:**

Sr.	Benefits	FY 2023-24			FY 2022-23		
		No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
1.	**PF**	100%	0%	Y	100%	0%	Y
2.	**Gratuity**	100%	0%	Y	100%	0%	Y
3.	**ESI**	12%	0%	Y	16%^	0%	Y

Note: ^ represents the updated ESI benefits for FY 2022-23.

3. **Accessibility of workplaces: Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.**

   Yes, the PEL Group's all corporate offices in Mumbai have ramps for easy movement for differently abled people, and the office-spaces are designed for convenience of differently abled people.

4. **Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.**

Yes, the PEL Group offers equal employment opportunities without any discrimination or harassment based on race, color, national origin, religion, gender, age, disability, citizenship, marital status, sexual orientation, military status, or any other characteristic. This is embedded in Code of Conduct & Ethics and ESG Policy. These can be accessed on the Company's website.

5. **Return to work and Retention rates of permanent employees and workers that took parental leave.**

Gender	Permanent Employees	
	Return to work rate	Retention Rate
Male	100%	56.16%
Female	100%	76.47%
Total	**100%**	**57.63%**

6. **Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.**

Category	Yes/No	Details of the mechanism in brief
Permanent Employees	Yes	The PEL Group encourages employees to share their concerns with their reporting heads and HR. The Group has implemented a Whistleblower Policy and Vigil Mechanism for reporting grievances across various matters. Regular town hall meetings serve as open forums for grievance reception and resolution. Under the Prevention of Sexual Harassment Policy, Internal Committee panels are established to promptly address any incidents related to sexual harassment. These Internal Committees are overseen by the APEX Committee at the group level, ensuring fairness in the redressal process. Further, the Group also has a system in place where employees can raise tickets for their queries in relation to compensation, Pay slips, tax deduction, leave policy, etc and get it resolved. It is managed by HR and hosted on intranet of the Company.
Other than PermanentEmployees	Yes	

7. **Membership of employees and worker in association(s) or Unions recognized by the listed entity:**

Category	FY 2023-24			FY 2022-23		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	%(D/C)
Permanent Employees						
Male	-			-		
Female						
Total						

8. **Details of training given to employees and workers:**

Category	FY 2023-24					FY 2022-23				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (D)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	%(E/D)	No. (F)	% (F/D)
Employees										
Male	12,223	-	-	11,879	97.19%	14,066	-	-	14,066	100%
Female	1,740	-	-	1,588	91.26%	1,469	-	-	1,469	100%
Total	**13,963**	**-**	**-**	**13,467**	**96.45%**	**15,535**	**-**	**-**	**15,535**	**100%**

Note: The PEL Group has created comprehensive trainings on Health and safety measures including regular fire drills and skill upgradation and extended it to all its employees. PEL Group is proactively implementing measures to ensure broader training coverage.

9. **Details of performance and career development reviews of employees and worker:**

Category	FY 2023-24			FY 2022-23		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
			Employees			
Male	12,098	10,155	83.94%	11,186	8,843	79.05%
Female	1,608	1,432	89.05%	1,208	992	82.12%
Total	**13,706**	**11,587**	**84.54%**	**12,394**	**9,835**	**79.35%**

Note: Performance and career development reviews were carried out for all the eligible employees of the Group.

10. **Health and safety management system:**

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/No). If yes, the coverage of such system?	Yes, the PEL Group prioritizes the establishment of a safe and healthy work environment. The Group is committed to enhancing the occupational health of its employees by implementing comprehensive fire safety protocols and various workplace health and safety initiatives. The Group plans to conduct ISO 45001 Occupational Health & Safety Management System (OH&S) for select offices. Regular drills and training sessions are conducted across all offices, First-aid and fire safety drills are provided and emergency preparedness measures are also taken. The PEL Group also actively promotes safety awareness, disseminating health advisories, promoting vaccinations, and fostering wellness initiatives. Moreover, the Group has partnered with a wellness platform to provide continuous support for employees' mental health needs. Multiple preventive measures have been instituted by the Group to ensure the health and safety of its employees in the workplace.
b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?	Given the nature of business, this indicator is not directly applicable. However, there are procedures to assess the risk on routine and non-routine basis and work-related hazards.
c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/ No)	Not Applicable.
d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)	Yes, the PEL Group has implemented a rigorous health evaluation program and conducts periodic assessments for both employees and contractors. The results of these medical examinations inform the provision of regular interventions and proactive lifestyle change management to support employees. The Group has expanded its healthcare benefits to provide enhanced support for employees and their families. This includes the introduction of mental well-being cover, incorporating therapies and related sessions, as part of the core Mediclaim Policy. Additionally, the Mediclaim Policy offers a customized maternity plan option with specific medical coverages tailored for individuals embracing parenthood. Employees also have access to a discounted Super Top-Up Policy. Furthermore, in addition to medical insurance, the PEL Group offers group term life and personal accident insurance coverage to its employees.

11. **Details of safety related incidents, in the following format:**

Safety Incident/Number	Category	FY 2023-24	FY 2022-23
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	-	-
Total recordable work-related injuries		-	-
No. of fatalities		-	-
High consequence work-related injury or ill-health (excluding fatalities)		-	-

12. **Describe the measures taken by the entity to ensure a safe and healthy workplace.**

At the PEL Group, ensuring a safe and healthy environment is crucial for the well-being of the Group's employees and the effectiveness of the organization. The Group encourage its staff to prioritize their health and reach their full potential by providing top-notch working conditions and services available. The Group's efforts go beyond compliance with legislation; it strives for excellence in minimizing health hazards and offering a safe working environment through its in-depth occupational health evaluation programme. It has implemented the following measures:

- Installation of fire and burglar alarms with fire and smoke sensors in multiple offices, along with fire extinguishers
- Automatic fire suppressants in data/server rooms in selected offices
- Earthing pits in all branches, with some equipped with lightning conductors
- Display of important contact numbers for emergency services at branches/offices

- Public address systems in office premises
- Display of floor plans and exit routes in office premises.
- CCTV surveillance for monitoring activities, including sabotage etc.
- Provision of first aid kits
- Periodic maintenance of fire safety equipment and measures
- Conducting mock drills, fire drills, and physical checks of evacuation plans and safety equipment.
- Identification and training of fire marshals and
- Insurance coverage for compensation in case of emergencies.

13. Number of Complaints on the following made by employees and workers:

Topic	FY 2023-24			FY 2022-23		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	-	-	-	-	-	-
Health & Safety	-	-	-	-	-	-

14. Assessments for the year:

Topic	Percentage of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	-
Working Conditions	-

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

Not applicable.

LEADERSHIP INDICATORS

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

a. Employees (Yes/No):

Yes, the PEL Group extends group term life and personal accident insurance coverage to its employees, complementing existing medical insurance provisions.

b. Workers (Yes/No):

Not applicable.

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

As part of the vendor registration procedure, all value chain partners are mandated to furnish valid registration certificates. The PEL Group diligently verifies that relevant taxes and statutory dues are deducted and remitted by these partners in accordance with prevailing laws and regulations. Regular submission of challans and evidence of deductions is mandated. These practices undergo scrutiny during both internal and statutory audits.

3. Provide the number of employees / workers having suffered high consequence work related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

Not applicable

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No).

No.

5. **Details on assessment of value chain partners:**

Topic	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	-
Working Conditions	

6. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

Not Applicable.

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders

ESSENTIAL INDICATORS

1. **Describe the processes for identifying key stakeholder groups of the entity:**

In the aspect of stakeholder relations, a crucial step is to identify and rank stakeholders concerning significance, roles, and impact. To make sure stakeholders are provided with correct information, feedback, and access to resolution mechanisms, systems of engagement are put into place and made known to the appropriate teams. Following this, communication channels are established and shared with relevant teams to ensure stakeholders receive precise information, avenues for feedback and access to resolution mechanisms. This group incorporates employees, customers, direct selling agents or DSAs, channel associates, investors/shareholders, regulators, merchants, service providers, analysts from the industry, research analysts, suppliers, partners, communities, industry organizations and more. This continuous procedure assists in comprehending and meeting the anticipations of stakeholders.

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group:**

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	Emails, meetings, townhall meeting, training programmes and other communication mechanisms	Continuous	Safe and inclusive workplace for employees and offer opportunities for their professional advancement and development. Increase and encourage employee engagement in normal business course. Discuss feedback and redress any grievances.
Customers	No	Multiple channels – physical and digital	Continuous	To maintain regular communication with the customers during the entire service lifecycle and respond to any Query/ Request / Complaint they might encounter as per the defined timelines.
Suppliers	No	Emails, Meetings, Regular feedbacks	Continuous / Need basis	To establish a sustainable supply chain in the long term by improving the procurement process from local suppliers and resolving their issues. Additionally, they are also educated on ethical business practices
Investors / Shareholders	No	Email, SMS, newspaper advertisement, website, quarterly earnings conference calls, intimation to stock exchanges, face-to-face / virtual meetings, annual general meetings, investor grievance channels, investor / analyst meets, conference / roadshow participations	Annually / Half-Yearly / Quarterly / Need basis	The purpose to offer pertinent information and comprehend stakeholders' perspectives on the Company's and its subsidiaries / joint ventures / associates' strategy, performance, portfolio update, and resolve any grievances
DSA, channel partners	No	Multiple channels – physical and digital	Frequent / Need basis	Product knowledge, program for affordable housing, MSME products
Regulators	No	Face to face meeting, Web based meetings, Emails, Letters, Postal, Regulatory Reports/ Clarifications, NHB portal CRAMIS/XBRL, DAKSH portals	Annually, Half Yearly, Quarterly, Monthly, depending on the periodic and Ad hoc requirements	Structured Meetings with RBI, Adhoc RBI Seminars/ trainings, discussions with regulators for guidance and advisory, Regulatory Returns. etc. Meeting with the NHB Inspection Team and with Nodal officer. Ad hoc NHB Seminars and discussions with regulators for guidance and advice. Training on risk-based supervision of HFCs and online training programs on various matters.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Communities and NGOs	Yes	Through our on-ground partner teams and in-person visits by PEL Group employees/ volunteers	Continuous / Need basis	With a focus on improving the lives of underserved communities in India, PEL Group work towards solving the most challenging problems in the areas of Health, Education, and Water. Piramal Foundation operates in 27 states and 2 UTs, and collaborates with government departments, local governing bodies, community leaders, and social sector organizations. In 112 Aspirational Districts, PEL group aim to build a lasting impact by partnering with NGOs, volunteers, Panchayati Raj Institutions (PRIs), and faith leaders by driving behavior change campaigns, convergence between ministries and departments for ensuring last mile delivery in Health and Education. PEL Group have deployed integrated health solutions, including helplines, MMUs, telemedicine centers, and static clinics, that cater to the healthcare needs of beneficiaries in remote areas. Additionally, PEL Group focus on building leadership and optimizing institutional processes across six states, while our fellowship programs, Gandhi Fellowship and Karuna Fellowship, empower young individuals to drive social change in various regions of India.

LEADERSHIP INDICATORS

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

   The Management routinely engages with essential stakeholders such as investors, customers, channel partners, and analysts to convey strategies and performance updates. These interactions are primarily managed by responsible business functions, with senior executives participating as required. Subsequently, pertinent issues and feedback are deliberated upon with the appropriate board committees.

2. **Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

   Stakeholder consultations are integral to identifying material topics for PEL Group. Through the materiality assessment exercise, the Group engages with key stakeholders, including customers, analysts, and investors, via surveys to pinpoint significant ESG (Environmental, Social, and Governance) topics. Insights gleaned from these engagements are meticulously analyzed to construct the materiality matrix, which serves as the foundation for the sustainability strategy formulation.

3. **Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.**

   Through PEL group's focused lending initiatives for Financial Inclusion, underserved and unserved borrowers especially in tier 2 and 3 cities are provided access to finance.

   Through employee volunteering initiatives, the employees of the company engage with the communities at a grassroot level. The concerns of vulnerable and marginalized stakeholder groups are addressed through the CSR projects. The details on CSR initiatives are outlined in Principle 8.

PRINCIPLE 5: Businesses should respect and promote human rights

ESSENTIAL INDICATORS

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2023-24			FY 2022-23		
	Total (A)	No. of employees /workers covered (B)	% (B / A)	Total (C)	No. of employees /workers covered (D)	% (D / C)
Employees						
Permanent	13,706	13,194	96.26%	12,394	12,394	100%
Other than permanent	257	0	0%	69	69	100%
Total employees	**13,963**	**13,194**	**94.49%**	**12,463**	**12,463**	**100%**

Note: The PEL Group targeted to launch a comprehensive module on human rights in FY 2024. The Group is proactively implementing measures to ensure broader training coverage.

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2023-24					FY 2022-23				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	**13,706**	**-**	**-**	**13,706**	**100%**	**12,394**	**-**	**-**	**12,394**	**100%**
Male	12,098	-	-	12,098	100%	11,186	-	-	11,186	100%
Female	1,608	-	-	1,608	100%	1,208	-	-	1,208	100%
Other than Permanent	**257**	**-**	**-**	**257**	**100%**	**69**	**-**	**-**	**69**	**100%**
Male	125	-	-	125	100%	51	-	-	51	100%
Female	132	-	-	132	100%	18	-	-	18	100%

Note: The PEL group ensures salary/wages paid are at par or above the minimum wages.

3. Details of remuneration/salary/wages, in the following format:

a. Median remuneration / wages:

Category	Male		Female	
	Number	Median remuneration/salary/ wages of respective category (₹ in Cr)	Number	Median remuneration/salary/ wages of respective category (₹ in Cr)
Board of Directors (BoD)	9	0.47	5	0.46
Key Managerial Personnel	Since there is only one Key Managerial Personnel in each category, median is not applicable			
Employees other than BoD and KMP	12,096	0.03	1,606	0.03

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

Category	FY 2023-24	FY 2022-23
Gross wages paid to females as % of total wages	12%	11%

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes, the Human Resources team addresses the human rights complaints of employees, if any.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

The PEL Group has several internal mechanisms for addressing complaints about human rights. The Code of Conduct for Directors and Senior Management provides guidance to maintain accountability, integrity, and the highest standard of corporate governance. The Group also possesses a Vigil Mechanism that encompasses a Whistle Blower Policy. This policy establishes a framework for secure and responsible reporting of unethical conduct, actual or suspected fraud, or violation of human rights. Moreover, the ESG policy offers a grievance mechanism, ensuring all employees have 24x7 access to a secure platform to securely report any violations of the Group's policies and procedures.

Further, the Group also has a system in place where employees can raise tickets for their queries in relation to compensation, pay slips, tax deduction, leave policy, etc. and get it resolved. It is managed by HR and hosted on intranet of the Group.

6. **Number of Complaints on the following made by employees and workers:**

	FY 2023-24			FY 2022-23		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	13	1	The resolution of 1 case pending as of the date of the report	11	0	-
Discrimination at workplace	-	-	-	-	-	-
Child Labour	-	-	-	-	-	-
Forced Labour / Involuntary Labour	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human rights related issues	-	-	-	-	-	-

7. **Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:**

Category	FY 2023-24	FY 2022-23
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	13	11
Complaints on POSH as a % of female employees / workers	0.75%	0.90%
Complaints on POSH upheld	11	11

8. **Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

In adherence to regulatory mandates, the PEL Group has instituted a whistle blower mechanism and created a corresponding Whistle Blower Policy ("Policy") to provide a structured and secure framework for responsible and secure whistle blowing/ vigilance. The policy, influenced by the Group's philosophy of Knowledge, Action and Care, supports the Group in upholding high moral standards, financial integrity, transparency, and good governance in its business operations.

Directors, employees, customers, and all other stakeholders have the ability under the Policy to report concerns about unethical behavior, actual or suspected fraud or violation of the Code of Conduct or Policy. We support and encourage anyone with legitimate concerns about suspected misconduct to voice these concerns without fear of retaliation or unfair treatment. The PEL Group understands some violations may dissuade open communication from employees. Therefore, this Policy serves as an additional communication channel, supplementing the regular management hierarchy, so that all employees, irrespective of their position, can express their concerns.

The mechanism provides for safeguards against victimization of whistle blowers who avail of this mechanism and provides for direct access to the Whistle Blower Committee or Investigating Officer / Internal Audit / Independent Firm appointed by the Whistle Blower Committee of the Company. However, this does not release the employees from their duty of confidentiality in their course of work nor can it be used as a route for any Malicious Complaints.

The Policy covers all malpractices and all unethical, illegal or improper activities which have taken place / suspected to have taken place, including but not limited to abuse of authority, negligence causing substantial and specific danger to public health and safety, financial irregularities including fraud or suspected fraud, criminal offence, perforation of confidential / proprietary information, misappropriation of company funds / property, breach of Code of Conduct and any other unethical or immoral or illegal events.

All protected disclosures under the Policy are documented and thoroughly investigated by either an Investigating Officer/Internal Audit/ Independent Firm appointed by the Whistle Blower Committee. Investigations are neutral fact-finding processes, not accusations, and investigators must maintain fairness, objectivity, and ethical behavior while abiding by legal and professional norms.

Post investigation, the Whistle Blower Committee submits a confidential report to the Audit Committee Chairman. The Audit Committee reviews these reports and provides its recommendations. If investigation disproves a good faith disclosure by a whistle blower, no action is taken against them.

Furthermore, the Group has implemented a strong policy to prevent sexual harassment in the workplace that aligns with the guidelines set forth by The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The Group has adhered to the regulations related to the formation of an Internal Complaints Committee (ICC) under this act to address complaints related to sexual harassment. This policy applies to all employees including permanent, contractual, temporary, and trainees.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

No. The Group's ESG policy reaffirm its commitment to protecting the human rights of all stakeholders along its entire value chain.

10. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labor	-
Forced/involuntary labor	
Sexual harassment	
Discrimination at workplace	
Wages	
Others – please specify	

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.

Not applicable.

LEADERSHIP INDICATORS

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

There have been no human rights grievances / complaints warranting modification / introduction of business processes.

2. Details of the scope and coverage of any Human rights due diligence conducted.

The PEL Group did not conduct human rights due diligence.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes, all corporate offices in Mumbai have ramps for easy movement for differently abled visitors and the office-spaces are designed for convenience of differently abled visitors. The PEL Group is in the process of continuously evaluating and upgrading branch offices to make them more accessible.

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Child labour	-
Forced/involuntary labour	
Sexual harassment	
Discrimination at workplace	
Wages	

5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

Not applicable.

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

ESSENTIAL INDICATORS

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	FY 2023-24	FY 2022-23
From renewable sources		
Total Electricity Consumption (A) (GJ)	**342.75**	**-**
Total Fuel Consumption (B) (GJ)	-	-
Energy Consumption through other sources (C) (GJ)	-	-
Total Energy Consumption from renewable sources (A+B+C) (GJ)	**342.75**	**-**
From non-renewable sources		
Total Electricity Consumption (D) (GJ)	27,830.72	24,838.28
Total Fuel Consumption (E) (GJ)	325.96	840.51
Energy Consumption through other sources (F) (GJ)	-	-
Total Energy Consumption from non-renewable sources (D+E+F) (GJ)	**28,156.68**	**25,678.79**
Total Energy Consumption (A+B+C+D+E+F) (GJ)	**28,499.43**	**25,678.79**
Energy Intensity per INR of turnover (Total energy consumption / Revenue from operations in rupees) (GJ/ ₹ in Cr)	**2.84**	**2.87**
Energy Intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumption / Revenue from operations adjusted for PPP) (GJ/ ₹ in Cr Adjusted for PPP)	**65.08**	**65.67**
Energy Intensity in terms of physical output	-	-
Energy Intensity (optional) – the relevant metric may be selected by the entity	-	-

Note: Renewable energy consumption calculation for one office (Bangalore), which was operational only during March 2024, is conducted using the average daily renewable energy units consumed in a different month.

The PPP rate is considered as 22.882 as per the Organisation for Economic Co-operation and Development's (OECD) 2022 update.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No.

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

Given the nature of business, this indicator is not applicable.

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2023-24	FY 2022-23
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	Not available
(ii) Groundwater	-	
(iii) Third party water	1,57,142.70	
(iv) Seawater / desalinated water	-	
(v) Others (Rainwater storage)	-	
Total volume of Water Withdrawal (in kilolitres) (I + ii + iii + iv + v)	**1,57,142.70**	
Total volume of Water Consumption (in kilolitres)	**1,57,142.70**	
Water Intensity per rupee of turnover (Water consumption / Revenue from operations) (kL/₹ in Cr)	**15.68**	
Water Intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP) (kL/₹ in Cr Adjusted for PPP)	**358.85**	
Water Intensity in terms of physical output	-	
Water Intensity (optional) – the relevant metric may be selected by the entity	-	

Note: Water consumption calculations are conducted based on 45 Liters per head per day for office use, as specified by the National Building Code of India (NBC) 2016.

Note: The PPP rate is considered as 22.882 as per the Organisation for Economic Co-operation and Development's (OECD) 2022 update.

Note: Indicate if any independent assessment / evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No.

4. **Provide the following details related to water discharged:**

Parameter		Unit	FY 2023-24	FY 2022-23
Water discharge by destination and level of treatment (in kilolitres)				
(i)	Into Surface water		The domestic wastewater is being disposed of as per regulatory norms.	
	- No treatment	m3		
	- With treatment – please specify level of treatment	m3		
(ii)	Into Groundwater			
	- No treatment	m3		
	- With treatment – please specify level of treatment	m3		
(iii)	Into Seawater			
	- No treatment	m3		
	- With treatment – please specify level of treatment	m3		
(iv)	Sent to third-parties			
	- No treatment	m3		
	- With treatment – please specify level of treatment	m3		
(v)	Others			
	- No treatment	m3		
	- With treatment – please specify level of treatment	m3		
Total water discharged (in kilolitres)		m3		

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No.

5. **Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

Given the nature of business, this indicator is not applicable.

6. **Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:**

Given the nature of business, this indicator is not applicable.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

NA.

7. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:**

Parameter	Unit	FY 2023-24	FY 2022-23
Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	**tCO2e**	**24.30**	**62.50**
Total Scope 2 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	**tCO2e**	**5,535.22**	**5,620.23**
Total Scope 1 and Scope 2 Emissions	**tCO2e**	**5,559.52**	**5,682.73**
Total Scope 1 and Scope 2 Emissions Intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG Emissions / Revenue from operations)	**tCO2e/ ₹ in Cr**	**0.55**	**0.64**
Total Scope 1 and Scope 2 Emissions Intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG Emissions / Revenue from operations adjusted for PPP)	**tCO2e/ ₹ in Cr Adjusted for PPP**	**12.70**	**14.64**
Total Scope 1 and Scope 2 Emissions Intensity in terms of physical output		-	-
Total Scope 1 and Scope 2 Emissions Intensity (optional) – the relevant metric may be selected by the entity	**-**	-	-

Note: The PPP rate is considered as 22.882 as per the Organisation for Economic Co-operation and Development's (OECD) 2022 update.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No.

8. **Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.**

The bulk of the emission stems from electricity (Scope 2) and fuel consumption of the group-owned vehicles (Scope 1). Addressing its electricity consumption, the corporate office in Bangalore has installed a 27.5 kW solar plant, which help reduce GHG emissions by meeting a portion of its energy demands. The corporate office in Kurla (Mumbai) utilizes renewable energy to meet part of its electricity requirements. The PEL Group's has installed energy-efficient LED lighting and signage boards. Moreover, inverter air-conditioning units with R-22 refrigerant are installed in all new branches to minimize GHG emissions. The PEL Group is internally assessing the potential for efficient equipment and alternative energy sources at branch offices. The Group's use of video conferencing technologies decreases air travel for employees and the corresponding emissions. Additionally, the Company is making efforts to digitize operations and procedures wherever viable. Collaborations have been initiated with air travel booking vendors to gauge travel emissions.

The PEL Group actively monitors emissions and energy consumption patterns to identify energy-saving opportunities. The Piramal Finance office at Agastya building in Kurla Mumbai has been applied for IGBC Platinum certification this year due to its environmental performance.

According to the established baseline, the PEL Group aims to reduce absolute GHG emissions (Scope 1 and 2) in the forthcoming years, as per The Science Based Targets initiative (SBTi) requirements.

9. **Provide details related to waste management by the entity, in the following format:**

Parameter	FY 2023-24	FY 2022-23
Total Waste generated (in metric tonnes)		
Plastic waste **(A)**	-	-
E-waste **(B)**	1.02	0.36
Bio-medical waste **(C)**	Given the nature of business, the PEL Group does not produce or dispose any kind of biomedical, construction debris radioactive waste or hazardous waste.	Given the nature of business, the PEL Group does not produce or dispose any kind of biomedical, construction debris or radioactive waste or hazardous waster
Construction and demolition waste **(D)**		
Battery waste **(E)**		
Radioactive waste **(F)**		
Other Hazardous waste. Please specify, if any. **(G)**		
Other Non-hazardous waste generated **(H)**. Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	125.70	
Total (A + B + C + D + E + F + G+ H)	**126.72**	**0.36**
Waste Intensity per rupee of turnover (Total waste generated / Revenue from operations) (MT/₹ in Cr)	**0.01**	**0.00004**
Waste Intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP) (MT/₹ in Cr Adjusted for PPP)	**0.29**	**0.001**
Waste Intensity in terms of physical output	-	-
Waste Intensity (optional) – the relevant metric may be selected by the entity	-	-
For each category of waste generated, total waste recovered by nature of recovery method (in metric tonnes)		
Category of waste: E-waste (B)		
(i) Recycled	0.58	-
(ii) Re-used	-	-
(iii) Other recovery operations	-	-
Total	**0.58**	**-**
For each category of waste generated, total waste recovered by nature of recovery method (in metric tonnes)		
Category of waste: Non-hazardous waste (H)		
(i) Recycled	-	-
(ii) Re-used	-	-
(iii) Other recovery operations	-	-
Total	**-**	**-**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste: Battery waste (E)		
(i) Incineration	-	-
(ii) Landfilling	-	-
(iii) Other disposal operations	-	-
Total	**-**	**-**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste: Other Non-hazardous waste (H)		
(i) Incineration	-	-
(ii) Landfilling	-	-
(iii) Other disposal operations	-	-
Total	**-**	**-**

Note: The PPP rate is considered as 22.882 as per the Organisation for Economic Co-operation and Development's (OECD) 2022 update.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No.

10. **Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your product and processes and the practices adopted to manage such wastes.**

Given the nature of business, the PEL Group does not utilize any hazardous or toxic chemicals.

Further, the 5R waste hierarchy is employed to handle resources such as paper and e-waste, thus advocating for responsible use and disposal. The PEL Group identifies obsolete IT assets and recycles them with industry-leading protocols.

11. **If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:**

Not applicable.

12. **Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:**

Not applicable.

13. **Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:**

Yes, the PEL Group is in compliance with applicable environmental norms.

LEADERSHIP INDICATORS

1. **Water withdrawal, consumption, and discharge in areas of water stress (in kilolitres):**

Not applicable.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

NA

2. **Please provide details of total Scope 3 emissions & its intensity, in the following format:**

The Group does not calculate its Scope 3 emissions yet.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No.

3. **With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.**

Not applicable.

4. **If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:**

Sr.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along with summary)	Outcome of the initiative
1	Renewable energy consumption in Kurla, Mumbai office	The corporate office in Kurla (Mumbai) utilizes renewable energy to meet part of its electricity requirements.	92,366.00 kWh saved
2	Renewable energy generation in Bangalore office	The corporate office in Bangalore has installed a 27.5 kW solar plant, which help reduce GHG emissions by meeting a portion of its energy demands.	2,842.84 kWh saved*

Note: *Renewable energy consumption calculation for one office (Bangalore), which was operational only during the month of March in FY 2024, is conducted using the average daily renewable energy units consumed in a different month.

5. **Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.**

Yes, the PEL Group operates under a Business Continuity Policy (BCMS Manual). It performs a Business Impact Assessment (BIA) with designated business single point of contacts (SPOCs). Based on the BIA results, the IT team conducts Disaster Recovery (DR) tests.

The business teams also carry out BCP tests specifically for the Work from home mode, testing connectivity to IT applications. The BCMS manual is accessible on the company’s intranet portal.

6. **Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?**

Given the nature of business, there has been no adverse impact to the environment.

7. **Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impact.**

No value chain partners were assessed for environmental impact.

PRINCIPLE 7: Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

ESSENTIAL INDICATORS

1. a) **Number of affiliations with trade and industry chambers/ associations.**

1

b) **List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.**

Sr.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1.	Confederation of Indian Industry (CII)	National

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

Name of Authority	Brief of the case	Corrective action taken
Not applicable as the entity has not received any issues or adverse orders, related to anti-competitive conduct from regulatory authorities.		

LEADERSHIP INDICATORS

1. **Details of public policy positions advocated by the entity:**

Sr.	Public policy advocated	Method resort for such advocacy	Whether the information is available in public domain? (Yes/No)	Frequency of review by board (Annually/ Half yearly/ Quarterly/ Other-please specify	Web Link, if available
			-		

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development

ESSENTIAL INDICATORS

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.**

Name and brief details of project	SIA notification no.	Date of notification	Whether conducted by independent external agency (Yes / No)	Resulted communicated in public domain	Relevant Web Link
			Not applicable		

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity.**

Sr.	Name of project for which R&R is ongoing	State	District	No of Project Affected Families (PAFs)	% of PAFs covered by RAR	Amount Paid to PAFs in the FY (in INR)
				Not applicable		

3. **Describe the mechanisms to receive and redress grievances of the community.**

As a part of CSR initiatives, the PEL Group engages with community by way of its volunteers and employees. Other than direct feedback, the Group's grievance redressal mechanism also incorporates grievances from the community.

4. **Percentage of input material (inputs to total inputs by value) sourced from local or small-scale suppliers:**

	FY 2023-24	FY 2022-23
Directly sourced from MSMEs/ Small producers	01.61%	0
Directly from within India	100%	0

5. **Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost.**

Location	FY 2023-24	FY 2022-23
Rural	0%	0%
Semi-urban	0%	0%
Urban	5.10%	4.69%
Metropolitan	94.90%	95.31%

Note: The above categorization is made by mapping the PEL offices and branches to the total population of corresponding districts as per the 2011 Census data (https://censusindia.gov.in/census.website/data/census-tables).

LEADERSHIP INDICATORS

1. **Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

Not applicable.

2. **Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

Sr. No.	State	Aspirational District	Amount Spent (₹ in Crores)
1	Andhra Pradesh	Alluri Sitharamaraju, Parvathipuram Manyam, Y.S.R. Kadapa	0.07
2	Arunachal Pradesh	Namsai	0.08
3	Assam	Dhubri,Goalpara, Barpeta, Hailakandi, Baksa, Darrang, Udalguri	0.42
4	Bihar	Sitamarhi, Araria, Purnia, Katihar, Muzaffarpur, Begusarai, Khagaria, Banka, Sheikhpura, Aurangabad, Gaya, Nawada, Jamui.	0.4
5	Chhattisgarh	Korba, MMAC, Mahasamund, Uttar Bastar Kanker, Narayanpur, Dakshin Bastar Dantewada, Bastar, Kondagaon, Sukma, Bijapur	0.6
6	Gujarat	Dahod, Narmada	0.15
7	Himachal Pradesh	Chamba	0.03
8	Haryana	Mewat	0.04
9	Jharkhand	Garhwa, Chatra, Giridih, Godda, Sahibganj, Pakur, Bokaro, Lohardaga, Purbi Singhbhum, Palamu, Latehar, Hazaribagh, Ramgarh, Dumka, Ranchi, Khuti, Gumla, Simdega, Pashchimi Singhbhum	0.66
10	Jammu & Kashmir	Kupwara, Baramula	0.05
11	Karnataka	Raichur, Yadgir	0.04
12	Kerala	Wayanand	0.05
13	Maharashtra	Nandurbar, Washim, Gadchiroli, Osmanabad	0.33
14	Madhya Pradesh	Chhatarpur, Damoh, Barwani, Rajgarh, Vidisha, Guna, Singrauli, Khandwa (East Nimar)	0.33
15	Manipur	Chandel	0.004
16	Nagaland	Kiphire	0.07
17	Odisha	Dhenkanal, Gajapati, Kandhamal, Balangir, Kalahandi, Rayagada, Koraput, Malkangiri, Nuapada, Nabarangapur	0.48
18	Punjab	Moga, Ferozepur	0.06
19	Rajasthan	Dhaulpur, Karauli, Jaisalmer, Sirohi, Baran	0.23
20	Tamil Nadu	Virudhunagar, Ramanathapurãm	0.13
21	Tripura	Dhalai	0.04
22	Telangana	Asifabad, Bhupalapalle, Bhadradri-Kothagudem	0.11
23	Uttarakhand	Udham Singh Nagar, Haridwar	0.11
24	Uttar Pradesh	Chitrakoot, Fatehpur, Bahraich, Shravasti, Balrampur, Siddharthnagar, Chandauli, Sonbhadra	0.32
25	Sikkim	Soreng	0.05
26	Meghalaya	Ribhoi	0.08
27	Mizoram	Mamit	0.06

3. (a) **Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized / vulnerable groups? (Yes/No)**

No.

(b) **From which marginalized /vulnerable groups do you procure?**

Not Applicable.

(c) **What percentage of total procurement (by value) does it constitute?**

Not Applicable.

4. **Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge.**

Not Applicable.

5. **Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.**

Not Applicable.

6. **Details of beneficiaries of CSR Projects.**

Sr. No.	CSR Project	No. of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalized group
1	Aspirational Districts Collaborative (ADC)	15,00,000	90%
2	Tribal Health Collaborative (THC)	1,90,00,000	100%
3	Digital Bharat Collaborative (DBC)	12,95,528	90%
4	Piramal School Of Leadership (PSL)	5,67,731	66%

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in responsible manner

ESSENTIAL INDICATORS

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

To ensure customer satisfaction, the PEL Group maintains a structured governance mechanism that allows feedback and complaints via a toll-free number or designated email addresses.

A report outlining the received and resolved complaints is presented before the Board of Directors each quarter. The Board routinely evaluates the compliance with the Fair Practices Code (FPC) and the functioning of the grievance mechanism. For the purpose of enhancing customer awareness, FPC boards are displayed in all branch offices. Moreover, information regarding the Nodal Officer and the Reserve Bank of India's Integrated Ombudsman Scheme 2021 is available on the Company's website.

2. **Turnover of products and/ services as a percentage of turnover from all products/service that carry information.**

Type	As a percentage to total turnover
Environment and Social parameters relevant to product	Not applicable
Safe and responsible usage	
Recycling and/or safe disposal	

3. **Number of consumer complaints**

Particulars	FY 2023-24 Current FY			FY 2022-23 Previous FY		
	Received during the year	Pending resolution at the end of year	Remarks	Received during the year	Pending resolution at the end of year	Remarks
Data Privacy	-	-	-	-	-	-
Advertising	-	-	-	1	0	-
Cybersecurity	-	-	-	-	-	-
Delivery of essential services	6,848	100	-	5,460	108^	-
Restrictive Trade Practices	4	4	-	-	-	--
Unfair Trade Practices	49	44	-	-	-	-
Others (Whistleblower)	-	-	-	1	0	-

Note: In FY 2023, 5460 complaints/ queries were received from consumers of the material subsidiary of the Group in relation to business services of which 108 were pending for resolution as on 31 March 2023.

^ All 108 customers pending cases in FY 2023 have been resolved as on the date of this Report.

4. **Details of instances of product recalls on account of safety issues**

   Not applicable.

5. **Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.**

   Yes, the Group and its material subsidiary have a Board-approved Information Security Policy and Cyber Security Policy, which was updated in FY 2023-24 based on Reserve Bank of India RBI guidelines.

   It has integrated cyber security into its IT security policies and procedures to mitigate risks. An Information Security Governance Program has been implemented, with regular policy and process reviews to protect against insider threats and frauds. A user-friendly privacy policy is also in place, detailing customer rights to access, rectify, or erase their personal data. The firm conducts a Data Privacy Impact Assessment to identify and evaluate possible privacy risks related to projects or initiatives involving customer data collection, usage, or processing. It can be accessed on the Company's website.

6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**

   No corrective actions were required to be taken.

7. **Provide the following information relating to data breaches:**

   a. **Number of instances of data breaches**

      0

   b. **Percentage of data breaches involving personally identifiable information of customers**

      0%

   c. **Impact, if any, of the data breaches**

      Not applicable.

LEADERSHIP INDICATORS

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

   The information relating to various services offered by the PEL Group is available on the Company's official website at https://www.piramalenterprises.com/. In addition, the PEL Group actively uses various social media and digital platforms to disseminate information of its services / products.

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

   The PEL Group actively advocates educational initiatives that equip customers to make informed financial choices. Procedures are in place within the company to guarantee that each customer is thoroughly informed about each service it provides. During the year, the Company conducted financial literacy sessions in assorted districts to educate consumers on the basics of loans and finance. In addition, the Group is in the process of developing e-modules aimed at educating the public about borrowing. The Group's employees receive training to articulate the terms and conditions of the loan contracts to the customers. These agreements are transparent and offer comprehensive information about the lending products, with clear and effective communication. The Group has established Most important terms and conditions (MITC) and Loan Agreements. Details about the Company's branches are displayed on the website, providing customers with the option to visit alternative branches. In the event of any divestments, investors receive notifications via email.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

   Should there be any disturbance in services, the Group typically posts an alert or notification on its website to notify all customers about such interruptions. In instances of urgent necessities, the company communicates with customers via email, SMS, or WhatsApp in line with the needs of the business or operations teams.

4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable)? If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)

Given the nature of business, display of product information is not applicable. The PEL Group carries out Customer Satisfaction surveys at 2 critical junctures in the customer lifecycle as follows–Post loan disbursement and Post Contact Center/ Branch interaction.

The Net Promoter Score (NPS) score is +41 on 11-point rating scale.

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 comprises of Standalone Balance Sheet as at 31 March 2024, the Standalone Statement of Profit and Loss (including Other Comprehensive Income), the Standalone Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and notes to the standalone financial statements, including a summary of significant accounting policies and other explanatory information (hereinafter referred to as "the standalone financial statements").

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 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 31 March 2024, its profit, total other comprehensive income, its cash flows and the changes in equity for the year ended on that date.

BASIS FOR OPINION

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics.

We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the standalone financial statements.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the Standalone Financial Statements section of our report, including in relation to these matters.

Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the standalone financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying standalone financial statements.

Sr. No.	Key Audit Matters	Auditors Response
1.	**Expected Credit Loss allowance on financial assets and net loss on derecognition of financial instruments under amortised cost category.** Refer to accounting policy information in Note 2A (v) to the standalone financial statements and Notes 2B (i), (iv) and (vi), 5, 6, 17, 25, 26 and 41.3 to the standalone financial statements.	
	In accordance with Ind AS 109 "Financial Instruments", allowance for loan losses are determined using the expected credit loss (ECL) approach. ECL approach adopted by the Company involves significant management judgement and estimates. The key areas where we identified greater levels of management judgement and therefore increased levels of audit focus in the Company's ECL approach are: ➢ The application of ECL model requires several data inputs, inherently judgements in nature, to calculate Probability of Default ("PDs"), Loss Given Default ("LGD") and Exposure at Default (EAD). ➢ Estimating Management overlay (including additional overlay) for economic uncertainty, forward-looking information, macro-economic factors and impact of market risk for portfolio of real-estate loans ➢ Accuracy of the data from internal and external sources used in the Models. Qualitative and quantitative factors used in staging the loan assets.	Principal audit procedures followed: ➢ Reviewed the Board / Sustainability and Risk Management Committee of Board approved loss allowance policy and verified the alignment of methodology adopted for computation of ECL provision as per the policies approved. ➢ Tested the design and operating effectiveness of the key controls over the completeness and accuracy of data, inputs and assumptions into the ECL model. ➢ Evaluated whether the methodology applied by the Company is compliant with the requirements of the relevant accounting standards, Reserve Bank of India's ('RBI') master directions relating to Prudential norms on Income Recognition, Asset Classification and Provisioning pertaining to Advances and confirmed that the calculations are performed in accordance with the approved methodology and ECL amounts has been approved by the Management and the Audit committee.

Sr. No.	Key Audit Matters	Auditors Response
	Considering the significance of ECL to the overall standalone financial statements and the degree of Management's estimates and judgements involved in this matter that requires significant auditors' attention. We have considered the expected credit loss allowance on financial assets to be a key audit matter. The disclosures regarding the Company's application of Ind AS 109 are key to explaining the key judgements and material inputs to ECL and net loss on derecognition of financial instruments under amortised category. Further, disclosures to be provided as per RBI circulars with regards to non-performing assets and provisions will also be an area of focus as these are related to an area of significant estimate.	➢ Tested on sample basis key inputs, data and assumptions impacting ECL calculations to assess the accuracy and relevance of data and reasonableness of economic forecasts and model assumptions applied. ➢ Review of note placed before the Sustainability and Risk Management Committee of Board for Management overlay / General provision. ➢ Tested the arithmetical accuracy of the computation of ECL provision performed by the Company in spreadsheets. ➢ Verified the adjustments to the output of the ECL model are consistent with the documented rationale and basis for such adjustments which has been approved by the Audit Committee of the Board of Directors. ➢ Assessed whether the disclosures on key judgements, assumptions and quantitative data with respect to impairment loss allowance in standalone financial statements are appropriate and sufficient.
2.	**Determination of fair value / recoverable value for the purpose of measurement of certain financial assets measured at fair value and for the purpose of impairment assessment of investments in subsidiary, joint venture or associate companies measured at cost, investment in Alternative Investment Fund (AIF) and investment property measured at cost:** Refer to accounting policy information in Notes 2A (iii), (iv), (vi), (ix) and (x) and Notes 2B (ii), (iv), (v), (vi), 6, 10, 21, 28, 30, 35, 39 and 44.	
	The Company's investments in certain unquoted instruments (other than investment in subsidiaries, joint ventures and associates) are measured at fair value at each reporting date as per the requirements of Ind AS 109. These fair value measurements impact on the Company's financial performance. Further, certain investments in AIF are subjected to RBI Regulations. The Company's investments in subsidiaries, joint ventures and associates and investment property are measured at cost less provision for impairment, if any, as per the requirements of Ind AS 27 and Ind AS 40 respectively.	Principal audit procedures followed: ➢ Understood the process, evaluated the design and testing the operating effectiveness of such controls in respect of valuation of investments / impairment assessment / estimation of recoverable amount by the Company's Management. ➢ Evaluated Management's controls over collation of relevant information used for determining estimates for valuation and recoverable amount and impairment testing of investments.
	The valuation for the purpose of measurement and impairment assessment requires significant judgement due to unavailability of quoted prices and limited liquidity. The disclosures regarding the Company's fair value estimation and impairment are key to explaining the key estimation and judgements including material inputs to the estimated valuation / recoverable amount figures.	➢ Tested appropriate implementation of policies of valuation and impairment testing by the Company's Management. ➢ Reconciled the financial information in the estimates relating to fair valuation, recoverable amount and impairment to underlying source details. ➢ Verified the independent valuation reports for unquoted investments and investment property obtained by the Company's Management. ➢ Tested the reasonableness of Management's estimates considered in such assessment. ➢ Assessed the competence, capabilities and objectivity of the experts used by Management in the process of valuation models. ➢ Assessed the Company's application of and compliance with regulatory requirements with respect to investment in AIFs. ➢ Assessed the factual accuracy conclusion reached by the Management and appropriateness of the disclosures made in the standalone financial statements in respect of investments, investment property and impairment of non-financial assets.

INFORMATION OTHER THAN THE STANDALONE FINANCIAL STATEMENTS AND AUDITORS' REPORT THEREON

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Board Report including annexures to the Board report but does not include the standalone financial statement and our auditors' report thereon.

Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE STANDALONE FINANCIAL STATEMENTS

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance (including other comprehensive income), cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Accounting Standards (Ind AS) specified under Section 133 of the Act.

This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the Management and the Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is also responsible for overseeing the Company's financial reporting process.

AUDITORS' RESPONSIBILITIES 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 auditors' 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 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 judgment 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 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 with reference to the standalone financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity 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 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 auditors' 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. Pursuant to the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of Sub-Section (11) of Section 143 of the Act, , and on the basis of such checks of the books and records of the Company as we considered appropriate and according to the information and explanations given to us, we give in the Annexure “A” a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2. As required by Section 143(3) of the Act, 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 & 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 Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended.

   (e) On the basis of the written representation received from the directors as on 31 March 2024 taken on records by the Board of Directors, none of the directors are disqualified as on 31 March 2024 from being appointed as a Directors in terms of Section 164(2) of the Act.

   (f) With respect to the adequacy of the internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in Annexure “B”. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to standalone financial statements.

   (g) With respect to the other matters to be included in the Auditor’s Report in accordance with the requirements of Section 197(16) of the Act, as amended, in our opinion and to the best of our information and explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.

   (h) With respect to the other matters to be included in the Auditor’s report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

      i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements. (Refer note 32 (a) to standalone financial statements)

      ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

      iii. There has been no delay in transferring amounts required to be transferred to the Investor Education and Protection Fund by the Company.

      iv. (a) The Management has represented, that to the best of their knowledge and belief, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person or entity, including foreign entity (“Intermediaries”), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend to or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

      (b) The Management has represented, that to the best of their knowledge and belief, no funds (which are material either individually or in the aggregate) have been received by the Company from any person or entity, including foreign entity (“Funding Parties”), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend to or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

      (c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representation under Sub Clause (i) and (ii) of Rule 11(e) of The Companies (Audit and Auditors) Rules, 2014, as provided under (a) and (b) above, contains any material misstatement. [Refer note 46 (ix) and 46 (x) to the standalone financial statements.]

      v. As stated in note 20 to the standalone financial statements, the Board of Directors of the Company has proposed dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in compliance with Section 123 of the Act. The dividend paid by the Company during the year is in accordance with Section 123 of the Act.

      vi. Based on our examination which included test checks, the Company has used an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with.

As proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 is applicable from 1 April 2024, reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 on preservation of audit trail as per the statutory requirements for record retention is not applicable for the financial year ended 31 March 2024.

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824
UDIN: 24143824BKCNTZ6971

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377
UDIN: 24145377BKHXXR7437

Place : Mumbai
Date : 8 May 2024

ANNEXURE "A"

referred to in "Report on Other Legal and Regulatory Requirements" section of our report to the members of Piramal Enterprises Limited of even date:

i. a. In respect of Company's Property, Plant and Equipment (PPE) and Intangible Assets:

A. The Company has maintained proper records, showing full particulars, including quantitative details and situation of PPE and relevant details of right-of-use assets.

B. The Company has maintained proper records showing full particulars of intangible assets and investment property.

b. According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has program of physical verification of property, plant and equipment, investment property and right of use assets so as to cover all the items once every three years which, in our opinion, is reasonable having regard to size of the Company and the nature of its assets. Pursuant to the program, physical verification was carried out 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/ amalgamation/ confirmation from custodians, provided to us, we report that, the title deeds of all the immovable properties, (other than immovable properties where the Company is the lessee and the lease agreements are duly executed in favour of the Company) disclosed in the financial statements included in PPE 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 the beneficial interest of the underlying land development rights is held in name of the Company.

d. The Company has not revalued any of its PPE (including right- of-use assets) and intangible assets during the year and hence reporting under Clause 3(i)(d) of the Order is not applicable to the Company.

e. According to the information and explanations given to us and on the basis of our examination of records, no proceedings have been initiated during the year or are pending as at 31 March 2024 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988, as amended, and Rules made thereunder and hence reporting under Clause 3(i)(e) of the Order is not applicable to the Company.

ii. (a) As at 31 March 2024, the Company does not hold any inventories and hence reporting under Clause 3(ii)(a) of the Order is not applicable to the Company.

(b) According to the information and explanations given to us and on the basis of our examination of records, the Company has been sanctioned working capital limits in excess of five crores rupees, in aggregate from banks on the basis of security of current assets during the year. In our opinion, the quarterly statements filed with banks are in agreement with the books of account.

iii. During the year, in the ordinary course of its business, the Company has made investments in, and granted loans and advances in the nature of loans, secured and unsecured, to companies, firms, limited liability partnerships and other parties. In respect of such Investment in, provided security or granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or any other parties:

(a) The principal business of the Company is to give loans, hence the requirement to report on Clause 3(iii)(a) of the Order is not applicable to the Company.

(b) In our opinion and according to information and explanations given to us and based on the audit procedures performed by us, having regard to the nature of the Company's business, the investments made and the terms and conditions of the grant of all the loans and advances in the nature of loans are, prima facie, not prejudicial to the interest of the Company. The Company has not provided any guarantee or security during the year.

(c) In respect of loans granted by the Company, the schedule of repayment of principal and payment of interest has been stipulated. Repayment of principal amounts and receipts of interest are regular except in delay in certain cases. However, having regard to the nature of business and the volume of the information involved, it is not practicable to provide an itemized list of loan assets where delinquencies during the year in the repayment of principal and interest have been identified for loans. Following delays were observed as at 31 March 2024:

Particulars	Total Overdue amount (Principal and Interest) * (₹ in Crores)	Number of cases
1-30 days	179.12	Wholesale 2; Retail – 5,704
31-60 days	18.93	Wholesale 1; Retail – 2,641
61- 90 days	24.14	Wholesale-1; Retail- 1,436
90 days or more	3.62	Retail – 496

** Excluding cases which are technical write off and restructured during the year*

(d) According to information and explanations given to us and on the basis of our examination of records of the Company, total amount (Principal and Interest) overdue for more than ninety days in respect of loans granted by the Company aggregates to ₹ 3.62 crores as at 31 March 2024, excluding the cases which are technical write off and restructured during the year. In accordance with the policies and procedures adopted, the Management has taken reasonable steps for recovery of principal amounts and interests.

(e) The principal business of the Company is to give loans, hence the requirement to report on Clause 3(iii)(e) of the Order is not applicable to the Company.

(f) The Company has not granted any loans or advances in the nature of loans during the year either payable on demand or without specifying any terms or period of repayment during the year and hence reporting under Clause 3(iii)(f) of the Order is not applicable to the Company.

iv. The Company is a NBFC and engaged in the business of financing. In our opinion and according to the information and explanation given to us, the Company has complied with the provisions of Section 186 (1) of the Act in respect of the investments made. Section 185 and other provisions of Section 186 of the Act are not applicable to the Company.

v. According to the information and explanations given to us and on the basis of our examination of records of the Company, no deposits or amounts which are deemed to be deposits within the meaning of Section 73 to 76 or any other relevant provisions of the Act and the Companies (Acceptance of Deposits) Rules, 2014 have been accepted by the Company and hence reporting under Clause 3(v) of the Order is not applicable to the Company.

vi. The Central Government has not specified the maintenance of cost records under Section 148(1) of the Act for the services of the Company and hence reporting under Clause 3(vi) of the Order is not applicable to the Company.

vii. (a) According to the information and explanations given to us and on the basis of our examination of the records, the Company is generally regular in depositing undisputed statutory dues including Goods and Services tax, provident fund, employees' state insurance, income tax, sales tax, custom duty, duty of excise, value added tax, cess and other material statutory dues during the year with the appropriate authorities. No undisputed amounts payable in respect of the aforesaid statutory dues were outstanding as at the last day of the financial year for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us and on the basis of our examination of the records, there are no statutory dues mentioned in Clause vii (a) which have been not deposited on account of any dispute except as disclosed below:

Name of the Statute	Nature of the 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	AY2013-14	0.15	0.15
		Appellate Authority up to Commissioner's level	AY 2006-07, 2010-11, 2011-12, 2012-13, 2014-15, 2016-17, 2019-20, 2020-21, 2021-22 and 2022-23	81.35	81.35
		High Court	AY 2002-03 and 2010-11	71.86	71.86
Central Excise Laws	Excise Duty & Service Tax including interest and penalty, as applicable.	CESTAT	1996-97 to 2000-01, 2004-05 to 2014-15	48.80	48.57
		Appellate Authority up to Commissioner's level	1989-90, 1995-96, 1998-99, 2004-05 to 2005-06 and 2013-18	6.13	6.12
Sales Tax Laws	Sales Tax	Tribunal	1990-91, 1995-96, 1997-98 to 2004-05, 2006-07 to 2010-11, 2012-13 to 2013-14	4.22	2.53
		Appellate Authority up to Commissioner's level	1998-99 to 2011-12, 2014-15	4.68	2.10
		High Court	2009-10	0.71	0.32
Goods & Service Tax Act, 2017	Goods & Service Tax	Appellate Authority up to Commissioner's level	2018-19	0.35	0.35
Stamp Act	Stamp Duty	High Court	1997-98,1999-2000,2001-02	9.37	9.37

viii. According to the information and explanations given to us and on the basis of our examination of the records, there were no amounts to be recorded in the books of accounts that have been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961).

ix. (a) Based on our audit procedures and on the basis of information and explanations given to us, we are of the opinion that the Company has not defaulted in the repayment of loans or other borrowings or in the repayment of interest thereon to the lenders and hence reporting under Clause 3(ix)(a) of the Order is not applicable to the Company.

(b) On the basis of information and explanations given to us and on the basis of our examination of the records, the Company has not been declared as willful defaulter by any bank or financial institution or other lender.

(c) To the best of our knowledge and belief, in our opinion and according to the information and explanations given to us and on the basis of our examination of the records, term loans have been applied for the purposes for which they have been raised.

(d) On an overall examination of the standalone financial statements, in our opinion the Company has, prima facie, not utilized funds raised on short term basis for long-term purposes.

(e) Based on our audit procedures and on the basis of information and explanations given to us, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries or joint venture or associate and hence reporting under Clause 3(ix)(e) of the Order is not applicable to the Company.

(f) Based on our audit procedures and on the basis of information and explanations given to us, during the year the Company has not raised term loans on the pledge of securities held in its subsidiary or joint venture.

x. (a) In our opinion and according to the information and explanations given to us and on the basis of our examination of the records, the Company has utilised the money raised by way of initial public offer (including debt instruments) for the purposes for which they were raised:

(b) According to the information and explanations given to us and on the basis of our examination of the records, the Company has not made any preferential allotment, private placement of shares or fully or partly convertible debentures during the year and hence reporting under Clause 3(x)(b) of the Order is not applicable to the Company.

xi. (a) During the course of our examination of the books and records of the Company, carried out in accordance with the generally accepted auditing practices in India and according to the information and explanations given to us, we have neither come across any instance of material fraud by or on the Company, noticed or reported during the year, nor have we been informed of such case by the Management.

(b) During the year and up to the date of this report, no report under Sub Section 12 of Section 143 of the Act has been filed in Form ADT-4 as prescribed in Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistleblower complaints received by the Company during the year while determining the nature, timing and extent of audit procedures.

xii. According to the information and explanations given to us and based on our examination of the records of the Company, the Company is not a Nidhi Company and hence reporting under Clause 3(xii) of the Order is not applicable to the Company.

xiii. According to the information and explanations given to us and based on our examination of the records of the Company, all the transactions with related parties are in compliance with Section 177 and 188 of the Act and all the details have been disclosed in the standalone financial statements as required by the applicable Accounting Standards. (Refer note 37 to the standalone financial statements)

xiv. a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has an adequate internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports for the year under audit, issued to the Company during the year and till date, in determining the nature, timing and extent of our audit procedure.

xv. According to the information and explanations given to us and on the basis of our examination of the records, the Company has not entered into any non-cash transactions prescribed under Section 192 of the Act with directors or persons connected with them during the year and hence provisions of section 192 of the Act are not applicable to the Company.

xvi. (a) The Company being a NBFC is registered under Section 45-IA of the Reserve Bank of India Act, 1934 ('RBI Act').

(b) The Company has conducted the non-banking financial activities with a valid certificate of registration.

(c) In our opinion, the Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India and accordingly reporting under paragraph 3(xvi)(c) of the Order is not applicable to the Company.

(d) Based on the information and explanations given to us and as represented by the Management of the Company, the Group (as defined in Core Investment Companies (Reserve Bank) Directions, 2016) has one CIC as part of the Group.

xvii. The Company has not incurred cash losses during the financial year covered by our audit and in the immediately preceding financial year.

xviii. There has been no resignation of the statutory auditor of the Company during the year and hence reporting under Clause 3(xviii) of the Order is not applicable to the Company.

xix. According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

xx. According to the information and explanations given to us and on the basis of our examination of the records, there are no amounts unspent in respect of corporate social responsibility towards ongoing or other than ongoing projects and hence reporting under Clause 3(xx) (a) and (b) of the Order is not applicable to the Company.

For Suresh Surana & Associates LLP
Chartered Accountants
Firm's Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824
UDIN: 24143824BKCNTZ6971

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm's Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377
UDIN: 24145377BKHXXR7437

Place : Mumbai
Date : 8 May 2024

ANNEXURE "B"

referred to in "Report on Other Legal and Regulatory Requirements" section of our report to the members of Piramal Enterprises Limited of even date:

REPORT ON THE INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO STANDALONE FINANCIAL STATEMENT UNDER CLAUSE (I) OF SUB-SECTION 3 OF SECTION 143 OF THE ACT

We have audited the internal financial controls with reference to standalone financial statement of the Piramal Enterprises Limited ("the Company") as of 31 March 2024 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

MANAGEMENT'S RESPONSIBILITY FOR INTERNAL FINANCIAL CONTROLS

The Board of Directors of the Company is responsible for establishing and maintaining internal financial controls based on the internal control with reference to standalone financial statement criteria established by the Company considering the essential component of internal control stated in the Guidance Note on Audit of Internal Financial Controls with reference to standalone financial statement 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 Act.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on the Company's internal financial controls with reference to standalone financial statement based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing deemed to be prescribed under Section 143(10) of the Act to the extent applicable to an audit of internal financial controls, both applicable to an audit of internal financial controls and both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to standalone financial statement was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to standalone financial statement and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statement included obtaining an understanding of internal financial controls with reference to standalone financial statement, 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 judgment, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to the standalone financial statement.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO STANDALONE FINANCIAL STATEMENTS

A Company's internal financial control with reference to standalone financial statement is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of standalone financial statements for external purposes in accordance with generally accepted accounting principles.

A Company's internal financial control with reference to standalone financial statement 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 standalone financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the entity are being made only in accordance with authorisations of Management (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the entity's assets that could have a material effect on the standalone financial statements and (4) also provide reasonable assurance by the internal auditors through their internal audit reports given to the organisation from time to time.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO STANDALONE FINANCIAL STATEMENTS

Because of the inherent limitations of internal financial controls with reference to standalone financial statement, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to standalone financial statement to future periods are subject to the risk that the internal financial control with reference to standalone financial statement 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, broadly, in all material respects, an adequate internal financial controls with reference to standalone financial statements and such internal financial controls with reference to standalone financial statement were operating effectively as at 31 March 2024, based on the internal control with reference to standalone financial statement criteria established by the Company considering the essential Component of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

For Suresh Surana & Associates LLP
Chartered Accountants
Firm's Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824
UDIN: 24143824BKCNTZ6971

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm's Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377
UDIN: 24145377BKHXXR7437

Place : Mumbai
Date : 8 May 2024

STANDALONE BALANCE SHEET

as at 31 March 2024

Particulars		Notes	As at 31 March 2024	As at 31 March 2023
A. ASSETS				
1.	**Financial assets:**			
(a)	Cash and cash equivalents	3 (i)	1,201.86	1,678.22
(b)	Bank balances other than cash and cash equivalents	3 (ii)	157.33	203.28
(c)	Derivative financial instruments	4	0.20	-
(d)	Loans	5	10,454.87	8,758.34
(e)	Investments	6	14,349.56	17,435.64
(f)	Other financial assets	7	197.49	178.10
Total Financial assets			**26,361.31**	**28,253.58**
2.	**Non- financial assets:**			
(a)	Current tax assets (net)	8	591.04	722.87
(b)	Deferred tax assets (net)	9	336.33	415.80
(c)	Investment Property	10	675.00	1,335.31
(d)	Property, Plant and Equipment	11	12.71	11.77
(e)	Intangible assets under development	11	9.50	2.72
(f)	Other Intangible assets	11	11.04	7.38
(g)	Right to Use Assets	36	37.84	10.88
(h)	Assets held for sale	43	1,708.34	2,277.54
(i)	Other non-financial assets	12	62.61	66.18
Total Non-financial assets			**3,444.41**	**4,850.45**
Total Assets			**29,805.72**	**33,104.03**
B. LIABILITIES AND EQUITY				
Liabilities				
1.	**Financial liabilities:**			
(a)	Payables	13		
	Trade payables			
	(i) Total outstanding dues to micro and small enterprises		0.60	1.04
	(ii) Total outstanding dues to creditors other than micro and small enterprises		73.17	98.21
(b)	Debt securities	14 (i)	3,704.54	6,225.08
(c)	Borrowings (other than debt securities)	14 (ii)	4,141.35	2,419.77
(d)	Deposits	14 (iii)	25.15	70.41
(e)	Other financial liabilities	15	77.94	69.00
Total Financial liabilities			**8,022.75**	**8,883.51**
2.	**Non- financial liabilities:**			
(a)	Current tax liabilities (net)	16	139.27	128.85
(b)	Provisions	17	40.68	56.26
(c)	Other non- financial liabilities	18	11.46	0.95
Total Non-financial liabilities			**191.41**	**186.06**
3.	**Equity**			
(a)	Equity share capital	19	44.93	47.73
(b)	Other equity	20	21,546.63	23,986.73
Total Equity			**21,591.56**	**24,034.46**
Total Liabilities and Equity			**29,805.72**	**33,104.03**

The above Standalone Balance Sheet should be read in conjunction with the accompanying notes 2 to 57

In terms of our report attached

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377

Place : Mumbai
Date : 8 May 2024

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

STANDALONE STATEMENT OF PROFIT AND LOSS

for the year ended 31 March 2024

		Note	For the year ended 31 March 2024	For the year ended 31 March 2023
Revenue from operations				
(a)	Interest income	21(i)	1,735.53	1,736.47
(b)	Dividend income	21(ii)	161.30	140.34
(c)	Fees and commission income	21(iii)	2.01	9.83
(d)	Net gain on fair value changes	21(iv)	887.39	41.14
(e)	Other operating income	21(v)	948.07	2,857.44
Total revenue from operations			**3,734.30**	**4,785.22**
(f)	Other income	22	90.91	51.91
Total income			**3,825.21**	**4,837.13**
Expenses				
(a)	Finance costs	23	745.16	711.77
(b)	Fees and commission expense	24	10.55	18.09
(c)	Net loss on derecognition of financial instruments under amortised cost category	25	1,048.26	1,371.31
(d)	Impairment on financial instruments	26	43.05	3.42
(e)	Employee benefits expense	27	153.91	84.78
(f)	Depreciation, amortisation and impairment	28	672.63	23.00
(g)	Other expenses	29	249.91	226.08
Total expenses			**2,923.47**	**2,438.45**
Profit before exceptional items and tax			**901.74**	**2,398.68**
Exceptional items		30	(365.00)	11,821.85
Profit before tax			**536.74**	**14,220.53**
Less: Tax expenses				
	Current tax	31	52.00	-
	Tax adjustment of earlier years	31	2.31	-
	Deferred tax charge / (credit)	31	8.38	(112.77)
			62.69	**(112.77)**
Profit after tax			**474.05**	**14,333.30**
Other comprehensive income				
Items that will not be reclassified to profit or loss				
Changes in fair values of equity instruments through OCI			(6.91)	108.14
Remeasurement of the defined benefit liability/(asset)			(3.19)	1.37
Income tax relating to items that will not be reclassified to profit or loss			(12.04)	36.31
Items that will be reclassified to profit or loss				
Changes in fair values of debt instruments through OCI			-	(0.27)
Remeasurement gain/(loss) on hedge accounting			0.20	-
Income tax relating to items that will be reclassified to profit or loss			(0.05)	0.02
Other comprehensive income			**(21.99)**	**145.57**
Total other comprehensive income for the year			**452.06**	**14,478.87**
Earnings per Share		32		
a)	Basic EPS for the year (₹)		20.50	600.56
b)	Diluted EPS for the year (₹)		20.35	598.58

The above Standalone Statement of Profit & Loss should be read in conjunction with the accompanying notes 2 to 57

In terms of our report attached

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377

Place : Mumbai
Date : 8 May 2024

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

STANDALONE CASH FLOW STATEMENT

for the year ended 31 March 2024

		For the year ended 31 March 2024	For the year ended 31 March 2023
A.	**Cash flow from operating activities**		
	Profit before tax including discontinued operations excluding exceptional items	**901.74**	**2,398.68**
	Adjustments for:		
	Interest Income	(1,725.32)	(1,719.40)
	Gain on sale of mutual funds	(98.35)	(56.65)
	Interest income from fixed deposits	(10.21)	(17.07)
	Dividend on mutual fund units	(0.01)	-
	Finance costs- expenses	745.16	711.77
	Unrealised (gain)/ loss on other investment	104.04	115.04
	Loss on derecognition of financial assets (net) (refer note 25)	1,048.26	1,371.31
	Allowance for expected credit loss on loans and loan commitments (includes regulatory provisions on AIF ₹ 365.00 crores(refer note 44))	408.05	3.42
	Unrealised foreign exchange (gain) / loss	-	(1.85)
	Employee Stock Option Plan (refer note 52)	15.77	-
	Depreciation, amortisation and impairment (refer note 35)	672.63	23.00
		2,061.76	**2,828.25**
	Cash inflow from interest on loans and investments	1,610.17	1,838.09
	Cash outflow towards finance cost (including exceptional item ₹ Nil ; 31 March 2023 ₹ 372.82 Crore)	(771.09)	(925.07)
	Cash generated from operation before working capital changes	**2,900.84**	**3,741.27**
	Working Capital changes:		
	Decrease / (Increase) in Loans	(2,682.10)	(245.36)
	Decrease / (Increase) in Investments	2,752.06	(1,317.35)
	Decrease / (Increase) in Other financial assets	36.81	(133.20)
	Decrease / (Increase) in Other non-financial assets	3.57	13.88
	Decrease / (Increase) in Trade Receivables	-	13.16
	(Decrease) / Increase in Trade payables	(25.48)	(39.70)
	(Decrease) / Increase in Other financial liabilities	17.36	1.55
	(Decrease) / Increase in Provisions	0.52	7.27
	(Decrease) / Increase in Other non- financial liabilities	10.51	(17.44)
	Cash generated from operations	**3,014.09**	**2,024.08**
	Add/(Less): Income taxes (Net of refund)	77.36	(149.58)
	Net cash generated from operating activities (a)	**3,091.45**	**1,874.50**
B.	**Cash flow from investing activities**		
	Purchase of property, plant & equipment and intangible assets/intangible assets under development	(50.66)	(8.71)
	Proceeds from sale of Mutual fund units	33,515.30	18,139.05
	Purchase of Mutual Fund units	(33,287.09)	(18,082.40)
	Sale of Treasury investments	1,676.46	49.45
	Purchase of Treasury investments	(1,743.28)	(990.59)
	Interest income from fixed deposits	10.21	17.07
	(Increase)/Decrease in Bank balances other than cash and cash equivalents	45.95	(103.97)
	Net cash flow generated / (used) in investing activities (b)	**166.89**	**(980.10)**
C.	**Cash flow from financing activities**		
	Borrowings Repaid	(6,811.19)	(11,286.02)
	Borrowings Availed	5,992.90	11,470.11
	Payment for Buy-back of Equity Shares (including tax on Buy-Back & expenses)(refer note 19 (iv) (c))	(2,168.13)	-
	Dividend paid	(739.86)	(787.59)
	Payment of Lease Liabilities		
	- Principal	(6.27)	(12.79)
	- Interest	(2.15)	(2.00)
	Net cash flow used in financing activities (c)	**(3,734.70)**	**(618.29)**
	Net (decrease) / increase in cash and cash equivalents (a+b+c)	**(476.36)**	**276.11**
	Cash and cash equivalents as at beginning of the year	1,678.22	1,409.90
	Opening cash balance form discontinued operations	-	(7.79)
	Cash and cash equivalents as at end of the year	1,201.86	1,678.22

The above Standalone Cash Flow Statement should be read in conjunction with the accompanying notes 2 to 57

In terms of our report attached

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377

Place : Mumbai
Date : 8 May 2024

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

STANDALONE STATEMENT OF CHANGES IN EQUITY

for the year ended 31 March 2024

A. EQUITY SHARE CAPITAL:

(₹ in Crore)

Particulars	Amount
Balance as at 1 April 2022	47.73
Changes in equity share capital during the year ended 31 March 2023	-
Balance as at 31 March 2023	**47.73**
Balance as at 1 April 2023	47.73
Changes in equity share capital during the year ended 31 March 2024 (refer note 19 (iv)(c))	(2.80)
Balance as at 31 March 2024	**44.93**

B. OTHER EQUITY

Particulars	Reserves and surplus								Other Comprehensive Income		Total
	Capital Reserve	Securities Premium	Capital Redemption Reserve	Debenture Redemption Reserve	General Reserve	Reserve fund in terms of section 45 -IC(1) of the Reserve Bank of India Act, 1934	Stock options Reserve	Retained Earnings	FVTOCI - Equity and debt Instruments	Cash flow hedging reserve	
Balance as at 31 March 2022	**2,747.13**	**11,427.97**	**61.73**	**2.00**	**5,798.55**	**225.68**	**-**	**3,680.91**	**93.82**	**-**	**24,037.79**
Add: Profit for the year	-	-	-	-	-	-	-	14,333.30	-	-	14,333.30
Add: Other comprehensive income (net of tax)	-	-	-	-	-	-	-	1.37	144.20	-	145.57
Add / (less): Realised income/ (loss) on FVOCI equity Instruments	-	-	-	-	-	-	-	488.29	(488.29)	-	-
Less: Final dividend paid for FY 21-22	-	-	-	-	-	-	-	(787.59)	-	-	(787.59)
Less: Transferred from / to Debenture Redemption Reserve	-	-	-	(2.00)	-	-	-	2.00	-	-	-
Movements for the year	-	-	-	-	-	-	0.02	(0.05)	-	-	(0.03)
Less: Payable to shareholders (refer note 42)	-	-	-	-	-	-	-	(13,742.31)	-	-	(13,742.31)
Add / (less): Transfer to Reserve fund in terms of section 45-IC(1) of the Reserve Bank of India Act, 1934	-	-	-	-	-	484.27	-	(484.27)	-	-	-
Balance as at 31 March 2023	**2,747.13**	**11,427.97**	**61.73**	**-**	**5,798.55**	**709.95**	**0.02**	**3,491.65**	**(250.27)**	**-**	**23,986.73**
Add: Profit for the year	-	-	-	-	-	-	-	474.05	-	-	474.05
Less: Buy-back of equity shares (refer note 19 (iv)(c))	-	(1,747.20)	-	-	-	-	-	-	-	-	(1,747.20)
Less: Tax on liability towards buy-back of equity shares (refer note 19 (iv)(c))	-	(405.22)	-	-	-	-	-	-	-	-	(405.22)
Less: Expenses for buy-back of equity share (refer note 19 (iv)(c))	-	(12.91)	-	-	-	-	-	-	-	-	(12.91)
Less: Transfer to Capital Redemption Reserve (refer note 19 (iv)(c))	-	(2.80)	2.80				-	-	-	-	-
Less: Final dividend paid for FY 22-23	-	-	-	-	-	-	-	(739.86)	-	-	(739.86)
Movements for the year	-	-	-	-	-	-	71.97	(2.38)	(78.70)	0.15	(8.96)
Add / (less): Realised income/ (loss) on FVOCI equity Instruments	-	-	-	-	-	-	-	(328.97)	328.97	-	-
Add / (less): Transfer to Reserve fund in terms of section 45-IC(1) of the Reserve Bank of India Act, 1934	-	-	-	-	-	94.81	-	(94.81)	-	-	-
Balance as at 31 March 2024	**2,747.13**	**9,259.84**	**64.53**	**-**	**5,798.55**	**804.76**	**71.99**	**2,799.68**	**-**	**0.15**	**21,546.63**

The above Standalone Statement of Changes in Equity should be read in conjunction with the accompanying notes 2 to 57

In terms of our report attached

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377

Place : Mumbai
Date : 8 May 2024

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1A COMPANY INFORMATION

Piramal Enterprises Limited ('the Company'), incorporated in India, is a public limited company, headquartered in Mumbai. On 26 July 2022, the Company received Certificate of Registration from the Reserve Bank of India (RBI) to carry on the business of Non-Banking Financial Institution-Systematically Important Non-Deposit taking. The Company is engaged in providing finance. Under the Scale Based Regulations of the RBI, the Company is classified as a Non-Banking Finance Company - Middle Layer (NBFC-ML). The equity shares of the Company are listed on the National Stock Exchange of India Limited ("NSE") and the BSE Limited ("BSE") in India.

The Company's registered office is at Piramal Ananta, Agastya Corporate Park, Opposite Fire Brigade, Kamani Junction, LBS Marg, Kurla (West), Mumbai – 400 070.

Piramal Enterprises Ltd. ("PEL") is a leading diversified NBFC with presence across retail lending, wholesale lending, and fund-based platforms. PEL Group has built a technology platform driven by artificial intelligence (AI), with innovative financial solutions that cater to the needs of varied industry verticals.

In retail lending, Group is one of the leading players that addresses the diverse financing needs of the under-served and unserved people of the 'Bharat' market. It offers multiple products, including home loans, loan against property, used car loans, small business loans to Indian budget conscious customers at the periphery of metros and in Tier I, II and III cities.

Within wholesale lending, Group provides financing to real estate developers, as well as corporate clients in select sectors. PEL has also formed strategic partnerships with leading financial institutions such as CPPIB, APG and Ivanhoe Cambridge (CDPQ) across various investment platforms. Piramal Alternatives, the fund management business, provides customised financing solutions to high-quality corporates through – 'Performing Credit Fund', a sector-agnostic Credit fund with capital commitment from CDPQ; and 'IndiaRF', a distressed asset investing platform with Bain Capital Credit, which invests in equity and/or debt across sectors.

1B BASIS OF PREPARATION

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., the Master Direction – Non-Banking Financial Company – Systemically Important Non-Deposit taking Company and Deposit taking Company (Reserve Bank) Directions, 2016 ('the NBFC Master Directions'), notification for Implementation of Indian Accounting Standards issued by RBI vide circular RBI/2019-20/170 DOR(NBFC).CC.PD. No.109/22.10.106/2019-20 dated 13 March 2020 ('RBI notification for Implementation of Ind AS') and other applicable RBI circulars/notifications.

The Balance Sheet, the Statement of Profit and Loss and the Statement of Changes in Equity are prepared and presented in the format prescribed in the Division III of Schedule III to the Companies Act, 2013 (the "Act"). The Statement of Cash Flows has been prepared and presented as per the requirements of Ind AS 7 "Statement of Cash Flows". The Balance Sheet, Statement of Profit and Loss, Statement of Cash Flow, Statement of Changes in Equity, summary of the Material Accounting Policy information and other explanatory information are together referred as the financial statements of the Company.

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.

On 26 July 2022, the Company has received Certificate of Registration to carry on the business of Non-Banking Financial Institution. Hence, the Company is required to prepare and present financial statements as per the format prescribed in Division III of Schedule III to Companies Act, 2013. The Company commenced its NBFC business on 18 August 2022.

The standalone financial statements are presented in Indian Rupee (₹), which is also the functional currency of the Company, in denomination of crore with rounding off to two decimals as permitted by Schedule III to the Act.

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. The financial statements are prepared on a going concern basis as the Management is satisfied that the Company shall be able to continue its business for the foreseeable future and no material uncertainty exists that may cast significant doubt on the going concern assumption.

New Ind AS standards applicable for the first time in current financial year had no impact on the Company's financial statements.

Definition of Accounting Estimates - Amendments to Ind AS 8: The amendments to Ind AS 8 clarify the distinction between changes in accounting estimates, changes in accounting policies and the correction of errors. They also clarify how entities use measurement techniques and inputs to develop accounting estimates. The amendments had no impact on the Company's financial statements.

Disclosure of Accounting Policies - Amendments to Ind AS 1: The amendments to Ind AS 1 provided guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures. The amendments have had an impact on the Company's disclosures of accounting policies, but not on the measurement, recognition or presentation of any items in the Company's financial statements.

Deferred Tax related to Assets and Liabilities arising from a Single Transaction – Amendments to Ind AS 12: The amendments to Ind AS 12 Income Tax narrow the scope of the initial recognition exception, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences such as leases and decommissioning liabilities. The amendments had no impact on the Company's financial statements.

2A MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policy information related to preparation of the financial statements have been discussed below.

i. Revenue recognition

Interest Income

Interest income is recognised in Statement of profit and loss using the effective interest method for all financial instruments measured at amortised cost, debt instruments measured at Fair Value through Other Comprehensive Income (FVOCI) and debt instruments designated at Fair Value through Profit & Loss (FVTPL). The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument. The calculation of the effective interest rate includes transaction costs and fees that are an integral part of the contract. Transaction costs include incremental costs that are directly attributable to the acquisition of financial asset.

If expectations regarding the cash flows on the financial asset are revised for reasons other than credit risk, the adjustment is recorded as a positive or negative adjustment to the carrying amount of the asset in the balance sheet with an increase or reduction in interest income. The adjustment is subsequently amortised through interest income in the Statement of profit and loss.

The Company calculates interest income by applying the EIR to the gross carrying amount of financial assets other than credit-impaired assets.

When a financial asset becomes credit-impaired, the Company calculates interest income by applying the effective interest rate to the net amortised cost of the financial asset. If the default is cured and the financial asset is no longer credit-impaired, the Company reverts to calculating interest income on a gross basis. Penal / Default interest income is booked on receipt basis.

Fee and commission income

The Company earns fee and commission income from financial services it provides to its customers. Fee and commission income is recognised at an amount that reflects the consideration to which the Company expects to be entitled in exchange for providing the services. The performance obligations, as well as the timing of their satisfaction, are identified, and determined, at the inception of the contract.

Fee based income are recognised when they become measurable and when it is probable to expect their ultimate collection. Commission and brokerage income earned for the services rendered are recognised as and when they are due. Loan processing fees income is accounted for on effective interest basis except for processing fees income collected from the customers which approximates to the corresponding file cost incurred. Arranger fees income is accounted for on accrual basis. Foreclosure charges are collected from loan customers for early payment/closure of loan and are recognised on realisation.

When the Company provides a service to its customers, consideration is invoiced and generally due immediately upon satisfaction of a service provided at a point in time. Services provided where the Company's performance obligations are satisfied at a point in time are recognised once control of the services is transferred to the customer. This is typically on completion of the underlying transaction or service or, for fees or components of fees that are linked to a certain performance, after fulfilling the corresponding performance criteria.

Dividend Income

Dividend income from investments is recognised when the Company'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).

Net gain on fair value changes

The Company designates certain financial assets (investments in debt instruments) for subsequent measurement at fair value through profit or loss (FVTPL) or fair value through other comprehensive income (FVOCI) as per the criteria in Ind AS 109. The Company recognises gains on fair value change of financial assets measured at FVTPL and realised gains on derecognition of financial asset measured at FVTPL and FVOCI on net basis.

Other Operating revenue

The Items of financial instruments acquired in exchange for a non-monetary asset or assets, or a combination of monetary and non-monetary assets, are measured at fair value unless (a) the exchange transaction lacks commercial substance or (b) the fair value of neither the asset received nor the asset given up is reliably measurable. If the Company is able to measure reliably the fair value of either the asset received or the asset given up, then the fair value of the asset given up is used to measure the cost of the asset received unless the fair value of the asset received is more clearly evident. The difference between the fair value of the financial instrument acquired and the carrying amount of the asset given up is recognised in statement of profit and loss.

The Company recognises income on recoveries of financial assets previously written off on realisation or when the right to receive the same without any uncertainties of recovery is established.

ii. Expenditures

Fees and commission expense

Fees and commission expenses which are not directly linked to the sourcing of financial assets, such as commission/ incentive incurred on value added services and products distribution, recovery charges, fees paid under guarantee scheme and fees payable for management of portfolio etc., are recognised in the Statement of Profit and Loss on an accrual basis.

Other expenses

Expenses are recognised on accrual basis net of the goods and services tax, except where credit for the input tax is not statutorily permitted.

iii. Financial instruments

Initial Recognition

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

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. Accounting policy for investments in Alternative Investment Funds covered by RBI Circular have been disclosed below.

Investments in Alternative Investment Funds (AIF) covered by RBI Circular

Investment in AIF units are classified as investments at fair value through profit and loss. Pursuant to the requirements of RBI circular dated 19 December 2023 read with clarifications dated 27 March 2024, the Company has measured the AIF investments that are covered under the said RBI circular/ clarification net of regulatory provision equivalent to the carrying amount of the investments . There is no subsequent remeasurement of the fair value of the covered AIF investments. Subsequent realisation/ recoveries from these covered investments are recognised as reversals of regulatory provision. Excess realisation/ recoveries arising from the disposal of the investments is recognised as gain under 'Net gain on fair value changes' in statement of profit and loss.

Equity instruments

The Company subsequently measures all equity investments at fair value. Where, in case of long term investments, 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 derecognition 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.

The Company transfers amounts from FVTOCI reserve to retained earnings when the relevant equity securities are derecognised.

iv. Determination of fair value

In order to show how fair values have been derived, financial instruments are classified based on a hierarchy of valuation techniques, as summarised below:

- Level 1 financial instruments –
  Those where the inputs used in the valuation are unadjusted quoted prices from active markets for identical assets or liabilities that the Company has access to at the measurement date. The Company considers markets as active only if there are sufficient trading activities with regards to the volume and liquidity of the identical assets or liabilities and when there are binding and exercisable price quotes available on the balance sheet date.

- Level 2 financial instruments
  Those where the inputs that are used for valuation and are significant, are derived from directly or indirectly observable market data available over the entire period of the instrument's life. Such inputs include quoted prices for similar assets or liabilities in active markets, quoted prices for identical instruments in inactive markets and observable inputs other than quoted prices such as interest rates and yield curves, implied volatilities, and credit spreads. In addition, adjustments may be required for the condition or location of the asset or the extent to which it relates to items that are comparable to the valued instrument. However, if such adjustments are based on unobservable inputs which are significant to the entire measurement, the Company will classify the instruments as Level 3.

- Level 3 financial instruments
  Those that include one or more unobservable input that is significant to the measurement as whole. The fair value of financial instruments is generally measured on an individual basis. However, in cases where the Company manages a group of financial assets and liabilities on the basis of its net market or credit risk exposure, the fair value of the group of financial instruments is measured on a net basis, however the underlying financial assets and liabilities are presented separately in the financial statements, unless they satisfy the Ind AS offsetting criteria.

v. 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 and other contractual rights to receive cash or other financial asset.

Expected credit loss is a product of exposure at default (including applicable undisbursed commitments), 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 1 to 29 days past due (DPD), Stage 2 – Significant Credit Deterioration or overdue between 30 to 89 days and Stage 3 – Default Assets with overdue for 90 or more days.

The Company also takes into account the below qualitative parameters in determining the increase in credit risk for the wholesale financial assets:

1. Significant negative deviation in the business plan of the borrower
2. Current and expected financial performance of the borrower
3. Need for refinance of loan due to change in cash flow of the project
4. Significant decrease in the value of collateral
5. Change in market conditions and industry trends

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.

Retail Lending

The Company uses ECL allowance for financial assets measured at amortised cost, which are not individually significant, and comprise of a large number of homogeneous loans that have similar characteristics. The expected credit loss is a product of exposure at default, probability of default and loss given default. Due to lack of sufficient internal data, the Company uses external PD/LGD data from credit bureau agency (TransUnion up to Dec-22) for potential credit losses. Further, the estimates from the above sources have been adjusted with forward looking inputs from anticipated change in future macro-economic conditions to comply with Ind AS 109.

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.

Securitization and direct assignment

The Company transfers loans through securitisation and direct assignment transactions. The transferred loans are de-recognised and gains/losses are accounted for, only if the Company transfers substantially all risks and rewards specified in the underlying assigned loan contract.

vi. 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, associate and joint ventures :
Investments in subsidiaries, associate and joint ventures are measured at cost less accumulated impairment, if any. List of the Company's subsidiaries, associate and joint ventures are provided in Note 37.

vii. Property, Plant and Equipment

All items of Property Plant & Equipment (other than freehold land) are stated at cost of acquisition, less accumulated depreciation and accumulated impairment losses, if any. Freehold Land is carried at historical cost. 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 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
Office Equipment	3 years- 15 years
Furniture & Fixtures	3 years- 15 years
Buildings	60 years
Plant & Equipment	3 years- 20 years
Motor Vehicles	8 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

viii. 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 assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Asset Class	Useful life
Computer Software	3- 6 years amortised using SLM method

ix. 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, including transaction costs. Subsequent to initial recognition, investment property (other than property represented by the Company's interest in underlying land) 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 statement of profit or loss. The Company does not hold any investment property which is required to be depreciated under Ind AS 40/ Ind AS 16.

x. 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.

The Company's significant assets that are subjected to impairment assessment as stated above include investments in subsidiaries/ associates/ joint arrangements and Investment property.

xi. Assets held for sale

The Group classifies non-current assets and disposal groups as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. 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. Costs to sell are the incremental costs directly attributable to the disposal of an asset (disposal group), excluding finance costs and income tax expense. 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.

The criteria for held for sale classification is regarded as met only when the sale is highly probable, and the asset or disposal group is available for immediate sale in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale expected to be completed within one year from the date of the classification. An extension of the period required to complete a sale does not preclude the non-current asset or Disposal group from being classified as held for sale if the delay is caused by events or circumstances beyond the Company’s control and there is sufficient evidence that the management remains committed to its plan to sell the asset or disposal group.

Assets and liabilities classified as held for sale are presented separately as current items in the balance sheet.

xii. 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.

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.

Derecognition of financial assets under amortised cost category

Loans and investments debt instruments are written off when the Company has no reasonable expectations of recovering the financial asset (either in its entirety or a portion of it). This is the case when the Company determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. A write-off constitutes a derecognition event. The Company may apply enforcement activities to financial assets written off/ may assign / sell loan exposure to ARC / Bank / a financial institution for a negotiated consideration. Net loss on derecognition of financial assets measured at amortised cost is calculated as the difference between the book value (including impairment) and the proceeds received. Recoveries resulting from the Company’s enforcement activities could result in income recognised under 'other operating income' in the statement of profit and loss. The Company has a Board approved policy on Write off and one time settlement of loans.

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. "

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.

xiii. 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 postemployment 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 s 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.

xiv. 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.

xv. 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.

xvi. Leases and Right-of-Use assets

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.

At the time of initial recognition, the Company measures lease liability as present value of all lease payments discounted using the Company's incremental cost of borrowing and directly attributable costs. Subsequently, the lease liability is –

(i) increased by interest on lease liability;

(ii) reduced by lease payments made; and

(iii) remeasured to reflect any reassessment or lease modifications specified in Ind AS 116 'Leases', or to reflect revised fixed lease payments.

Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

xvii. 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.

xviii. Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand, cheques/drafts 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.

xix. Borrowing Costs

General and specific borrowing costs directly attributable to acquisition or construction of qualifying assets (i.e. those Property Plant & Equipment 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 using the EIR method under the head 'Finance Cost' in statement of profit and loss.

xx. Segment Reporting

In accordance with Ind AS 108, Operating Segment, the Chief Executive Officer and Managing Director is the Company's chief operating decision maker ("CODM"). The Company has identified only one reportable business segment as it deals mainly in provision of lending business.

xxi. Equity Share Capital and Dividends

Ordinary shares are classified as equity share capital. Incremental costs directly attributable to share buyback are recognized as a direct deduction from reserves, net of any tax effects.

The Company recognises a liability to make cash distributions to equity holders when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the Companies Act, 2013, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in other equity.

xxii. Earnings per share

Basic earnings per share

The basic earnings per share is computed by dividing the net profit attributable to the equity shareholders by weighted average number of equity shares outstanding during the reporting year.

Diluted earnings per share

Number of equity shares used in computing diluted earnings per share comprises the weighted average number of shares considered for deriving basic earnings per share and also weighted average number of equity shares which would have been issued on the conversion of all dilutive potential shares. In computing diluted earnings per share only potential equity shares that are dilutive are included.

xxiii. Share based Payment

The Company carries out fair value cost assessment of employee stock options on the grant date using Black Scholes model. The cost towards employees of the Company is recognised as employee benefits expenses and that pertaining to employees of subsidiaries are recovered from subsidiaries, over the period in which the service conditions are fulfilled. The cumulative expense/recharge recognised for equity settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has not expired and the Company's best estimate of the number of equity instruments that will ultimately vest. No expense is recognised for grants that do not ultimately vest because of non fulfilment of service conditions. Service conditions are not taken into account while determining the grant date fair value of options, but the likelihood of the conditions being met is assessed as part of the Company's best estimate of the number of equity instruments that will ultimately vest.

xxiv. Statement of Cash Flows

Cash flows are reported using indirect method as permitted under Ind AS 7, whereby profit before tax is adjusted for the effects of transactions of non-cash nature and any deferrals or accruals of past or future cash receipts or payments.

Cash receipt and payment for borrowings in which the turnover is quick, the amounts are large, and the maturities are short are defined as short term borrowings and shown on net basis in the statement of cash flows. Such items include commercial papers, debt securities, cash credit, overdraft facility, working capital demand loan and triparty repo dealing and settlement. All other borrowings are terms as long term borrowings. Cash flows from deposits are shown on net basis as permitted under Ind AS 7.

Cash flows arising from interest paid and interest and dividends received are classified as cash flows arising from operating activities as permitted under Ind AS 7, since the Company is a financing entity.

xxv. Standards issued but not yet effective

Ministry of Corporate Affairs ("MCA") notifies new standard or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the financial year beginning from 1 April 2024 , MCA has not notified any new standards or amendments to the existing standards applicable to the Company.

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. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and future periods are affected. The Company uses the following critical accounting judgements, estimates and assumptions in preparation of its financial statements:

I. Significant judgements

In the process of applying the Company's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the financial statements.

i. Impairment losses on financial assets

In determining the expected credit losses, the Company makes the following judgments See Note 41.3 for further details.

- **Significant increase in credit risk (SICR)**
  In assessing whether a significant increase in credit risk (SICR) has occurred for an exposure since initial recognition, the Company considers both quantitative and qualitative information and analysis. In doing so, the Company makes judgements about the appropriate indicators used as SICR triggers. The triggers that the Company has determined as appropriate include the 30-day backstop, movement in PD and other qualitative factors, such as moving a customer/facility to the watch list, or the account becoming forborne.

- **Multiple economic scenarios**
  The Company in its measurement of ECL makes judgements about the type and number of macroeconomic scenarios in order to reflect the Company's exposure to credit risk.

ii. Fair Value

Significant judgement is exercised in the classification of fair value instruments as Level 3 as the valuation of such instruments is driven by significant unobservable inputs. The Company considers an instrument to be classified as valued using significant unobservable inputs where more than 10% of the instrument's valuation is determined by unobservable inputs.

II. Significant estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

iii. Expected Credit Loss Impairment and Net Loss arising on Derecognition of financial asset:

The measurement of impairment losses under Ind AS 109 across all categories of financial assets in scope requires assumptions, in particular, in the estimation of the amount and timing of future cash flows and collateral values when determining impairment losses and the assessment of a significant increase in credit risk. These estimates are driven by a number of factors, changes in which can result in different levels of allowances. The Company's ECL calculations are outputs of complex models with a number of underlying assumptions regarding the variable inputs and their interdependencies. Elements of the ECL calculation that involve assumptions include:

- The weights assigned to parameters in the scorecards used for calculation of PD and LGD

- In addition to the judgements outlined above with regards to SICR triggers, there is also an assessment of qualitative criteria to determine if there has been a significant increase in credit risk. These supplementary factors (such as sectorial approaches), result in significant assumptions

- Selection of macroeconomic variables to derive the economic inputs into the ECL model

- Additional ECL provision (including management overlay) used in circumstances where management judges that the existing inputs, assumptions and model techniques do not capture all the risk factors relevant to the Company's lending portfolios. It has been the Company's policy to regularly review its model in the context of actual loss experience, macro economical factors and adjust when necessary. Loans and investments debt instruments are written off when the Company has no reasonable expectations of recovering the financial asset (either in its entirety or a portion of it). This involves the Management's assessment of whether the the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Refer to Note 41.3 for further details.

iv. Estimation of uncertainty relating to current macro economic scenario

In assessing the recoverability of loans, investments and investment property, 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 macro economic uncertainties, the impact 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.

v. Fair Valuation:

Certain financial assets of the Company are measured at fair value for financial reporting purposes. In estimating the fair value of an asset and a liability, the Company uses market observable data to the extent it is available. When the fair value of financial assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques. In such cases, the Company usually engages third party qualified external valuer to establish the appropriate valuation techniques and inputs to the valuation model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, estimation is required in establishing fair values. Judgements include considerations of inputs such as, liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of assets. Further, information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Note 39.

vi. 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. Impairment exists when the carrying value of an asset exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based valuation techniques based on available data for similar assets or observable market prices less incremental costs of disposing of the asset. The recoverable amount is sensitive to the assumptions and inputs used for the fair valuation as well as the expected future cash-inflows used for valuation purposes. The key assumptions used to determine the recoverable amount are disclosed and further explained in Note 6.1 and Note 35.

vii. Income taxes and Deferred Tax Asset

The Company uses estimates and judgements based on the relevant rulings in the areas of allocation of revenue, costs, allowances and disallowances which is exercised while determining the provision for income tax. A deferred tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised. Deferred tax assets are recognised in respect of tax losses to the extent that it is probable that future taxable profit will be available against which the tax losses can be utilised. Judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits, together with future tax-planning strategies. Refer to Note 31 for further details.

viii. Demerger of Pharma undertaking in the previous year

All assets and liabilities pertaining to demerged Pharma undertaking have been classified as non-cash assets held for transfer to Piramal Pharma Limited / shareholders as on 1 April 2022 being the appointed date. The difference between book values of the assets and liabilities transferred is recognised as gains in Profit and loss account as per the requirements of Appendix A to Ind AS 10. At the date of approval of the Scheme, the Company remeasured the liability to distribute non-cash assets as a dividend to its owners at the fair value of the assets to be distributed. The corresponding aggregate charge was recognised in retained earnings (reserve). The nature of the gain (including remeasurement gain) being non-recurring in nature was classified as exceptional item by the Company. As per the requirements of Ind AS 105, the income and expense pertaining to Pharma business in the previous comparable periods were presented in a separate line item – discontinued operations. Refer to Note 42 for further details.

ix. Non-current assets held for sale and discontinued operations

Non-current assets (including disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. Non-current assets classified as held for sale are measured at lower of their carrying amount and fair value less cost to sell. Non-current assets classified as held for sale are not depreciated or amortised from the date when they are classified as held for sale.

Non-current assets classified as held for sale and the assets and liabilities of a disposal group classified as held for sale are presented separately from the other assets and liabilities in the Standalone Balance Sheet.

A discontinued operation is a component of the entity that has been disposed off or is classified as held for sale and:

- represents a separate major line of business or geographical area of operations and;
- is part of a single co-ordinated plan to dispose of such a line of business or area of operations.

The results of discontinued operations are presented separately in the Statement of Profit and Loss.

The presentation and disclosures relating to the statement of profit and loss pertaining to discontinued operations by the end of the current period are re-presented in the financial statements. There is no reclassification or re-presentation of amounts presented for non-current assets or for the assets and liabilities of disposal groups classified as held for sale in the balance sheets for prior periods to reflect the classification in the balance sheet for the latest period presented. Refer to Note 43 for further details.

NOTES
TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

3 (I) CASH AND CASH EQUIVALENTS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Cash on hand*	-	-
Balances with banks- current account	1,201.79	1,678.22
Cheques, drafts on hand	0.07	-
Total cash and cash equivalents	**1,201.86**	**1,678.22**

**Amounts are below the rounding off norms adopted by the Company*

Undrawn borrowing facilities available ₹ 31.00 crores(previous year ₹ 34.00 crores)

3 (II) BANK BALANCES OTHER THAN CASH AND CASH EQUIVALENTS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Earmarked balance with banks :		
-Unclaimed Dividend Account	14.79	15.86
-Fixed deposits (with original maturity less than 3 months) with banks*	25.43	-
-Fixed deposits (with original maturity more than 3 months) with banks*	117.11	187.42
Total bank balances other than (i) above	**157.33**	**203.28**

** Lien against Bank Guarantees, Borrowings and other commitments except for ₹ 0.06 crores (previous year ₹ 0.27 crores)*

4 DERIVATIVE FINANCIAL INSTRUMENTS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
FVTOCI		
Fair value assets (refer note 41.6)	0.20	-
Total Derivative financial instruments	**0.20**	**-**

5 LOANS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Loans within India		
Term loans - at amortised cost		
- Secured by tangible assets, considered good	8,281.09	6,123.21
Less: Provision for expected credit loss	(449.98)	(283.14)
- Unsecured, considered good	1,152.45	1,076.21
Less: Provision for expected credit loss	(37.07)	(38.06)
- Significant increase in Credit Risk- Secured	858.17	1,427.05
Less: Provision for expected credit loss	(105.31)	(320.77)
- Significant increase in Credit Risk- Unsecured	55.15	4.32
Less: Provision for expected credit loss	(5.73)	(0.29)
- Credit impaired- Secured	281.93	284.84
Less: Provision for expected credit loss	(266.35)	(162.64)
- Credit impaired- Unsecured	0.92	3.12
Less: Provision for expected credit loss	(0.83)	(2.70)
Term loans - at FVTPL		
- Secured by tangible assets, considered good	-	107.54

NOTES
TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

5 LOANS (Continued)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Intercorporate deposits measured at amortised cost		
- Unsecured, considered good	840.27	517.57
Less: Provision for expected credit loss	(149.86)	(10.52)
- Credit impaired- Secured	-	72.27
Less: Provision for expected credit loss	-	(39.67)
Loans outside India	-	-
Total loans	**10,454.87**	**8,758.34**
Loan to Public Sectors	-	-
Loan to Others	10,454.87	8,758.34
Total loans	**10,454.87**	**8,758.34**

Note: The Company has sold certain stressed portfolio classified under amortised cost for liquidity and recovery management strategy of the Company. Such sale of loans will not lead to change in business model as per the company's board approved policy and management's evaluation of business model.

Loans or Advances in the nature of loans granted to promoters, directors, KMPs and related parties (other than as disclosed in note 37) as defined under Companies Act, 2013 either severally or jointly with any other person, that are:

(a) Repayable on demand - Nil (Previous year : Nil)

(b) Without specifying any terms or period of repayment - Nil (Previous year : Nil)

Refer note 37 for the receivables from Related Parties.

6 INVESTMENTS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
(A) Measured at amortised cost		
(i) Debt Securities		
Redeemable Non Convertible Debentures (Quoted)	18.86	-
Redeemable Non Convertible Debentures (Unquoted)	304.53	520.09
Redeemable Non Convertible Debentures (Unquoted)- In Joint Venture	13.15	13.14
Less: Provision for expected credit loss	(6.58)	(102.73)
	329.96	**430.50**
(ii) Government Securities- Quoted (refer note 6.6)	471.78	292.04
	471.78	**292.04**
Total (A)	**801.74**	**722.54**
(B) Measured at Fair Value through Other comprehensive Income		
(i) Equity Shares (Quoted)	-	148.23
(ii) Treasury Bills	-	667.62
Total (B)	**-**	**815.85**
(C) Measured at Fair Value through Profit and Loss		
(i) Redeemable Non Convertible Debentures	-	48.88
(ii) Alternate Investment Funds (refer note 44)	1,306.41	2,336.10
(iii) Mutual Funds (Quoted)	21.06	150.91
(iv) Equity Instruments (Unquoted)	0.15	0.15
(v) Equity Instruments (Quoted) (refer note 6.1)	-	3,933.43
(vi) Preference Shares (Unquoted) (refer note 6.5)	6.87	111.00
(vii) Others		
- Security Receipts	470.63	532.72
- Project Receivables	269.30	-
Total (C)	**2,074.42**	**7,113.19**

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

6 INVESTMENTS (Continued)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
(D) Measured at Cost		
(i) In Subsidiaries (Unquoted)		
Piramal International (refer note 6.4)	-	3.68
Less: Impairment Provision	-	(3.68)
	-	-
Piramal Systems and Technologies Private Limited	49.43	49.43
Less: Impairment Provision	(49.43)	(49.43)
	-	-
PEL Finhold Private Limited	69.05	69.05
Less: Impairment Provision	(69.05)	(69.05)
	-	-
Piramal Fund Management Private Limited (refer note 6.5)	108.26	108.26
Less: Impairment Provision	(44.65)	-
	63.61	108.26
Piramal Investment Advisory Services Private Limited	2.70	2.70
Piramal Corporate Tower Private Limited	304.16	14.57
Piramal Dutch IM Holdco B.V. (refer note 6.3)	-	0.00
Piramal Capital and Housing Finance Limited (refer note 6.7)	9,900.42	7,900.42
Piramal Securities Limited	42.00	42.00
Less: Impairment Provision	(26.00)	(26.00)
	16.00	**16.00**
Piramal Alternatives Private Limited	159.00	49.00
Viridis Infrastructure Investment Managers Private Limited	0.01	0.01
Class A Units of Piramal Investment Opportunities Fund Scheme- I	2.65	2.65
Piramal Alternatives Trust	932.35	321.89
	11,380.90	**8,415.50**
(ii) In Joint Ventures (Unquoted) :		
India Resurgence ARC Private Limited	72.50	54.00
India Resurgence Asset Management Business Private Limited	20.00	20.00
India Resurgence Fund- Scheme 2	-	294.56
	92.50	**368.56**
Total (D)	**11,473.40**	**8,784.06**
Total investments (A+B+C+D)	**14,349.56**	**17,435.64**
Out of above		
- In India	14,349.56	17,287.41
- Outside India	-	148.23

Notes :-

6.1 *During the year ended 31 March 2023, pursuant to Composite Scheme of Arrangement and Amalgamation in Shriram group, the Company received shares of Shriram Finance Limited (SFL), Shriram LI Holdings Private Limited (SLIH), Shriram GI Holdings Private Limited (SGIH) and Shriram Investment Holdings Limited (SIHL) against the shares of Shriram City Union Finance Limited(SCUF) and Shrilekha Business Consultancy Private Limited(Shrilekha). These shares have been initially recognised as per the requirement of Ind AS 109 as follows:*

(a) *Shares received against investment in SCUF resulted in gain of ₹ 172.10 crores accounted in other comprehensive income.*

(b) *Shares received against investment in Shrilekha resulted in gain of ₹ 2,857.44 crores accounted in profit and loss under "other operating income"*

(c) *Further, during the year ended 31 March 2024, the Company had sold its entire stake in Shriram Finance Limited for a net consideration of ₹ 4,788.58 crores resulting in profit of ₹ 854.68 crores which has been recorded under "Net gain / (loss) on fair value changes".*

6.2 *During the year ended 31 March 2023, the Company has divested its stake in Piramal Holdings (Suisse) SA ('PHSA'), a non-operative, non-material wholly owned subsidiary of the Company to Heather Investment in Commercial Enterprises & Management Co. LLC, UAE, for a consideration of ₹ 1.65 crores. Consequent to the divestment, PHSA ceases to be a wholly-owned subsidiary of the Company.*

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

6 INVESTMENTS (Continued)

6.3 *During the year ended 31 March 2024, Piramal Dutch IM Holdco BV ("PDIMBV"), a non-operative, non-material wholly owned subsidiary, had completed its liquidation, based upon the struck off confirmation received by Netherlands Chamber of Commerce on 8 September 2023. Consequent to which, PDIMBV ceases to be a wholly-owned subsidiary of the Company.*

6.4 *During the year ended 31 March 2024, Piramal International ("PINT"), a non-operative, non-material wholly owned subsidiary, had completed its liquidation, based upon the struck off confirmation received by Director of Insolvency Service at Mauritius on 21 September 2023. Consequent to which, PINT ceases to be a wholly-owned subsidiary of the Company.*

6.5 *Based on review of internal and external factors, the management has reassessed the assumptions, strategy and business model pertaining to its overall exposure in Real Estate fund management business. The recoverable amount of the Company's investment in equity shares of Piramal Fund Management Private Limited of ₹ 63.61 crores as at 31 March 2024 has been determined based on a value in use calculation as per the requirements of Ind AS 36 determined by the Company. The projected cash flows used reflect the management's assessment of the net cash flows available to the Company from the operations of the subsidiary. It was concluded that the fair value less costs of disposal did not exceed the value in use. As a result of this analysis, management has recognised an impairment charge of ₹ 44.65 crores towards investments in equity shares of the subsidiary (recorded under 'Other expense' in the statement of profit or loss); Fair value loss of ₹ 105 crores towards investments in preference shares of the subsidiary (recorded under 'Net gain on fair value changes' in the statement of profit or loss) and expected credit loss charge of ₹ 110.16 crores towards loans outstanding from the subsidiary (recorded under 'Impairment on financial instruments' in the statement of profit or loss).*

6.6 *Government securities of ₹ 5 Crore (previous year Nil) is pledge for triparty repo dealing and settlement (TREPs)*

6.7 *During the year ending 31 March 2024, the Company has invested in 2,00,00,00,000 equity shares through a right issue at a face value of ₹ 10 each, aggregating to ₹ 2,000 crores into its wholly owned subsidiary, Piramal Capital & Housing Finance Ltd.*

7 OTHER FINANCIAL ASSETS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Unsecured, considered good (unless otherwise stated)		
Security Deposits	9.85	12.72
Other receivables	3.60	98.81
Due from related parties (refer note 37)	184.04	66.57
Total Other financial assets	**197.49**	**178.10**

8 CURRENT TAX ASSETS (NET)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Advance Tax and tax deducted at source (net of provision of tax) (net of Provision of ₹ 4,970.76 crore, 31 March 2023 ₹ 5,309.48 crore)	591.04	722.87
Total current tax assets (net)	**591.04**	**722.87**

9 DEFERRED TAX ASSETS (NET)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Deferred tax assets	693.67	755.31
Deferred tax liabilities	(357.34)	(339.51)
Total deferred tax assets (Net)	**336.33**	**415.80**

9 DEFERRED TAX ASSETS (NET) (Continued)

Movement of deferred tax during the year

Particulars	Opening balance as on 1 April 2023	Recognised in Profit and loss	Recognised in Other comprehensive income	Others	Closing balance as on 31 March 2024
Movement in deferred tax assets and liabilities:					
Measurement of financial liabilities at amortised cost	1.51	(24.41)	-	-	(22.90)
Measurement of financial assets at amortised cost/fair value	(299.80)	36.84	(12.04)	(59.00)	(334.00)
Provision for assets of financial services	229.02	279.98	-	-	509.00
Fair value measurement of derivative contracts	-	-	(0.05)	-	(0.05)
Other Provisions	18.28	(13.25)	-	-	5.03
Property, Plant and Equipment, Intangible Assets and Right to use	(5.51)	5.13	-	-	(0.38)
Deferred Revenue	45.02	(29.41)	-	-	15.61
Amortisation of expenses which are allowed in current year	(25.79)	25.79	-	-	-
Expenses that are allowed on payment basis	11.14	(2.83)	-	-	8.31
On Business losses	155.72	-	-	-	155.72
On Capital losses	286.23	(286.23)	-	-	-
Total	**415.80**	**(8.38)**	**(12.09)**	**(59.00)**	**336.33**

Movement of deferred tax during the year

Particulars	Opening balance as on 1 April 2022	Recognised in Profit and loss	Recognised in Other comprehensive income	Others	Closing balance as on 31 March 2023
Movement in deferred tax assets and liabilities:					
Measurement of financial liabilities at amortised cost	(9.25)	0.85	-	-	(8.40)
Measurement of financial assets at amortised cost/fair value	33.60	(369.72)	36.31	-	(299.80)
Provision for assets of financial services	227.37	1.65	-	-	229.02
Deferred interest expense	(3.93)	13.82	0.02	-	9.91
Other Provisions	12.10	6.18	-	-	18.28
Property, Plant and Equipment, Intangible Assets and Right to use	(6.03)	(3.72)	-	4.24	(5.51)
Deferred Revenue	21.01	24.01	-	-	45.02
Amortisation of expenses which are allowed in current year	(23.54)	(2.25)	-	-	(25.79)
Expenses that are allowed on payment basis	11.14	0.00	-	-	11.14
On Business losses	-	155.72	-	-	155.72
On Capital losses	-	286.23	-	-	286.23
Total	**262.46**	**112.77**	**36.33**	**4.24**	**415.80**

10 INVESTMENT PROPERTY

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Gross carrying amount		
Opening Balance	1,335.31	1,335.31
Additions	-	-
Less: Impairment Provision (refer note 35)	(660.31)	-
Total Investment Property	**675.00**	**1,335.31**

11 PROPERTY, PLANT AND EQUIPMENT, INTANGIBLE ASSETS AND INTANGIBLE ASSETS UNDER DEVELOPMENT

Particulars	Gross Block					Depreciation, amortisation and impairment					Net Carrying Amount
	Opening as at 1 April 2023	Additions	Deletions/ Adjustments / Capitalised during the year	Adjustments as per composite scheme of arrangement	As at 31 March 2024 (A)	Opening as at 1 April 2023	For the year	Deductions/ Adjustments during the year	Adjustments as per composite scheme of arrangement	As at 31 March 2024 (B)	As at 31 March 2024 (A-B)
Property, plant and equipment											
Land Freehold	0.49	-	-	-	0.49	-	-	-	-	-	0.49
Buildings	4.72	0.26	-	-	4.98	0.95	0.54	-	-	1.49	3.49
Plant & Equipment	27.86	0.27	0.03	-	28.09	25.09	1.31	0.01	-	26.39	1.70
Furniture and fixtures	14.80	0.07	-	-	14.87	13.28	0.90	-	-	14.18	0.69
Motor Vehicles	4.95	3.36	-	-	8.31	3.50	0.78	-	-	4.28	4.03
Ships	0.88	-	0.88	-	-	0.70	0.05	0.75	-	-	-
Office equipment	1.83	1.16	-	-	2.99	0.23	0.45			0.68	2.31
Total (I)	**55.52**	**5.12**	**0.91**	**-**	**59.73**	**43.75**	**4.03**	**0.76**	**-**	**47.02**	**12.71**
Intangible Asset											
Computer Software (II)	19.51	5.67	-	-	25.18	12.13	1.73	(0.28)	-	14.14	11.04
Intangible assets under development (III)	2.72	12.45	5.67		9.50	-				-	9.50
Grand Total (I+II+III)	**77.75**	**23.24**	**6.58**	**-**	**94.41**	**55.88**	**5.76**	**0.48**	**-**	**61.16**	**33.25**

Particulars	Gross Block					Depreciation, amortisation and impairment					Net Carrying Amount
	Opening as at 1 April 2022	Additions	Deletions/ Adjustments / Capitalised during the year	Adjustments as per composite scheme of arrangement (refer note 42)	As at 31 March 2023 (A)	Opening as at 1 April 2022	For the year	Deductions	Adjustments as per composite scheme of arrangement (refer note 42)	As at 31 March 2023 (B)	As at 31 March 2023 (A-B)
Property, plant and equipment											
Land Freehold	0.49	-	-	-	0.49	-	-	-	-	-	0.49
Buildings	39.13	0.45	-	34.86	4.72	9.68	1.27	1.04	8.96	0.95	3.77
Roads	1.43	-	-	1.43	-	1.01	-	-	1.01	-	-
Plant & Equipment	54.16	0.11	-	26.41	27.86	30.54	3.21	1.43	7.23	25.09	2.77
Furniture and fixtures	20.29	0.25	0.01	5.73	14.80	16.21	1.08	0.37	3.64	13.28	1.52
Motor Vehicles	5.87	-	-	0.92	4.95	3.34	0.64	-	0.48	3.50	1.45
Ships	0.88	-	-	-	0.88	0.61	0.09	-	-	0.70	0.18
Helicopter^	9.60	-	9.60	-	-	3.78	5.38	9.16	-	-	-
Office equipment	6.36	0.33	0.26	4.60	1.83	1.19	0.54	0.58	0.92	0.23	1.60
Total (I)	**138.21**	**1.14**	**9.87**	**73.95**	**55.52**	**66.36**	**12.21**	**12.58**	**22.24**	**43.75**	**11.77**
Intangible Assets											
Computer Software (II)	15.47	5.03	0.99	-	19.51	12.00	1.40	1.27	-	12.13	7.38
Intangible assets under development (III)	-	2.72	-	-	2.72	-	-	-	-	-	2.72
Grand Total (I+II+III)	**153.67**	**8.89**	**10.87**	**73.95**	**77.75**	**78.36**	**13.61**	**13.86**	**22.24**	**55.88**	**21.87**

NOTES
TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

11 PROPERTY, PLANT AND EQUIPMENT, INTANGIBLE ASSETS AND INTANGIBLE ASSETS UNDER DEVELOPMENT (Continued)

Ageing for Intangible assets under development

Particulars	Less than 1 year	1- 2 years	1- 2 years	2- 3 years	More than 3 years	Total
as at 31 March 2024						
Projects in progress	6.78	2.72	-	-	-	9.50
as at 31 March 2023						
Projects in progress	2.72		-	-	-	2.72

There are no Intangible assets under development, whose completion is overdue or has exceeded its cost compared to its original plan.

^ During the previous year the Company had 25% share in joint ownership of Helicopter.

Refer Note 14 for the assets mortgaged as security against borrowings

Refer Note 32 (a) for the contractual capital commitments for purchase of Property, Plant & Equipment. & Intangible assets

There has been no revaluation of property, plant and equipment ("PPE") and intangibles during the year ended 31 March 2024 and 31 March 2023.

The Company holds the title deeds of all the immovable properties in its name.

12 OTHER NON-FINANCIAL ASSETS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Goods and service tax credit receivable	55.91	63.65
Advance for expenses	1.13	1.89
Prepaid expenses	4.98	0.64
Capital advance	0.59	-
Total other non-financial assets	**62.61**	**66.18**

13 TRADE PAYABLES

(₹ in Crores)

	Particulars	As at 31 March 2024	As at 31 March 2023
(i)	Total outstanding dues of micro enterprises and small enterprises	0.60	1.04
(ii)	Total outstanding dues of creditors other than micro enterprises and small enterprises		
	Others*	73.17	98.21
		73.77	**99.25**

(₹ in Crores)

Trade Payable as at 31 March 2024	Not Due	Less then 6 months	6m-1 yr	1yr-2yr	2yr-3yr	3 yr and above
MSME	-	0.41	0.00	0.06	0.00	0.13
Others	-	5.64	0.30	0.74	0.47	0.03
Disputed dues-MSME	-	-	-	-	-	-
Disputed dues- Others	-	-	-	-	-	-
Total	**-**	**6.06**	**0.30**	**0.79**	**0.47**	**0.15**

Accrued expenses amount to ₹ 66.00 Crores as on 31 March 2024

13 TRADE PAYABLES (Continued)

(₹ in Crores)

Trade Payable as at 31 March 2023	Not Due	Less then 6 months	6m-1 yr	1yr-2yr	2yr-3yr	3 yr and above
MSME	-	0.73	0.17	0.00	0.01	0.12
Others	-	24.61	0.97	1.66	0.20	2.13
Disputed dues-MSME	-	-	-	-	-	-
Disputed dues- Others	-	-	-	-	-	-
Total	**-**	**25.34**	**1.14**	**1.67**	**0.20**	**2.26**

Accrued expenses amount to ₹ 68.64 Crores as on 31 March 2023

** Refer note 37 for payable to related party*

14 (i) DEBT SECURITIES

(₹ in Crores)

	As at 31 March 2024	As at 31 March 2023
Debt securities in India		
Measured at amortised cost		
Secured		
- Redeemable Non Convertible Debentures	2,863.14	4,322.18
Unsecured		
- Commercial papers	841.40	1,902.90
Total debt securities	**3,704.54**	**6,225.08**

A. Rate of interest, nature of security and term of repayment in case of secured redeemable non convertible debentures

Nature of Security	Particulars	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
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) 9.75% Secured Rated Listed Redeemable Non Convertible Debentures each having face value of ₹1,000,000	The amount of ₹ 5 Crores is redeemable at par at the end of 3650 days from the date of allotment.	5.00	5.00	17 July 2026	NA
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) 9.75% Secured Rated Listed Redeemable Non Convertible Debentures each having face value of ₹1,000,000	The amount of ₹ 35 Crores is redeemable at par at the end of 3652 days from the date of allotment.	35.00	35.00	14 July 2026	NA
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.	Nil (Previous Year : 5,000) 8.55% Secured Rated Listed Redeemable Non Convertible Debentures each having face value of ₹1,000,000	The amount of ₹ 500 Crores is redeemable at par at the end of 1093 days from the date of allotment. The interest is payable annually	-	500.00	19 May 2023	NA

14 (i) DEBT SECURITIES (Continued)

Nature of Security	Particulars	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	Nil (Previous Year : 3,650) 8.25% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 365 Crores is redeemable at par at the end of 730 days from the date of allotment.	-	365.00	28 June 2023	NA
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	Nil (Previous Year : 1250) 8.25% Secured Rated Listed Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 125 Crores is redeemable at par at the end of 723 days from the date of allotment.	-	125.00	28 June 2023	NA
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	Nil (Previous Year : 4,000) 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 400 Crores is redeemable at par at the end of 912 days from the date of allotment.	-	400.00	27 March 2024	NA
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	1,250 (Previous Year : 1250) 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 125 Crores is redeemable at par at the end of 915 days from the date of allotment.	125.00	125.00	2 September 2024	NA
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	1750 (Previous Year : 1750) 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 175 Crores is redeemable at par at the end of 889 days from the date of allotment.	175.00	175.00	2 September 2024	NA

14 (i) DEBT SECURITIES (Continued)

Nature of Security	Particulars	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	1000 (Previous Year: 1000) - 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 100 Crores is redeemable at par at the end of 915 days from the date of allotment.	100.00	100.00	4 November 2024	NA
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	1000 (Previous Year: 1000) - 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 100 Crores is redeemable at par at the end of 731 days from the date of allotment.	100.00	100.00	24 May 2024	NA
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	700 (Previous Year: 700)- 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 70 Crores is redeemable at par at the end of 679 days from the date of allotment.	70.00	70.00	24 May 2024	NA
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	750 (Previous Year: 750) - 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 75 Crores is redeemable at par at the end of 661 days from the date of allotment.	75.00	75.00	24 May 2024	NA
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	1000 (Previous Year: 1000) - 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 100 Crores is redeemable at par at the end of 540 days from the date of allotment.	100.00	100.00	24 May 2024	NA

14 (i) DEBT SECURITIES (Continued)

Nature of Security	Particulars	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	2150 (Previous Year: 215) - 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 215 Crores is redeemable at par at the end of 731 days from the date of allotment.	215.00	215.00	20 September 2024	NA
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	503 (Previous Year: 503)- 8.10% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 50.30 Crores is redeemable at par at the end of 973 days from the date of allotment.	50.30	50.30	23 May 2025	NA
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	505 (Previous Year: 505)- 8.10% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	The amount of ₹ 50.50 Crores is redeemable at par at the end of 926 days from the date of allotment.	50.50	50.50	23 May 2025	NA
First ranking pari passu charge over standard receivables of the Company and pledge over listed shares Shriram Finance Limited and all unlisted shares of Shriram GI Holdings Pvt. Ltd, held by the Borrower (to be held on a pari passu basis along with Existing SCB Facility and Additional Borrowing).	Nil (Previous Year : 10000) - 8.50% Rated, Unlisted, Secured, Redeemable Non-Convertible Debentures each having face value of ₹1,000,000	The amount of ₹ 1000 Crores is redeemable at par at the end of 364 days from the date of allotment.	-	1,000.00	6 November 2023	NA
First ranking pari passu charge over standard receivables of the Company and pledge over listed shares Shriram Finance Limited and all unlisted shares of Shriram GI Holdings Pvt. Ltd, held by the Borrower (to be held on a pari passu basis along with Existing SCB Facility and Additional Borrowing).	Nil (Previous Year : 5000)- 8.60% Rated, Unlisted, Secured, Redeemable Non-Convertible Debentures each having face value of ₹1,000,000"	The amount of ₹ 500 Crores is redeemable at par at the end of 364 days from the date of allotment.	-	500.00	30 January 2024	NA

14 (i) DEBT SECURITIES (Continued)

Nature of Security	Particulars	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Company to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Company	10,000 (Previous Year: 10,000)- 8.75% Secured, Rated, Listed, Redeemable, Non-convertible Debentures each having face value of ₹1,00,000	The amount of ₹ 100 Crores is redeemable at par at the end of 1176 days from the date of allotment.	100.00	100.00	29 May 2026	NA
First ranking pari passu charge over standard (as per RBI guidelines) receivables, providing minimum 1.1x collateral cover to be created upfront, except any excluded assets as may be identified in the Transaction Documents (to be held pari passu along with any other secured indebtedness that is availed or may be availed by the Company	8 000 (Previous Year : Nil)- 9.05% Secured, Rated, Unlisted , Redeemable, Non-convertible Debentures each having face value of ₹10,00,000/-	The amount of ₹ 800 Crores is redeemable at par at the end of 364 days from the date of allotment.	800.00	-	28 October 2024	NA
Secured by way of a first ranking pari passu charge by way of hypothecation of Hypothecated Property, with the Required Security Cover, created in favour of Debenture Trustee, as specifically set out in and fully described in the Debenture Trust Deed and/or Deed of Hypothecation.	13,13,472(Previous Year : Nil)- 9.05% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000/-	The amount of ₹131.35 Crores is redeemable at par at the end of 1096 days from the date of allotment.	131.35	-	3 November 2026	NA
Secured by way of a first ranking pari passu charge by way of hypothecation of Hypothecated Property, with the Required Security Cover, created in favour of Debenture Trustee, as specifically set out in and fully described in the Debenture Trust Deed and/or Deed of Hypothecation.	2729108 (Previous Year : Nil)- 9.00% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000/-	The amount of ₹272.91 Crores is redeemable at par at the end of 731 days from the date of allotment.	272.91	-	3 November 2025	NA
Secured by way of a first ranking pari passu charge by way of hypothecation of Hypothecated Property, with the Required Security Cover, created in favour of Debenture Trustee, as specifically set out in and fully described in the Debenture Trust Deed and/or Deed of Hypothecation.	727502 (Previous Year : Nil)- 9.20% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000/-	The amount of ₹72.75 Crores is redeemable at par at the end of 1827 days from the date of allotment.	72.75	-	3 November 2028	NA
Secured by way of a first ranking pari passu charge by way of hypothecation of Hypothecated Property, with the Required Security Cover, created in favour of Debenture Trustee, as specifically set out in and fully described in the Debenture Trust Deed and/or Deed of Hypothecation.	558948 (Previous Year : Nil)- 9.35% Secured, Rated, Listed, Redeemable, Non-convertible Debentures each having face value of ₹1000/-	The amount of ₹55.89 Crores is redeemable at par at the end of 3653 days from the date of allotment.	55.89	-	3 November 1933	NA
First ranking pari passu charge in the nature of hypothecation over the Hypothecated Assets created under the Deed of Hypothecation and any other security created by the Company in relation to the Debentures in favour of the Debenture Trustee	15000 (Previous Year : Nil)- 9.35% Secured, Rated, Listed, Redeemable, Non-convertible Debentures each having face value of ₹100,000/-	The amount of ₹150 Crores is redeemable at premium of ₹ 522.03 per debenture at the end of 729 days from the date of allotment.	150.00	-	27 February 2026	NA

14 (i) DEBT SECURITIES (Continued)

B. Maturity profile of commercial paper

As at 31 March 2024

Maturities	<1 year	1-3 years	>3 years	Grand Total
Rate of Interest				
8.40%-9.25%	841.40	-	-	841.40
Total	**841.40**	**-**	**-**	**841.40**

As at 31 March 2023

Maturities	<1 year	1-3 years	>3 years	Grand Total
Rate of Interest				
7.2%-9.05%	1,902.90	-	-	1,902.90
Total	**1,902.90**	**-**	**-**	**1,902.90**

14 (ii) BORROWINGS (OTHER THAN DEBT SECURITIES)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Borrowings in India measured at amortised cost		
Secured		
-Term loans from Banks	3,798.61	2,080.24
-Term loans from Others	293.00	-
-Working capital demand loan from banks	49.74	-
-Others	-	339.53
Total Borrowings (other than debt securities)	**4,141.35**	**2,419.77**

A. Rate of interest, nature of security and term of repayment in case of Term loans from bank and others

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
Pari-Passu charge by way of hypothecation on the loan portfolio/ receivables that are standard (arising out of lending, loans and advances and current assets/financial assets) and receivables arising out of investments (including non-convertible debenture and inter-corporate deposits but excluding investments made in the nature of equity investments or convertible instruments or investments made or loan extended by Borrower to its subsidiaries or affiliates), Cash and cash equivalents, other than excluded Receivables.	Repayable in 12 quarterly instalments starting from 30 June 2023	166.67	250.00	31 March 2026	30 June 2023
Pari-Passu charge by way of hypothecation on the loan portfolio/ receivables that are standard and Liquid Investments (Excluding investment in Group companies), Cash and cash equivalents, other than Excluded Receivables	Repayable at the end of 2nd year from date availed .	-	100.00	30 September 2023	NA
First pari-passu charge over standard receivables of the Borrower except Excluded Assets. SCUF shares (and post reorganization of Shriram group, Shriram Finance Ltd shares) worth ₹ 175 Crores (over and above Minimum Listed Cover) to be kept free of any encumbrances and to be kept in designated DP account with Kotak Securities Ltd.	Repayable at the end of 1st year from date availed .	-	750.00	30 November 2023	NA
First ranking pari passu charge by way of hypothecation over standard Receivables of the Company (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments); and (iii) current assets and/or financial assets; except any Receivables arising out of equity investments made, or inter corporate deposits, and all of rights, title, interest, benefits, claims and demands whatsoever of the Company and pledge over listed shares of Shriram Finance Limited.	Repayable at the end of 1st year from the date availed .	-	500.00	28 March 2024	NA

14 (ii) BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
First pari-passu charge by way of hypothecation along with working capital/ term lenders on current and future standard loan receivables (excluding stressed assets) of the company through the security Trustee with a security cover of 1.10 times of the outstanding amount (including interest) excluding receivables over which borrower has exclusively created charge in favour of certain existing charge holder Investments by way of NCDs/ Mutual Fund/ Loans given to group companies should not be included in loan assets for the purpose of ACR.	Repayable in 16 quarterly equal instalments starting from 31 December 2023	174.92	200.00	30 September 2027	31 December 2023
Pari-Passu charge by way of hypothecation on the loan portfolio/ receivables that are standard (arising out of lending, loans and advances and current assets/financial assets) and receivables arising out of investments (excluding inter-corporate deposits, or investments made in the nature of equity investments or convertible instruments or investments made or loan extended by Borrower to its subsidiaries or affiliates), Cash and cash equivalents, with a cumulative asset cover of 1.1x, other than excluded Receivables.	Repayable in 14 equal quarterly instalments starting from 31 December 2023	214.29	250.00	31 March 2027	31 December 2023
Pari-Passu charge by way of hypothecation on the loan portfolio/ receivables that are standard (arising out of lending, loans and advances and current assets/financial assets) and receivables arising out of investments (including non-convertible debenture and inter-corporate deposits but excluding investments made in the nature of equity investments or convertible instruments or investments made or loan extended by Borrower to its subsidiaries or affiliates), Cash and cash equivalents, other than Excluded Receivables.	Repayable in 12 equal quarterly instalments starting from 30 June 2024	50.00	50.00	31 March 2027	30 June 2024
Floating Pari-passu charge by way of hypothecation on the secured loan receivables of the company arising from loans & advances (both present & future), (other than specifically charged) to an extent of 1.11 times.	Repayable in 20 equal quarterly instalments starting from 30 September 2023	85.00	-	28 June 2028	30 September 2023
First Pari passu charge by way of hypothecation along with other working capital /term lenders on current and future standard loan receivable (Excluding stressed Assets) of the company Limited with a security cover of 1.10 times of the outstanding amount (including interest) excluding receivable over which borrower has exclusively created charge in favour of certain existing charge holder Investment by way of NCDs/Mutual fund/ Loans given to group companies should not be included in loan assets for the purpose of ACR.	Repayable in 11 quarterly instalments of ₹ 4.25 Crores each and last instalment of ₹ 3.25 Crores starting from 30 September 2023	37.25	-	30 June 2026	30 September 2023
First Charge on Pari-Passu Basis by way of Hypothecation of 110% of Standard book debts.	Repayable in 11 quarterly instalments of ₹ 6.82 Crores each and starting from 01 February 2024	68.18	-	1 August 2026	1 February 2024
Pari-Passu Hypothecation Charge with other banks / Lenders over the company's current assets and entire present /future loans receivable excluding any specific receivable where exclusive charge has been created /or to be created to secured certain borrowings subject to maintenance of stipulated asset coverage ratio of minimum 1.25 x stage - I Assets.	Repayable in 25 quarterly installment's of ₹ 80 Crores each and first installment starting from 17 August 2024	2,000.00	-	17 August 1930	17 August 2024
Pari-passu first charge on current assets, book debts , loans, advances and receivables with asset coverage ratio [ACR] of 1.11 times, excluding receivables and Book Debts exclusively charged to NABARD/ SIDBI/ NHB.	repayment in 20 equal instalments of ₹ 25 Crores each, first instalment starting from 28 December 2023	450.00	-	28 September 2028	28 December 2023

14 (ii) BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
Pari-Passu charge by way of hypothecation on the loan portfolio/ receivables that are standard (arising out of lending, loans and advances and current assets/financial assets) and receivables arising out of investments (including non-convertible debenture and inter-corporate deposits but excluding investments made in the nature of equity investments or convertible instruments or investments made or loan extended by Borrower to its subsidiaries or affiliates), Cash and cash equivalents, other than Excluded Receivables.	repayment in 12 equal instalments of ₹ 8.33 Crores each, first instalment starting from 31 December 2024	100.00	-	30 September 2027	31 December 2024
First Pari- Passu Charge by way of hypothecation on the movable assets (as defined hereunder) , with a cumulative asset cover of 1.10 times , it is clarified that the excluded assets (define as under) shall not from part of the hypothecated asset at any time during the tenor of the facility.	Repayable in 20 quarterly equal instalments of ₹ 7.50 Crores each, first instalment starting from 31 January 2024	142.50	-	31 October 2028	31 January 2024
First Pari-Pasu charge by way of Hypothecation of the standard loan receivable of the borrower: present and future to the extent of 1.10 times of the exposure maintained at any point of the time Including without limitation a) Receivable arising out of the Lending Loans and advances b) Receivable arising out if its investment (including non-convertible debenture excluding investment made in the nature of the Equity investment) intercorporate deposit and c) current assets and / or Financials assets Save and except any receivable Arising out of its investment made to loan extend by its borrower to is subsidiaries or affiliates (Movable Assets)	Bullet repayment	150.00	-	31 October 2024	Bullet repayment on 31 October 2024
The loan together with interest, penal interest and any sum due to the NABARD and payable by the borrower shall be secured by way of exclusive charge by way of assignment of books debt and receivable of the borrower and a separate deed of assignment of the books debts equivalent to ₹ 300 Crores to be executed in favour of NABARD and the charge cover all the present and future debts, receivable m etc and also future loans and advances. only such loans assets may be assigned to NABARD where in borrower not availed Moratorium.	Repayable in 11 quarterly instalments, First instalment of 10% ₹ 25 Crores on TL amount and balance are 9 % ₹ 22.50 Crores in TL amount, First instalment starting from 31 March 2024	225.00	-	30 September 2026	31 March 2024
Pari-Passu charge by way of hypothecation on the loan portfolio/ receivables that are standard (arising out of lending, loans and advances and current assets/financial assets) and receivables arising out of investments (excluding inter-corporate deposits, or investments made in the nature of equity investments or convertible instruments or investments made or loan extended by Borrower to its subsidiaries or affiliates), Cash and cash equivalents, with a cumulative asset cover of 1.1x, other than excluded Receivables.	Repayable in 14 quarterly equal instalments of ₹ 17.86 Crores each, first instalment starting from 30 September 2024	250.00	-	30 December 2027	30 September 2024

The coupon rates for the above loans are 7.99% - 10.40 % p.a. (previous year (7.69% - 9.65%)

The Company has utilised funds borrowed from banks and financial institutions for the purpose for which it was taken.

B. Rate of interest, nature of security and term of repayment in case of Working capital demand loan

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
Pari Passu hypothecation charge with other banks / lenders over the company's current assets and entire present/future loan receivables excluding any specific receivables where exclusive charge has been created or to be created to secured certain borrowings, subject to maintenance of stipulated asset coverage ratio of minimum 1.25x of Stage-I Assets	Bullet repayment on 20 February 2025	50.00	-	20 February 2025	NA

The coupon rates for the above loans are 8.90% p.a. (previous year Nil)

14 (ii) BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

C. Rate of interest, nature of security and term of repayment in case of short term borrowings from others

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
Exclusive Charge on Government Securities and Treasury Bills.	Bullet repayment on 6 April 2023	-	339.53	06 April 2023	NA

The coupon rates for the above loans are Nil (previous year (7.10% - 7.50%)

14 (iii) DEPOSITS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Measured at amortised cost		
Intercorporate deposit from others (Unsecured)	25.15	70.41
Total current tax assets (net)	**25.15**	**70.41**

A. Maturity profile of deposits

As at 31 March 2024

Maturities	<1 year	1-3 years	>3 years	Grand Total
Rate of Interest				
8.85%	25.15	-	-	25.15
Total	**25.15**	**-**	**-**	**25.15**

As at 31 March 2023

Maturities	<1 year	1-3 years	>3 years	Grand Total
Rate of Interest				
8.55%	70.41	-	-	70.41
Total	**70.41**	**-**	**-**	**70.41**

15 OTHER FINANCIAL LIABILITIES

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Payable to employees	22.42	21.02
Unclaimed Dividend (refer note 46 (xiii))	14.79	15.86
Other payable	1.00	19.53
Lease Liabilities (refer note 36)	39.73	12.59
	77.94	**69.00**

16 CURRENT TAX LIABILITIES (NET)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Current tax liabilities (net of advance tax and tax deducted at source of ₹ 649.90 Crore; 31 March 2023 ₹269.82 Crore)	139.27	128.85
	139.27	**128.85**

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TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

17 PROVISIONS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Provision for employee benefits (refer note 38)		
Gratuity	18.32	17.47
Compensated absence	14.74	11.84
Long Service Benefits	0.08	0.12
Provision For Litigations & Disputes	3.50	3.50
Provision for impairment allowance on undisbursed commitments (refer note 41.3(b) and 32(a))	4.04	23.33
Total provisions	**40.68**	**56.26**

18 OTHER NON- FINANCIAL LIABILITIES

(₹ in Crores)

	As at 31 March 2024	As at 31 March 2023
Statutory dues payable	11.46	0.95
	11.46	**0.95**

19 EQUITY SHARE CAPITAL

(₹ in Crores)

	As at 31 March 2024	As at 31 March 2023
Authorized share capital:		
25,40,00,00,000 (25,40,00,00,000) equity shares of ₹ 2/- each	5,080.00	5,080.00
30,00,000 (30,00,000) preference shares of ₹100/- each	30.00	30.00
2,40,00,000 (2,40,00,000) preference shares of ₹ 10/- each	24.00	24.00
10,50,00,000 (10,50,00,000) unclassified shares of ₹ 2/- each	21.00	21.00
	5,155.00	**5,155.00**
Issued Capital		
22,46,88,273 (23,86,88,273) Equity Shares of ₹ 2/- each	44.94	47.74
	44.94	**47.74**
Subscribed and paid up capital:		
22,46,63,700 (23,86,63,700) equity shares of ₹ 2 each, fully paid	44.93	47.73
	44.93	**47.73**

(i) Reconciliation of the number of shares outstanding at the beginning and at the end for the period

Particulars	31 March 2024 No. of shares	31 March 2024 ₹ in Crores	31 March 2023 No. of shares	31 March 2023 ₹ in Crores
At the beginning of the year	238,663,700	47.73	238,663,700	47.73
Less: Shares extinguished on buy-back	14,000,000	2.80	-	-
At the end of the year	**224,663,700**	**44.93**	**238,663,700**	**47.73**

(ii) Details of shareholders holding more than 5% shares in the Company

Name of the shareholder, promoter	31 March 2024 No. of shares	31 March 2024 % Holding	31 March 2023 No. of shares	31 March 2023 % Holding
The Sri Krishna Trust through its Trustees, Mr. Ajay Piramal and Dr. (Mrs.)Swati A. Piramal	78,877,580	35.11%	78,877,580	33.05%

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TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

19 EQUITY SHARE CAPITAL (Continued)

(iii) Details of shareholding of Promoters in the Company

Name of the Promoter	31 March 2024		
	No. of shares	% of total shares	% change during the year
Ajay G. Piramal	1,23,296	0.05%	0.00%
Swati A Piramal	2,100	0.00%	0.00%
Anand Piramal	1,97,097	0.09%	0.00%
Nandini Piramal	45,487	0.02%	0.00%
Lalita G. Piramal	1,234	0.00%	0.00%
Peter DeYoung	1,08,000	0.05%	0.00%
Anya Piramal DeYoung	48,000	0.02%	0.00%
Master Dev Piramal Deyoung	48,000	0.02%	0.00%
Ajay G. Piramal (Karta of Ajay G Piramal HUF)	6,507	0.00%	0.00%
PRL Realtors LLP	89,73,913	3.99%	0.00%
The Ajay G Piramal Foundation	9,86,731	0.44%	0.00%
V3 Designs LLP	97,01,000	4.32%	0.00%
Anand Piramal Trust	1,39,327	0.06%	0.00%
Nandini Piramal Trust	1,22,740	0.05%	0.00%
Aasan Corporate Solutions Private Limited	20,13,875	0.90%	0.00%
Piramal Welfare Trust (Formerly Piramal Enterprise executives trust)	23,84,148	1.06%	-0.07%
The Sri Krishna Trust (Through its trustees Ajay G Piramal and Swati Piramal)	7,88,77,580	35.11%	0.00%
	10,37,79,035	46.19%	-0.07%

Name of the Promoter	31 March 2023		
	No. of shares	% of total shares	% change during the year
Ajay G. Piramal	1,23,296	0.05%	0.00%
Swati A Piramal	2,100	0.00%	0.00%
Anand Piramal	1,97,097	0.08%	0.00%
Nandini Piramal	45,487	0.02%	0.00%
Lalita G. Piramal	1,234	0.00%	0.00%
Peter DeYoung	1,08,000	0.05%	0.00%
Anya Piramal DeYoung	48,000	0.02%	0.00%
Master Dev Piramal Deyoung	48,000	0.02%	0.00%
Ajay G. Piramal (Karta of Ajay G Piramal HUF)	6,507	0.00%	0.00%
PRL Realtors LLP	89,73,913	3.76%	0.00%
The Ajay G Piramal Foundation	9,86,731	0.41%	0.00%
V3 Designs LLP	97,01,000	4.06%	0.00%
Anand Piramal Trust	1,39,327	0.06%	0.00%
Nandini Piramal Trust	1,22,740	0.05%	0.00%
Aasan Corporate Solutions Private Limited	20,13,875	0.84%	0.00%
Piramal Welfare Trust (Formerly Piramal Enterprise executives trust)	23,85,806	1.00%	-0.01%
The Sri Krishna Trust (Through its trustees Ajay G Piramal and Swati Piramal)	7,88,77,580	33.05%	0.00%
	10,37,80,693	**43.48%**	**-0.01%**

Dividend paid to promoter and promoter group ₹ 320.58 crores in current year (previous year ₹ 341.29)

19 EQUITY SHARE CAPITAL (Continued)

(iv) For the period of five years immediately preceding the date as at which the Balance Sheet is prepared:

(a) 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	2019-20	305,865

(b) The company has not allotted any equity shares as bonus shares.

(c) **Shares bought back:**

During the current year, The Board of Directors at its meeting held on 28 July 2023, approved buyback of equity shares of the company of up to 1,40,00,000 number of Equity Shares of face value of ₹ 2/- each representing 5.87% of the pre-buyback fully paid up equity shares at a price of ₹1,250 per share aggregating to ₹. 1,750 crores, through the tender offer route. Company extinguished those shares on 18 September 2023, and accordingly, the issued and paid up capital stands reduced by ₹ 2.80 Crores and Securities Premium by ₹ 1,747.20, respectively. Further, the Company has incurred buy back expenses of ₹ 12.91 crores, tax on buy-back of ₹ 405.22 crores and created Capital Redemption Reserve of ₹ 2.80 crores, which have been adjusted from Securities Premium account.

(v) Terms and Rights attached to 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.

(vi) Equity shares reserved for issue under ESOP Scheme - 18,21,487 shares (Previous Year : 7,70,022 Equity shares) (refer note 52)

20 OTHER EQUITY

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Capital Reserve (refer note 20.1)	2,747.13	2,747.13
Security premium (refer note 20.2)	9,259.84	11,427.97
Capital Redemption Reserve (refer note 20.3)	64.53	61.73
Debenture Redemption Reserve (refer note 20.4)	-	-
General reserve (refer note 20.5)	5,798.55	5,798.55
FVTOCI Equity & Debt Instruments (refer note 20.6)	-	(250.27)
FVTOCI- Cash flow hedging reserve (refer note 20.7)	0.15	-
Reserve fund (refer note 20.8)	804.76	709.95
Stock options reserve (refer note 20.9)	71.99	0.02
Retained earnings (refer note 20.10)	2,799.68	3,491.65
Total other equity	**21,546.63**	**23,986.73**

20.1 Capital Reserve

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	2,747.13	2,747.13
Addition / reduction during the year	-	-
Closing balance	**2,747.13**	**2,747.13**

This reserve is outcome of business combinations carried out.

20 OTHER EQUITY (Continued)

20.2 Security premium

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	11,427.97	11,427.97
Less: Buy-back of equity shares (refer note 19 (iv)(c))	(1,747.20)	-
Less: Tax on liability towards buy-back of equity shares (refer note 19 (iv)(c))	(405.22)	-
Less: Expenses for buy-back of equity share (refer note 19 (iv)(c))	(12.91)	-
Less: Transfer to Capital Redemption Reserve (refer note 19 (iv)(c))	(2.80)	-
Closing balance	**9,259.84**	**11,427.97**

Security premium is used to record the premium received on issue of shares. It can be utilised in accordance with the provisions of the Companies Act, 2013.

20.3 Capital Redemption Reserve

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	61.73	61.73
Add: Transfer from Security premium	2.80	-
Closing balance	**64.53**	**61.73**

This reserve was created as per requirements of Companies Act pursuant to buyback of equity shares and redemption of preference shares.

20.4 Debenture Redemption Reserve

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	-	2.00
Transfer during the year	-	(2.00)
Closing balance	**-**	**-**

The Debenture redemption reserve is created as per the requirements of Rule18(7) of the Companies (Share Capital and Debentures) Rules, 2014.

20.5 General reserve

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	5,798.55	5,798.55
Addition / (reduction) during the year	-	-
Closing balance	**5,798.55**	**5,798.55**

General Reserve represent amounts set aside from retained profits as a reserve to be utilised for permissible general purpose as per Law.

20.6 FVTOCI - Equity & Debt Instruments

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	(250.27)	93.82
Addition / (reduction) during the year	(78.70)	144.20
Transfer to Retained Earnings	328.97	(488.29)
Closing balance	**-**	**(250.27)**

The Company has elected to recognise changes in the fair value of certain investments in equity/ debt securities in Other Comprehensive Income. These changes are accumulated within the FVTOCI equity & debt investments reserve within equity. The Company transfers amounts from this reserve to retained earnings when the relevant equity / debt securities are derecognised.

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TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

20 OTHER EQUITY (Continued)

20.7 FVTOCI - Cash Flow Hedge Reserve

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	-	-
Addition / (reduction) during the year	0.15	-
Closing balance	**0.15**	**-**

The Company uses hedging instruments as part of its management of interest rate risk associated with investment in floating rate bonds. For hedging interest rate risk, the Company uses interest rate swaps which is also designated as cash flow hedges. To the extent these hedges are effective; the changes in fair value of the hedging instrument is recognised in the cash flow hedging reserve. Amount recognised in the cash flow hedging reserve is reclassified to profit or loss when the hedged item affects Statement of profit or loss (e.g. interest payments).

20.8 Reserve fund

Reserve Fund u/s 45-IC (1) of Reserve Bank of India Act, 1934

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	709.95	225.68
Addition during the year	94.81	484.27
Closing balance	**804.76**	**709.95**

Reserve fund is created as per the terms of section 45 IC(1) of the Reserve Bank of India Act, 1934 as a statutory reserve.

20.9 Stock options Reserve

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	0.02	-
Addition during the year	71.97	0.02
Closing balance	**71.99**	**0.02**

Share options outstanding account is created as required by Ind AS 102 'Share Based Payments' on the Employee Stock Option Scheme. Stock Options outstanding represents amount of reserve created by recognition of compensation cost at grant date fair value on stock options vested but not exercised by employees and unvested stock options in the Statement of profit and loss in respect of equity-settled share options granted to the eligible employees of the Company and group in pursuance of the Employee Stock Option Plan.

20.10 Retained earnings

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	3,491.65	3,680.91
Add: Net profit for the year	474.05	14,333.30
Less: Payable to Shareholders (refer note 42)	-	(13,742.31)
Less: Realised income/ (loss) on FVTOCI Instruments	(328.97)	488.29
Add : Remeasurement of the defined benefit liability/(asset) / others	(2.38)	1.32
Less : Transfer from/ (to) Debenture Redemption Reserve	-	2.00
Less: Final Dividend paid	(739.86)	(787.59)
Less: Transfer to statutory reserve fund	(94.81)	(484.27)
Closing balance	**2,799.68**	**3,491.65**

Retained earnings represents the surplus in profit and loss account and net amount of appropriations made to/from retained earnings.

On 8 May, 2024, a Dividend of ₹ 10 per equity share (Face value of ₹ 2/- each) was recommended by the Board of Directors which is subject to shareholders approval. If approved, there would be cash outflow amounting to approximately ₹ 225 crores.

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

21 REVENUE FROM OPERATIONS

(₹ in Crores)

	Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
(i)	Interest income		
	Interest income measured at using the effective interest method measure at amortised cost:		
	- on investments	76.04	228.15
	- on loans	1,339.60	1,131.17
	Interest income- on investments measured at cost	189.80	-
	Interest income- on investments measured at FVTPL	80.10	345.44
	Interest income using the effective interest method on investments measured at FVTOCI	39.78	14.64
	Interest income on fixed deposits	10.21	17.07
	Total interest income	**1,735.53**	**1,736.47**
(ii)	Dividend Income		
	Dividend income from mutual fund units	0.01	-
	Dividend income from equity investments	161.29	140.34
	Total dividend income	**161.30**	**140.34**
(iii)	Fee and commission Income		
	- processing / arranger fees	2.01	5.62
	- guarantee commission	-	4.21
	Total fee and commission Income	**2.01**	**9.83**
	Processing fees is earned in India and recognised at a point in time.		
	Guarantee Commission is earned outside India and recognised over time.		
(iv)	Net gain on fair value changes		
	measured at FVTPL		
	-Unrealised	(129.78)	(105.13)
	-Realised	1,016.46	146.27
	measured at FVTOCI		
	-Unrealised	-	-
	-Realised	0.71	-
	Total gain on fair value changes	**887.39**	**41.14**
(v)	Other operating income		
	Bad debts recoveries	77.38	-
	Gain on disposal of Associate/Joint Venture (refer notes 6.1 & 42)	870.69	2,857.44
	Total Other operating income	**948.07**	**2,857.44**
	Total Revenue from operations	**3,734.30**	**4,785.22**

22 OTHER INCOME

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Other non-operating income (refer note 37)	34.71	42.71
Interest income On income tax refund	56.20	9.20
Total other income	**90.91**	**51.91**

NOTES
TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

23 FINANCE COSTS

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Interest expense on financial liabilities measured at amortised cost		
-Interest on deposits	2.34	50.28
-Interest on borrowings	309.43	42.88
-Interest on debt securities	431.05	616.45
-Other Interest expense (including interest on lease liability ₹ 2.15 crores (Previous year ₹ 1.97 crores))	2.34	2.16
Total finance costs	**745.16**	**711.77**

24 FEES AND COMMISSION EXPENSE

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Fees and commission expense	10.55	18.09
Total fees and commission expense	**10.55**	**18.09**

25 NET LOSS ON DERECOGNITION OF FINANCIAL INSTRUMENTS-UNDER AMORTISED COST CATEGORY

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Loss on derecognition of financial assets	1,048.26	1,371.31
	1,048.26	**1,371.31**

Loss of derecognition of financial assets consists of loss arising from sale of loans and advances as well as technical write off where the Company having no reasonable expectations of recovering the financial asset. The Company may apply enforcement activities to financial assets written off. (also refer note 48 (c))

26 IMPAIRMENT ON FINANCIAL INSTRUMENTS (EXPECTED CREDIT LOSS ALLOWANCE)

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Measured at amortised cost		
Loans	158.49	102.33
Investments	(96.15)	(109.65)
Others including undisbursed commitments	(19.29)	10.74
Total Impairment on financial instruments	**43.05**	**3.42**

During the year ended 31 March 2024, to accommodate any possible uncertainties in the near future, the Company has created additional management overlay provision on certain real estate wholesale portfolio amounting to ₹ 300 crore. This has been duly approved by the RMC and the Board of Directors. The total management overlay as on 31 March 2024 is ₹ 323 crore (Previous year ₹ 94.43 crores).

27 EMPLOYEE BENEFITS EXPENSE

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Salaries and wages	124.28	72.15
Share based payments to employees	15.77	2.00
Contribution to provident and other fund	6.14	3.42
Staff welfare expenses	5.43	5.52
Provision for Gratuity (refer note 38)	2.29	1.69
	153.91	**84.78**

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

28 DEPRECIATION, AMORTIZATION AND IMPAIRMENT

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Depreciation on property, plant and equipment	4.03	12.21
Amortisation on intangible assets	1.73	1.40
Amortisation on right-of-use assets	6.56	9.39
Impairment on investment property (refer note 35)	660.31	-
	672.63	**23.00**

29 OTHER EXPENSES

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Corporate social responsibility expenses (refer note 45)	17.73	20.00
Donations	4.07	-
Contribution to electoral trust	-	25.00
Rent	11.39	6.72
Rates and taxes, excluding taxes on income	0.84	0.81
Travelling and conveyance	6.45	4.18
Director's commission	3.67	3.17
Legal and professional fees	89.58	72.89
Royalty	13.57	11.89
Electricity expense	0.94	0.45
Repairs and maintenance (refer note 35)	31.57	4.89
Business promotion and advertisement expenses	6.79	5.01
Postage and communication	1.49	1.92
Printing and stationery	0.23	1.01
Loss on sale / Provision of subsidiary (refer foot note 6.5 of note 6)	44.65	52.20
Membership & subscription charges	5.14	2.37
Insurance charges	0.87	2.25
Other expenses	9.11	9.13
Payments to auditors		
- statutory audit fees	1.53	1.45
- tax audit fees	0.15	-
- for certification and other services**	0.08	0.72
- Reimbursement of Out of pocket Expenses	0.06	0.03
	249.91	**226.08**

*** excludes fees amounting to ₹ 0.93 crores paid in relation to public issue of Non-convertible Debentures has been amortised as per EIR method for calculation of Interest cost on Non-Convertible Debentures and included under Finance Cost*

30 EXCEPTIONAL ITEMS

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Gain on demerger (refer note 42)	-	12,219.68
Incidental Cost (refer note 42)	-	(397.83)
Regulatory Provision on AIF (refer note 44)	(365.00)	-
	(365.00)	**11,821.85**

31 INCOME TAXES

a. Recognised in Standalone Statement of Profit and Loss

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Current Tax		
In respect of the current year	52.00	-
Prior year tax	2.31	-
Deferred Tax charge / (credit)		
In respect of the current year	8.38	(112.77)
Total income taxes	**62.69**	**(112.77)**

b. The income tax expense for the year can be reconciled to the accounting profit as follows:

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023	Effective tax rate reconciliation: For the year ended 31 March 2024	Effective tax rate reconciliation: For the year ended 31 March 2023
Profit before tax*	536.74	2,000.68		
Income tax expense calculated at 25.17% (Previous year at 25.17%)	135.10	503.57	25.17%	25.17%
Tax effect of disallowance:				
Effect of expenses that are not deductible in determining taxable profit	5.49	13.24	1.02%	0.66%
Effect of capital gains on sale of investments in shares	(40.00)	(660.02)	-7.45%	-32.99%
Effect of deduction from dividend income	(40.60)	-	-7.56%	0.00%
Effect of EIR and unamortised expenses	-	23.68	0.00%	1.18%
Others	0.40	6.76	0.07%	0.34%
Income tax expenses recognised in profit or loss	**60.38**	**(112.77)**	11.25%	-5.64%

**Including exceptional item of ₹ 397.83 crores in for the year ended 31 March 2023*

The tax rate used for the reconciliations above is the corporate tax rate of 25.17% for the year 2023-24 and 2022-23

In assessing the realizability of deferred tax assets, the Company considers the extent to which it is probable that the deferred tax asset will be realized. The ultimate realization 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 realize the benefits of these deductible differences. The amount of deferred tax asset considered realizable, however, could be reduced in the near term if the estimates of future taxable income during the carry-forward period are reduced.

32 EARNINGS PER SHARE (EPS)

Basic and diluted EPS is computed in accordance with Ind AS 33 'Earnings Per Share'

The computation of earnings per share is set out below:

(₹ in Crores)

Description	For the year ended 31 March 2024	For the year ended 31 March 2023
Net profit attributable to equity shareholders (A)	474.05	14,333.30
Weighted average number of equity shares outstanding during the year for calculation of EPS (B)	23,12,04,684	23,86,63,700
Basic EPS of face value of ₹ 2 (A/B) (in ₹)	20.50	600.56
Effect of dilution: Employee stock option	17,37,084	7,67,601
Effect of dilution: right shares reserved for erstwhile CCD holders and right shares held in abeyance	24,573	24,573
Weighted average number of equity shares outstanding during the year for calculation of EPS (C)	23,29,66,341	23,94,55,874
Diluted EPS of face value of ₹ 2 (A/C) (in ₹)	20.35	598.58

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

32 (A) CONTINGENT LIABILITIES AND COMMITMENTS

Particulars		As at 31 March 2024	As at 31 March 2023
A.	**Contingent Liabilities :**		
1.	**Claim against the Company not acknowledged as debt**		
	Vide Demand dated 5 June1984, 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 28 January 1981 to 31 March 1985 which is not accepted by the Company. The Company has been legally advised that the demand is untenable.	NA	NA
2.	**Others**		
	Disputed tax Demand		
	-where the Company is in appeal	208.88	324.20
	-where the department is in appeal	411.48	321.05
Sales Tax		9.60	9.73
Goods and Service Tax		0.35	-
Central / State Exercise / Service Tax / Customs		54.93	54.93
Stamp Duty		9.37	9.37
Legal Case		3.23	3.23
B.	**Commitments**		
(a)	Estimated amount of contracts remaining to be executed on capital account and not provided for	205.00	207.01
(b)	Undisbursed loan commitments including cancellable commitments	3,800.34	1,055.15
(c)	For Other Commitments towards investment (refer note 41.1)		

The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses

The Company has also reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed the contingent liabilities where applicable, in its financial statements. The Company does not expect the outcome of these proceedings to have a materially adverse effect on its Standalone Financial Statements.

33 DISCLOSURES AS REQUIRED BY THE MICRO, SMALL AND MEDIUM ENTERPRISES DEVELOPMENT ACT, 2006 ('MSMED ACT') ARE AS UNDER:

(₹ in Crores)

Particulars		For the year ended 31 March 2024	For the year ended 31 March 2023
(a)	Principal amount due to suppliers registered under the MSMED Act and remaining unpaid as at year end	0.60	1.04
(b)	Interest due to suppliers registered under the MSMED Act and remaining unpaid as at year end	0.19	0.19
(c)	Principal amounts paid to suppliers registered under the MSMED Act, beyond the appointed day during the year	4.10	4.62
(d)	Interest paid, other than under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	-	-
(e)	Interest paid, under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	-	-
(f)	Interest due and payable towards suppliers registered under MSMED Act, for payments already made	0.14	0.16
(g)	The amount of interest accrued and remaining unpaid at the end of accounting year	-	-
(h)	Further interest remaining due and payable for earlier years	-	-

34 SEGMENT REPORTING

In accordance with Ind AS 108 'Operating Segments', the Company is primarily engaged in the business of financing and accordingly there are no separate reportable segmental information as per Ind AS 108.

No single customer represents 10% or more of the Company's total revenue for the year ended 31 March 2024 and 31 March 2023. Based on the geographic information analyses the Company's revenues and assets by the country of domicile, all the Company's revenues and assets other than financial assets and tax assets are based in India.

NOTES
TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

35 INVESTMENT PROPERTY

Investment property, recorded at a carrying value of ₹ 675 crores (Previous Year: ₹ 1,335.31 crores), consists of land development rights for real estate property located in suburban in Mumbai, without any restriction on its realisability and is being held for capital appreciation and eventual monetization by exploring various options.

In accordance with Ind AS 113, the fair value of investment property is determined by the Company at ₹ 675 crores (Previous Year: ₹ 1,471 crores) following the risk-adjusted discounted cash flow method and based on Level 3 inputs from an independent accredited valuation expert, as defined under Rule 2 of Companies (Registered Valuers and Valuation) Rules, 2017 with relevant valuation experience for similar properties/rights. The main inputs used in determining fair valuation are area available for development, location, construction cost, demand, weighted-average cost of capital and current real estate prices of real estate market at the location.Refer note 39 for Fair valuation approach and methodology.

(₹ in Crores)

Particulars	31 March 2024	31 March 2023
Sale rate per sq ft	₹ 16,000-18,000 on saleable area	₹ 16,000-18,000 on saleable area
Annual Sales Price Escalations	5%-7% Commercial	5%-7% Commercial
	2%-10% Residential	2%-10% Residential
Weighted Average Cost of Capital	16% p.a	16% p.a
Estimated Saleable Area	30,01,000 square feet	65,01,183 square feet

As at 31 March 2024, the Company has reviewed the the saleable area and other underlying assumptions based on current market conditions and discussions with the authorities. Resultantly, an impairment loss of ₹ 660.31 crores (Previous Year: NIL) has been recognised. Direct operating expenses (including repairs and maintenance) arising from investment property that did not generate rental income during the year is ₹ 26.85 crores (Previous Year : Nil)

36 DISCLOSURE PURSUANT TO IND AS 116

The Company has office premises on lease basis. The lease period range from 3 years to 5 years. Details for the lease as lessee are as under:

i. Right-of-use assets

Carrying amount of Right-of-use assets recognised and movement during the year:

Category of Asset	Opening as on 1 April 2023	Addition during 2023-24	Deduction/ Transfer during 2023-24	Depreciation for 2023-24	Closing as on 31 March 2024
Buildings	10.88	33.41	(0.13)	6.57	37.84
Total	**10.88**	**33.41**	**(0.13)**	**6.57**	**37.84**

Category of Asset	Opening as on 1 April 2022	Addition during 2023-24	Deduction/ Transfer during 2023-24	Depreciation for 2023-24	Closing as on 31 March 2024
Buildings	21.78	2.71	4.22	9.39	10.88
Leasehold Land	0.07	-	0.07	-	-
Guest House	0.31	-	0.31	-	-
IT Assets	1.09	-	1.09	-	-
Total	**23.25**	**2.71**	**5.69**	**9.39**	**10.88**

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

36 DISCLOSURE PURSUANT TO IND AS 116 (Continued)

Carrying amount of Lease liabilities recognised and movement during the year:

(₹ in Crores)

Particulars	31 March 2024	31 March 2023
Opening Balance	12.59	25.38
Add: Addition during the year	33.41	2.71
Add: Interest on lease liability	2.15	1.97
Less: Deletion/others during the year		(2.68)
Less: Lease rental payments	(8.42)	(14.79)
Closing Balance	**39.73**	**12.59**

ii. Amount recognised in statement of profit and loss - Lease under Ind AS - 116

(₹ in Crores)

Particulars	Year ended 31 March 2024	Year ended 31 March 2023
Interest on lease liabilities	2.15	1.97
Depreciation	6.57	9.68
Expenses Related to short-term lease	-	1.65
Expenses related to leases of low-value assets, excluding short-term lease of low-value assets	2.68	-

iii. Amount recognised in standalone statement of cash flow

(₹ in Crores)

Particulars	Year ended 31 March 2024	Year ended 31 March 2023
Total Cashflow for lease	8.42	14.79

iv. Contractual maturities of lease liabilities on an undiscounted basis

(₹ in Crores)

Particulars	Year ended 31 March 2024	Year ended 31 March 2023
1 year	12.83	5.30
2 year	25.13	7.79
3 year	10.24	2.04
More than 5 years	-	-

37 RELATED PARTY DISCLOSURES

1. List of related parties

A. Subsidiaries -

The Company's subsidiaries at 31 March 2024 are set out below.

Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the Company, and the proportion of ownership interests held equals the voting rights held by the Company.

The country of incorporation or registration is also their principal place of business.

NOTES
TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

37 RELATED PARTY DISCLOSURES (Continued)

The Subsidiary companies including step down subsidiaries :

Sr. No.	Name of the Company	Principal place of business / Country of incorporation	Ownership interest held by the Company % voting power held as at 31 March 2024	Ownership interest held by non-controlling interests % voting power held as at 31 March 2024	Principal Activity
1	Piramal International (upto 29 September 2023) *	Mauritius	100.00%	0.00%	Others
2	Piramal Dutch IM Holdco B.V (upto 8 September 2023)*	Netherlands	100.00%	0.00%	Others
3	Piramal Capital and Housing Finance Limited	India	100.00%	0.00%	Financial Services
4	DHFL Investments Limited #	India	100.00%	0.00%	Financial Services
5	DHFL Advisory & Investments Private Limited #	India	100.00%	0.00%	Financial Services
6	DHFL Holdings Limited #	India	100.00%	0.00%	Financial Services
7	Piramal Agastya Offices Private Limited (formerly known as PRL Agatsya Private Limited) (w.e.f. 29 April 2022) #	India	100.00%	0.00%	Leasing of Properties
8	Piramal Fund Management Private Limited	India	100.00%	0.00%	Financial Services
9	Piramal Alternatives Private Limited	India	100.00%	0.00%	Financial Services
10	Piramal Investment Advisory Services Private Limited	India	100.00%	0.00%	Financial Services
11	Piramal Investment Opportunities Fund	India	100.00%	0.00%	Financial Services
12	INDIAREIT Investment Management Co. $$	Mauritius	100.00%	0.00%	Financial Services
13	Piramal Asset Management Private Limited $$ (upto 5 June 2023)*	Singapore	100.00%	0.00%	Financial Services
14	Piramal Securities Limited	India	100.00%	0.00%	Financial Services
15	Piramal Systems & Technologies Private Limited	India	100.00%	0.00%	Others
16	Piramal Technologies SA @	Switzerland	100.00%	0.00%	Others
17	PEL Finhold Private Limited	India	100.00%	0.00%	Others
18	Piramal Corporate Tower Private Limited	India	100.00%	0.00%	Others
19	Piramal Finance Sales & Services Private Limited #	India	100.00%	0.00%	Financial Services
20	Piramal Payment Services Limited (w.e.f. 29 April 2022) #	India	100.00%	0.00%	Manpower Services
21	Piramal Alternatives Trust	India	100.00%	0.00%	Financial Services
22	Piramal Alternatives India Access Fund (w.e.f 11 September 2023) ^	India	100.00%	0.00%	Financial Services
23	Virdis Infrastructure Investment Managers Private Limited	India	100.00%	0.00%	Others

Others denotes investment in subsidiaries / other business activities

** Liquidated*

@ held through Piramal Systems & Technologies Private Limited

$$ held through Piramal Fund Management Private Limited

 # held through Piramal Capital & Housing Finance Limited

^ held through Piramal Alternatives Private Limited & Piramal Alternatives trust

The Company's subsidiaries at 31 March 2023 are set out below.

Unless otherwise stated, they have share capital consisting solely of equity shares that are held directly by the Company, and the proportion of ownership interests held equals the voting rights held by the Company.

The country of incorporation or registration is also their principal place of business.

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

37 RELATED PARTY DISCLOSURES (Continued)

The Subsidiary companies including step down subsidiaries :

Sr. No.	Name of the Company	Principal place of business / Country of incorporation	Ownership interest held by the Company	Ownership interest held by non-controlling interests	Principal Activity
			% voting power held as at 31 March 2023	% voting power held as at 31 March 2023	
1	Piramal International (upto 29 September 2023) *	Mauritius	100.00%	0.00%	Others
2	Piramal Holdings (Suisse) SA (up to 9 December 2022)	Switzerland	100.00%	0.00%	Others
3	Piramal Dutch IM Holdco B.V	Netherlands	100.00%	0.00%	Others
4	Piramal Capital and Housing Finance Limited	India	100.00%	0.00%	Financial Services
5	DHFL Investments Limited (w.e.f. 30 September 2021) #	India	100.00%	0.00%	Financial Services
6	DHFL Advisory & Investments Private Limited (w.e.f. 30 September 2021)#	India	100.00%	0.00%	Financial Services
7	DHFL Holdings Limited (w.e.f. 30 September 2021)#	India	100.00%	0.00%	Financial Services
8	PRL Agastya Private Limited (w.e.f. 29 April 2022) #	India	100.00%	0.00%	Leasing of Properties
9	Piramal Fund Management Private Limited	India	100.00%	0.00%	Financial Services
10	Piramal Alternatives Private Limited	India	100.00%	0.00%	Financial Services
11	Piramal Investment Advisory Services Private Limited	India	100.00%	0.00%	Financial Services
12	Piramal Investment Opportunities Fund	India	100.00%	0.00%	Financial Services
13	INDIAREIT Investment Management Co. $$	Mauritius	100.00%	0.00%	Financial Services
14	Piramal Asset Management Private Limited $$	Singapore	100.00%	0.00%	Financial Services
15	Piramal Securities Limited	India	100.00%	0.00%	Financial Services
16	Piramal Systems & Technologies Private Limited	India	100.00%	0.00%	Others
17	Piramal Technologies SA @	Switzerland	100.00%	0.00%	Others
18	PEL Finhold Private Limited	India	100.00%	0.00%	Others
19	Piramal Corporate Tower Private Limited	India	100.00%	0.00%	Others
20	Piramal Finance Sales & Services Private Limited #	India	100.00%	0.00%	Financial Services
21	Piramal Payment Services Limited (w.e.f. 29 April 2022) #	India	100.00%	0.00%	Manpower Services
22	Piramal Alternatives Trust	India	100.00%	0.00%	Financial Services
23	Virdis Power Investment Managers Private Limited *	India	100.00%	0.00%	Others
24	Virdis Infrastructure Investment Managers Private Limited	India	100.00%	0.00%	Others

Others denotes investment in subsidiaries / other business activities

** Liquidated*

@ held through Piramal Systems & Technologies Private Limited

$ merged into Piramal Dutch IM Holdco B.V.

$$ held through Piramal Fund Management Private Limited

 # held through Piramal Capital & Housing Finance Limited

B. Promoter group Entities and other related parties *

Gopikrishna Piramal Memorial Hospital

Piramal Corporate Services Limited

PRL Developers Private Limited

Piramal Trusteeship Services Private Limited

Glider Buildcon Realtors Private Limited

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

37 RELATED PARTY DISCLOSURES (Continued)

Piramal Pharma Limited #

PEL Pharma Inc. #

Piramal Dutch Holdings N.V. #

Piramal Critical Care Limited #

Piramal Foundation #

Piramal Foundation for Education Leadership #

Piramal Critical Care UK Limited #

Piramal Healthcare Inc. #

Piramal Swasthya Management #

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 Corporate Solutions 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 current & previous year.

**where there are transactions during the current or previous year*

 # Considered as related party under scale based regulations

Employee Benefit Trusts

Staff Provident Fund of Piramal Healthcare Limited

Piramal Pharma Limited Employees PF Trust

C. Associates and Joint Ventures

Name of the Entity	Principal Place of business	% voting power held as at 31 March 2024	% voting power held as at 31 March 2023	Relationship as at 31 March 2024	Relationship as at 31 March 2023
Shrilekha Business Consultancy Private Limited (upto 9 November 2022)	India	0.00%	74.95%	N.A.	Joint Venture
Shriram Capital Limited (mainly through Shrilekha Business Consultancy Private Limited) (upto 9 November 2022)	India	0.00%	20.00%	N.A.	Associate
India Resurgence ARC Private Limited	India	50.00%	50.00%	Joint Venture	Joint Venture
India Resurgence Asset Management Business Private Limited	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 Fund- Scheme- 4 (w.e.f 29 December 2023)	India	50.00%	50.00%	Joint Venture	Joint Venture
Shriram GI Holdings Private Limited (w.e.f 9 November 2022)	India	20.00%	20.00%	Associate	Associate
Shriram LI Holdings Private Limited (w.e.f 9 November 2022)	India	20.00%	20.00%	Associate	Associate
Shriram Investment Holdings Limited (w.e.f 9 November 2022 upto 26 March 2024)	India	0.00%	20.00%	NA	Associate
Asset Resurgence Mauritius Manager	Mauritius	50.00%	50.00%	Joint Venture	Joint Venture
Piramal Structured Credit Opportunities Fund	India	24.77%	25.00%	Joint Venture	Joint Venture
DHFL Venture Trustee Company Private Limited	India	45.00%	45.00%	Associate	Associate
Pramerica Life Insurance Limited	India	50.00%	50.00%	Joint Venture	Joint Venture

37 RELATED PARTY DISCLOSURES (Continued)

D. Other Intermediaries:

Shriram City Union Finance Limited (upto 9 November 2022)

E. Key Management Personnel

Mr. Ajay G. Piramal- Chairman and Executive Director

Dr. (Mrs.) Swati A. Piramal- Vice Chairman and Executive Director

Mr. Anand Piramal- Non-Executive Director

Ms. Nandini Piramal- Non-Executive Director (upto 31 August 2022)

Mr. Khushru Jijina- Executive Director (up to 31 August 2022)

Ms. Upma Goel- Chief Financial Officer (w.e.f 18 August 2022)

Mr. Vivek Valsaraj- Chief Financial Officer (upto 18 August 2022)

Mr. Bipin Singh- Company Secretary

G. Non Executive/Independent Directors

Mr. N. Vaghul (upto 9 November 2022)

Mr. Puneet Dalmia

Mr. Vijay Shah

Mr. S. Ramadorai (upto 31 March 2024)

Mr. Kunal Bahl

Mr. Suhail Nathani

Ms. Anjali Bansal

Ms. Anita George

Mrs. Shikha Sharma

Mr. Rajiv Mehrishi (w.e.f 26 May 2022)

Mr. Gautam Doshi (w.e.f 31 October 2022)

Name of the related party and nature of the related party relationship where control exists have been disclosed irrespective of whether or not there have been transactions between the related parties. In other cases, disclosure has been made only when there have been transactions with those parties. Related parties as defined under para 9 of Ind AS 24 'Related Party Disclosures' have been identified based on representations made by key managerial personnel and information available with the Company

2. (a) Details of transactions with related parties.

Details of Transactions	Subsidiaries		Joint Ventures		Associates & its subsidiaries		Other Related Parties (including Promoter group entities)		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Purchase of Goods										
- Piramal Pharma Limited	-	-	-	-	-	-	1.49	31.63	1.49	31.63
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**31.63**	**1.49**	**31.63**
Rendering of Services										
- Piramal Pharma Limited	-	-	-	-	-	-	33.15	56.58	33.15	56.58
- Piramal Foundation	-	-	-	-	-	-	0.05	0.05	0.05	0.05
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**33.20**	**56.63**	**33.20**	**56.63**
Receiving of Services										
- Pramerica Life Insurance Limited	-	-	0.08	-	-	-	-	-	0.08	-
TOTAL	**-**	**-**	**0.08**	**-**	**-**	**-**	**-**	**-**	**0.08**	**-**

37 RELATED PARTY DISCLOSURES (Continued)

Details of Transactions	Subsidiaries		Joint Ventures		Associates & its subsidiaries		Other Related Parties (including Promoter group entities)		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Guarantee commission income										
- Piramal Dutch Holdings N.V.	-	-	-	-	-	-	-	1.31	-	1.31
- PEL Pharma Inc.	-	-	-	-	-	-	-	0.75	-	0.75
- Piramal Critical Care Limited	-	-	-	-	-	-	-	2.15	-	2.15
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**4.21**	**-**	**4.21**
Corporate social responsibility expenses										
- Piramal Foundation for Education Leadership	-	-	-	-	-	-	10.00	11.00	10.00	11.00
- Piramal Foundation	-	-	-	-	-	-	5.00	3.00	5.00	3.00
- Piramal Swasthya Management	-	-	-	-	-	-	2.73	6.00	2.73	6.00
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**17.73**	**20.00**	**17.73**	**20.00**
Royalty Expense										
- Piramal Corporate Services Limited	-	-	-	-	-	-	12.76	11.89	12.76	11.89
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**12.76**	**11.89**	**12.76**	**11.89**
Repatriation of Liquidation proceeds										
- Piramal Dutch Holdings B.V	0.09	-	-	-	-	-	-	-	0.09	-
TOTAL	**0.09**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**0.09**	**-**
Rent Expense										
- Aasan Corporate Solutions Private Limited	-	-	-	-	-	-	7.75	9.67	7.75	9.67
- Gopikrishna Piramal Memorial Hospital	-	-	-	-	-	-	0.20	0.26	0.20	0.26
- Piramal Capital and Housing Finance Limited	0.86	0.86	-	-	-	-	-	-	0.86	0.86
- Piramal Corporate Tower Private Limited	2.35	-	-	-	-	-	-	-	2.35	-
- Piramal Pharma Limited	-	-	-	-	-	-	3.74	3.73	3.74	3.73
TOTAL	**3.21**	**0.86**	**-**	**-**	**-**	**-**	**11.69**	**13.66**	**14.90**	**14.52**
Reimbursement of expenses recovered										
- Piramal Capital and Housing Finance Limited	54.96	0.94	-	-	-	-	-	-	54.96	0.94
- Piramal Corporate Tower Private Limited	0.09	0.09	-	-	-	-	-	-	0.09	0.09
- Piramal Fund Management Private Limited	1.07	-	-	-	-	-	-	-	1.07	-
- PEL Finhold Private Limited	0.02	0.02	-	-	-	-	-	-	0.02	0.02
- Piramal Alternatives Private Limited	-	0.02	-	-	-	-	-	-	-	0.02
- Piramal Systems & Technologies Private Limited	0.00	0.01	-	-	-	-	-	-	0.00	0.01
- Piramal Finance Sales & Services Private Limited	0.20	-	-	-	-	-	-	-	0.20	-
- Piramal Securities Limited	0.82	-	-	-	-	-	-	-	0.82	-
- Piramal Corporate Services Limited	-	-	-	-	-	-	3.19	-	3.19	-
TOTAL	**57.16**	**1.08**	**-**	**-**	**-**	**-**	**3.19**	**-**	**60.35**	**1.08**
Reimbursement of expenses paid										
- Aasan Corporate Solutions Private Limited	-	-	-	-	-	-	-	0.40	-	0.40
- Piramal Capital & Housing Finance Limited	0.31	-	-	-	-	-	-	-	0.31	-
- Piramal Trusteeship Services Private Limited	-	-	-	-	-	-	0.03	0.03	0.03	0.03
- PEL Finhold Private Limited	-	3.54	-	-	-	-	-	-	-	3.54
- PRL Agastya Private Limited	0.42	-	-	-	-	-	-	-	0.42	-
- Piramal Securities Limited	0.03	-	-	-	-	-	-	-	0.03	-
TOTAL	**0.76**	**3.54**	**-**	**-**	**-**	**-**	**0.03**	**0.43**	**0.79**	**3.97**
Contribution to Funds										

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

37 RELATED PARTY DISCLOSURES (Continued)

Details of Transactions	Subsidiaries		Joint Ventures		Associates & its subsidiaries		Other Related Parties (including Promoter group entities)		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
- Staff Provident Fund of Piramal Healthcare Limited	-	-	-	-	-	-	11.71	10.69	11.71	10.69
- Pramerica Life Insurance Limited	-	-	5.47	-	-	-	-	-	5.47	-
TOTAL	**-**	**-**	**5.47**	**-**	**-**	**-**	**11.71**	**10.69**	**17.18**	**10.69**
Dividend Income										
- Piramal Dutch IM Holdco B.V.	-	45.62	-	-	-	-	-	-	-	45.62
- Shriram GI Holdings Private Limited	-	-	-	-	39.70	44.70	-	-	39.70	44.70
- Shriram Li Holdings Private Limited	-	-	-	-	9.88	-	-	-	9.88	-
- Shriram Investment Holdings limited	-	-	-	-	13.75	-	-		13.75	-
- Piramal Investment Advisory Services	13.50	-	-	-	-	-	-	-	13.50	-
- Piramal Structured Credit Opportunities Fund	-	-	-	30.38	-	-	-	-	-	30.38
- Piramal Finance Sales & Services Private Limited	-	3.00	-	-	-	-	-	-	-	3.00
- India Resurgence ARC Pvt Ltd	-	-	35.76	-	-	-	-	-	35.76	-
- Piramal Investment Opportunities Fund	-	0.24	-	-	-	-	-	-	-	0.24
TOTAL	**13.50**	**48.86**	**35.76**	**30.38**	**63.34**	**44.70**	**-**	**-**	**112.60**	**123.94**
Finance granted /(repayments) - Net (including loans and Equity contribution / Investments in cash or in kind/ Portfolio transferred from / (to))										
- Piramal Dutch IM Holdco B.V.	-	-	-	-	-	-	-	-	-	-
- Piramal Fund Management Private Limited	67.00	6.00	-	-	-	-	-	-	67.00	6.00
- Piramal Capital and Housing Finance Limited	5,178.40	(1,224.72)	-	-	-	-	-	-	5,178.40	(1,224.72)
- India Resurgence Fund- Scheme II	-	-	(294.55)	57.79	-	-	-	-	(294.55)	57.79
- Piramal Structured Credit Opportunities Fund	-	-	-	93.85	-	-	-	-	-	93.85
- India Resurgence ARC Pvt Ltd	-	-	(41.39)	2.77	-	-	-	-	(41.39)	2.77
- Piramal Alternatives Private Limited	110.00	32.60	-	-	-	-	-	-	110.00	32.60
- Piramal Alternative Trust	610.46	321.89	-	-	-	-	-	-	610.46	321.89
- PRL Developers Private Limited	-	-	-	-	-	-	(113.89)	109.29	(113.89)	109.29
- Piramal Corporate Tower Private Limited	394.59	-	-	-	-	-	-	-	394.59	-
TOTAL	**6,360.45**	**(864.23)**	**(335.94)**	**154.41**	**-**	**-**	**(113.89)**	**109.29**	**5,910.62**	**(600.53)**
Processing fees charged										
- PRL Developers Private Limited	-	-	-	-	-	-	-	2.20	-	2.20
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2.20**	**-**	**2.20**
Interest Received on Loans/Investments/Inter corporate Deposit										
- Piramal Fund Management Private Limited	8.29	3.85	-	-	-	-	-	-	8.29	3.85
- Piramal Capital and Housing Finance Limited	72.78	128.08	-	-	-	-	-	-	72.78	128.08
- India Resurgence Asset Management Business Pvt Ltd	-	-	1.44	1.43	-	-	-	-	1.44	1.43
- India Resurgence ARC Pvt Ltd	-	-	6.75	2.15	-	-	-	-	6.75	2.15
- India Resurgence Fund Scheme-II	-	-	-	66.23	-	-	-	-	-	66.23
- PRL Developers Private Limited	-	-	-	-	-	-	5.07	0.03	5.07	0.03
- Piramal Corporate Tower Private Limited	2.79	-	-	-	-	-	-	-	2.79	-
- Piramal Investment Opportunities Fund	25.99	-	-	-	-	-	-	-	25.99	-
- Piramal Alternative Trust	160.34	-	-	-	-	-	-	-	160.34	-
- Others	-	0.66	-	-	-	-	-	-	-	0.66
TOTAL	**270.19**	**132.58**	**8.19**	**69.82**	**-**	**-**	**5.07**	**0.03**	**283.45**	**202.43**

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

37 RELATED PARTY DISCLOSURES (Continued)

Details of Transactions	Subsidiaries		Joint Ventures		Associates & its subsidiaries		Other Related Parties (including Promoter group entities)		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Legal and professional fees										
- Piramal Fund Management Private Limited	-	2.34	-	-	-	-	-	-	-	2.34
- Piramal Capital and Housing Finance Limited	16.05	2.01	-	-	-	-	-	-	16.05	2.01
- Piramal Structured Credit Opportunities Fund	-	-	-	0.39	-	-	-	-	-	0.39
- Piramal Alternatives Private Limited	3.93	0.59	-	-	-	-	-	-	3.93	0.59
- India Resurgence Fund Scheme-II	-	-	-	6.77	-	-	-	-	-	6.77
- India Resurgence ARC Trust I	-	-	-	-	-	-	-	-	-	-
TOTAL	**19.98**	**4.94**	**-**	**7.16**	**-**	**-**	**-**	**-**	**19.98**	**12.11**
Interest Expense on loans										
- Piramal Capital and Housing Finance Limited	-	49.83	-	-	-	-	-	-	-	49.83
- Piramal Corporate Tower Private Limited	-	-	-	-	-	-	-	-	-	-
TOTAL	**-**	**49.83**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**49.83**
Intangible assets under development										
- Piramal Foundation for Education Leadership	-	-	-	-	-	-	5.63	2.99	5.63	2.99
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2.99**	**5.63**	**2.99**
Asset Purchased										
- Piramal Corporate Services Limited	-	-	-	-	-	-	3.33	-	3.33	-
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**3.33**	**-**
Sale of Investment										
- Piramal Alternatives India Access Fund	31.00	-	-	-	-	-	-	-	31.00	-
TOTAL		**-**		**-**		**-**		**-**	**31.00**	**-**
Security Deposit Placed/(Refunded)										
- Piramal Corporate Tower Private Limited	6.72	-	-	-	-	-	-	-	6.72	-
- Aasan Corporate Solutions Private Limited	-	-	-	-	-	-	(0.56)	-	(0.56)	-
TOTAL	**6.72**	**-**	**-**	**-**	**-**	**-**	**(0.56)**	**-**	**6.16**	**-**

Related party transactions were made on terms equivalent to those that prevail in arm's length transactions.

Refer note 41.1 for undrawn commitments with related parties

Refer note 19 (iii) & 37 (2) (b) for dividend paid to related parties & KMP

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

37 RELATED PARTY DISCLOSURES (Continued)

(b) Compensation paid to Directors, Key Managerial Personnel and It's relatives:

The compensation of directors and other members of key managerial personnel and its relatives during the year was as follows:

(₹ in Crores)

Particulars	2024	2023
Short-term employee benefits	18.84	6.46
Post-employment benefits *	3.80	0.75
Other long-term benefits	0.53	0.39
Share based payments (refer note 52)	1.08	0.00
Commission and other benefits to non-executive/independent directors	4.12	3.44
Professional Fees Paid to non-executive directors	2.00	1.80
Total	**30.37**	**12.84**

**including Contribution towards Defined Contribution plan ₹ 1.35 crores for FY 24 (₹ 0.10 crores for FY 23).*

Dividend paid to Key Managerial Personnel ₹ 1.14 for current year (₹ 1.21 for previous year)

Payments made to the directors and other members of key managerial personnel are approved by the Nomination & Remuneration Committee.

3. Balances of related parties.

Account Balances	Subsidiaries		Joint Ventures		Associates & its Subsidiaries		Other Related Parties (including Promoter group entities)		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Loans to related parties - Unsecured (at amortised cost)										
- Piramal Fund Management Private Limited	102.70	35.70	-	-	-	-	-	-	102.70	35.70
- Piramal Capital and Housing Finance Limited	450.00	300.00	-	-	-	-	-	-	450.00	300.00
- Piramal Corporate Tower Private Limited	105.00	-	-	-	-	-		-	105.00	-
- PRL Developers Pvt Ltd	-	-	-	-	-	-	-	109.29	-	109.29
TOTAL	**657.70**	**335.70**	**-**	**-**	**-**	**-**	**-**	**109.29**	**657.70**	**444.99**
Interest receivable on loans to related parties										
- PRL Developers Private Limited	-	-	-	-	-	-	-	0.03	-	0.03
- Piramal Fund Management Private Limited	7.46	-	-	-	-	-	-	-	7.46	-
- Piramal Capital and Housing Finance Limited	-	13.97	-	-	-	-	-	-	-	13.97
- Piramal Corporate Tower Private Limited	2.51	-	-	-	-	-	-	-	2.51	-
TOTAL	**9.97**	**13.97**	**-**	**-**	**-**	**-**	**-**	**0.03**	**9.97**	**14.00**
Current Account balances with related parties										
- Piramal Pharma Limited	-	-	-	-	-	-	9.29	-	9.29	-
- Piramal Systems & Technologies Private Limited	0.00	0.00	-	-	-	-	-	-	0.00	0.00
- Piramal Capital and Housing Finance Limited	137.46	73.51	-	-	-	-	-	-	137.46	73.51
- Piramal Corporate Services Private Limited	-	-	-	-	-	-	2.07	-	2.07	-
- Piramal Finance Sales & Services Private Limited	0.01	-	-	-	-	-	-	-	0.01	-
- Piramal Fund Management Private Limited	0.17	-	-	-	-	-	-	-	0.17	-
- Piramal Securities Limited	0.81	-	-	-	-	-	-	-	0.81	-
- Pramerica Life Insurance Limited	-	-	0.29	-	-	-	-	-	0.29	-
- PRL Developers Pvt Ltd	-	-	-	-	-	-	-	0.10	-	0.10
- Piramal Critical care UK Limited	-	-	-	-	-	-	-	(0.18)	-	(0.18)
- PEL Pharma Inc	-	-	-	-	-	-	-	(0.04)	-	(0.04)
- Piramal Alternative Trust	9.09	3.77	-	-	-	-	-		9.09	3.77
TOTAL	**147.55**	**77.28**	**0.29**	**-**	**-**	**-**	**11.36**	**(0.13)**	**159.20**	**77.15**

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

37 RELATED PARTY DISCLOSURES (Continued)

Account Balances	Subsidiaries		Joint Ventures		Associates & its Subsidiaries		Other Related Parties (including Promoter group entities)		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Income Receivable										
- Piramal Investment Opportunities Fund	25.06	0.16	-	-	-	-	-	-	25.06	0.16
TOTAL	**25.06**	**0.16**	**-**	**-**	**-**	**-**	**-**	**-**	**25.06**	**0.16**
Other receivable / (Payable)										
- Piramal Healthcare UK Limited	-	-	-	-	-	-	-	(0.06)	-	(0.06)
- Piramal Corporate Tower Private Limited	-	0.03		-	-	-	-	-	-	0.03
TOTAL	**-**	**0.03**	**-**	**-**	**-**	**-**	**-**	**(0.06)**	**-**	**(0.03)**
Other Financial Assets										
- Aasan Corporate Solutions Private Limited	-	-	-	-	-	-	-	7.28	-	7.28
- Piramal Corporate Tower Private Limited	6.72	-	-	-	-	-	-	-	6.72	-
TOTAL	**6.72**	**-**	**-**	**-**	**-**	**-**	**-**	**7.28**	**6.72**	**7.28**
Trade Payable										
- Piramal Pharma Limited	-	-	-	-	-	-	-	8.44	-	8.44
- Piramal Pharma Inc.	-	-	-	-	-	-	-	0.04	-	0.04
- Piramal Corporate services Private Limited	-	-	-	-	-	-	3.75	0.01	3.75	0.01
- Gopikrishna Piramal Memorial Hospital	-	-	-	-	-	-	-	0.16	-	0.16
- Piramal Critical Care Deutschland GmbH	-	-	-	-	-	-	-	0.08	-	0.08
- Aasan Corporate Solutions Private Limited	-	-	-	-	-	-	-	0.61	-	0.61
- Piramal Dutch Holdings N.V.	-	-	-	-	-	-	-	0.23	-	0.23
- Piramal Corporate Tower Private Limited	0.78	-	-	-	-	-	-	-	0.78	-
- Piramal Trusteeship Services Private Limited	-	-	-	-	-	-	0.01	-	0.01	-
- PEL Finhold Private Limited	-	0.06	-	-	-	-	-	-	-	0.06
- Others	-	-	-	-	-	-	-	-	-	-
TOTAL	**0.78**	**0.06**	**-**	**-**	**-**	**-**	**3.76**	**9.57**	**4.54**	**9.62**
Guarantee Commission Receivable / (Payable)										
- Piramal Healthcare Inc.	-	-	-	-	-	-	-	(0.13)	-	(0.13)
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(0.13)**	**-**	**(0.13)**
Intangible assets under development										
- Piramal Foundation for Education Leadership	-	-	-	-	-	-	8.62	2.72	8.62	2.72
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**8.62**	**2.72**	**8.62**	**2.72**

All outstanding balances are unsecured and are repayable in cash.

Related parties as defined under para 9 of Ind AS 24 'Related Party Disclosures' have been identified based on representations made by key managerial personnel and information available with the Company

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.

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

38 EMPLOYEE BENEFITS:

I. Charge to the Statement of Profit and Loss based on Defined Contribution Plans:

(₹ in Crores)

	Year ended 31 March 2024	Year ended 31 March 2023
Employer's contribution to Regional Provident Fund Office	5.45	0.36
Employer's contribution to Superannuation Fund	0.05	0.05
Employer's contribution to Employees' State Insurance	0.00	-
Employer's contribution to Employees' Pension Scheme 1995	0.09	0.13
Employer's contribution to National Pension Scheme	0.57	0.31

II. Disclosures for defined benefit plans based on actuarial valuation reports:

A. Change in projected benefit obligation

(₹ in Crores)

Particulars	Funded			
	Gratuity		Provident Fund	
	Year Ended 31 March 2024	Year Ended 31 March 2023	Year Ended 31 March 2024	Year Ended 31 March 2023
Present value of benefit obligation as at beginning of the year	18.67	26.93	202.11	194.36
Interest cost	1.37	1.15	17.53	17.40
Current service cost	0.80	0.56	5.30	3.88
Past Service Cost	0.22	-	-	-
Employee Contribution	-	-	6.41	5.52
Liability transferred in	2.18	-	8.49	3.88
(Liability transferred out)	-	(5.16)	-	-
Benefits paid directly by the employer	(1.71)	(3.16)	-	-
Benefits paid directly by the fund		(0.06)	(41.07)	(14.32)
Actuarial (gains)/losses on obligations- due to change in demographic assumptions	0.37	-	-	-
Actuarial (gains)/losses on obligations- due to change in financial assumptions	0.70	(0.08)	-	-
Actuarial (gains)/losses on obligations- due to experience	2.25	(1.50)	-	-
Other actuarial adjustment	-	-	(0.04)	(8.61)
Present value of defined benefit obligation as at the end of the year	**24.85**	**18.67**	**198.73**	**202.11**

B. Changes in Fair value of plan assets

(₹ in Crores)

Particulars	Funded			
	Gratuity		Provident Fund	
	Year Ended 31 March 2024	Year Ended 31 March 2023	Year Ended 31 March 2024	Year Ended 31 March 2023
Fair Value of Plan Assets as at beginning of the year	1.20	1.18	207.77	194.36
Interest income	0.09	0.01	17.53	17.40
Contributions by the Employer	5.10	5.43	-	-
Contributions by the Employee	-	-	11.71	9.40
Assets transferred in	-	-	8.49	3.88
Assets transferred out	-	(5.16)	-	-
Benefits paid from the fund	-	(0.06)	(41.07)	(14.32)
Return on Plan Assets, Excluding Interest Income	0.14	(0.21)	1.57	(2.94)
Other actuarial adjustment	-	-	-	-
Fair value of plan assets as at the end of the year	**6.53**	**1.20**	**206.00**	**207.77**

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TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

38 EMPLOYEE BENEFITS: (Continued)

C. Amount recognised in the Balance Sheet

(₹ in Crores)

Particulars	Gratuity		Provident Fund	
	As at 31 March 2024	As at 31 March 2023	As at 31 March 2024	As at 31 March 2023
Present value of benefit obligation at the end of the year	(24.85)	(18.67)	(198.73)	(202.11)
Fair value of plan assets at the end of the year	6.53	1.20	206.00	207.77
Net (liability)/asset recognized in the Standalone Balance Sheet	**(18.32)**	**(17.48)**	**7.27**	**5.67**

D. Net interest cost for current year

(₹ in Crores)

Particulars	Gratuity		Provident Fund	
	As at 31 March 2024	As at 31 March 2023	As at 31 March 2024	As at 31 March 2023
Present value of benefit obligation at the beginning of the year	18.67	26.93	202.11	194.36
(Fair value of plan assets at the beginning of the year)	(1.20)	(1.18)	(207.77)	(194.36)
Net liability/(asset) at the beginning	**17.48**	**25.75**	**(5.67)**	**-**
Interest cost	1.37	1.15	17.53	17.40
(Interest income)	(0.09)	(0.01)	(17.53)	(17.40)
Net interest cost for current year	**1.28**	**1.13**	**-**	**-**

E. Expenses recognised in Statement of Profit and Loss

(₹ in Crores)

Particulars	Gratuity		Provident Fund	
	As at 31 March 2024	As at 31 March 2023	As at 31 March 2024	As at 31 March 2023
Current service cost	0.80	0.56	5.30	3.88
Interest cost	1.28	1.13	-	-
Past service cost	0.22	-	-	-
Total expenses / (income) recognised in the Standalone Statement of Profit and Loss	**2.30**	**1.69**	**5.30**	**3.88**

F. Expenses recognized in the Other Comprehensive Income (OCI) for current year

(₹ in Crores)

Particulars	Gratuity	
	As at 31 March 2024	As at 31 March 2023
Actuarial (gains)/losses on obligation due to change in demographic assumptions	0.37	-
Actuarial (gains)/losses on obligation due to change in financial assumptions	0.70	(0.08)
Actuarial (gains)/losses on obligation due to experience	2.25	(1.50)
Return on plan assets, excluding interest income	(0.14)	0.21
Change in asset ceiling	-	-
Net (income)/expense For the year recognized in OCI	**3.18**	**(1.37)**

G. Significant actuarial assumptions:

(₹ in Crores)

Particulars	Gratuity		Provident Fund	
	Year ended 31 March 2024	Year ended 31 March 2023	Year ended 31 March 2024	Year ended 31 March 2023
Expected return on plan assets	7.18%	7.35%	8.25%	8.15%
Rate of discounting	7.18%	7.35%	7.18%	7.35%
Rate of salary increase	10.00%	9% for 3 years then 6%	N.A.	N.A.

38 EMPLOYEE BENEFITS: (Continued)

H. Movement in present value of net defined benefit obligation are as follows

(₹ in Crores)

Particulars	Gratuity	
	As at 31 March 2024	As at 31 March 2023
Opening net liability	17.47	25.74
Expenses recognized in Standalone Statement of Profit or Loss	2.30	1.69
Expenses recognized in OCI	3.18	(1.37)
Net liability transfer in	2.18	-
Net (liability)/asset transfer out	-	-
Benefit paid directly by the employer	(1.71)	(3.16)
Benefit paid- contribution to the fund	(5.10)	(5.43)
Net liability/(asset) recognized in the Standalone Balance Sheet	**18.32**	**17.47**

I. Category of Assets

(₹ in Crores)

Particulars	Gratuity		Provident Fund	
	As at 31 March 2024	As at 31 March 2023	As at 31 March 2024	As at 31 March 2023
Government of India assets (Central & State)	-	0.48	91.38	85.89
Cash and cash equivalents	0.14	0.13	2.19	2.21
Public sector unit bonds	-	-	7.33	5.63
Corporate bonds	-	0.27	75.48	72.71
Fixed Deposits under Special Deposit Schemes of Central Government	-	0.09	4.00	16.97
Insurance fund	6.39	-	-	-
Equity Shares of Listed Entities/Mutual Funds	-	0.22	14.85	14.55
Other	-	-	10.77	9.80
Total	**6.53**	**1.20**	**206.00**	**207.77**

J. Other details

(₹ in Crores)

Particulars	Gratuity	
	As at 31 March 2024	As at 31 March 2023
No of active members	219	174
Per month salary for active members	3.85	3.27
Average expected future service (years)	4.00	6.00
Projected benefit obligation (PBO)	24.85	18.67
Prescribed contribution for next year (12 months)	3.85	3.27

K. 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	
	31 March 2024	31 March 2023
1st Following Year	18.26	13.23
2nd Following Year	1.12	0.67
3rd Following Year	1.25	0.46
4th Following Year	1.04	0.66
5th Following Year	1.14	0.64
Sum of Years 6 to 10	2.98	2.67
Sum of Years 11 and above	9.81	5.18

38 EMPLOYEE BENEFITS: (Continued)

L. Sensitivity analysis

(₹ in Crores)

Projected benefits payable in future years from the date of reporting	Gratuity	
	As at 31 March 2024	As at 31 March 2023
Delta effect of +1% change in rate of discounting	(0.29)	(0.37)
Delta effect of-1% change in rate of discounting	0.32	0.42
Delta effect of +1% change in rate of salary increase	0.31	0.42
Delta effect of-1% change in rate of salary increase	(0.29)	(0.38)
Delta effect of +1% change in rate of employee turnover	(0.07)	0.01
Delta effect of-1% change in rate of employee turnover	0.08	(0.02)

Notes:

Gratuity is payable as per company' scheme as detailed in the report.

Actuarial gains/losses are recognized in the period of occurrence under Other Comprehensive Income (OCI). All above reported figures of OCI are gross of taxation.

Salary escalation and attrition rate are considered as advised by the company; they appear to be in line with the industry practice considering promotion and demand and supply of the employees.

Cash flow projection is done considering future salary, attrition and death in respective year for members as mentioned above.

These plans typically expose the Company 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, 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.

39 FAIR VALUE DISCLOSURES

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market conditions (i.e., an exit price), regardless of whether that price is directly observable or estimated using a valuation technique. In order to show how fair values have been derived, financial instruments are classified based on a hierarchy of valuation techniques.

The Company determines fair values of its financial instruments according to the fair value hierarchy as explained in Note 2 (iv).

This note describes the fair value measurement of both financial and non-financial instruments.

The Company's valuation framework includes:

- Benchmarking prices against observable market prices or other independent sources;
- Development and validation of fair valuation models using model logic, inputs, outputs and adjustments.
- Use of fair values as determined by the derivative counter parties.

39 FAIR VALUE DISCLOSURES (Continued)

These valuation models are subject to a validation before they become operational and are continuously calibrated. The Company ensures that the fair values are in compliance with the requirements of accounting standards.

(a) categories of financial instruments

(₹ in Crores)

Categories of financial instruments:	31 March 2024			31 March 2023		
	FVTPL	FVTOCI	Amortised cost	FVTPL	FVTOCI	Amortised cost
Financial assets						
Investments*	2,074.42	-	808.32	7,113.19	815.85	825.27
Loans*	-	-	11,469.99	107.54	-	9,508.59
Cash and cash equivalents #	-	-	1,201.86	-	-	1,678.22
Bank balances other than cash and cash equivalents#	-	-	157.33	-	-	203.28
Derivative financial instruments	-	0.20	-	-		
Other financial assets #	-	-	197.49	-	-	178.10
	2,074.42	**0.20**	**13,834.99**	**7,220.73**	**815.85**	**12,393.46**
Financial liabilities						
Debt securities	-	-	3,704.54	-	-	4,322.18
Borrowings (other than debt securities)	-	-	4,141.35	-	-	4,322.67
Deposits	-	-	25.15	-	-	70.41
Trade payables #	-	-	73.77	-	-	99.25
Other financial liabilities #	-	-	77.94	-	-	69.00
	-	**-**	**8,022.75**	**-**	**-**	**8,883.51**

** Loans and investments at amortised cost are disclosed in above table before ECL provision*

b) Fair value hierarchy and method of valuation

(₹ in Crores)

Financial instruments	Notes	31 March 2024				
		Carrying value	Level 1	Level 2	Level 3	Total
Financial assets						
Measured at FVTPL						
Investments						
Investments in Equity Instruments	i.	0.15	-	-	0.15	0.15
Investments in Preference Shares	iii.	6.87	-	-	6.87	6.87
Investments in mutual funds	i.	21.06	21.06	-	-	21.06
Investments in AIF	ii.	1,306.41	-	-	1,306.41	1,306.41
Investment in Security Receipts	iii.	470.63	-	-	470.63	470.63
Investment in Project receivables	iii.	269.30	-	-	269.30	269.30
Measured at FVTOCI						
Derivative financial instruments		0.20	-	0.20	-	0.20
Measured at amortised cost						
Redeemable Non-Convertible Debentures	iii.	329.96	-	-	331.78	331.78
Government Securities	i.	471.78	468.11	-	-	468.11
Loans	iii.	10,454.87	-	-	11,338.83	11,338.83
Financial liabilities						
Measured at amortised cost						
Debt securities	iv.	3,704.54	-	-	3,738.86	3,738.86
Borrowings (other than debt securities)	iv.	4,141.35	-	-	4,086.28	4,086.28
Deposits	iv.	25.15	-	-	25.15	25.15

39 FAIR VALUE DISCLOSURES (Continued)

(₹ in Crores)

Financial instruments	Notes	31 March 2023				
		Carrying value	Level 1	Level 2	Level 3	Total
Financial assets						
Measured at FVTPL						
Investments						
Investments in Equity Instruments	i.	3,933.58	3,933.43	-	0.15	3,933.58
Investments in Preference Shares	iii.	111.00	-	-	111.00	111.00
Investments in mutual funds	i.	150.91	150.91	-	-	150.91
Redeemable Non-Convertible Debentures	iii.	48.88	-	-	48.88	48.88
Investments in AIF	ii.	2,336.10	-	-	2,336.10	2,336.10
Investment in Security Receipt	iii.	532.72	-	-	532.72	532.72
Loans	iii.	107.54	-	-	107.54	107.54
Measured at FVTOCI						
Investments in Equity Instruments	ii.	148.23	148.23	-	-	148.23
Treasury Bills	i.	667.62	667.62	-	-	667.62
Measured at amortised cost						
Redeemable Non-Convertible Debentures	iii.	430.50	-	-	471.07	471.07
Government Securities	i	292.04	288.35	-	-	288.35
Loans	iii.	9,508.59	-	-	9,227.69	9,227.69
Financial liabilities						
Measured at amortised cost						
Debt securities	iv.	6,225.08	-	-	6,223.70	4,320.80
Borrowings (other than debt securities)	iv.	2,419.77	-	-	2,393.24	4,296.14
Deposits	iv.	70.41	-	-	70.41	70.41

Notes:

Valuation methodologies adopted

i. *Investments in quoted instruments are fair valued using quoted prices or closing Net Asset Value (NAV), with appropriate adjustments as required by Ind AS 113.*

ii. *Investments in Alternative Investment Funds (other than those covered in RBI Circular as explained in Note 44) and Security Receipts is valued basis the Net Asset Value (NAV), with appropriate adjustments as required by Ind AS 113. The Company obtains valuation of the Security Receipts on a 6-monthly basis as permitted under regulatory requirements.*

iii. *Valuation has been determined by using discounted cash flow method on the basis of the contractual cash flows. 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.*

iv. *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.*

*The Company has not disclosed the fair value of cash & cash equivalents, bank balances, other financial assets, trade payables and other financial liabilities, because their carrying amounts are a reasonable approximation of fair value.*

Investments in subsidiaries and joint venture companies are measured at cost less provision for impairment, if any and therefore the above disclosure is not applicable for the same.

39 FAIR VALUE DISCLOSURES (Continued)

c) Fair value measurements using significant unobservable inputs (Level 3)

The following table presents the changes in Level 3 items for the year ended 31 March 2024 and 31 March 2023

(₹ in Crores)

Particulars	Investments in Project receivables	Investments in security receipts and AIF	Preference Shares	Debentures (NCD & OCD)	Loans - FVTPL	Total
As at 31 March 2022	**-**	**2,149.80**	**106.84**	**559.31**	**416.03**	**3,231.98**
Acquisitions	-	634.33	4.17	5.25	-	643.75
Realisations / impairment	-	(116.46)	-	(515.68)	(310.03)	(942.17)
Income recognised in standalone statement of profit and loss	-	201.16	(0.01)	(0.00)	1.54	202.68
As at 31 March 2023	**-**	**2,868.82**	**111.00**	**48.88**	**107.54**	**3,136.24**
Acquisitions	273.64	470.63	-	300.00	-	770.63
Realisations / impairment / Regulatory provision*	(4.34)	(1,612.97)	(105.00)	(348.11)	(103.55)	(2,169.63)
Income recognised in standalone statement of profit and loss	-	50.56	0.87	(0.77)	(3.99)	46.67
As at 31 March 2024	**269.30**	**1,777.04**	**6.87**	**-**	**-**	**1,783.91**

** Includes regulatory provision on investment in AIF (refer note 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:

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.

The current market borrowing rates of the Company are compared with relevant market matrices as at the reporting dates to arrive at the discounting rates

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.

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.

e) Sensitivity for FVTPL Instruments measured at Level 3

The following table summarises the valuation techniques together with the significant unobservable inputs used to measure Level 3 financial assets. Relationships between unobservable inputs (discount rate and projected cash flows) have been incorporated in this table.

(₹ in Crores)

	Fair Value of Level 3 financial asset	Reporting Date	Increase / (Decrease) in the unobservable input	Sensitivity Impact on statement of profit and loss	
				Favourable	Unfavourable
Discounted Cash Flow Model	2,053.36	31 March 2024	2%	41.07	(41.07)
Discounted Cash Flow Model	3,136.39	31 March 2023	2%	62.73	(62.73)

Discount rates used when calculating the present value of future cash flows are adjusted to spreads to the benchmark rate for discounting the future expected cash flows. Hence, these spreads reduce the net present value of an asset.

Cash flows estimated reflect the estimated realisation to the Company. Realisation rates for less liquid instruments are usually unobservable and are estimated based on historical data.

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TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

40 CAPITAL MANAGEMENT

The Company's capital management strategy is to effectively determine, raise and deploy capital so as to create value for its shareholders. The same is done through a mix of either equity and/or combination of short term /long term debt as may be appropriate. The Company determines the amount of capital required on the basis of operations, capital expenditure and strategic investment plans. The capital structure is monitored on the basis of net debt to equity and maturity profile of overall debt portfolio. The primary objectives of the Company's capital management policy are to ensure that it complies with capital requirements and maintains strong credit ratings and healthy capital ratios in order to support its business and to maximise shareholder value.

The Company is subject to the capital adequacy requirements of the Reserve Bank of India (RBI). Under RBI's capital adequacy guidelines, the Company is required to maintain a capital adequacy ratio consisting of Tier I and Tier II Capital. The minimum capital ratio as prescribed by RBI guidelines and applicable to the Company, consisting of Tier I and Tier II capital, shall not be less than 15% of its aggregate risk weighted assets on-balance sheet and of risk adjusted value of off-balance sheet.

The Company has complied with all regulatory requirements related to capital and capital adequacy ratios as prescribed by RBI. Refer note 47 for capital adequacy and related disclosures. Refer note 20.10 for dividend paid and proposed by the Company.

41 RISK MANAGEMENT

Risk Management is an integral part of the Company's business strategy. The Risk Management oversight structure includes Committees of the Board and Management Committees. Company's risk philosophy is to develop and maintain a healthy portfolio which is within its risk appetite and the regulatory framework. While the Company is exposed to various types of risks, the most important among them are liquidity risk, interest rate risk, credit risk, regulatory risk and fraud and operational risk. The measurement, monitoring and management of risks remain a key focus area for the Company.

The Audit Committee of the Board provides direction to and monitors the quality of the internal audit function and also monitors compliance with RBI and other regulators.

The Company's risk management strategy is based on a clear understanding of various risks, disciplined risk assessment and measurement procedures and continuous monitoring. The policies and procedures established for this purpose are continuously benchmarked with market best practices.

The Sustainability & Risk Management Committee of the Board ("SRMC") reviews compliance with risk policies, monitors risk tolerance limits, reviews and analyse risk exposure and provides oversight of risk across the organization. The SRMC nurtures a healthy and independent risk management function to inculcate a strong risk management culture in the Company and broadly perceives the risk arising from (i) credit risk, (ii) liquidity risk, (iii) interest rate risk and (iv) fraud risk and operational risk (v) regulatory risk

41.1 Liquidity risk

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 Company has formulated an Asset Liability Management Policy in line with RBI guidelines for Non-Banking Financial Company. The Asset Liability Management Committee (ALCO) is responsible for the management of the companies funding and liquidity requirements. The company manages liquidity risk by maintaining sufficient cash and marketable securities, unutilised banking facilities, credit lines and by continuously monitoring forecast and actual cash flows, and by assessing the maturity profiles of financial assets and liabilities. The liquidity risk and funding function are managed by the Company's treasury team under liquidity risk management framework through various means like HQLA, liquidity buffers, sourcing of long-term funds, positive asset liability mismatch, keeping strong pipeline of sanctions from banks and assignment of loans to counter liquidity situation under the guidance of ALCO and Board.

The following tables detail the Company'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 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 31 March 2024 and 31 March 2023 respectively has been considered. The contractual maturity is based on the earliest date on which the Company may be required to pay.

41 RISK MANAGEMENT (Continued)

RBI vide circular No. RBI/2019-20/88 DOR.NBFC (PD) CC. No.102/03.10.001/2019-20 has issued guidelines on liquidity risk framework for NBFCs. It covers various aspects of Liquidity risk management such as granular level classification of buckets in structural liquidity statement, tolerance limits thereupon, and liquidity risk management principles. The Company has a Asset Liabilities Management Guidelines which covers liquidity risk management policy, strategies and practices, liquidity coverage ratio (LCR), stress testing, maturity profiling, liquidity risk measurement, interest rate risk and liquidity risk monitoring framework. The Company exceeds the regulatory requirement of LCR which mandate maintaining prescribed coverage of expected net cash outflows for a stressed scenario in the form of high quality liquid assets (HQLA). Refer note 54 (xxix) for LCR disclosures. LCR requirement have moved to 85% from 1 December 2023 and would be moving to 100% by December 2024.

(₹ in Crores)

Maturities of financial liabilities	31 March 2024			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years and above
Debt securities	2,926.66	923.72	96.59	82.03
Borrowings (other than debt securities)	1,340.90	2,133.66	1,136.73	517.02
Deposits	25.55	-	-	-
Trade payables	73.77	-	-	-
Other financial liabilities	48.79	20.71	8.44	-
	4,415.67	**3,078.09**	**1,241.76**	**599.05**

(₹ in Crores)

Maturities of financial liabilities	31 March 2023			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years and above
Debt securities	3,215.91	1,270.30	143.89	-
Borrowings (other than debt securities)	3,987.45	509.45	171.71	-
Deposits	71.51	-	-	-
Trade payables	99.25	-	-	-
Other financial liabilities	56.41	-	-	12.59
	7,430.53	**1,779.75**	**315.60**	**12.59**

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.

(₹ in Crores)

Maturities of financial assets	31 March 2024			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years and above
Investments	2,277.01	1,195.19	511.40	13,202.65
Loans	4,022.92	6,007.57	2,398.46	1,359.73
Other financial assets	187.64	-	-	9.85
	6,487.57	**7,202.76**	**2,909.86**	**14,572.23**

(₹ in Crores)

Maturities of financial assets	31 March 2023			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years and above
Investments	5,649.49	1,589.64	668.98	10,067.15
Loans	3,076.51	4,284.84	2,279.73	2,669.65
Other financial assets	165.38	-	-	12.72
	8,891.38	**5,874.48**	**2,948.71**	**12,749.52**

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TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

41 RISK MANAGEMENT (Continued)

In case of undrawn loan commitments, the expected maturities are as under:

(₹ in Crores)

Particulars	31 March 2024	31 March 2023
	1 to 3 years	1 to 3 years
Commitment to invest in AIF	-	69.00
Piramal Alternatives Trust	786.35	-
	786.35	69.00

Company has below commitments to invest in AIF in addition to above which will be invested as and when suitable investment opportunity:

Commitment as on 31 March 2024

Fund Name	Total Commitment (USD Million)	Balance Commitment (USD Million)	Total Commitment (₹ in Crores)	Balance Commitment (₹ in Crores)
Asia Real Estate Opportunities Fund	Not Applicable	Not Applicable	2,021.13	119.31

Commitment as on 31 March 2023

Fund Name	Total Commitment (USD Million)	Balance Commitment (USD Million)	Total Commitment (₹ in Crores)	Balance Commitment (₹ in Crores)
Asia Real Estate Opportunities Fund	Not Applicable	Not Applicable	2,021.13	119.31
India Resurgence Fund- Scheme 2	100.00	59.03	737.37	485.28

The Table below shows contractual maturity profile of carrying value of assets and liabilities

(₹ in Crores)

		As on 31 Mar 2024	
	Within 12 months	After 12 months	Total
1. Financial assets:			
(a) Cash and cash equivalents	1,201.86	-	1,201.86
(b) Bank balances other than cash and cash equivalents	-	157.33	157.33
(c) Derivative financial instruments	-	0.20	0.20
(d) Receivables	-	-	-
(e) Loans	3,016.37	7,438.50	10,454.87
(f) Investments	411.20	13,938.36	14,349.56
(g) Other financial assets	187.64	9.85	197.49
Total Financial assets	**4,817.07**	**21,544.24**	**26,361.31**
2. Non- financial assets:			
(a) Inventories			
(b) Current tax assets (net)	-	591.04	591.04
(c) Deferred tax assets (net)	-	336.33	336.33
(d) Investment Property	-	675.00	675.00
(e) Property, Plant and Equipment	-	12.71	12.71
(g) Intangible assets under development	-	9.50	9.50
(h) Intangible assets	-	11.04	11.04
(i) Right to Use Assets	-	37.84	37.84
(j) Assets held for sale	1,708.34	-	1,708.34
(k) Other non-financial assets	6.11	56.50	62.61
Total Non-financial assets	**1,714.45**	**1,729.96**	**3,444.41**
Total Assets	**6,531.52**	**23,274.20**	**29,805.72**

NOTES
TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

41 RISK MANAGEMENT (Continued)

(₹ in Crores)

	As on 31 Mar 2024		
	Within 12 months	After 12 months	Total
LIABILITIES AND EQUITY			
Liabilities			
1. Financial liabilities:			
(a) Trade payables			
(i) Total outstanding dues to micro and small enterprises	0.60	-	0.60
(ii) Total outstanding dues to creditors other than micro and small enterprises	73.17	-	73.17
(II) Other Payables			
(b) Debt securities	2,719.08	985.46	3,704.54
(c) Borrowings (other than debt securities)	972.40	3,168.95	4,141.35
(d) Deposits	25.15	-	25.15
(e) Other financial liabilities	48.79	29.15	77.94
Total Financial liabilities	**3,839.19**	**4,183.56**	**8,022.75**
2. Non- financial liabilities:			
(a) Current tax liabilities (net)	139.27	-	139.27
(b) Provisions	17.96	22.73	40.68
(c) Other non- financial liabilities	11.46	-	11.46
Total Non-financial liabilities	**168.69**	**22.73**	**191.41**
3. Equity			
(a) Equity share capital	-	44.93	44.93
(b Other equity	-	21,546.63	21,546.63
Total Equity	**-**	**21,591.56**	**21,591.56**
Total Liabilities and Equity	**4,007.87**	**25,797.85**	**29,805.72**

(₹ in Crores)

	As on 31 Mar 2023		
	Within 12 months	After 12 months	Total
1. Financial assets:			
(a) Cash and cash equivalents	1,678.22	-	1,678.22
(b) Bank balances other than cash and cash equivalents	0.04	203.24	203.28
(c) Derivative financial instruments	-	-	-
(d) Receivables	-	-	-
(e) Loans	2,089.73	6,668.61	8,758.34
(f) Investments	5,458.39	11,977.25	17,435.64
(g) Other financial assets	165.38	12.72	178.10
Total Financial assets	**9,391.76**	**18,861.82**	**28,253.58**
2. Non- financial assets:			
(a) Inventories	-	-	-
(b) Current tax assets (net)	-	722.87	722.87
(c) Deferred tax assets (net)	-	415.80	415.80
(d) Investment Property	-	1,335.31	1,335.31
(e) Property, Plant and Equipment	-	11.77	11.77
(g) Intangible assets under development	-	2.72	2.72
(h) Intangible assets	-	7.38	7.38
(i) Right to Use Assets	-	10.88	10.88
(j) Assets held for sale	2,277.54	-	2,277.54
(k) Other non-financial assets	2.53	63.65	66.18
Total Non-financial assets	**2,280.07**	**2,570.38**	**4,850.45**

41 RISK MANAGEMENT (Continued)

(₹ in Crores)

	As on 31 Mar 2023		
	Within 12 months	After 12 months	Total
Total Assets	**11,671.83**	**21,432.20**	**33,104.03**
Liabilities			
1. Financial liabilities:			
(a) Trade payables			
(i) Total outstanding dues to micro and small enterprises	1.04	-	1.04
(ii) Total outstanding dues to creditors other than micro and small enterprises	98.21	-	98.21
(b) Debt securities	4,955.87	1,269.21	6,225.08
(c) Borrowings (other than debt securities)	1,826.59	593.18	2,419.77
(d) Deposits	70.41	-	70.41
(e) Other financial liabilities	59.63	9.37	69.00
Total Financial liabilities	**7,011.76**	**1,871.75**	**8,883.51**
2. Non- financial liabilities:			
(a) Current tax liabilities (net)	128.85	-	128.85
(b) Provisions	38.79	17.47	56.26
(c) Other non- financial liabilities	0.95	-	0.95
Total Non-financial liabilities	**168.59**	**17.47**	**186.06**
3. Equity			
(a) Equity share capital	-	47.73	47.73
(b Other equity	-	23,986.73	23,986.73
Total Equity	**-**	**24,034.46**	**24,034.46**
Total Liabilities and Equity	**7,180.35**	**25,923.68**	**33,104.03**

41.2 Interest rate risk and sensitivity analysis

The Company is exposed to interest rate risk as it has assets and liabilities based on both fixed and floating interest rates. The Company 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 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 liability 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.

The exposure of the Company's borrowings to the interest rate risk at the end of the year for variable rate borrowing is of carrying value ₹ 4,512.88 crores (31 March 2023 ₹ 5,300.80 crores) and fixed rate borrowings are ₹ 3,358.66 crores(31 March 2023- ₹ 3,414.46 crores)

Impact on the Company's profit before tax if interest rates had been 100 basis points higher / lower is given below:

Sensitivity analysis on floating rate instruments	As at 31 March 2024		As at 31 Mar 2023	
	Higher	Lower	Higher	Lower
Sensitivity analysis on floating rate debts securities, borrowings other than debt securities and deposits	(45.13)	45.13	(53.01)	53.01
Sensitivity analysis on floating rate assets	62.79	(62.79)	65.99	(65.99)

41 RISK MANAGEMENT (Continued)

Refer note 41.6 for interest rate risk on cash flow hedge

41.3 Credit risk

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.

For both Wholesale & Retail business, a 'Risk Management Policy' is in place which oversees credit risk. The Company's Risk management team has developed proprietary internal risk rating models to evaluate the credit risk for the loans and investments made by the Company. The output of traditional credit rating model is an estimate of probability of default. For wholesale business, The Company's proprietary risk rating models are different from the traditional credit rating models as they integrate both probability of default and loss given default into a single model.

Credit risk management

Credit risk for retail is managed through models and credit policies for various products. Credit risk management for wholesale is achieved by considering various factors like :

- Promoter strength – This is an assessment of the promoter from financial, management and performance perspective.
- Industry & micro-market risk – This is an assessment of the riskiness of the industry and/or micro-market to which the borrower/ project belongs
- Project risk – This is an assessment of the standalone project from which interest servicing and principal repayment is expected to be done.
- Structure risk – This is an assessment of the loan structure which is characterized by its repayment tenor, moratorium, covenants, etc.
- 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.
- Exit – This is an assessment of the liquidity of the loan or investment.

Each of the above components of the risk analysis are assigned a specific weight which differ based on type of loan. The weights are then used with the scores of individual components for conversion to a risk rating.

Based on the above assessment the risk team categorises the deals in to the below Risk Grades

Risk Grading	Description
Dark Green	Extremely good loan
Green	Good loan
Yellow	Moderate loan
Amber	Weak loan
Red	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.

The credit risk on liquid funds and other financial instruments is limited because the counterparties are banks with high credit-ratings assigned credit-rating agencies or mutual funds.

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.iii of

41 RISK MANAGEMENT (Continued)

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	Stage	Basis for recognition of Expected credit loss
Very High quality liquid assets	Stage 1	No ECL
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

For the year ended 31 March 2024 and 31 March 2023 the Company has developed a PD Matrix after considering some parameters as stated below :

For provisioning on the wholesale financial assets, 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) Remaining Tenure (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 finance 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. The Company uses ECL allowance for retail financial assets measured at amortised cost, which are not individually significant, and comprise of a large number of homogeneous loans that have similar characteristics. The expected credit loss is a product of exposure at default, probability of default and loss given default. Due to lack of sufficient internal data, the Company uses external data from credit bureau agency (TransUnion upto Dec-22) for potential credit losses. Further, the estimates from the above sources have been adjusted with forward looking inputs from anticipated change in future macro-economic conditions to comply with IndAS 109.

Expected credit loss as at the reporting period:

(₹ in crore)

Particulars	As at 31 March 2024			
	Asset group	Amortised Cost	Expected credit loss	Net amount
Assets for which credit risk has not significantly increased from initial recognition	Investments	323.38	6.58	316.79
	Loans	10,273.83	636.91	9,636.92
Assets for which credit risk has increased significantly but not credit impaired	Investments	-	-	-
	Loans	913.33	111.04	802.29
Assets for which credit risk has increased significantly and credit impaired	Investments	-	-	-
	Loans	282.84	267.18	15.67
Total		**11,793.38**	**1,021.72**	**10,771.67**

(₹ in crore)

Particulars	As at 31 March 2023			
	Asset group	Amortised Cost	Expected credit loss	Net amount
Assets for which credit risk has not significantly increased from initial recognition	Investments	371.89	19.68	352.21
	Loans	7,716.99	331.72	7,385.27
Assets for which credit risk has increased significantly but not credit impaired	Investments	-	-	-
	Loans	1,431.37	321.06	1,110.31
Assets for which credit risk has increased significantly and credit impaired	Investments	151.30	83.05	68.25
	Loans	360.23	205.01	155.22
		10,031.78	**960.52**	**9,071.26**

41 RISK MANAGEMENT (Continued)

Reconciliation of loss allowance

a) Investments and loans

(₹ in crore)

Particulars	For the year ended 31 March 2024		
	12 months ECL	Lifetime ECL not credit impaired	ECL credit impaired
Balance at the beginning of the year	351.40	321.06	288.05
Transferred to 12-month ECL	0.38	(0.25)	(0.14)
Transferred to Lifetime ECL not credit impaired	(31.73)	31.73	-
Transferred to Lifetime ECL credit impaired	(7.92)	(0.09)	8.00
Bad debts written off	(5.56)	(23.40)	(204.03)
On account of rate increase / (reduction)	215.68	(38.49)	257.76
On account of disbursements	237.44	5.47	0.99
On account of repayments	(116.35)	(184.99)	(83.38)
Balance at the end of the year	**643.36**	**111.06**	**267.26**

(₹ in crore)

Investments and loans	For the year ended 31 March 2023		
	12 months ECL	Lifetime ECL not credit impaired	ECL credit impaired
Balance at the beginning of the year	233.52	154.14	589.00
Transferred to 12- month ECL			
Transferred to Lifetime ECL not credit impaired	(39.04)	39.04	-
Transferred to Lifetime ECL credit impaired	(15.71)	-	15.71
Bad debts recovered	-	-	-
Bad debts written off	(1.65)	(113.18)	(575.32)
Charge to standalone statement of profit and loss			
On account of rate increase / (reduction)	85.55	272.15	289.04
On account of disbursements	145.96	2.82	14.87
On account of repayments	(57.24)	(33.90)	(45.24)
Balance at the end of the year	**351.40**	**321.06**	**288.05**

b) Expected credit loss on undrawn loan commitments and letter of comfort:

(₹ in Crores)

Particulars	31 March 2024	31 March 2023
ECL on undrawn loan commitments (refer note 18)	4.04	23.33

c) Description of collateral held as security and other credit enhancements

The Company has set benchmarks on appropriate level of security cover for various types of deals. 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

41 RISK MANAGEMENT (Continued)

d) 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	31 March 2024	31 March 2023
Value of Security (at Fair Value considered for LGD)	15.67	223.47

41.4 Regulatory risk:

The Company requires certain statutory and regulatory approvals for conducting business and failure to obtain retain or renew these approvals in a timely manner, may adversely affect operations. Any change in laws or regulations made by the government or a regulatory body that governs the business of the Company may increase the costs of operating the business, reduce the attractiveness of investment and / or change the competitive landscape.

41.5 Fraud risk and operational risk:

Operational risk refers to the potential loss or disruption resulting from inadequate or failed internal processes, people, systems, or external events. It encompasses risks related to human error, technology failures, legal and compliance issues, and business continuity disruptions that can impact the operations of a finance company.

Operational Risk Management policy provides the structure and techniques that will facilitate consistent functioning of Operational Risk Management (ORM) framework. This Policy is focused on Operational Risk arising on account of People, Process, Systems, and external events. Company has Operational Risk Management Committee (ORMC) consisting of senior executives which monitors the ORM framework.

Fraud Risk Management policy focuses on prevention, detection, investigation of fraud and actions that Company should take in the event of fraud. Company has formulated Fraud Risk Management Committee (FRMC) consisting of senior executives. Company has also established a channel for employees to report frauds and related concern in timely manner.

The Company has a robust Risk Management framework to identify, measure and mitigate business risks and opportunities. This framework seeks to creates transparency, minimize adverse impact on the business strategy and enhance the Company’s competitive advantage. This risk framework thus helps in managing market, credit, operational and fraud risks and quantifies potential impact at a Company level.

The Company has an elaborate system of internal audit commensurate with the size, scale and complexity of its operations and covers funding operations, financial reporting, fraud control and compliance with laws and regulations.

41.6 Accounting for cash flow hedge

As at 31 March 2024, the Company has invested in floating rate government securities/bonds which are linked to treasury bill rate. For managing the interest rate risk arising from changes in treasury bill rate on such investments, the Company has entered into an interest rate swaps (IRS) for the investments. The Company has designated the IRS (hedging instrument) and the investment (hedged item) into a hedging relationship and applied hedge accounting.

Under the terms of the IRS, the Company receives interest at fixed rate and pays interest at the floating rate based on daily compounded overnight FBIL MIBOR. As the critical terms of the hedged item and the hedging instrument (notional, interest periods, underlying fixed rates) are not exactly matched, the Company uses the hypothetical derivative method to assess effectiveness. The interest cash flows of the hypothetical derivative and interest rate swap are off-setting, an economic relationship exists between the two. This ensures that the hedging instrument (interest rate swap) and hedged item (hypothetical derivative) have values that generally move in the opposite direction. There was no such contract outstanding as on 31 March 2023.

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.

41 RISK MANAGEMENT (Continued)

Following table provides quantitative information regarding the hedging instrument as on 31 March 2024:

Type of risk/ hedge position	Nominal value	Carrying amount of hedging instruments	Maturity date	Hedge ratio	Average contracted fixed interest rate	Changes in fair value of hedging instrument used as a basis for recognising hedge effectiveness	Changes in value of hedged item used as a basis for recognising hedge effectiveness
Cash Flow Hedge- Interest rate risk	25.00	0.20	07-Aug-33	1:1	6.54%	0.46	-0.44

Following table provides quantitative information regarding the hedging instrument as on 31 March 2024:

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	(0.21)	0.01	0.01	Interest income

The table below provides a profile of the timing of the nominal amounts of the Company's hedging instruments (based on residual tenor) along with the rate as applicable by risk category:

	As at 31 March 2024			
	Total	Less than 1 year	1-5 years	Over 5 years
Interest rate risk:				
Net exposure (in ₹)	0.29	(0.04)	0.28	0.06
Average fixed interest rate	6.54%	6.54%	6.54%	6.54%

The following table provides a reconciliation by risk category of the components of equity and analysis of OCI items resulting from hedge accounting:

Movement in Cash flow hedge reserve for the year ended	31 March 2024
Opening balance	-
Effective portion of changes in fair value:	
Interest rate risk	0.21
Tax on movements on reserves during the year	(0.05)
Net amount reclassified to profit or loss:	
Interest rate risk	(0.01)
Tax on movements on reserves during the year	0.00
Closing balance	0.15

42 COMPOSITE SCHEME OF ARRANGEMENT - DISCONTINUED OPERATIONS

Disposal Of Pharmaceutical Business

The board of directors of the Company, at their meeting held on 7 October 2021, had inter alia, approved the composite Scheme of Arrangement under applicable provisions of the Companies Act, 2013 between Company, Piramal Pharma Limited ('PPL'), Convergence Chemicals Private Limited ('CCPL'), Hemmo Pharmaceuticals Private Limited ('HPPL'), PHL Fininvest Private Limited ('PFPL') and their respective shareholders and creditors ('Scheme'). The Scheme inter alia provides for the following:

(i) the transfer by way of demerger of the Demerged Undertaking (as set out in the Scheme) from Company to PPL, a subsidiary of PEL

(ii) the amalgamation of CCPL and HPPL (both being wholly owned subsidiaries of PPL) into PPL.

42 COMPOSITE SCHEME OF ARRANGEMENT - DISCONTINUED OPERATIONS (Continued)

(iii) the amalgamation of PFPL (a wholly owned subsidiary of PEL) into company ('FS Amalgamation').

The Scheme was approved by the Hon'ble National Company Law Tribunal on 12 August 2022. Accordingly, the Scheme became operative from Appointed date i.e. 1 April 2022.

The composite scheme of arrangement ("the Scheme") for demerger of Pharma undertaking and merger of PHL Fininvest Private Limited, a wholly owned subsidiary company, into the Company was approved by the Hon'ble National Company Law Tribunal on 12 August 2022. Accordingly, the Scheme became operative from Appointed date i.e. 1 April 2022.

The Company had given effect to accounting as follows:

All assets and liabilities pertaining to demerged Pharma undertaking had been classified as non-cash assets held for transfer to Piramal Pharma Limited / shareholders as on 1 April 2022 being the appointed date. The difference between book values of the assets and liabilities transferred is recognised as gains in Profit and loss account amounting to ₹ 11,459.96 crores as per the requirements of Appendix A to Ind AS 10. At the date of approval of the Scheme, the liability was subsequently remeasured resulting in remeasurement gain of ₹ 759.76 crores. The corresponding aggregate charge was recognised in retained earnings (reserve) as per the requirements of the aforesaid Ind AS. The nature of the gain (including remeasurement gain) being non-recurring in nature was classified as exceptional item by the Company. As per the requirements of Ind AS 105, the income and expense pertaining to Pharma business in the previous comparable periods were presented in a separate line item – discontinued operations.

Costs incidental / consequential to the arrangement aggregating to ₹ 397.83 crores incurred by the Company was considered as exceptional items being non-recurring in nature.

Particulars	As on 1 April 2022
(i) Fair value of the of Pharma undertaking at date of derecognition	12,982.55
(ii) Analysis of asset and liabilities over which control was lost	
Assets	
Financial assets	1,667.52
Non- financial assets	332.28
Total Assets (A)	**1,999.80**
Liabilities	
Financial liabilities	462.76
Provisions	7.41
Deferred tax liabilities	4.22
Other non- financial liabilities	2.78
Non- Financial liabilities	14.41
Total liabilities (B)	**477.17**
Net assets disposed off [C= (A-B)]	**1,522.63**
Gain on transfer of the pharma undertaking at date of derecognition[i-ii]	**11,459.92**
Gain on Subsequent remeasurement	**759.76**
Total Gain recognised in profit and loss	**12,219.68**
Distribution of Investments in Piramal Pharma Limited	**1,463.45**
Other Distribution in the composite scheme	**59.18**
Total amount distributed	**13,742.31**

Merger of PHL Fininvest Private Limited

Pursuant to above composite scheme of arrangement, all assets and liabilities of PHL Fininvest Private Limited had been recorded at book values as appearing in the financial statement after eliminating all inter-company transactions and balances. All prior period comparative information was restated as per the requirements of Appendix A to Ind AS 103. Accordingly, capital reserve of ₹ 4.66 crores was recognised by the Company.

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

43 ASSETS HELD FOR SALE

(a) During the year ended 31 March 2023, on conclusion of a strategic review of its investments, the Group initiated identification and evaluation of potential buyers for its associate investments, Shriram Ll Holdings Private Limited, Shriram GI Holdings Private Limited and Shriram Investment Holdings Limited. The Company anticipated completion of the sale in foreseeable future and accordingly, investments amounting to ₹ 2,277.54 crores in respect of these associates had been reclassified under 'assets held for sale' On reclassification, these investments have been measured at the lower of carrying amount and fair value less cost to sell.

(b) Shriram Investment Holdings Private Limited

In addition to point (a) above, during the year ended 31 March 2024, the Company has entered into share purchase agreement to sell its entire direct investment of 20% equity held in Shriram Investment Holdings Private Limited (formerly known as Shriram Investment Holdings Limited), classified as assets held for sale, to Shriram Ownership Trust, for a cash consideration of ₹1,439.89 crores. Accordingly, a gain of ₹ 870.69 crores is accounted in the books of the Company on completion of the transaction and classified under other operating income.

(c) Shriram Ll Holdings Private Limited and Shriram GI Holdings Private Limited

(i) Pursuant to the restructuring of Shriram Group in November 2022, the Company had received shares in multiple Shriram Group companies, as explained in note 6.1 of the financial statements. It includes Company's ownership of 20% in both Shriram GI Holdings Private Limited and Shriram LI Holdings Pvt Limited (Holding Companies). On receipt of these shares, the Company's intention was to dispose them off and hence were classified as 'assets held for sale'. These Holding Companies own stakes in Shriram General Insurance Company Limited and Shriram Life Insurance Company Limited (Operating Companies) respectively.

Subsequently, Shriram Group has proposed to merge Holding Companies into the respective Operating Companies, which will result in the Company's holding direct stakes in these Operating Companies. Based on discussions with prospective buyers, the feedback is that there is a preference towards owning direct stakes in the Operating Companies rather than in Holding Companies. Hence, these prospective buyers are inclined to wait for the said merger process to get completed. However, this merger process is subject to the approval from regulators particularly IRDA.

In light of the above, it has been decided to wait for the completion of the said merger process. However, the Company remains committed to its plans to divest its stakes in these non-core investments and does not intend to hold these investments in the long term. Accordingly these investments are classified as held for sale under Ind AS 105.

(ii) The Company received dividend of ₹ 9.88 crores and ₹ 39.70 crores from Shriram Ll Holdings Private Limited and Shriram GI Holdings Private Limited respectively during the year ended 31 March 2024.

(iii) Based on valuation reports of independent external valuer, no impairment provision was required for the year ended 31 March 2024 on these investments.

44 REGULATORY AIF PROVISIONS

During the year ended 31 March 2024, the Company made regulatory provision of ₹ 365.00 crores in respect of investments in Alternative Investment Funds (AIFs) pursuant to the RBI circular dated 19 December 2023 and further clarifications vide RBI circular dated 27 March 2024. The same has been disclosed under exceptional items due to the nature and amount of provision. The Management remains confident of full recovery of the balance AIF investment.

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

45 CORPORATE SOCIAL RESPONSIBILITY EXPENDITURE

(₹ in Crores)

Particulars	31 March 2024	31 March 2023
Amount required to be spent as per Section 135 of the Act	7.16	17.17
Amount spent during the year		
(i) Construction/acquisition of an asset	0.84	0.60
(ii) On purposes other than (i) above	16.89	19.40
Shortfall at the end of the year	-	-
Reason for shortfall	NA	NA
Nature of CSR activities		
Education sector (State Transformation Program)	15.00	14.00
Health Sector	2.73	6.00
Details of related party transactions	**17.73**	**20.00**

46 ADDITIONAL REGULATORY INFORMATION

i) Quarterly Asset cover statements submitted to Debenture and Security Trustee's are in agreement with the books of accounts.

ii) There are no transactions with companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 during the current year & previous year.

iii) No proceeding has been initiated during the year or pending against the Company for holding any Benami property.

iv) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

v) During the current year the Company has not traded or invested in Crypto currency or Virtual Currency.

vi) The Company have not been declared as a wilful defaulter by any bank or financial institution (as defined under Companies Act, 2013) or consortium thereof, in accordance with the guidance on wilful defaulters issued by Reserve Bank of India.

vii) The Company has complied with the number of layers prescribed under clause (87) of Section 2 of the act read with companies (Restriction on number of Layers) Rules, 2017.

viii) The Company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.

ix) The Company, has not advanced or loaned or invested funds to any other person(s) or entity(is), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

x) The Company, has not received any fund from any person(s) or entity(is), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,

46 ADDITIONAL REGULATORY INFORMATION (Continued)

xi) The Company has advanced loans/ ICDs 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 :

(₹ in Crores)

Subsidiary Companies	As at 31 March 2024	As at 31 March 2023
Piramal Fund Management Private Limited	102.70	35.70
Piramal Capital & Housing Finance Limited	450.00	300.00
Piramal Corporate Tower Private Limited	105.00	-

The maximum amounts outstanding during the year:

(₹ in Crores)

Subsidiary Companies	As at 31 March 2024	As at 31 March 2023
Piramal Fund Management Private Limited	116.70	35.70
Piramal Capital & Housing Finance Limited	3,050.00	2,666.00
Piramal Corporate Tower Private Limited	105.00	-
Piramal Alternatives Private Limited	-	26.55

xii) The Company has not granted loan or advance in nature of loans to Related parties which are repayable on demand or without specifying terms/period of repayment

xiii) No amount is due to transfer in Investor Education and Protection Fund.

47 ANALYTICAL RATIOS

Particulars	31 March 2024	31 March 2023
Debt- Equity ratio [Debt Securities + Borrowings (other than debt securities) + Deposit + Subordinated debt] / Net Worth	0.43	0.36
Liquid Coverage Ratio	718.67%	485.85%
CRAR	35.48%	43.63%

48 TRANSFER OF ASSETS

Disclosures pursuant to RBI Notification- RBI/DOR/2021-22/86 DOR.STR.REC.51/21.04.048/2021-2.2 dated 24 September 2021

(a) Details of loans (not in default) acquired through assignment:

	31 March 2024	31 March 2023
Amount of loans acquired through assignment (₹ in crores)	3,133.77	3187.61
Retention of beneficial economic interest	Note 1	Note 1
Weighted average residual maturity (in months)	82.63	81.00
Weighted average holding period (in months)	26.02	16.00
Coverage of tangible security	Note 2	Note 2
Rating-wise distribution of rated loans	Unrated	Unrated

Note 1

For Deals executed within the group, Retention of beneficial economic interest is Nil

For External Deals, Retention of beneficial economic interest is 10%

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

48 TRANSFER OF ASSETS (Continued)

Note 2

For HL/LAP/CMML loan/NCD - 100% cover

For other Unsecured Loans - NIL

(b) The Company has not transferred any loan (not in default) through assignment during the year ended 31 March, 2024.

(c) Details of stressed loans transferred

For year ended 31 March, 2024

Particulars	SMA Accounts	NPA Accounts
No of Accounts	5	7
Aggregate principal outstanding of loans transferred* (₹ in crores)	954.31	591.12
Weighted average residual tenor of the loans transferred (in months)	33.63	25.89
Net book value of loans transferred (at the time of transfer) (₹ in crores)	844.61	86.13
Aggregate consideration (₹ in crores)	546.23	222.45
Additional consideration realized in respect of accounts transferred in earlier years (₹ in crores)	Nil	Nil
Excess provision reversed (₹ in crores)	Nil	Nil

**Represents value on the date of transfer in the books of the Company*

For year ended 31 March, 2023

Particulars	SMA Accounts	NPA Accounts
No of Accounts	10	9
Aggregate principal outstanding of loans transferred* (₹ in crores)	560.29	785.43
Weighted average residual tenor of the loans transferred (in months)	16.30	107.28
Net book value of loans transferred (at the time of transfer) (₹ in crores)	112.21	617.84
Aggregate consideration (₹ in crores)	180.00	626.73
Additional consideration realized in respect of accounts transferred in earlier years (₹ in crores)	Nil	Nil
Excess provision reversed (₹ in crores)	67.79	8.89

**Represents value on the date of transfer in the books of the Company*

(d) The Company has not acquired any stressed loan during the year ended 31 March, 2024.

(e) Details of ratings on Security Receipts (SRs) outstanding as on 31 March, 2024.

Rating	NA
Rating Agency	NA
Recovery Rating	NA
Amount outstanding	NA

Pursuant to the Reserve Bank of India circular RBI/2021-22/154 DOR.SIG.FIN.REC 84/26.03.001/2021-22 dated 10 February 2022, the security receipts issued to the Company by the Asset Reconstruction Company (ARC) towards consideration for transfer of stressed loans have not been rated by the ARC since the prescribed time period of six months has not elapsed from the date of acquisition of loans by the ARC.

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

49 CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

a) Changes in capital and asset structure arising from financing activities and investing activities (Ind AS 7 'Statement of Cash Flows')

The Company does not have any financing activities and investing activities which affect the capital and asset structure of the Company without the use of cash and cash equivalents.

b) Changes in liability arising from financing activities (Ind AS 7 'Statement of Cash Flows')

Particulars	As at 1 April 2023	Cash flows	Others	As at 31 March 2024
Debt securities	6,225.08	(2,482.44)	(38.10)	3,704.54
Borrowings (other than debt securities)	2,419.77	1,709.34	12.24	4,141.35
Deposits	70.41	(45.19)	(0.07)	25.15
Total	**8,715.26**	**(818.29)**	**(25.93)**	**7,871.04**

Particulars	As at 1 April 2022	Cash flows	Others	As at 31 March 2023
Debt securities	5,318.73	761.72	144.63	6,225.08
Borrowings (other than debt securities)	2,351.94	52.94	14.89	2,419.77
Deposits	700.75	(630.56)	0.22	70.41
Total	**8,371.42**	**184.09**	**159.75**	**8,715.26**

50 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) Particulars of foreign currency exposures as at the reporting date

Currencies	As at 31 March 2024		As at 31 March 2023	
	Trade receivables		Trade receivables	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
GBP	-	-	0.01	0.06

Currencies	As at 31 March 2024		As at 31 March 2023	
	Trade payables / (advance to suppliers)		Trade payables / (advance to suppliers)	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
EUR	-	-	0.03	0.31
GBP	-	-	0.01	0.06
USD	-	-	0.03	0.21

Currencies	As at 31 March 2024		As at 31 March 2023	
	Current Account Balances receivable / (payable)		Current Account Balances receivable / (payable)	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
GBP *	0.00	0.00	0.01	0.01

** Amounts are below the rounding off norms adopted by the Company*

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

50 FOREIGN CURRENCY RISK MANAGEMENT (Continued)

b) 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 31 March 2024				For the year ended 31 March 2023			
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%**	-	-	-	-	-	0.03	4.11	(0.01)
USD	Decrease by 5%**	-	-	-	-	-	0.03	(4.11)	0.01
GBP	Increase by 5%**	0.00	-	5.25	0.00	-	0.01	5.09	(0.00)
GBP	Decrease by 5%**	0.00	-	(5.25)	(0.00)	-	0.01	(5.09)	0.00
EUR	Increase by 5%**	-	-	-	-	-	0.03	4.48	(0.02)
EUR	Decrease by 5%**	-	-	-	-	-	0.03	(4.48)	0.02

*** Holding all the other variables constant*

51 The previous year's figures have been regrouped / reclassified wherever necessary, to conform to the current year's classification / presentation.

52 EMPLOYEE STOCK OPTION PLAN

The Company had formulated Employees' Stock Ownership Plan- 2015 ("ESOP Scheme 2015"), under which, such eligible employees of the Company and its subsidiaries can exercise Stock Options that were vested in them under such ESOP Scheme 2015

The ESOP Scheme 2015 were approved by the Nomination and Remuneration Committee and the effective date of the same is 31 March 2023

Under the ESOP Scheme 2015, 18,21,487 (Previous year 7,70,022) stock options are granted on various grant dates, of which 14,04,690 (Previous year 5,88,194) stock options were granted to employees of group companies.

Number and weighted average exercise prices (WAEP) of, and movements in, share options during the year

Particulars	As at 31 March 2024		As at 31 March 2023	
	Number of options#	Weighted- Average Exercise Price	Number of options#	Weighted- Average Exercise Price
Outstanding as on April 01	770,022	₹ 2	-	-
Granted during the year*	1,051,465	₹ 2	770,022	₹ 2
Exercised during the year	-	-	-	-
Forfeited/lapsed during the year	80,603	₹ 2	-	-
Outstanding as on 31 March	1,740,884	₹ 2	770,022	₹ 2
Exercisable as on 31 March	1,740,884	₹ 2	770,022	₹ 2
Weighted Average Remaining Contractual life	5.9 years		5 years	

**Includes 25,413 (as at 31 March 2023 - 12,256) options granted to Key managerial personnel of the Company.*

#Includes Options granted to group Company employees

The Black Scholes Valuation model has been used for computing the weighted average fair value of stock options granted during the year considering the following input:

Grant date	No. of Years vesting	Fair value per option	Option Granted
31-Mar-23	2.34- Years	₹ 631.84- ₹ 639.48	438,388
31-Mar-23	3.18- Years	₹ 628.66- ₹ 638.53	309,663
31-Mar-23	4.34- Years	₹ 624.83- ₹ 631.84	21,971
13-Apr-23	3.13- Years	₹ 640.39- ₹ 653.93	476,406
17-Jul-23	3- Years	₹ 895.03- ₹ 916.08	575,059

The fair value has been calculated using the Black Scholes Options Pricing Model and the significant assumptions made in this regard are as follows:

Grant date	31-Mar-23	31-Mar-23	31-Mar-23	13-Apr-23	17-Jul-23
No. of Years vesting	2.34- Years	3.18- Years	4.34- Years	3.13- Years	3- Years
Risk free interest rate	6.91%- 6.92%	6.90%- 6.93%	6.92%- 6.93%	6.79%- 6.88%	6.81%- 6.84%
Expected life	3- 3.67 years	3.05- 4.09 years	3.67- 4.67 years	3.55- 5.64 years	3.5- 5.5 years
Expected volatility	55.62%- 58.71%	56.00%- 58.73%	55.10%- 57.16%	53.77%- 56.24%	52.14%- 55.12%
Expected dividend yield	1.87%- 1.9%	1.8%- 1.92%	1.71%- 1.87%	1.58%- 1.91%	1.74%- 2.07%
Exercise Price (₹)	2	2	2	2	2
Stock Price (₹)	678.35	678.35	678.35	701.4	986.6

53 The Board of Directors of Piramal Capital & Housing Finance Limited (""PCHFL""), in its meeting dated 8 May 2024, has approved a Composite Scheme of Arrangement (“Scheme”) under sections 230 to 232 read with section 66 and section 52 and other applicable provisions of the Companies Act, 2013 for amalgamation of the Company with PCHFL as a reverse merger. This amalgamation is set to take effect from appointed date i.e. 1 April 2024, by way of reverse merger by absorption pursuant to a scheme of arrangement under the provisions of Sections 230 – 232 read with section 66 and section 52 and other relevant provisions of the Companies Act, 2013 (including the rules thereunder).

The proposed scheme is subject to various approvals, including the approval from shareholders, lenders, regulators, the National Company Law Tribunal (“NCLT”) and other regulatory/statutory approvals, as may be required. The proposed amalgamation aims to simplify group structure including the regulatory developments and reforms including higher regulatory standards for NBFCs, optimize capital, strengthen the balance sheet, and enhance operational and financial effectiveness.

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED).

(i) Exposures to real estate sector

(₹ in Crores)

	Particulars	31 March 2024	31 March 2023
(a)	**Direct exposure**		
(i)	Residential mortgages-		
	Lending fully secured by mortgages on residential property that is or will be occupied by the borrower or that is rented. Exposure would also include non-fund based (NFB) limits.	1,584.61	1,511.02
(ii)	Commercial real estate-		
	Lending secured by mortgages on commercial real estates (office buildings, retail space, multipurpose commercial premises, multi-family residential buildings, multi-tenanted commercial premises, industrial or warehouse space, hotels, land acquisition, development and construction, etc.). Exposure would also include non-fund based (NFB) limits.	10,656.55	8,386.6
(iii)	Investments in mortgage backed securities (MBS) and other securitised exposures-		
	a. Residential	-	-
	b. Commercial real estate	470.63	-
(b)	**Indirect exposure**		
	Fund based and non-fund-based exposures on National Housing Bank and Housing Finance Companies.	10,350.42	8,214.39
	Total Exposure to	**23,062.21**	**18,112.09**

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(ii) Exposure to capital market

(₹ in Crores)

	Particulars	31 March 2024	31 March 2023
(i)	Direct investment in equity shares, convertible bonds, convertible debentures and units of equity-oriented mutual funds the corpus of which is not exclusively invested in corporate debt; (Refer note 1)	-	4,901.90
(ii)	Advances against shares / bonds / debentures or other securities or on clean basis to individuals for investment in shares (including IPOs / ESOPs), convertible bonds, convertible debentures, and units of equity-oriented mutual funds;	487.78	-
(iii)	Advances for any other purposes where shares or convertible bonds or convertible debentures or units of equity oriented mutual funds are taken as primary security;	-	-
(iv)	Advances for any other purposes to the extent secured by the collateral security of shares or convertible bonds or convertible debentures or units of equity oriented mutual funds i.e. where the primary security other than shares / convertible bonds / convertible debentures / units of equity oriented mutual funds 'does not fully cover the advances;	-	-
(v)	Secured and unsecured advances to stockbrokers and guarantees issued on behalf of stockbrokers and market makers;	-	-
(vi)	Loans sanctioned to corporates against the security of shares / bonds / debentures or other securities or on clean basis for meeting promoter's contribution to the equity of new companies in anticipation of raising resources;	899.44	200.51
(vii)	Bridge loans to companies against expected equity flows / issues;	-	-
(viii)	Underwriting commitments taken up by the NBFCs in respect of primary issue of shares or convertible bonds or convertible debentures or units of equity oriented mutual funds;	-	-
(ix)	Financing to stockbrokers for margin trading;	-	-
(x)	All exposures to Alternative Investment Funds:		
	(i) Category I	-	-
	(ii) Category II	1,596.80	3,009.69
	(iii) Category III	-	-
	Total exposure to capital market	**2,984.02**	**8,112.10**

Notes

1 Amount for Direct investment in equity shares are considered at cost and not the carrying value / Fair Value.

(iii) Sectoral exposure

Sectors	31 March 2024			31 March 2023		
	Total Exposure (includes on balance sheet and off-balance sheet exposure) (₹ in Crores)	Gross NPAs	Percentage of Gross NPAs to total exposure in that sector	Total Exposure (includes on balance sheet and off-balance sheet exposure) (₹ in Crores)	Gross NPAs	Percentage of Gross NPAs to total exposure in that sector
1. Agriculture and Allied Activities	**15.07**	**-**	**0.00%**	**-**	**-**	**0.00%**
2. Industry (Micro and Small, Medium and Large)	**1,076.95**	**-**	**0.00%**	**446.30**	**-**	**0.00%**
2.1. Micro and Small	-	-	0.00%	-	-	
2.2. Medium	**80.58**	**-**	**0.00%**	**216.99**	**-**	**0.00%**
2.2.1 Infrastructure					-	
2.2.1.i. Power	-	-	0.00%	216.99	-	0.00%
2.2.2 Other Industries	80.58	-	0.00%	-	-	0.00%
2.3. Large	**996.37**	**-**	**0.00%**	**229.31**	**-**	**0.00%**
2.3.1. Vehicles, Vehicle Parts and Transport Equipment	99.99	-	0.00%	100.02	-	0.00%
2.3.2. Infrastructure						
2.3.2.i. Other Infrastructure	-	-	0.00%	129.29	-	0.00%

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

Sectors	31 March 2024			31 March 2023		
	Total Exposure (includes on balance sheet and off-balance sheet exposure) (₹ in Crores)	Gross NPAs	Percentage of Gross NPAs to total exposure in that sector	Total Exposure (includes on balance sheet and off-balance sheet exposure) (₹ in Crores)	Gross NPAs	Percentage of Gross NPAs to total exposure in that sector
2.3.3. Textiles	50.31	-	0.00%	-	-	0.00%
2.3.4. Paper & Paper Products	39.77	-	0.00%	-	-	0.00%
2.3.5. Chemicals & Chemical Products	99.74	-	0.00%	-	-	0.00%
2.3.6. Solar Renewal Energy	80.94	-	0.00%	-	-	0.00%
2.3.7 Other Industries	625.62	-	0.00%	-	-	0.00%
3. Services	**10,277.04**	**261.18**	**2.54%**	**7,974.31**	**505.45**	**6.34%**
3.1. Tourism, Hotels and Restaurants	-	-		1,264.35	-	
3.2. Commercial Real Estate	8,332.89	261.18	3.13%	5,787.02	505.45	8.73%
3.3. Non-Banking Financial Companies (NBFCs)	1,285.51	-	0.00%	593.07	-	0.00%
3.4. Shipping	66.85	-	0.00%		-	0.00%
3.5. Other Services	591.79	-	0.00%	329.87	-	0.00%
4. Personal Loans	**4,225.20**	**21.68**	**0.51%**	**2,770.76**	**6.08**	**0.22%**
4.1. Consumer Durables	276.45	0.92	0.33%	77.02	0.24	0.31%
4.2. Housing (Including Priority Sector Housing)	20.55	0.58	2.81%	25.03	0.09	0.34%
4.3. Vehicle Loans	240.39	4.71	1.96%	176.01	0.43	0.24%
4.4. Advances to individuals against shares, bonds	487.78	0.10	0.02%	-	-	0.00%
4.5. Other Personal Loans	3,200.03	15.37	0.48%	2,492.70	5.32	0.21%

(iv) Intra-group exposures

Particulars	31 March 2024		31 March 2023	
	Exposure on Group entities	Exposure by Group entities	Exposure on Group entities	Exposure by Group entities
(i) Total amount of intra-group exposures	680.82	-	813.08	-
(ii)Total amount of top 20 intra-group exposures	680.82	-	813.08	-
(iii) Percentage of intra-group exposures to total exposure of the NBFC on borrowers/customers	4.24%	0.00%	8.02%	0.00%

(v) Unhedged foreign currency exposure

The Company's exposure to foreign currency risk at the end of the reporting period is provided in Note 50.

(vi) Related Party Disclosure

Details of all material transactions with related parties are disclosed in note 37.

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(vii) Disclosure of complaints

Summary information on complaints received by the NBFCs from customers and from the Offices of Ombudsman

SR. No.	Particulars	31 March 2024	31 March 2023
Complaints received by the NBFC from its customers			
1	Number of complaints pending at the beginning of the year	-	-
2	Number of complaints received during the year	-	-
3	Number of complaints disposed during the year Of which, number of complaints rejected during the year	-	-
4	Number of complaints pending at the end of the year	-	-
Maintainable complaints received by the NBFC from Office of Ombudsman			
5	Number of maintainable complaints received from Office of Ombudsman	-	-
6	Of 5, number of complaints resolved in favour by Office of Ombudsman	-	-
7	Of 5, number of complaints resolved through conciliation /mediation /advisories issued by Office of Ombudsman	-	-
8	Of 5, Number of complaints resolved after passing of Awards by Office of Ombudsman against the NBFC	-	-
9	Number of Awards unimplemented within the stipulated time (other than those appealed)	-	-
10			

Note: Maintainable complaints refer to complaints on the grounds specifically mentioned in Integrated Ombudsman Scheme, 2021 (Previously The Ombudsman Scheme for Non-Banking Financial Companies, 2018) and covered within the ambit of the Scheme.

Top five grounds of complaints received from customers

	Grounds of complaints	Number of complaints pending at the beginning of the year	Number of complaints received during the year	% increase/ (decrease) in the number of complaints received over the previous year	Number of complaints pending at the end of the year	Of 5, number of complaints pending beyond 30 days
1		2	3	4	5	6
FY 2023-24						
1	Mobile/Portal issue	-	-		-	-
2	Collection related	-	-		-	-
3	Refund Related	-	-		-	-
4	Charges/Overdue Related	-	-		-	-
5	Part Pre-Payment Related	-	-		-	-
6	Others	-	-		-	-
		-	-		-	-
FY 2022-23						
1	Mobile/Portal issue	-	-		-	-
2	Collection related	-	-		-	-
3	Refund Related	-	-		-	-
4	Charges/Overdue Related	-	-		-	-
5	Part Pre-Payment Related	-	-		-	-
6	Others	-	-		-	-
		-	-		-	-

(viii) Breach of covenant

There are NIL case of breach of covenant during the year ended 31 March 2024 [Previous year- Nil].

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(ix) Divergence in Asset Classification and Provisioning

	Particulars	31 March 2024	31 March 2023
1	Gross NPAs as on March 31, as reported by the NBFC	-	-
2	Gross NPAs as on March 31, as assessed by the Reserve Bank	-	-
3	Divergence in Gross NPAs (2-1)	-	-
4	Net NPAs as on March 31, as reported by the NBFC	-	-
5	Net NPAs as on March 31, as assessed by the Reserve Bank	-	-
6	Divergence in Net NPAs (5-4)	-	-
7	Provisions for NPAs as on March 31, as reported by the NBFC	-	-
8	Provisions for NPAs as on March 31, as assessed by the Reserve Bank	-	-
9	Divergence in provisioning (8-7)	-	-
10	Reported Profit before tax and impairment loss on financial instruments for the year ended March 31	-	-
11	Reported Net Profit after Tax (PAT) for the year ended March 31	-	-
12	Adjusted (notional) Net Profit after Tax (PAT) for the year ended March 31, after considering the divergence in provisioning.	-	-

(x) Registration obtained from other financial sector regulators

Regulator	Registration Number	Date of registration/renewal
Financial Intelligence Unit	FI00019949	23 September 2022

(xi) Ratings assigned by credit rating agencies and migration of rating during the year

Nature of Borrowings	Rating Agency	Ratings assigned during FY 2023-24	Migration in ratings during the year
Non-Convertible Debentures (Long Term)	ICRA Limited	ICRA AA(Stable)	Nil
	CARE Ratings Limited	CARE AA(Stable)	Nil
Non-Convertible Debentures (Retail)	ICRA Limited	ICRA AA(Stable)	Nil
	CARE Ratings Limited	CARE AA(Stable)	Nil
Non-Convertible Debentures (Short Term)	ICRA Limited	ICRA A1+	Nil
	CARE Ratings Limited	CARE A1+	Nil
Commercial papers	CRISIL Limited	CRISIL A1+	Nil
	CARE Ratings Limited	CARE A1+	Nil
Long term bank facilities	ICRA Limited	ICRA AA(Stable)	Nil
	CARE Ratings Limited	CARE AA(Stable)	Nil
Short Term Bank facilities	ICRA Limited	ICRA A1+	Nil
	CARE Ratings Limited	CARE A1+	Nil
Inter Corporate Deposits	CARE Ratings Limited	CARE A1+	Nil
Market Linked Debenture	CARE Ratings Limited	CARE PP-MLD AA (Stable)	Nil

(xii) Details of penalties imposed by RBI and other regulators

No penalty was imposed by RBI or any other banking regulatory bodies during the year ended 31 March 2024 [Previous year- Nil].

(xiii) Area, country of operation and joint venture partners with regard to joint ventures and overseas subsidiaries

Name of the Subsidiary	Country	Total Assets	
		As at 31 March 2024	As at 31 March 2023
Piramal International	Mauritius	-	USD 0.05 million
Piramal Dutch IM Holdco B.V	Netherlands	-	USD 0.00 million

Note - Above includes direct joint ventures and subsidiaries

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED).

(Continued)

(xiv) Asset Liability Management - Maturity pattern of certain items of assets and liabilities

As at 31 March 2024

(₹ in Crores)

Particulars	Over 1 day to 7 days	Over 8 days to 14 days	Over 15 days to 30 days	Over 1 month to 2 months	Over 2 months to 3 months	Over 3 months to 6 months	Over 6 months to 1 year	Over 1 year to 3 years	Over 3 years to 5 years	Over 5 years	Total
Liabilities (refer note 1 below)											
Deposits	-	-	-	-	25.15	-	-	-	-	-	25.15
Borrowings	4.89	-	29.09	793.66	132.43	1,107.86	1,623.54	2,564.83	1,046.76	542.83	7,845.89
Foreign currency liabilities	-	-	-	-	-	-	-	-	-	-	-
Assets (refer note 2 below)											
Advances (Refer Note 3 below)	145.17	29.23	60.68	94.51	99.06	373.79	1,090.40	4,620.68	2,252.55	1,688.80	10,454.87
Investments (Refer Note 4 below)	21.06	-	2.40	-	67.62	146.55	1,881.92	928.97	483.28	13,201.10	16,732.90
Foreign Currency assets	-	-	-	-	-	-	-	-	-	-	-

As at 31 March 2023

Particulars	Over 1 day to 7 days	Over 8 days to 14 days	Over 15 days to 30 days	Over 1 month to 2 months	Over 2 months to 3 months	Over 3 months to 6 months	Over 6 months to 1 year	Over 1 year to 3 years	Over 3 years to 5 years	Over 5 years	Total
Liabilities (refer note 1 below)											
Deposits	-	-	-	-	-	-	-	-	-	-	-
Borrowings	339.53	9.59	19.18	643.38	954.05	613.64	4,273.51	1,555.26	307.12	-	8,715.26
Foreign currency liabilities	-	-	-	-	-	-	-	-	-	-	-
Assets (refer note 2 below)											
Advances (Refer Note 3 below)	72.18	26.62	53.72	113.59	185.21	544.54	1,093.87	3,575.14	1,617.07	1,893.76	9,175.70
Investments (Refer Note 4 below)	294.40	-	1,724.97	1,282.86	1,388.66	324.56	2,572.26	1,303.96	435.60	11,155.63	20,482.90
Foreign Currency assets	-	-	49.41	49.41	49.41	-	-	-	-	-	148.23

Notes:

1 *Amount disclosed represents the amortised cost of the instruments as per Ind AS as given in Note 2 (ii) of the standalone financial statement.*

2 *Amount disclosed represents the amortised cost of loans and advances (Net of ECL) and Investments and fair value in case of FVTPL Loans and Advances as per Ind AS as given in Note 2 (ii) & (iii) of the standalone financial statement.*

3 *NCD forming part of Investments schedules are in the nature of Loans and Advances, and covered in Advances above.*

4 *Includes Assets held for Sale and Investment Property.*

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(xv) Movement of NPAs

(₹ in Crores)

	Particulars	31 March 2024	31 March 2023
(i)	Net NPA to net advances (%)	0.14%	2.27%
(ii)	Movement of NPAs (Gross)		
	(a) Opening balance	511.53	1,016.17
	(b) Additions during the year	497.72	989.36
	(c) Reductions during the year due to recoveries	(726.41)	(1,494.00)
	(d) Closing balance	282.84	511.53
(iii)	Movement of NPAs (Net)		
	(a) Opening balance	223.47	427.24
	(b) Additions during the year	149.09	262.28
	(c) Reductions during the year	(356.90)	(466.05)
	(d) Closing balance	15.66	223.47
(iv)	Movement of provisions for NPAs (excluding provision on standard asset)		
	(a) Opening balance	288.06	588.93
	(b) Provisions made during the year	348.63	727.08
	(c) Write-off/ Write-back of excess provisions	(369.51)	(1,027.95)
	(d) Closing balance	267.18	288.06

(xvi) Structured product issued

The Company has not issued any structured product during the current and previous year ended 31 March 2024 and 31 March 2023 respectively.

(xvii) Summary of Significant Accounting Policies

The accounting policies regarding key areas of operations are disclosed in note 2 to the standalone financial statements.

(xviii) Capital to Risk Assets Ratio (CRAR)

Sr. No.	Particulars	31 March 2024	31 March 2023 (Refer note 5 below)
1	CRAR (%)	35.49%	30.31%
2	CRAR – Tier I capital (%)	34.24%	29.06%
3	CRAR – Tier II capital (%)	1.25%	1.25%
4	Amount of subordinated debt raised as Tier-2 capital	-	-
5	Amount raised by issue of perpetual debt instruments	-	-

For the purpose of calculating CRAR, below points have been considered:

1 *Provision is calculated as per the Expected Credit loss ('ECL') model as given in Note 2 (v) of the standalone financial statements.*

2 *Stage 3 assets are considered as NPA and Stage 1 and 2 assets are considered as Standard assets.*

3 *The amortised cost of loans and advances and Investments and fair value in case of FVTPL instruments as per Ind AS as given in Note 2 (iii) of the standalone financial statement.*

4 *Amount for contingent liabilities and undrawn committed credit lines under non-funded exposures have been considered as per note 32 (a) of the standalone financial statements.*

5 *During the course of inspection for the position as on 31 March 2023, the Reserve Bank of India ("RBI") had observed certain deficiencies pertaining to the adequacy of the Company's system and documentation with respect to direct assignment transactions, particularly, non-compliance with Guidelines on Transfer of Loans Exposures dated 24 September 2021. Consequentially, the RBI had increased the capital weightage to the Company's loans purchased from other financial entities (other than PCHFL) through direct assignment by way of additional risk weighted assets ("RWAs") at 567%. Subsequently, on account of remedial measures taken by the Company and submission of compliance thereof, RBI vide their email dated 14 March 24 has accepted the Company's submission and also allowed the Company to maintain the capital charge on risk weighted assets as per extant RBI guidelines for the acquired loans which are transferred from other financial entities.*

Based on this, as on 31 March 2024, the Company has calculated CRAR using the capital weightage as per the extant RBI guidelines and directives. Management believes that the Company continues to be compliant with RBI guidelines on Transfer of Loans Exposures dated 24 September 2021.

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(xix) Investments

(₹ in Crores)

	Particulars			31 March 2024	31 March 2023
1	Value of investments (Refer notes below)				
	(i)	Gross value of investments			
		(a)	In India	17,745.53	20,627.38
		(b)	Outside India	-	148.23
	(ii)	Provisions for depreciation			
		(a)	In India	1,329.44	154.48
		(b)	Outside India	-	-
	(iii)	Net Value of investments			
		(a)	In India	16,416.09	20,472.90
		(b)	Outside India	-	148.23
2	Movement of provisions held towards depreciation on investments				
	(i)	Opening balance		154.48	1,430.83
	(ii)	Add: Provisions made during the year		1,174.96	36.00
	(iii)	Less: write off / write back of excess provisions during the year		-	1,312.35
	(iv)	Closing balance		1,329.44	154.48

Note:

1 *Amount disclosed represents the amortised cost of instruments and Investments and fair value in case of FVTPL instruments as per Ind AS as given in Note 2 (ii) of the standalone financial statement.*

2 *Value of Investments includes Investment Property and Assets held for Sale.*

3 *Investment in Non Convertible Debentures in the nature of Loans and Advances have been considered under Loans & Advances for the purpose of above disclosures.*

(xx) Details of Single Borrower Limit (SBL)/Group Borrower Limit (GBL) exceeded

The Company has not exceeded the prudential exposure limits during the current and previous year.

(xxi) Unsecured advances

Refer note 5 for details related to unsecured loans. The Company has not issued any advances against the right, licence and authority as collateral.

(xxii) Remuneration of non-executive Directors

Details of remuneration of directors disclosed in Report on corporate governance.

(xxiii) Management Discussion and Analysis (MD&A)

Details of Management Discussion and Analysis disclosed in Annual report.

(xxiv) Net profit or loss for the period, prior period items and changes in accounting policies

There are no prior period items that have impact on the current year's profit and loss.

(xxv) Revenue recognition

There have been no instances in which revenue recognition has been postponed pending the resolution of significant uncertainties.

(xxvi) Consolidated financial statements (CFS)

The Company has consolidated financial statement of its all the underlying subsidiaries, joint ventures and associate companies as permitted / required by accounting standards.

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TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(xxvii)Provisions and Contingencies

(₹ in Crores)

Break up of 'Provisions and Contingencies' shown under the head Expenditure in Profit and Loss Account	31 March 2024	31 March 2023
Provisions for depreciation on investment	1,174.96	(1,286.35)
Provision towards NPA (refer Note 1 below)	(20.88)	(292.30)
Provision made towards Income tax	74.78	(149.10)
Other Provision and Contingencies	-	-
Provision for standard assets	62.75	283.96

Notes:

1 *Provision is calculated as per the Expected Credit loss ('ECL') model as given in Note 2 (v) of the standalone financial statement. Stage 3 assets are considered as NPA and Stage 1 and 2 assets are considered as Standard assets.*

(xxviii)Draw Down from Reserves

During the year, the Company has not drawn down any amount from reserves other than those disclosed in note 20.

(xxix)Quarter on quarter liquidity coverage ratio

For the year ended 31 March 2024

(₹ in Crores)

Sr. No.	Particulars	Q1 FY 24		Q2 FY 24		Q3 FY 24		Q4 FY 24	
		Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)
High Quality Liquid Assets									
1	Total High Quality Liquid Assets (HQLA)	1,541.91	1,541.91	1,642.45	1,642.45	1,318.13	1,318.13	1,041.79	1,041.79
Cash Outflows									
2	Deposits (for deposit taking companies)	-	-	-	-	-	-		
3	Unsecured wholesale funding	261.10	300.26	347.21	399.29	378.59	435.37	172.06	197.87
4	Secured wholesale funding	477.46	549.08	68.59	78.88	172.36	198.22	243.11	279.57
5	Additional requirements, of which	-		-	-	-	-		
	(i) Outflows related to derivative exposures and other collateral requirements	-	-	-	-	-	-		
	(ii) Outflows related to loss of funding on debt products	-	-	-	-	-	-		
	(iii) Credit and liquidity facilities	-	-	-	-	-	-		
6	Other contractual funding obligations	27.66	31.81	653.16	751.13	27.66	31.81	27.66	31.81
7	Other contingent funding obligations	102.11	117.43	95.30	109.59	114.71	131.91	61.38	70.59
8	**Total Cash Outflows**	**868.33**	**998.58**	**1,164.26**	**1,338.89**	**693.32**	**797.31**	**504.21**	**579.84**
	Cash Inflows								
9	Secured lending	179.78	134.84	183.58	137.69	211.65	158.74	168.64	126.48
10	Inflows from fully performing exposures	89.24	66.93	102.61	76.96	95.14	71.36	85.67	64.25
11	Other cash inflows	1,021.67	766.25	2,664.92	1,998.69	1,340.38	1,005.29	956.97	717.73
12	**Total Cash Inflows**	**1,290.69**	**968.02**	**2,951.11**	**2,213.34**	**1,647.17**	**1,235.39**	**1,211.28**	**908.46**
	Total Adjusted Value		**Total Adjusted Value**		**Total Adjusted Value**		**Total Adjusted Value**		**Total Adjusted Value**
13	**TOTAL HQLA**		**1,541.91**		**1,642.45**		**1,318.13**		**1,041.79**
14	**TOTAL NET CASH OUTFLOWS**		**249.64**		**334.72**		**199.33**		**144.96**
15	**LIQUIDITY COVERAGE RATIO (%)**		**617.64%**		**490.69%**		**661.29%**		**718.67%**

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TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(₹ in Crores)

Sr. No.	High Quality Liquid Assets(HQLA)	Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)
1	**Assets to be included as HQLA without any haircut**								
	T-Biils	546.47	546.47	955.88	955.88	606.56	606.56	116.00	116.00
	G-Sec	276.63	276.63	304.86	304.86	436.29	436.29	455.85	455.85
	Bank balance	718.81	718.81	381.71	381.71	275.28	275.28	456.76	456.76
	TREPS Lending							13.18	13.18
2	**Assets to be considered for HQLA with a minimum haircut of 15%**	-	-	-	-	-	-	-	-
3	**Assets to be considered for HQLA with a minimum haircut of 50%**	-	-	-	-	-	-	-	-
	Total	1,541.91	1,541.91	1,642.45	1,642.45	1,318.13	1,318.13	1,041.79	1,041.79

(xxix)Quarter on quarter liquidity coverage ratio

For the year ended 31 March 2023

Sr. No.	Particulars	Q1 FY 24		Q2 FY 24		Q3 FY 24		Q4 FY 24	
		Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)
High Quality Liquid Assets									
1	Total High Quality Liquid Assets (HQLA)*	-	-	259.95	259.95	770.66	770.66	1,198.68	1,198.68
Cash Outflows									
2	Deposits (for deposit taking companies)	-	-	-	-	-	-	-	-
3	Unsecured wholesale funding	-	-	447.49	514.62	673.79	774.86	692.27	796.11
4	Secured wholesale funding	-	-	33.09	38.05	74.34	85.49	65.41	75.22
5	Additional requirements, of which								
	(i) Outflows related to derivative exposures and other collateral requirements	-	-	-	-	-	-	-	-
	(ii) Outflows related to loss of funding on debt products	-	-	-	-	-	-	-	-
	(iii) Credit and liquidity facilities	-	-	-	-	-	-	-	-
6	Other contractual funding obligations	-	-	21.53	24.76	21.53	24.76	21.53	24.76
7	Other contingent funding obligations	-	-	-	-	52.92	60.86	78.95	90.79
8	**Total Cash Outflows**	**-**	**-**	**502.11**	**577.43**	**822.58**	**945.97**	**858.15**	**986.88**
	Cash Inflows								
9	Secured lending	-	-	477.62	358.22	377.35	283.01	110.22	82.66
10	Inflows from fully performing exposures	-	-	61.54	46.15	69.56	52.17	79.91	59.93
11	Other cash inflows	-	-	419.39	314.54	1,150.30	862.73	1,174.58	880.93
12	**Total Cash Inflows**	**-**	**-**	**958.55**	**718.91**	**1,597.21**	**1,197.91**	**1,364.71**	**1,023.52**
		Total Adjusted Value		**Total Adjusted Value**		**Total Adjusted Value**		**Total Adjusted Value**	
13	**TOTAL HQLA**		**-**		**259.95**		**770.66**		**1,198.68**
14	**TOTAL NET CASH OUTFLOWS**		**-**		**144.36**		**236.49**		**246.72**
15	**LIQUIDITY COVERAGE RATIO (%)**		**-**		**180.08%**		**325.87%**		**485.85%**

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

Sr. No.	High Quality Liquid Assets (HQLA)	Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)	Total Unweighted Value (average)	Total Weighted Value (average)
1	**Assets to be included as HQLA without any haircut**								
	T-Biils	-	-	-	-	244.02	244.02	633.84	633.84
	G-Sec	-	-	124.96	124.96	143.43	143.43	252.69	252.69
	Bank balance	-	-	135.00	135.00	383.21	383.21	312.15	312.15
2	**Assets to be considered for HQLA with a minimum haircut of 15%**	-	-	-	-	-	-	-	-
3	**Assets to be considered for HQLA with a minimum haircut of 50%**	-	-	-	-	-	-	-	-
	Total	**-**	**-**	**259.95**	**259.95**	**770.66**	**770.66**	**1,198.68**	**1,198.68**

Qualitative disclosures

1 The Company has implemented the guidelines on Liquidity Risk Management Framework prescribed by the Reserve Bank of India requiring maintenance of Liquidity Coverage Ratio (LCR), which aim to ensure that an NBFC maintains an adequate level of unencumbered HQLAs that can used to meet its liquidity needs for the next month under a significantly severe liquidity stress scenario.

2 LCR = Stock of High-Quality Liquid Assets (HQLAs)/Total Net Cash Outflows over the next 30 calendar days.

3 For the purpose of HQLA, the company considers: (1) Unencumbered government securities (2) Cash and Bank Balances and (3) Treasury Bills

4 Since the Company commenced it's NBFC business from 18 August 2022, hence the company has prepared the LCR disclosure basis simple averages of balances from 18 August 2022.

5 The cash inflows includes amount based on contractual basis for Loans & Advances that are standard in nature.

6 Other Contingent Funding Obligations includes the undisbursed loan amount only of those loans which have non-cancellable clauses.

7 The Liquidity Risk Management framework of the Company is governed by its Asset Liability Management Policy approved by the Board. The Asset Liability Management Committee (ALCO) oversee the implementation of liquidity risk management framework of the Company and ensure adherence to the risk tolerance / limits set by the Board.

8 As prescribed by the RBI Guidelines, Total net cash outflows are arrived after taking into consideration total expected cash outflows minus total expected cash inflows for the subsequent month.

9 Total net cash outflows over the next 30 days = Stressed Outflows- [Min (stressed inflows; 75% of stressed outflows)].

10 Total expected cash outflows (stressed outflows) are calculated by multiplying the outstanding balances of various categories or types of liabilities by 115% (15% being the rate at which they are expected to run off further or be drawn down).

11 Total expected cash inflows (stressed inflows) are calculated by multiplying the outstanding balances of various categories of contractual receivables by 75% (25% being the rate at which they are expected to under-flow).

12 The company has maintained healthy Liquidity Coverage Ratio (LCR) for the time period under consideration. The company had LCR of 718.67% as of March 31, 2024, 661.29% as of 31 December 2023, 490.69% as of 30 September 2023 and 617.64% as of 30 June 2023 which is higher than LCR mandated by RBI. The company regularly reviews the maturity position of assets and liabilities and liquidity buffers, and ensures maintenance of sufficient quantum of High Quality Liquid Assets.

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(xxx)Concentration of Deposits, Advances, Exposures and NPAs

(a) Concentration of deposits

The Company is a Systemically Important Non-Deposit Taking NBFC and has not accepted any public deposits

(b) Concentration of advances

Particulars	31 March 2024	31 March 2023
Total Advances to twenty largest borrowers*	4,280.48	5,126.34
Percentage of Advances to twenty largest borrowers to Total Advances of the NBFC	36.30%	50.57%

**includes loan and investments at amortised cost*

(c) Concentration of exposures

Particulars	31 March 2024	31 March 2023
Total Exposure to twenty largest borrowers/customers*	5,970.67	6,023.53
Percentage of Exposures to twenty largest borrowers/customers to Total Exposure of the NBFC on borrowers/customers	38.29%	53.82%

**includes loan, investments, capital commitment and letter of comfort*

(d) Concentration of NPAs

Particulars	31 March 2024	31 March 2023
Total Exposure to top four NPA accounts	264.10	506.21

(e) Sector-wise NPAs

Particulars	Percentage of NPAs to Total Advances in that sector	
	31 March 2024	31 March 2023
Agriculture and allied activities	0.00%	0.00%
MSME	0.00%	0.00%
Corporate borrowers (Includes Services and Industry Exposure)	3.36%	6.34%
Services	**	**
Unsecured personal loans	0.33%	0.31%
Auto loans	1.96%	0.24%
Other personal loans	0.46%	0.21%

*** Part of Corporate borrowers above.*

(xxxi)Off-balance Sheet SPVs sponsored

The Company does not have any off- balance sheet SPV’s sponsored.

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(xxxii)ECL vs IRACP

For the year ended 31 March 2024

(₹ in Crores)

Asset Classification as per RBI norms	Asset Classification as per IND AS 109	Gross Carrying Amount as per Ind AS	Loss Allowances (Provisions) as required under IND AS 109	Net Carrying Amount	Provisions required as per IRACP norms	Difference between Ind AS 109 provisions and IRACP norms
Performing assets						
Standard Assets	Stage 1	11,068.57	643.49	10,425.09	44.27	599.21
	Stage 2	913.33	111.04	802.29	3.65	107.39
Sub-total		**11,981.90**	**754.53**	**11,227.38**	**47.92**	**706.60**
Non-performing assets (NPA)						
Substandard	Stage 3	280.32	266.58	13.74	28.03	238.55
Doubtful- up to 1 year	Stage 3	2.52	0.60	1.92	0.51	0.09
1 to 3 years	Stage 3	-	-	-	-	-
More than 3 years	Stage 3	-	-	-	-	-
Sub-total for doubtful		2.52	0.60	1.92	0.51	0.09
Loss	Stage 3	-	-	-	-	-
Subtotal for NPA		**282.84**	**267.18**	**15.66**	**28.54**	**238.64**
Other items such as guarantees, loan commitments, etc. which are in the scope of Ind AS 109 but not covered under current Income Recognition, Asset Classification and Provisioning (IRACP) norms.	Stage 1	3,793.14	3.69	3,789.45	-	3.69
	Stage 2	7.20	0.35	6.85	-	0.35
	Stage 3	-	-	-	-	-
Subtotal		**3,800.34**	**4.04**	**3,796.30**	**-**	**4.04**
Total	Stage 1	**14,861.71**	**647.18**	**14,214.54**	**44.27**	**602.90**
	Stage 2	**920.53**	**111.39**	**809.14**	**3.65**	**107.74**
	Stage 3	**282.84**	**267.18**	**15.66**	**28.54**	**238.64**
	Total	**16,065.08**	**1,025.75**	**15,039.34**	**76.46**	**949.28**

For the year ended 31 March 2023

(₹ in Crores)

Asset Classification as per RBI norms	Asset Classification as per IND AS 109	Gross Carrying Amount as per Ind AS	Loss Allowances (Provisions) as required under IND AS 109	Net Carrying Amount	Provisions required as per IRACP norms	Difference between Ind AS 109 provisions and IRACP norms
Performing assets						
Standard Assets	Stage 1	8,193.32	351.40	7,841.92	32.79	318.61
	Stage 2	1,431.37	321.06	1,110.31	5.73	315.33
Sub-total		**9,624.69**	**672.46**	**8,952.23**	**38.52**	**633.94**
Non-performing assets (NPA)						
Substandard	Stage 3	511.53	288.06	223.47	51.15	236.91
Doubtful- up to 1 year	Stage 3	-	-	-	-	-
1 to 3 years	Stage 3	-	-	-	-	-
More than 3 years	Stage 3	-	-	-	-	-

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(₹ in Crores)

Asset Classification as per RBI norms	Asset Classification as per IND AS 109	Gross Carrying Amount as per Ind AS	Loss Allowances (Provisions) as required under IND AS 109	Net Carrying Amount	Provisions required as per IRACP norms	Difference between Ind AS 109 provisions and IRACP norms
Sub-total for doubtful		-	-	-	-	-
Loss	Stage 3	-	-	-	-	-
Subtotal for NPA		**511.53**	**288.06**	**223.47**	**51.15**	**236.91**
Other items such as guarantees, loan commitments, etc. which are in the scope of Ind AS 109 but not covered under current Income Recognition, Asset Classification and Provisioning (IRACP) norms.	Stage 1	954.17	21.10	933.07	-	21.10
	Stage 2	100.98	2.23	98.75	-	2.23
	Stage 3	-	-	-	-	-
Subtotal		**1,055.15**	**23.33**	**1,031.82**	**-**	**23.33**
Total	Stage 1	**9,147.49**	**372.50**	**8,774.99**	**32.79**	**339.71**
	Stage 2	**1,532.35**	**323.29**	**1,209.06**	**5.73**	**317.56**
	Stage 3	**511.53**	**288.06**	**223.47**	**51.15**	**236.91**
	Total	**11,191.37**	**983.85**	**10,207.52**	**89.67**	**894.18**

Notes

1 *Since the total impairment allowances under Ind AS 109 is higher than the total provisioning required under IRACP (including standard asset provisioning) as at 31 March, 2024, no amount is required to be transferred to 'Impairment Reserve'. The balance in the 'Impairment Reserve' (if and when created) shall not be reckoned for regulatory capital. Further, no withdrawals shall be permitted from this reserve without prior permission from the Department of Supervision, RBI.*

2 *In terms of recommendations as per above referred notification, the Company has adopted the same definition of default for accounting purposes as guided by the definition used for regulatory purposes.*

(xxxiii) Schedule to the Balance Sheet

(₹ in Crores)

Particulars	Amount outstanding as at 31 March 2024	Amount overdue	Amount outstanding as at 31 March 2023	Amount overdue
Liabilities side :				
1 Loans and advances availed by the non-banking financial company inclusive of interest accrued thereon but not paid:				
(a) Debentures : Secured (refer note 2 below)	2,863.14	-	4,322.18	-
: Unsecured	-	-	-	-
(other than falling within the meaning of public deposits)				
(b) Deferred credits	-	-	-	-
(c) Term loans	4,091.61	-	2,080.24	-
(d) Inter-corporate loans and borrowing (refer note 2 below)	25.15	-	70.41	-
(e) Commercial paper	841.40	-	1,902.90	-
(f) Public deposits	-	-	-	-
(g) Other loans	49.74	-	339.53	-
2 Break-up of (1)(f) above (Outstanding public deposits inclusive of interest accrued thereon but not paid):				
(a) In the form of unsecured debentures	-	-	-	-
(b) In the form of unsecured debentures	-	-	-	-
(c) Other public deposits	-	-	-	-

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(₹ in Crores)

Particulars	Amount outstanding as at 31 March 2024	Amount outstanding as at 31 March 2023
Assets side :		
3 Break-up of loans and advances including bills receivables [other than those included in (4) below:]		
(a) Secured	8,916.38	7,626.05
(b) Unsecured	1,855.30	1,549.65
4 Break up of leased assets and stock on hire and other assets counting towards asset financing activities		
(i) Lease assets including lease rentals under sundry debtors:		
(a) Financial lease	37.84	10.88
(b) Operating lease	-	-
(ii) Stock on hire including hire charges under sundry debtors:		
(a) Assets on hire	-	
(b) Repossessed assets	-	
(iii) Other loans counting towards AFC activities		
(a) Loans where assets have been repossessed	-	
(b) Loans other than (a) above	-	
5 Break-up of investments :		
Current investments :		
1. Quoted :		
(i) Shares : (a) Equity	-	4,081.66
(b) Preference	-	-
(ii) Debentures and bonds		
(iii) Units of mutual funds	-	-
(iv) Government securities	-	-
(v) Others (please specify)	-	-
2. Unquoted :		
(i) Shares : (a) Equity (refer note 3 below)	1,708.34	2,277.54
(b) Preference	-	-
(ii) Debentures and bonds (refer note 2 below)	-	13.14
(iii) Units of mutual funds	21.06	150.91
(iv) Government securities	-	667.62
(v) Others	-	-
-Alternative Investment Fund	377.61	582.94
Long term investments :		
1. Quoted :		
(i) Shares : (a) Equity	-	-
(b) Preference	-	-

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(₹ in Crores)

Particulars	Amount outstanding as at 31 March 2024	Amount outstanding as at 31 March 2023
(ii) Debentures and bonds	-	-
(iii) Units of mutual funds	-	-
(iv) Government securities	471.78	292.04
(v) Others (please specify)	-	-
2. Unquoted :		
(i) Shares : (a) Equity	11,473.55	8,489.66
(b) Preference	6.87	111.00
(ii) Debentures and bonds (refer note 2 below)	13.15	48.88
(iii) Units of mutual funds	-	-
(iv) Government Securities	-	-
(v) Others (please specify)	-	-
-Alternative Investment Funds	928.80	2,047.71
-Project Receivables	269.30	-
-Security Receipts	470.63	532.72
-Investment Property (refer note 3 below)	675.00	1,335.31

(xxxiii)Schedule to the Balance Sheet

6 Borrower group-wise classification of assets financed as in (3) and (4) above :

Sr. No.	Category (Amount net of provision)	As at 31 March 2024			As at 31 March 2023		
		Secured	Unsecured	Total	Secured	Unsecured	Total
1	Related Parties						
	(a) Subsidiaries	-	557.51	557.51	-	349.67	349.67
	(b) Companies in the same group	-	-	-	-	-	-
	(c) Other related parties	-	-	-	-	-	-
2	Other than related parties (refer note 4 below)	8,916.38	1,297.79	10,214.17	7,626.05	1,199.98	8,826.03
	Total	**8,916.38**	**1,855.30**	**10,771.68**	**7,626.05**	**1,549.65**	**9,175.70**

7 Investor group-wise classification of all investments (current and long term) in shares and securities (both quoted and unquoted)

Sr. No.	Category (Amount net of provision)	As at 31 March 2024		As at 31 March 2023	
		Market Value / Break up or fair value or NAV	Book Value (Net of Provision)	Market Value / Break up or fair value or NAV	Book Value (Net of Provision)
1	Related Parties				
	(a) Subsidiaries	15,842.94	11,380.90	13,512.67	8,520.51
	(b) Companies in the same group (refer note 2, 3 & 4 below)	2,155.58	1,820.86	6,658.94	6,647.54
	(c) Other related parties	-	-	-	-
2	Other than related parties (refer note 2, 3 & 4 below)	3,210.66	3,214.33	4,124.08	4,127.77
	Total	**21,209.18**	**16,416.09**	**24,295.69**	**19,295.82**

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

8 Other information

Sr. No.	Particulars	As at 31 March 2024	As at 31 March 2023
(i)	Gross non-performing assets		
	(a) Related parties	-	-
	(b) Other than related parties	282.84	511.53
(ii)	Net non-performing assets		
	(a) Related parties	-	-
	(b) Other than related parties	15.67	223.47
(iii)	Assets acquired in satisfaction of debt	-	-

Notes:

1 *Provision is calculated as per the Expected Credit loss ('ECL') model as given in Note 2 (iii) of the standalone financial statement.*

2 *Amount disclosed represents the amortised cost of instruments / loans and advances and Investments and fair value in case of FVTPL instruments as per Ind AS as given in Note 2 (ii) of the standalone financial statement.*

3 *Value of Investments includes Investment Property and Assets held for Sale.*

4 *Investment in Non Convertible Debentures in the nature of Loans and Advances have been considered under Loans & Advances for the purpose of above disclosures.*

(xxxiv)Disclosures as required for liquidity risk

(a) Funding Concentration based on significant counterparty (both deposits and borrowings)

	Particulars	31 March 2024	31 March 2023
(i)	Number of Significant Counterparties	12	14
(ii)	Amount	5,669.71	6,228.15
(iii)	% of Total Deposits	NA	NA
(iv)	% of Total Liabilities	69.02%	68.67%

(b) Top 20 large deposits

The Company is a Systemically Important Non-Deposit Taking NBFC and has not accepted any public deposits

(c) Top 10 borrowings

	Particulars	31 March 2024	31 March 2023
(i)	Total amount of top 10 borrowings	5,472.64	5,811.76
(ii)	Percentage of amount of top 10 borrowings to total borrowings	69.53%	66.68%

(d) Funding Concentration based on significant instrument/product

	Particulars	31 March 2024	Percentage of total liabilities	31 March 2023	Percentage of total liabilities
(i)	Redeemable Non Convertible Debentures (secured)	2,863.14	34.86%	4,322.18	47.66%
(ii)	Term loan (secured) from banks	4,091.61	49.82%	2,080.24	22.94%
(iii)	Commercial paper (Unsecured)	841.40	10.25%	1,902.90	20.98%
(iv)	CROMS Borrowings (Clearing Corporation of India)	-	0.00%	339.53	3.74%
(v)	Working Capital Demand Loan	49.74	0.61%	-	-

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(e) Stock Ratios

	Particulars	31 March 2024	31 March 2023
(i)	Commercial papers as a percentage of total public funds	10.69%	21.83%
(ii)	Commercial papers as a percentage of total liabilities	10.24%	20.98%
(iii)	Commercial papers as a percentage of total assets	2.82%	5.75%
(iv)	Non-convertible debentures (original maturity of less than one year) as a percentage of total public funds	10.33%	17.44%
(v)	Non-convertible debentures (original maturity of less than one year) as a percentage of total liabilities	9.90%	16.76%
(vi)	Non-convertible debentures (original maturity of less than one year) as a percentage of total assets	2.73%	4.59%
(vii)	Other short-term liabilities, if any as a percentage of total public funds	30.38%	43.12%
(viii)	Other short-term liabilities, if any as a percentage of total liabilities	29.11%	41.43%
(ix)	Other short-term liabilities, if any as a percentage of total assets	8.02%	11.35%

(f) Institutional set-up for liquidity risk management

(a) The Asset Liability Committee (ALCO) is responsible for the management of the Company's funding and liquidity requirements, within the Board approved framework and extant regulations.

(b) The Company manages liquidity risk by maintaining an appropriate mix of unutilised banking facilities, credit lines as necessary and by continuously monitoring expected and actual cash flows, and by assessing the maturity profiles of financial assets and liabilities.

(xxxv) Disclosure for credit default swaps

The Company has not undertaken any transaction during the current year and previous year for credit default swaps (CDS).

(xxxvi) Disclosure on Perpetual Debt Instruments

The Company has not undertaken any transaction during the current year and previous year for perpetual debt instruments (PDI).

(xxxvii)Derivatives

(a) Forward rate agreement/interest rate swap

Sr. No.	Particulars	31 March 2024	31 March 2023
1	The notional principal of swap agreements	25.00	-
2	Losses which would be incurred if counterparties failed to fulfil their obligations under the agreements	0.20	-
3	Collateral required by the applicable NBFC upon entering into swaps	NA	-
4	Concentration of credit risk arising from the swaps	NA	-
5	The fair value of the swap book	0.20	-

(b) Exchange traded interest rate derivatives

Sr. No.	Particulars	31 March 2024	31 March 2023
1	Notional principal amount of exchange traded IR derivatives undertaken during the year	-	-
2	Notional principal amount of exchange traded IR derivatives outstanding as on 31st March 24	-	-
3	Notional principal amount of exchange traded IR derivatives outstanding and not "highly effective" (instrument wise)	-	-
4	Mark-to-market value of exchange traded IR derivatives outstanding and not "highly effective" (instrument wise)	-	-

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

54 DISCLOSURES IN TERMS OF RBI/DOR/2023-24/106 DOR.FIN.REC.NO.45/03.10.119/2023-24 - MASTER DIRECTION – RESERVE BANK OF INDIA (NON-BANKING FINANCIAL COMPANY – SCALE BASED REGULATION) DIRECTIONS, 2023 DATED 19 OCTOBER 2023 (AS UPDATED). (Continued)

(c) Disclosures on Risk Exposure in Derivatives

Qualitative Disclosures

As at March 31, 2024, the Company has invested in floating rate government securities/bonds which are linked to treasury bill rate. For managing the interest rate risk arising from changes in treasury bill rate on such investments, the Company has entered into an interest rate swaps (IRS) for the investments. The Company has designated the IRS (hedging instrument) and the investment (hedged item) into a hedging relationship and applied hedge accounting.

Under the terms of the IRS, the Company receives interest at fixed rate and pays interest at the floating rate based on daily compounded overnight FBIL MIBOR. As the critical terms of the hedged item and the hedging instrument (notional, interest periods, underlying fixed rates) are not exactly matched, the Company uses the hypothetical derivative method to assess effectiveness. The interest cash flows of the hypothetical derivative and interest rate swap are off-setting, an economic relationship exists between the two. This ensures that the hedging instrument (interest rate swap) and hedged item (hypothetical derivative) have values that generally move in the opposite direction. There was no such contract outstanding as on March 31, 2023.

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.

Quantitative Disclosures

Sr. No.	Particulars	As at 31 March 2024		As at 31 March 2023	
		Currency Derivatives	Interest Rate Derivatives	Currency Derivatives	Interest Rate Derivatives
1	Derivatives (Notional Principal Amount)The notional principal of swap agreements For Hedging	-	25.00	-	-
2	Marked to Market Positions	-	-	-	-
	(a) Assets (+)	-	0.20	-	-
	(b) Liability (-)	-	-	-	-
3	Credit Exposure	-	0.95	-	-
4	Unhedged Exposures	-	-	-	-

(xxxviii) Details of financing of parent company products

Disclosure with respect to details of financing of parent company products is not applicable

(xxxix) Disclosure of gold loan portfolio

There were no loans given against the collateral of gold jewellery and hence the percentage of such loans to the total outstanding asset is Nil (Previous Year Nil).

(xxxx) Disclosure of gold auction

The company has not conducted any auction during the current and previous year.

(xxxxi) Loans and contracts awarded to Directors, Senior Officers and relatives of Directors

The company has not given any loans and awarded any contracts to directors, senior officers and relatives of directors during the year (Previous Year Nil).

(xxxxii) Participation in currency futures & currency options

The Company has not undertaken any transaction during the current year and previous year for currency futures and currency options.

NOTES
TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2024

(xxxxiii) Disclosure of Restructured Accounts

As at 31 March 2024

Sr. No.	Asset Classification	Type of restructuring	Restructuring Account as on 1 April 2023			Fresh restructuring during the year			Upgradations to restructured standard category during the year			Restructured standard advances which cease to attract higher provisioning and / or additional risk weight at the end of the FY and hence need not be shown as restructured standard advances at the beginning of the next FY			Downgradations of Restructured accounts during the FY			Write-offs/Settlement/Recovery of Restructured accounts during the FY			Restructured accounts as on 31 March 2024		
			No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon
1	Standard	Others	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Substandard	Others	-	-	-	1.00	261.18	261.18	-	-	-	-	-	-	-	-	-	-	-	-	1.00	261.18	261.18
3	Doubtful	Others	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Loss	Others	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total		**-**	**-**	**-**	**1.00**	**261.18**	**261.18**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1.00**	**261.18**	**261.18**

As at 31 March 2023

Sr. No.	Asset Classification	Type of restructuring	Restructuring Account as on 1 April 2022			Fresh restructuring during the year			Upgradations to restructured standard category during the year			Restructured standard advances which cease to attract higher provisioning and / or additional risk weight at the end of the FY and hence need not be shown as restructured standard advances at the beginning of the next FY			Downgradations of Restructured accounts during the FY			Write-offs/Settlement/Recovery of Restructured accounts during the FY			Restructured accounts as on 31 March 2023		
			No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon	No of borrowers	Amount outstanding	Provision thereon
1	Standard	Others	-	-	-	1.00	36.35	**	-	-	-	-	-	-	-	-	-	1.00	36.35	-	-	-	-
2	Substandard	Others	1.00	133.19	19.97	-	-	-	-	-	-	-	-	-	-	-	-	1.00	133.19	19.97	-	-	-
3	Doubtful	Others	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Loss	Others	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total		**1.00**	**133.19**	**19.97**	**1.00**	**36.35**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2.00**	**169.54**	**19.97**	**-**	**-**	**-**

Note:

1 *Since the disclosure of restructured advance account pertains to section 'Others', the first two sections, namely, 'Under CDR Mechanism' and 'Under SME Debt Restructuring Mechanism' as per format prescribed in the guidelines are not included above.*

2 *** Borrower is measured at FVTPL, hence the provision is NIL.*

(xxxxiv)Details of all off-balance sheet exposures

Details of off balance sheet exposures are part of Note 32(a).

(xxxxv)Policy on dealing with Related Party Transactions

The accounting policies regarding related party transactions are disclosed in Report on corporate governance.

NOTES

TO STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

55 THE DISCLOSURES AS REQUIRED BY THE MASTER DIRECTION -MONITORING OF FRAUDS IN NBFCs ISSUED BY RBI DATED 29 SEPTEMBER 2016

(₹ in Crores)

Sr. No.	Particulars	31 March 2024	31 March 2023
1	Amount involved is greater than or equal to 1 lakh	-	-
2	Amount involved is less than 1 lakh	-	-
3	Wallet related fraud	-	-

56 DISCLOSURES IN TERMS OF REGULATION 52(4) OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

(₹ in Crores)

Sr. No.	Particulars	31 March 2024	31 March 2023
1	Debt- Equity ratio [Debt Securities + Borrowings (other than debt securities) + Deposit + Subordinated debt] / Net Worth#	0.43	0.36
2	Net Worth#	18,345.92	24,034.46
3	Outstanding redeemable preference shares (quantity and Value)	Nil	Nil
4	Debenture Redemption Reserve	Nil	Nil
5	Net Profit after tax (including exceptional item) (₹ in crores)	474.05	14,333.30
6	Earning per share		
	Basic (₹)	20.50	600.56
	Diluted (₹)	20.35	598.58
7	Total debts to total assets ratio [Debt securities Borrowings (other than debt securities)+Deposits+Subordi nated debts] / Total Assets	26.41%	26.33%
8	Net profit margin [Profit After Tax / Total Income]	12.39%	50.05%
9	Sector specific equivalent ratio as applicable		
	(A) Gross NPA (Stage 3 assets gross) ratio	2.40%	5.05%
	(B) Net NPA (Stage 3 assets net) ratio	0.14%	2.27%

Note:

Debt service coverage ratio, Interest service coverage ratio, Current ratio, Long term debt to working capital, Bad debts to Account receivable ratio, Current liability ratio, Debtors turnover, Inventory turnover, Operating margin are not applicable to the Company.

#"Net worth" as of 31 March 2024 is computed as per Section 2(57) of the Companies Act, 2013

57 The Standalone financial statements have been approved for issue by Company's Board of Directors on 8 May, 2024.

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

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	Piramal International**	Piramal Asset Management Pvt. Ltd. (Singapore)**	Piramal Fund Management Private Limited	INDIAREIT Investment Management Co.	Piramal Alternatives Private Limited	Piramal Capital & Housing Finance Limited	Piramal Investment Advisory Services Private Limited	Piramal Systems & Technologies Private Limited
The date since when subsidiary was acquired	19 August 1996	26 August 2013	12 August 2011	12 March 2012	14 June 2018	10 February 2017	13 June 2013	29 November 2011
Reporting period								
Start date of accounting period of subsidiary	1 April 2023	1 April 2023	1 April 2023	1 April 2023	1 April 2023	1 April 2023	1 April 2023	1 April 2023
End date of accounting period of subsidiary	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024
Reporting currency	INR	USD	INR	USD	INR	INR	INR	INR
Exchange rate								
Average rate	-	-	-	82.80	-	-	-	-
Closing rate	-	-	-	83.41	-	-	-	-
Share capital	-	-	0.19	0.17	159.00	23,364.69	2.70	49.43
Reserves & Surplus	-	-	(107.53)	88.49	(88.13)	(8,360.44)	2.15	(49.40)
Total assets	-	-	127.22	88.85	103.55	65,379.66	4.95	0.04
Total liabilities	-	-	234.56	0.20	32.68	50,375.41	0.10	0.00
Investments#	-	-	106.04	-	88.95	8,647.48	2.17	-
Turnover	-	-	3.53	2.76	12.27	6,663.56	0.17	0.00
Profit/ (Loss) before taxation and exceptional items	-	-	(25.47)	(6.28)	(38.52)	(1,891.12)	0.59	(0.00)
Exceptional items		-	63.91		-	1,657.68	-	-
Profit/ (Loss) before taxation	-	-	(89.38)	(6.28)	(38.52)	(3,548.80)	0.59	(0.00)
Provision for taxation	-	-	-	0.03	-	(1,637.45)	0.21	(0.03)
Profit/ (Loss) after taxation	-	-	(89.38)	(6.31)	(38.52)	(1,911.35)	0.38	0.03
Proposed dividend	-	-	-	-	-	-	-	-
Effective % of shareholding	100	100	100	100	100	100	100	100

Name of the Subsidiary Company	Piramal Technologies SA	Piramal Dutch IM Holdco B.V.**	PEL Finhold Private Limited	Piramal Corporate Tower Private Limited (Formerly known as Piramal Consumer Products Private Limited)	Piramal Securities Limited	Piramal Finance Sales and Service Private limited	Viridis Infrastructure Investment Managers Private Limited	DHFL Investments Limited
The date since when subsidiary was acquired	13 March 2012	7 March 2016	21 August 2014	23 March 2016	7 June 2018	9 September 2020	22 October 2020	30 September 2021
Reporting period								
Start date of accounting period of subsidiary	1 January 2023	1 January 2023	1 April 2023	1 April 2023	1 April 2023	1 April 2023	1 April 2023	1 April 2023
End date of accounting period of subsidiary	31 December 2023	31 December 2023	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024
Reporting currency	CHF	USD	INR	INR	INR	INR	INR	INR
Exchange rate								
Average rate	93.49	82.80	-	-	-	-	-	-
Closing rate	92.03	83.41	-	-	-	-	-	-
Share capital	40.28	-	23.53	199.61	42.00	0.10	0.01	101.45
Reserves & Surplus	(40.23)	-	(22.06)	111.52	(25.92)	20.03	(0.01)	918.65
Total assets	0.05	-	1.47	971.50	16.34	34.21	0.01	1,020.17
Total liabilities	-	-	0.00	660.36	0.26	14.08	0.00	0.07
Investments#	-	-	0.46	18.41	5.55	13.60	-	1,020.02
Turnover	-	-	0.05	21.26	-	310.21	-	0.01
Profit/ (Loss) before taxation and exceptional items	(0.28)	0.00	0.00	(2.73)	1.10	19.77	(0.00)	(0.04)
Exceptional items	-	-	-	-	-	-	-	-
Profit/ (Loss) before taxation	(0.28)	0.00	0.00	(2.73)	1.10	19.77	(0.00)	(0.04)
Provision for taxation	-	-	0.01	(0.86)	0.26	1.44	-	-
Profit/ (Loss) after taxation	(0.28)	0.00	(0.00)	(1.87)	0.84	18.33	(0.00)	(0.04)
Proposed dividend	-	-	-	-	-	-	-	-
Effective % of shareholding	100	100	100	100	100	100	100	100

Name of the Subsidiary Company	DHFL Advisory & Investments Private Limited	DHFL Holdings Limited	Piramal Payment Services Limited	Piramal Agastya Offices Private Limited (formerly known as PRL Agastya Private Limited)	Piramal Alternatives trust	Piramal Investment Opportunities Fund	Piramal Alternatives India Access Fund
The date since when subsidiary was acquired	30 September 2021	30 September 2021	29 April 2022	29 April 2022	21 June 2022	2 July 2013	11 September 2023
Reporting period							
Start date of accounting period of subsidiary	1 April 2023	1 April 2023	1 April 2023	1 April 2023	1 April 2023	1 April 2023	1 April 2023
End date of accounting period of subsidiary	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024
Reporting currency	INR	INR	INR	INR	INR	INR	INR
Exchange rate							
Average rate	-	-	-	-			
Closing rate	-	-	-	-	-	-	-
Share capital	75.01	0.06	5.50	55.49	932.35	5.00	64.60
Reserves & Surplus	(74.52)	(0.04)	(0.54)	(31.95)	(6.99)	-	(0.65)
Total assets	0.55	0.03	4.97	846.25	934.60	5.00	63.98
Total liabilities	0.06	0.01	0.01	822.71	9.24	-	0.03
Investments#	-	-	-	762.39	922.34	29.37	63.50
Turnover	-	-	-	92.06	158.80	9.46	0.39
Profit/ (Loss) before taxation and exceptional items	(0.04)	(0.01)	(0.41)	(18.56)	154.95	9.40	(0.65)
Exceptional items	-	-	-	-	-	-	-
Profit/ (Loss) before taxation	(0.04)	(0.01)	(0.41)	(18.56)	154.95	9.40	(0.65)
Provision for taxation	-	-	-	(4.33)	-	(16.80)	-
Profit/ (Loss) after taxation	(0.04)	(0.01)	(0.41)	(14.23)	154.95	26.20	(0.65)
Proposed dividend	-	-	-	-	-	-	-
Effective % of shareholding	100	100	100	100	100	100	100

*** upto date of liquidation*

#including investment property and net of provision for expected credit Loss, as applicable

1. The following subsidiaries which have been liquidated or ceased to be subsidiary during the year-
    a) Piramal International
    b) Piramal Asset Management Pvt. Ltd. (Singapore)
    c) Piramal Dutch IM Holdco B.V.
2. Following are the new subsidiaries added during the year-
    a) Piramal Alternatives India Access Fund
3. The aforesaid disclosure has been prepared based upon the audited / unaudited standalone financial statements, used for the purpose of PEL consolidation for financial year ended 31 March 2024. Further, the same were prepared under in the format prescribed in the Division II/Division III of Schedule III to the Companies Act, 2013.
4. There are no subsidiaries which are yet to commence operations
5. Amount mentioned as "0.00" denotes value less than ₹ 1 lakh

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 Subsidiary Company	India Resurgence ARC Private Limited	India Resurgence Asset Management Business Private Limited	Asset Resurgence Mauritius Manager	DHFL Ventures Trustee Company Private Limited	Pramerica Life Insurance Limited (formerly known as DHFL Pramerica Life Insurance Company Limited)	Piramal Structured Credit Opportunities Fund	India Resurgence Fund Scheme 2	India Resurgence Fund - Scheme 4
Latest audited balance sheet date (Refer note 4)	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024	31 March 2024
The Date on which the Associate or Joint Venture was associated or acquired	19 July 2017	7 February 2018	10 October 2017	30 September 2021	30 September 2021	26 February 2020	28 June 2017	29 December 2023
Shares of Associate or Joint Ventures held by the company on the year end								
- Number of Equity shares/ Units	71,066,420	20,000,000	95,445	22,500	187,030,931	40,259.15	40,724,982	21,41,476.84
- Amount of Investment in Associate / Joint Venture ##	72.50	20.00	0.69	0.02	1,020.02	402.59	407.25	21.41
- Effective Holding %	50.00%	50.00%	50.00%	45.00%	50.00%	24.77%	50.00%	50.00%
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	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	Not Applicable since Equity accounting has been adopted	Not Applicable since Equity accounting has been adopted
Networth / Investments accounted for using the equity method attributable to Shareholding as per latest Consolidated Balance Sheet	107.11	9.84	49.30	0.04	908.58	421.55	515.23	19.57
Profit / Loss for the year								
i. Considered in Consolidation	0.79	8.93	25.34	-	(71.83)	(65.67)	(74.38)	(1.84)
ii. Not considered in Consolidation	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable

net of expected credit losses, as applicable

1. There are no associates / joint ventures which are yet to commence operations
2. The following associate companies are classified as Held for sale by the Holding Company. Hence, these entities were not considered for consolidation.
   a) Shriram LI Holdings Private Limited (w.e.f 9 November 2022)
   b) Shriram GI Holdings Private Limited (w.e.f 9 November 2022)
   c) Shriram Investment Holdings Limited (w.e.f 9 November 2022 and upto 26 March 2024)
4. The aforesaid disclosure has been prepared based upon the audited / unaudited financial statements, used for the purpose of PEL consolidation for financial year ended 31 March 2024.

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

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 Holding Company") and its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group") which includes the Group's share of profit /(loss) in its associate and joint ventures, which comprise the Consolidated Balance Sheet as at 31 March 2024, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), Consolidated Statement of Changes in Equity and Consolidated Cash Flow Statement for the year then ended, and notes to the consolidated financial statements, including a summary of the material accounting policies and other explanatory information (hereinafter referred to as the "consolidated financial statements").

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, associate 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 31 March 2024 and their consolidated loss, 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 ("SA"s) specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditors' responsibilities 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 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 audit evidence obtained by other auditors in terms of their reports referred to in "Other Matters" paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

EMPHASIS OF MATTER: - PRINCIPAL BUSINESS CRITERIA

In case of one material subsidiary incorporated in India, their auditors have drawn attention to matters as stated in Note 49 of the consolidated financial statements for the year ended March 31, 2024 which describes that the Board of Directors of the subsidiary has approved conversion of the subsidiary from a Housing Finance Company (HFC) to Non-Banking Financial Company–Investment and Credit Company (NBFC-ICC) in its meeting held on 08 May 2024, consequent to the subsidiary company not meeting the regulatory requirement prescribed under paragraph 5.3 of Non-Banking Financial Company – Housing Finance Company (Reserve Bank) Directions, 2021 ('RBI Directions') with respect to the Principal Business Criteria ('PBC') for HFCs. The subsidiary expects to submit the conversion application to the RBI along with necessary documents as required under the said RBI Directions in near future.

Our opinion is not modified in respect of this matter.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report, including in relation to these matters.

Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Sr. No.	Key Audit Matters	Auditors Response
1.	**Expected Credit Loss allowance on financial assets and Net loss on Derecognition of financial instruments under amortised cost category.** Refer to accounting policies in Note 2 (A) (vii) to the consolidated financial statements; Impairment and net loss on derecognition of financial instruments under amortised cost category – Notes 37, 38 and 58(f) to the consolidated financial statements.	
	Under Ind AS 109, Financial Instruments, allowance for loan assets is determined using expected credit loss (ECL) estimation model. The estimation of ECL on financial instruments involves significant judgement and estimates. The key areas where we and component auditors identified greater levels of management judgement and therefore increased levels of audit focus in the Group's estimation of ECL are: • The application of ECL model requires several data inputs, to calculate Probability of Default ("PDs"), Loss Given Default ("LGD") and Exposure at Default (EAD). Inherently judgmental inputs / model used to estimate ECL which involves determination of PD, LGD and EAD. • The PD and the LGD are the key drivers of estimation complexity in the ECL and as a result are considered as a significant judgmental aspect of the Group modelling approach. • Estimating Management overlay (including additional overlay) for economic uncertainty, forward-looking information, and macro-economic factors and impact of market risk for portfolio of real estate loans. • Qualitative adjustments are made by the Management to the results obtained from ECL models to address any identified impairment or emerging trends as well as risks not captured by models. These adjustments are inherently subjective and significant management judgement is involved in estimating these amounts. • In respect of purchased or originated credit impaired financial assets, cumulative changes, at the portfolio level, in lifetime expected credit losses since initial recognition are recognised as a loss allowance. Significant management judgement is applied to assess such changes. • Completeness and accuracy of the data from internal and external sources used in the Models. Qualitative and quantitative factors used in staging the loan assets. Considering the significance of ECL to the overall consolidated financial statements and the degree of Management's estimates and judgements involved in this matter that requires significant auditors' attention. We along with component auditors have considered the expected credit loss allowance on financial assets to be a key audit matter. The disclosures regarding the Group's application of Ind AS 109 are key to explaining the key judgements and material inputs to the ECL and net loss on derecognition of financial instruments under amortised category. Further, disclosures to be provided as per RBI circulars in financial statements with regards to non-performing assets and provisions will also be an area of focus as these are related to an area of significant estimates.	Principal audit procedures followed by us and followed by auditors of one material subsidiary incorporated in India and as communicated to us: ➢ Reviewed the Board approved loss allowance policy and verified the alignment of methodology adopted for computation of ECL that addresses the policies approved by the Board of Directors. ➢ Tested the design and operating effectiveness of the key controls over the completeness and accuracy of data, inputs and assumptions into the ECL Model. ➢ Evaluated whether the methodology applied by the Group is compliant with the requirements of the relevant accounting standards, RBI's master directions relating to Prudential norms on Income Recognition, Asset Classification and Provisioning pertaining to Advances and confirmed that the calculations are performed in accordance with the approved methodology and ECL amounts has been approved by the Management and the Audit committee. ➢ Tested on sample basis, key inputs, data and assumptions impacting ECL calculations to assess the completeness, accuracy and relevance of data and reasonableness of economic forecasts and model assumptions applied. ➢ Review of documents placed before the Sustainability and Risk Management Committee (SRMC) of the Board for management overlay. ➢ Tested the arithmetical accuracy of the computation of ECL provision performed on spreadsheets. ➢ Verified the adjustments to the output of the ECL model are consistent with the documented rationale and basis for such adjustments which has been approved by the Audit Committee of the Board of Directors. ➢ Assessed the appropriateness and adequacy of the related presentation and disclosures made in the standalone and consolidated financial statements in accordance with the applicable accounting standards and related RBI circulars and guidelines, as applicable. Additionally, audit oversight procedures carried out by us over the work performed by the auditors of one material subsidiary incorporated in India consisted of: ➢ Inquiring about the audit procedures performed by the component 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. ➢ Discussions with the component auditors on their evaluation of events up to the date of the audit report and obtaining communication in this regard.
2.	**Information Technology (IT) systems and controls impacting financial reporting.**	
	The key audit matter provided below is as communicated by the auditors of one material subsidiary incorporated in India: The IT environment of the material subsidiary is complex and involves a number of independent and interdependent IT systems used in the operations of the subsidiary for processing and recording a large volume of transactions. As a result, there is a high degree of reliance and dependency on such IT systems for the financial reporting process of the subsidiary. Appropriate IT general controls and IT application controls are required to ensure that such IT systems are able to process the data as required, completely, accurately, and consistently for reliable financial reporting. Identification of certain key IT systems ("in-scope" IT systems) which have an impact on the financial reporting process and the related control testing as a key audit matter because of the high level of automation, significant number of systems being used by the subsidiary for processing financial transactions, the complexity of the IT architecture and its impact.	This matter is in respect of the, a material subsidiary incorporated in India. We have used the work of Component Auditors. The Component Auditors have reported that they have performed the following procedures. ➢ In assessing the controls over the IT systems of the subsidiary, component auditors have involved their technology specialists to obtain an understanding of the IT environment, IT infrastructure and IT systems. Component auditors have evaluated and tested relevant IT general controls and IT application controls of the 'in-scope' IT systems identified as relevant for their audit of the standalone financial statements and financial reporting process of the subsidiary. ➢ On such 'in-scope' IT systems, Component auditors have tested key IT general controls with respect to the following domains: a. User access management which includes user access provisioning, de-provisioning, access review, password management, sensitive access rights and segregation of duties to ensure that privilege access to applications, operating system and databases in the production environment were granted only to authorized personnel.

Sr. No.	Key Audit Matters	Auditors Response
		b. Program change management which includes controls on moving program changes to production environment as per defined procedures and with relevant segregation of environments. c. Other areas that were assessed under the IT control environment included backup management, incident management, batch processing and interfaces. ➢ Component auditors have also evaluated the design and tested the operating effectiveness of key IT application controls within key business processes, which included testing automated calculations, automated accounting procedures, system interfaces, system reconciliation controls and key system generated reports, as applicable. ➢ Where control deficiencies were identified, component auditors have tested compensating controls or performed alternative audit procedures, where necessary. ➢ We have inquired with the component auditor's team to understand the nature, timing and extent of their audit procedures.
3	**Recoverability of Deferred tax assets** Refer to accounting policies in Note 2(A)(xiv) & 2(B)(viii) to the consolidated financial statements; refer Note 59 to the consolidated financial statements.	
	The key audit matter provided below is as communicated by the auditors of one material subsidiary incorporated in India: The deferred tax assets have been recognised on the basis of the assessment of availability of sufficient future taxable profits to utilise such unadjusted tax losses and tax credits within the time period allowed under the Income Tax Act, 1961, which is based on forecast of business projections. Such financial projections are inherently subjective and depend on various factors including future market and economic conditions, which involve significant management judgement and estimation. Any change in aforesaid assumptions could have a material impact on the carrying value of the deferred tax assets. Owing to the materiality of the balances, complexities and significant estimates and judgements involved as described above, component auditors have considered recoverability of deferred tax assets to be a key audit matter.	This matter is in respect of the, a material subsidiary incorporated in India. We have used the work of Component Auditors. The Component Auditors have reported that they have performed the following procedures Component auditors' audit on recoverability of deferred tax assets included, but was not limited to, the following procedures: ➢ Obtained an understanding of the management's process and evaluated the design and tested the operating effectiveness of internal controls with respect to recognition and assessment of recoverability of the deferred tax assets; ➢ Evaluated the appropriateness of the accounting policy adopted by the Subsidiary in respect of recognition of deferred tax assets in accordance with Ind AS 12, Income Tax; ➢ Assessed the reasonableness of the period of projections used in the deferred tax asset recoverability assessment in accordance with the time period allowed under the applicable tax laws with respect to utilisation of the said tax losses against future taxable profits; ➢ Obtained the business projections of future taxable profits estimated by the management and critically reviewed the key assumptions used therein, including future growth rates and relevant economic and industry estimates, based on our understanding of the business and market factors; ➢ Traced the financial projections to approved business plans and assessed efficacy of management's process for financial projections basis past business performance; ➢ Tested the arithmetical accuracy of the computation of future taxable profits including assessed the impact of estimation uncertainty basis the sensitivity analysis performed by the management on the projections; and ➢ Assessed the appropriateness and adequacy of the disclosures in accordance with the applicable accounting standards. ➢ We have inquired with the component auditor's team to understand the nature, timing and extent of their audit procedures.

Sr. No.	Key Audit Matters	Auditors Response
4.	**Determination of fair value for the purpose of measurement of certain financial assets measured at fair value and for the purpose of impairment assessment of investments in joint venture or associate companies measured at cost, investment in Alternative Investment Fund (AIF), goodwill and investment property measured at cost** Refer to Accounting policies in Notes 2(A) (iv), (v)(b), (vi), (vii) and (xxi) to the consolidated financial statements; Investment measured at fair value, net gain on fair value changes and other operating income – Notes 8, 30 and 36 to the consolidated financial statements; Assets classified as held for sale– Note 73 to the consolidated financial statements; Goodwill – Note 51 to the consolidated financial statements; Investment property – Note 12 to the consolidated financial statements; Fair value disclosures – Note 60 to the consolidated financial statements.	
	The Holding Company's investments in unquoted instruments (other than investment in joint ventures and associate) are measured at fair value at each reporting date and these fair value measurements significantly impact the Holding Company's financial performance. Further, certain investments in AIF are subjected to RBI Regulations. The Holding Company's investments in joint ventures and associate and investment property are measured at cost less provision for impairment, if any. Goodwill is tested for impairment at least annually. Investments in assets classified as held for sale are measured at lower of their carrying amount and fair value less cost to sell. The valuation for the purpose of measurement and impairment assessment requires significant judgement because of quoted prices being unavailable and limited liquidity. The disclosures regarding the Holding Company's fair value estimation are key to explaining the key estimation and judgements including material inputs to the estimated valuation figures	We have performed the following audit procedures: ➢ Understood the process, evaluating the design and testing the operating effectiveness of such controls in respect of valuation of investments by management. ➢ Evaluated management's controls over collation of relevant information used for determining estimates for valuation and impairment testing of investments. ➢ Tested appropriate implementation of policy of valuation and impairment testing by management. ➢ Reconciled the financial information mentioned in fair valuation and impairment testing to underlying source details. ➢ Obtained & verified the independent valuation reports of unquoted investments and investment property obtained by company's management. ➢ Tested the reasonableness of management's estimates considered in such assessment. ➢ Assessed the competence, capabilities and objectivity of the experts used by management in the process of valuation models. ➢ Assessed the Holding Company's application of and compliance with regulatory requirements with respect to investment in AIFs. ➢ Assessed the factual accuracy conclusion reached by the management and appropriateness of the disclosures made in the consolidated financial statements

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITORS' REPORT THEREON

The Holding Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Board Report including annexures thereon but does not include the consolidated 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, of its associate and joint ventures 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, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Holding Company's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to 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 changes in equity and the consolidated cash flows of the Group including its associate and joint ventures in accordance with the Indian Accounting Standards (Ind AS) prescribed under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended and other accounting principles generally accepted in India.

The respective Management and Board of Directors of the companies included in the Group and of its associate 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 associate and joint ventures and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated 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 Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and of its associate 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 associate and joint ventures are responsible for overseeing the financial reporting process of the Group and of its associate and joint ventures.

AUDITORS' RESPONSIBILITIES 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 auditors' 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal financial 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 Holding Company has adequate internal financial controls with reference to consolidated financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.

- Conclude on the appropriateness of management and Board of Directors 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 associate 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 auditors' 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 auditors' report. However, future events or conditions may cause the Group and its associate 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 entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of 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 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 Holding Company 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 auditors' 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 of 18 subsidiaries whose financial statements reflect total assets of ₹ 69,476.00 crores, total revenues of ₹ 7,335.42 crores, and net cash inflows amounting to ₹ 38.79 crores for the year ended 31 March 2024, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of profit/(loss) of ₹ 6.84 crores and total comprehensive income of ₹ 80.04 crores for the year ended 31 March, 2024, as considered in the consolidated financial statements, in respect of 2 joint ventures, whose financial statements have not been audited by us. These financial statements have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and the joint venture, and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries and the joint venture is based solely on the reports of the other auditors and the procedure performed by us as stated under Auditors' Responsibilities for the audit of consolidated financial statements section above.

b) We did not audit the financial information of 5 subsidiaries, whose financial information reflects total assets of ₹ 88.90 crores as at 31 March, 2024, total revenues of ₹ 2.96 crores, total net profit/(loss) after tax of ₹ (6.58) crores, total comprehensive income/(loss) of ₹ (5.22) crores and net cash outflows amounting to ₹ (17.95) 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 ₹ 146.89 crores and total comprehensive income of ₹ 146.89 crores for the year ended 31 March, 2024, as considered in the consolidated financial statements, in respect of 1 associate and 5 joint ventures, whose financial information have not been audited by us. This financial information is 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 associate, is based solely on such unaudited financial information. In our opinion and according to the information and explanations given to us by the Management, this financial information is not material to the Group.

c) The following other matter paragraph is given by a component auditor of Pramerica Life Insurance Limited ('PLIL'), vide their report dated 30 April 2024 on the financials results of PLIL, the Joint Venture of a subsidiary company of the Holding Company, which is reproduced as under:

- The actuarial valuation of liabilities for life policies in force is the responsibility of the company's appointed actuary ("the Appointed Actuary"). The actuarial valuation of liabilities for policies in force as at 31 March 2024 has been duly certified by the Appointed Actuary. The Appointed Actuary has also certified that the assumptions for such valuation are in accordance with the guidelines and norms issued by the Insurance Regulatory and Development Authority of India (IRDAI) and the Institute of Actuaries of India in concurrence with IRDAI. We have relied upon the Appointed Actuary's certificate in this regard.

- The valuation of liability of embedded derivatives in insurance contracts as at 31 March 2024 has been duly certified by the Appointed Actuary. We have relied upon the Appointed Actuary's certificate in this regard.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect to a) to c) of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial information certified by the Management.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

1. (A) As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on the separate financial statements/financial information of the subsidiaries, associate and joint ventures 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 and the reports of the other auditors except for the matters stated in paragraph 1(B)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended)

(c) The Consolidated balance sheet, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the 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 read with the Companies (Indian Accounting Standards) Rules, 2015, as amended.

(e) On the basis of the written representations received from the directors of the Holding Company as on 31 March 2024 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies, associate company and joint venture companies incorporated in India, none of the directors of the Group companies, its associate companies and joint venture companies incorporated in India is disqualified as on 31 March 2024 from being appointed as a director in terms of Section 164(2) of the Act.

(f) The adverse remark relating to the maintenance of accounts and other matters connected therewith with respect to the consolidated financial statements are as stated in paragraph (b) above on reporting under section 143(3)(b) of the Act and paragraph 1(B)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended).

(g) 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 Holding company, subsidiary companies, associate companies and joint venture companies incorporated in India. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of internal financial controls with reference to the consolidated financial statements of those companies.

(h) 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, based on our audit and consideration of reports of the other auditors, in our opinion and to the best of our information and explanations given to us, the remuneration paid by the Holding Company, subsidiary companies, associate companies and joint venture companies incorporated in India to its directors during the year is in accordance with the provisions of Section 197 read with Schedule V of the Act.

(B) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditor's) Rules, 2014, in our opinion and 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 on separate financial statements of subsidiary companies, associate companies and joint venture companies, as noted in the 'Other Matters' paragraph:

i. The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group, its associate and joint ventures; (Refer Note 44 to the consolidated financial statements)

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, as detailed in Note 44 to the consolidated financial statements;

iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Holding Company, and its subsidiaries, associate and joint venture, which are incorporated in India, during the year ended 31 March 2024;

iv. (a) The respective Managements of the Holding Company, its subsidiary companies, joint ventures and associate companies which are companies incorporated in India , whose financial statements have been audited under the Act, have represented to us and the other auditors of such subsidiaries, joint venture and associate respectively that, to the best of their knowledge and belief as disclosed in Note 76 of the consolidated financial statements, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or any of such subsidiaries, joint venture and associate companies to or in any other person or entity, including foreign entity ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the holding Company or any of such subsidiaries, joint venture and associate companies ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

(b) The respective Managements of the Holding Company, its subsidiaries, joint venture and associate companies, which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and the other auditors of such subsidiaries, joint venture and associate companies respectively that, to the best of their knowledge and belief as disclosed in Note 76 of the consolidated financial statements, no funds (which are material either individually or in the aggregate) have been received by the Holding Company or any of such subsidiaries, joint venture and associate companies from any person or entity, including foreign entity ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiaries, joint venture and associate companies shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and those performed by the auditors of subsidiaries, joint venture and associate companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

(v) As stated in note 74 of the consolidated financial statements, the Board of Directors of the Holding Company has proposed dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in compliance with Section 123 of the Act.

The dividend declared or paid by the Holding Company, a subsidiary, associates and a joint venture during the year is in accordance with Section 123 of the Act, as applicable.

(vi) Based on our examination which included test checks, and as communicated by the respective auditor of subsidiaries, joint venture and associate companies which are companies incorporated in India whose financial statements have been audited under the Act, except for instances mentioned below, the Holding Company, subsidiaries, joint venture and associate companies have used accounting software for maintaining its books of account, which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective software. Further, during the course of our audit we and respective auditors of the above referred subsidiaries and joint venture did not come across any instance of audit trail feature being tampered with, other than the consequential impact of the exception given below.

(a) In case of one material subsidiary company incorporated in India, as communicated by the auditors of such material subsidiary company,

i. the audit trail feature was not enabled at the database level for ten accounting software to log any direct data changes, used for maintenance of all accounting records by the material subsidiary company.

ii. With respect to accounting software used for maintenance of customer documentation of the material subsidiary company operated by a third-party service provider:

- In the absence of 'Independent Service Auditor's Assurance Report on the Description of Controls, their Design and Operating Effectiveness' ('Type 2 report') for the month April 2023 and for the period 1 Nov 2023 to 31 March 2024 for the accounting software used for maintenance of customer documentation of the Subsidiary Company is operated by a third-party service provider, component auditors are unable to comment on whether audit trail feature at the database level of the said software was enabled and operated for the said period.

- Further, for the period 1 May 2023 to 31 October 2023 the 'Independent Service Auditor's Assurance Report on the Description of Controls, their Design and Operating Effectiveness' ('Type 2 report' issued in accordance with ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information)' does not provide sufficient audit evidence on audit trail (edit logs) for any direct changes made at the database level. Accordingly, component auditors are unable to comment on whether audit trail feature with respect to the database of the said software was operated throughout the year.

(b) In case of one subsidiary company incorporated in India, as communicated by the auditor of such subsidiary company, the feature of recording audit trail (edit log) facility of the accounting software not enabled for the period 1 April 2023 to 18 March 2024.

(c) In case of one subsidiary company incorporated in India, as communicated by the auditor of such subsidiary company, the feature of recording audit trail (edit log) facility of the accounting software not enabled for the period 1 April 2023 to 13 October 2023.

2. With respect to the matters specified in clause (xxi) of paragraph 3 and paragraph 4 of the Companies (Auditor's Report) Order, 2020 ("CARO"/"the Order") issued by the Central Government in terms of Section 143(11) of the Act, according to the information and explanations given to us, and based on the CARO reports issued by us and by the auditors of respective companies included in the consolidated financial statements to which reporting under CARO is applicable, as provided to us by the Management of the Holding Company, and based on the identification of matters of qualifications or adverse remarks in their CARO reports by the respective component auditors and provided to us, we report that in respect of those companies where audits have been completed under section 143 of the Act, did not include any unfavorable answers or qualifications or adverse remarks by the respective auditors in the CARO reports of the said companies included in the consolidated financial statements.

Further, in respect of following 2 joint venture companies and 1 associate company, which are incorporated in India, included in the consolidated financial statements based on unaudited financial statements and, the CARO report, as applicable, in respect of those companies are not yet issued on the date of this audit report.

Name	Corporate Identification Number	Subsidiary, Associates/ Joint Venture
DHFL Ventures Trustee Company Private Limited	U65991MH2005PTC153886	Associate of Subsidiary Company
India Resurgence ARC Private Limited	U67190MH2016PTC272471	Joint Venture of Holding Company
India Resurgence Asset Management Business Private Limited	U74900MH2016PTC273377	Joint Venture of Holding Company

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W /W-100010

Santosh Maller
Partner
Membership No.: 143824
UDIN: 24143824BKCNUA3025

Place : Mumbai
Date : 08 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No.: 145377
UDIN: 24145377BKHXXS8354

Place : Mumbai
Date : 08 May 2024

ANNEXURE A TO THE INDEPENDENT AUDITORS' REPORT

(Referred to in paragraph 1A(g) under the heading 'Report on Other Legal and Regulatory Requirements' of our report of even date)

REPORT ON THE INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS UNDER CLAUSE (I) OF SUB-SECTION 3 OF SECTION 143 OF THE COMPANIES ACT, 2013 ("THE ACT")

In conjunction with our audit of the consolidated financial statements of the Company as of and for the year ended 31 March 2024, we have audited the internal financial controls with reference to consolidated financial statements of Piramal Enterprises Limited (hereinafter referred to as "the Holding Company") and its subsidiary companies, associate company and joint ventures companies which are incorporated in India.

MANAGEMENT AND BOARD OF DIRECTORS' RESPONSIBILITY FOR INTERNAL FINANCIAL CONTROLS

The respective Management and Board of Directors of the Holding Company, its subsidiary companies, its associate companies and joint ventures companies, which are the companies incorporated in India are responsible for establishing and maintaining internal financial controls with reference to the financial statements 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 issued by the Institute of Chartered Accountants of India ("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 Act.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements of the Holding Company, its subsidiary companies, its associate companies and joint ventures, which are the companies incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the ICAI (the "Guidance Note") and the Standards on Auditing prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to Consolidated Financial Statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to Consolidated Financial Statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence obtained by us and the audit evidence obtained by the other auditors by the other auditors of the subsidiary companies, associate companies and joint ventures, which are companies incorporated in India, in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to Consolidated Financial Statements of the Company, its subsidiary companies, its associate companies and joint ventures, which are the companies incorporated in India.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO CONSOLIDATED FINANCIAL STATEMENTS

A company's internal financial control with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

INHERENT LIMITATIONS OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO CONSOLIDATED FINANCIAL STATEMENTS

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial control over financial reporting with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

OPINION

In our opinion and to the best of our information and according to the explanations given to us and based on consideration of reporting of the other auditors as mentioned in the Other Matters paragraph below, the Company, its subsidiary companies, its associate company and joint venture companies, which are the companies incorporated in India have broadly, in all material respects, adequate internal financial controls with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at 31 March 2024, 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 issued by the ICAI.

OTHER MATTER

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements, insofar as it relates to, audited 15 subsidiary companies and 1 joint venture company, incorporated in India, is based on the corresponding reports of the other auditors and, insofar as it relates to, unaudited 1 associate company and 2 joint venture companies, incorporated in India, is based on representation received from the management (also refer Other Matters paragraphs "a" and "b" of the Independent Auditors' Report above).

Our opinion is not modified in respect of the above matter.

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W /W-100010

Santosh Maller
Partner
Membership No: 143824
UDIN: 24143824BKCNUA3025

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377
UDIN: 24145377BKHXXS8354

Place : Mumbai
Date : 8 May 2024

CONSOLIDATED BALANCE SHEET

as at 31 March 2024

(₹ in Crore)

Particulars	Notes	As at 31 March 2024	As at 31 March 2023
ASSETS			
1. Financial assets:			
(a) Cash and cash equivalents	3	3,273.53	3,729.00
(b) Bank balances other than cash and cash equivalents	4	1,173.27	920.08
(c) Derivative financial instruments	58	54.18	98.11
(d) Receivables			
- Trade receivables	5	12.88	19.40
- Other receivables	6	53.58	-
(e) Loans	7	54,943.37	46,394.63
(f) Investments	8	12,513.00	22,331.79
(g) Other financial assets	9	964.01	943.51
Total Financial assets		**72,987.82**	**74,436.52**
2. Non- financial assets:			
(a) Current tax assets (net)	10	1,140.90	1,467.18
(b) Deferred tax assets (net)	11	2,875.55	1,847.18
(c) Investment property	12	2,557.30	2,310.26
(d) Property, plant and equipment	13	402.06	336.20
(e) Intangible assets under development	13	19.57	6.25
(f) Goodwill	51	2.00	272.17
(g) Other intangible assets	13	199.61	123.89
(h) Right of use assets	50	228.00	220.25
(i) Other non-financial assets	14	483.85	454.72
(j) Assets held for sale	73	1,708.34	2,277.54
Total Non-financial assets		**9,617.18**	**9,315.64**
Total Assets		**82,605.00**	**83,752.16**
LIABILITIES AND EQUITY			
Liabilities			
1. Financial liabilities:			
(a) Payables			
Trade payables	15		
(i) Total outstanding dues to micro and small enterprises		30.40	3.81
(ii) Total outstanding dues to creditors other than micro and small enterprises		264.12	395.46
(b) Debt securities	16	32,419.20	33,186.76
(c) Borrowings (other than debt securities)	17	21,039.50	16,197.21
(d) Deposits	18	25.15	71.96
(e) Subordinated debt liabilities	19	127.23	126.88
(f) Other financial liabilities	20	1,399.38	1,684.78
Total Financial liabilities		**55,304.98**	**51,666.86**
2. Non- financial liabilities:			
(a) Current tax liabilities (net)	21	218.60	721.16
(b) Provisions	22	107.45	122.50
(c) Other non- financial liabilities	23	416.92	182.56
Total Non-financial liabilities		**742.97**	**1,026.22**
3. Equity			
(a) Equity share capital	24	44.93	47.73
(b) Other equity	25	26,512.12	31,011.35
Total Equity		**26,557.05**	**31,059.08**
Total Liabilities and Equity		**82,605.00**	**83,752.16**

The above Consolidated Balance Sheet should be read in conjunction with the accompanying notes 2 to 82

In terms of our report attached

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377

Place : Mumbai
Date : 8 May 2024

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

CONSOLIDATED STATEMENT OF PROFIT AND LOSS

for the year ended 31 March 2024

(₹ in Crore)

	Note	For the year ended 31 March 2024	For the year ended 31 March 2023
Revenue from operations			
(a) Interest income	26	7,313.89	7,798.62
(b) Dividend income	27	147.89	91.75
(c) Rental income	28	78.84	23.02
(d) Fees and commission income	29	559.72	291.64
(e) Net gain on fair value changes	30	733.98	-
(f) Sale of services	31	5.45	11.83
(g) Other operating income	32	1,180.50	717.44
Total revenue from operations		**10,020.27**	**8,934.30**
(h) Other income	33	158.09	152.44
Total income		**10,178.36**	**9,086.74**
Expenses			
(a) Finance costs	34	4,343.91	3,994.32
(b) Fees and commission expense	35	56.53	46.86
(c) Net loss on fair value changes	36	-	808.75
(d) Net loss on derecognition of financial instruments under amortised cost category	37	4,144.63	4,642.17
(e) Impairment allowance / (reversals) on financial instruments	38	(733.43)	(155.86)
(f) Employee benefits expense	39	1,350.03	930.05
(g) Depreciation, amortization and impairment	40	828.96	122.88
(h) Other expenses	41	1,533.27	1,161.91
Total expenses		**11,523.90**	**11,551.08**
Profit / (loss) before share of associates and joint ventures, exceptional items and tax		**(1,345.54)**	**(2,464.34)**
Share of net profit of associates and joint ventures		153.73	388.61
Profit / (loss) after share of associates and joint ventures before exceptional items and tax		**(1,191.81)**	**(2,075.73)**
Exceptional gains / (losses)	42	(2,086.59)	7,975.89
Profit / (loss) before tax		**(3,278.40)**	**5,900.16**
Tax Expense	59		
Current tax		54.68	2.69
Deferred tax		(1,104.76)	(743.90)
Tax adjustments of earlier years		(544.79)	(3,327.21)
		(1,594.87)	**(4,068.42)**
Profit / (loss) for the year		**(1,683.53)**	**9,968.58**
Other comprehensive income (OCI)	43		
A. Items that will not be reclassified to profit or loss			
(a) Changes in fair values of equity instruments through OCI		5.56	197.95
(b) Remeasurement gains / (losses) on defined benefit plans		(8.59)	2.31
(c) Income tax relating to items that will not be reclassified to profit or loss		(13.77)	13.33
B. Items that will be reclassified to profit or loss			
(a) Deferred gains / (losses) on cash flow hedge		(2.69)	13.43
(b) Changes in fair values of debt instruments through OCI		17.06	(17.32)
(c) Exchange differences on translation of financial statements of foreign operations		9.37	(8.53)
(d) Share of other comprehensive income of joint ventures accounted for using the equity method		73.20	(70.89)
(e) Income tax relating to items that will be reclassified to profit or loss		(3.62)	0.93
Other comprehensive income		**76.52**	**131.21**
Total comprehensive income for the year		**(1,607.01)**	**10,099.79**
Earnings per equity share (face value of ₹2 each)	45		
a) Basic EPS for the year (₹)		(72.82)	417.68
b) Diluted EPS for the year (₹)		(72.82)	416.30

The above Consolidated Statement of Profit and Loss should be read in conjunction with the accompanying notes 2 to 82

In terms of our report attached

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377

Place : Mumbai
Date : 8 May 2024

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

Piramal

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2024

(₹ in Crore)

		For the year ended 31 March 2024	For the year ended 31 March 2023
A.	**Cash flow from operating activities**		
	Profit / (loss) before share of net profit of associates and joint ventures and exceptional items	**(1,345.54)**	**(2,464.34)**
	Adjustments for:		
	Dividend / redemption income	(147.89)	(91.75)
	Interest income from fixed deposits	(82.45)	(66.77)
	(Gain)/Loss on loans	(755.50)	(1,291.66)
	(Gain)/Loss on fair valuation on investments	21.52	2,110.87
	(Gain)/Loss on sale of property, plant and equipment	(8.25)	(2.62)
	Finance cost expenses	4,343.91	3,994.32
	Finance cost paid (including exceptional items Nil ; 31 March 2023 : ₹372.82 crores)	(4,546.49)	(4,367.32)
	Loss on derecognition of financial assets (net) (refer note 37)	4,144.63	4,642.17
	Loss on sale of investments in subsidiary	-	26.20
	Allowance for expected credit loss on loans and other financial assets (net) (includes regulatory provisions on AIF ₹ 2,022.68 crores) (refer note 38 & 66)	(2,756.11)	(155.86)
	Trade receivables written off / expected credit loss on trade receivables	7.89	8.42
	Employee stock option plan expenses (refer note 80)	71.97	0.06
	Impairment of goodwill (refer note 51)	278.19	-
	Depreciation, amortisation and impairment (refer note 40)	828.96	122.88
		54.84	**2,464.60**
	Adjustments for changes in Working Capital :		
	Decrease / (Increase) in loans	(7,159.32)	(349.77)
	Decrease / (Increase) in investments	7,126.45	(1,651.38)
	Decrease / (Increase) in other financial assets	(21.00)	211.54
	Decrease / (Increase) in other non-financial assets	(29.14)	92.91
	Decrease / (Increase) in trade receivable	(61.47)	15.33
	Decrease / (Increase) in derivative financial instruments	41.24	(70.62)
	(Decrease) / Increase in trade payables	(104.75)	(249.35)
	(Decrease) / Increase in other financial liabilities	(344.97)	600.21
	(Decrease) / Increase in provisions	(23.64)	(32.99)
	(Decrease) / Increase in other non financial liabilities	234.36	124.59
	Cash generated / (used) from operations	**(287.40)**	**1,155.07**
	Less: Income taxes refunds (net of income tax paid)	313.83	222.99
	Net Cash Generated from / (used in) Operating Activities (A)	**26.43**	**1,378.06**
B.	**Cash flow from investing activities**		
	Purchase / Movements of property, plant & equipments, intangible assets, right to use assets, capital work in progress and intangible assets under development and investment property	(1,269.69)	(312.44)
	Proceeds from sale of property, plant and equipment & other intangible assets	31.27	115.41
	Purchase of treasury investments	(78,816.59)	(57,001.52)
	Proceeds from sale of treasury investments	78,206.26	56,914.88
	Interest received on fixed deposits	82.45	66.77
	Dividend income received	147.89	91.75
	Payment of consideration for business acquisition	-	(2.00)
	Decrease / (Increase) in bank balances other than cash and cash equivalents	(253.19)	(280.30)
	Net Cash Generated from / (used in) Investing Activities (B)	**(1,871.60)**	**(407.45)**
C.	**Cash flow from financing activities**		
	Borrowings availed , including debt securities, deposits and subordinate debt liabilities	17,481.82	19,298.17
	Borrowings repaid, including debt securities, deposits and subordinate debt liabilities	(13,250.97)	(21,835.11)
	Changes in leases	66.84	37.49
	Payment for buyback of equity shares (including tax on buyback & expenses) (refer note 24(iv)(c))	(2,168.13)	-
	Dividend Paid	(739.86)	(787.59)
	Net Cash Generated from / (Used in) Financing Activities (C)	**1,389.70**	**(3,287.04)**
	Net increase in cash and cash equivalents (A+B+C)	**(455.47)**	**(2,316.43)**
	Cash and cash equivalents as at 1 April	**3,729.00**	**6,284.06**
	Less: Adjustment of cash and cash equivalents as per composite scheme of arrangement	-	(238.63)
	Cash and cash equivalents as at 31 March (Refer Note 3)	**3,273.53**	**3,729.00**

The above Consolidated Cash Flow Statement should be read in conjunction with the accompanying notes 2 to 82

In terms of our report attached

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377

Place : Mumbai
Date : 8 May 2024

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 31 March 2024

A. EQUITY SHARE CAPITAL (REFER NOTE 24):

(₹ in Crore)

Particulars	Amount
Balance as at 1 April 2022	47.73
Changes in Equity Share Capital during the year ended 31 March 23	-
Balance as at 31 March 2023	**47.73**
Balance as at 1 April 2023	47.73
Changes in Equity Share Capital during the year ended 31 March 24 (refer note 24(iv)(c))	(2.80)
Balance as at 31 March 2024	**44.93**

B. OTHER EQUITY

		Attributable to the owners of Piramal Enterprises Limited														
		Reserves and surplus										Other Items in OCI				
Particulars	Note	Stock option reserve	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 National Housing Bank Act, 1987	Amalgamation adjustment reserve	Retained Earnings	Foreign Currency Translation Reserve	FVTOCI - Equity Instruments	FVTOCI - Debt Instruments	FVTOCI - Cash Flow Hedging Reserve	Other equity
Balance as at 1 April 2023		**0.06**	**11,421.65**	**116.55**	**61.73**	**-**	**5,714.60**	**710.01**	**2,445.65**	**(4,902.88)**	**15,640.09**	**61.98**	**(183.20)**	**(78.70)**	**3.81**	**31,011.35**
Less : Loss after tax for the year		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(1,683.53)**					**(1,683.53)**
Add / (less): Other Comprehensive Income, net of tax expense for the year		-	-	-	-	-	-	-	-	-	66.81	9.37	(10.42)	12.77	(2.01)	76.52
Add / (less) : Movements during the year		-	-	-	-	-	-	-	-	-	-		(59.00)	-	-	(59.00)
Add : Share based payment expenses (refer note 80)		71.97		-	-	-	-	-	-	-			-			71.97
Less: Payment for buyback of equity shares including tax on buyback and expenses (refer note 24(iv)(c))	25	-	(2,165.33)	-	-	-	-	-	-	-						(2,165.33)
Less: Transfer to capital redemption reserve (refer note 24(iv)(c))			(2.80)		2.80	-	-	-	-	-						-
Add/(less): Realised income / (loss) transferred to retained earnings		-	-	-	-	-	-	-	-	-	(394.16)	(0.94)	329.16	65.94	-	-
Add: Transfer to Reserve Fund u/s 45-IC (1) of the Reserve Bank of India Act, 1934		-	-	-	-	-	-	94.81	-	-	(94.81)	-	-	-	-	-
Less: Final dividend paid for FY 22-23		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(739.86)**	**-**	**-**	**-**	**-**	**(739.86)**
Balance as at 31 March 2024		**72.03**	**9,253.52**	**116.55**	**64.53**	**-**	**5,714.60**	**804.82**	**2,445.65**	**(4,902.88)**	**12,794.54**	**70.41**	**76.54**	**0.01**	**1.80**	**26,512.12**

Piramal

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 31 March 2024

Particulars	Note	Attributable to the owners of Piramal Enterprises Limited															
		Reserves and surplus										Other Items in OCI					
		Stock option reserve	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 National Housing Bank Act, 1987	Amalgamation adjustment reserve	Retained Earnings	Foreign Currency Translation Reserve	FVTOCI - Equity Instruments	FVTOCI - Debt Instruments	FVTOCI - Cash Flow Hedging Reserve	Other equity	Non-controlling Interests
Balance as at 1 April 2022		**-**	**14,742.15**	**116.55**	**61.73**	**2.00**	**5,714.60**	**225.74**	**2,445.65**	**(4,902.88)**	**16,334.02**	**670.49**	**93.09**	**(65.69)**	**3.96**	**35,441.40**	**1,347.78**
Add:: Profit after tax for the year		-	-	-	-	-	-	-	-	-	9,968.58	-	-	-	-	9,968.58	-
Add / (less): Other Comprehensive Income, net of tax expense for the year		-	-	-	-	-	-	-	-	-	(69.26)	(8.58)	212.00	(13.01)	10.05	131.21	-
Add / (less): Adjustments of reserves on account of payables to shareholders as per composite scheme of arrangement (Refer Note 75)"		-	(3,320.50)	-	-	-	-	-	-	-	(9,811.68)	(599.93)	-	-	(10.21)	(13,742.31)	(1,347.78)
Less: Transfer from Debenture Redemption Reserve	25	-	-	-	-	(2.00)	-	-	-	-	2.00	-	-	-	-	-	-
Add : Share based payment expenses (refer note 80)		0.06	-	-	-	-	-	-	-	-	-	-	-	-	-	0.06	-
Add / (less): Realised income / (loss) on FVOCI equity instruments		-	-	-	-	-	-	-	-	-	488.29	-	(488.29)	-	-	-	-
Add: Transfer to Reserve Fund u/s 45-IC (1) of the Reserve Bank of India Act, 1934		-	-	-	-	-	-	484.27	-	-	(484.27)	-	-	-	-	-	-
Less: Final dividend paid for FY 21-22		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(787.59)**	**-**	**-**	**-**	**-**	**(787.59)**	**-**
Balance as at 31 March 2023		**0.06**	**11,421.65**	**116.55**	**61.73**	**-**	**5,714.60**	**710.01**	**2,445.65**	**(4,902.88)**	**15,640.09**	**61.98**	**(183.20)**	**(78.70)**	**3.81**	**31,011.35**	**-**

The above Consolidated Statement of Changes in Equity to be read in conjunction with accompanying notes 2 to 82

In terms of our report attached

For Suresh Surana & Associates LLP
Chartered Accountants
Firm Registration No:121750W / W-100010

Santosh Maller
Partner
Membership No: 143824

Place : Mumbai
Date : 8 May 2024

For Bagaria & Co LLP
Chartered Accountants
Firm Registration No:113447W / W-100019

Rahul Bagaria
Partner
Membership No: 145377

Place : Mumbai
Date : 8 May 2024

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

1A CORPORATE INFORMATION

Piramal Enterprises Limited ('the Holding Company' or 'PEL'), incorporated in India, is a public limited Company, headquartered in Mumbai. On 26 July 2022, the Holding Company received Certificate of Registration from the Reserve Bank of India (RBI) to carry on the business of Non-Banking Financial Institution -Systematically Important Non-Deposit taking. Further the Holding Company has a wholly owned subsidiary Piramal Capital & Housing Finance Limited which is registered with National Housing Bank (NHB) under Section 29A of the National Housing Bank Act, 1987. The Group is engaged in providing finance. The equity shares of Holding Company are listed on the National Stock Exchange of India Limited ("NSE") and the BSE Limited ("BSE") in India.

The Holding Company's registered office is at Piramal Ananta, Agastya Corporate Park, Opposite Fire Brigade, Kamani Junction, LBS Marg, Kurla (West), Mumbai – 400 070.

PEL Group is a leading diversified NBFC with presence across retail lending, wholesale lending, and fund-based platforms. It has built a technology platform driven by artificial intelligence (AI), with innovative financial solutions that cater to the needs of varied industry verticals.

In retail lending, Group is one of the leading players that addresses the diverse financing needs of the under-served and unserved people of the 'Bharat' market. It offers multiple products, including home loans, loan against property, used car loans, small business loans to Indian budget conscious customers at the periphery of metros and in Tier I, II and III cities.

Within wholesale lending, Group provides financing to real estate developers, as well as corporate clients in select sectors. PEL has also formed strategic partnerships with leading financial institutions such as CPPIB, APG and Ivanhoe Cambridge (CDPQ) across various investment platforms. Piramal Alternatives, the fund management business, provides customised financing solutions to high-quality corporates through – 'Performing Credit Fund', a sector-agnostic Credit fund with capital commitment from CDPQ; and 'IndiaRF', a distressed asset investing platform with Bain Capital Credit, which invests in equity and/or debt across sectors.

1B 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 the Companies (Indian Accounting Standards) Rules, 2015, as amended, and other relevant provisions of the Act., the Master Direction – Non-Banking Financial Company – Systemically Important Non-Deposit taking Company and Deposit taking Company (Reserve Bank) Directions, 2016 ('the NBFC Master Directions'), notification for Implementation of Indian Accounting Standards issued by RBI vide circular RBI/2019-20/170 DOR(NBFC). CC.PD. No.109/22.10.106/2019-20 dated 13 March 2020 ('RBI notification for Implementation of Ind AS') and other applicable RBI circulars/notifications.

The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss and the Consolidated Statement of Changes in Equity are prepared and presented in the format prescribed in the Division III of Schedule III to the Companies Act, 2013 (the "Act"). The Consolidated Statement of Cash Flows has been prepared and presented as per the requirements of Ind AS 7 "Statement of Cash Flows". The Consolidated Balance Sheet, Consolidated Statement of Profit and Loss, Consolidated Statement of Cash Flow, Consolidated Statement of Changes in Equity, summary of the significant accounting policies and other explanatory information are together referred as the "Consolidated financial statements" of the Holding Company.

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 consolidated financial statements are presented in Indian Rupee (₹), which is also the functional currency of the Holding Company, in denomination of crore with rounding off to two decimals as permitted by Schedule III to the Act.

Historical Cost convention

The consolidated 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. The consolidated financial statements are prepared on a going concern basis as the Management is satisfied that the Holding Company shall be able to continue its business for the foreseeable future and no material uncertainty exists that may cast significant doubt on the going concern assumption.

New Ind AS standards applicable for the first time in current financial year had no impact on the Group's financial statements.

Definition of Accounting Estimates - Amendments to Ind AS 8: The amendments to Ind AS 8 clarify the distinction between changes in accounting estimates, changes in accounting policies and the correction of errors. They also clarify how entities use measurement techniques and inputs to develop accounting estimates. The amendments had no impact on the Company's financial statements.

Disclosure of Accounting Policies - Amendments to Ind AS 1: The amendments to Ind AS 1 provided guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures. The amendments have had an impact on the Group's disclosures of accounting policies, but not on the measurement, recognition or presentation of any items in the consolidated financial statements.

Deferred Tax related to Assets and Liabilities arising from a Single Transaction – Amendments to Ind AS 12: The amendments to Ind AS 12 Income Tax narrow the scope of the initial recognition exception, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences such as leases and decommissioning liabilities. The amendments had no impact on the consolidated financial statements.

2(A) MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policy information related to preparation of the financial statements have been discussed below.

(i) 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. Intergroup 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 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 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.

The Group does not apply equity method of accounting to associates that meet the criteria to be classified as held for sale under Ind AS 105. Such investments in associates are accounted for using the requirements of Ind AS 105 until disposal of the investment. Refer (iv) below for accounting policies with respect to Assets held for sale.

(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.

(ii) 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 occurred after that date, the prior period information is restated only from that date.

7) The Group presents a third balance sheet as at the beginning of the preceding period in addition to the minimum comparative financial statements, if it applies accounting policies retrospectively, makes retrospective restatement of items in its financial statements or reclassifies items in its financial statements and the same has material impact on the third balance sheet.

(iii) Property, Plant and Equipment

All items of Property Plant & Equipment (other than freehold land except for fair valued assets on business combination (Refer note 70) are stated at cost of acquisition, less accumulated depreciation and accumulated impairment losses, if any. Freehold Land is carried at historical cost. 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 Group 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 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: 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 - 60 years
Plant & Equipment	3 - 20 years
Office Equipment	3 - 15 years
Motor Vehicles #	4 - 8 years
Furniture & fixtures	3 - 15 years

 # For vehicles given to employee as a perquisite and forming the part of their employment, amortisation is done basis the employment agreement which may vary between 3 to 5 years.

(iv) Assets held for sale

The Group classifies non-current assets and disposal groups as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. 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. Costs to sell are the incremental costs directly attributable to the disposal of an asset (disposal group), excluding finance costs and income tax expense. 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.

The criteria for held for sale classification is regarded as met only when the sale is highly probable, and the asset or disposal group is available for immediate sale in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale expected to be completed within one year from the date of the classification. An extension of the period required to complete a sale does not preclude the non-current asset or Disposal group from being classified as held for sale if the delay is caused by events or circumstances beyond the Group's control and there is sufficient evidence that the management remains committed to its plan to sell the asset or disposal group.

Assets and liabilities classified as held for sale are presented separately as current items in the balance sheet.

(v) Intangible Assets

Intangible assets except for fair valued assets on business combination (Refer note 70) 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.

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.

Intangible Assets with finite useful lives are amortized on a straight line basis over the following period:

Asset Class	Useful life
Computer Software (including acquired database)	3-6 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Self generated software:

The Group recognises internally generated intangible assets when it is certain that the future economic benefit attributable to the use of such intangible assets are probable to flow to the Group and the expenditure incurred for development of such intangible assets can be measured reliably. The cost of an internally generated intangible asset comprises all directly attributable costs necessary to create, produce, and prepare the asset to be capable of operating in the manner intended by the Group. The intangible assets including those internally generated are amortised using the straight line method over a period of five years, which is the Management's estimate of its useful life. The useful lives of intangible assets are reviewed at each financial year end and adjusted prospectively, if appropriate

(vi) 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 group 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 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 an 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.

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.

Effective interest rate method:

Income is recognised on an effective interest rate basis for financial assets other than those financial assets classified as at FVTPL. The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument.

The calculation of the effective interest rate includes transaction costs and fees that are an integral part of the contract. Transaction costs include incremental costs that are directly attributable to the acquisition of financial asset.

If expectations regarding the cash flows on the financial asset are revised for reasons other than credit risk, the adjustment is recorded as a positive or negative adjustment to the carrying amount of the asset in the balance sheet with an increase or reduction in interest income. The adjustment is subsequently amortised through Interest income in the statement of profit and loss.

The Group calculates interest income by applying the EIR to the gross carrying amount of financial assets other than credit-impaired assets.

When calculating the effective interest rate for financial instruments other than purchased or originated credit-impaired ('POCI') assets, the Group estimates future cash flows considering all contractual terms of the financial instrument, but not ECL. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated using estimated future cash flows including ECL.

The calculation of the effective interest rate includes transaction costs and fees that are an integral part of the contract. Transaction costs include incremental costs that are directly attributable to the acquisition of financial asset.

If expectations regarding the cash flows on the financial asset other than purchase or originated credit impaired are revised for reasons other than credit risk, the adjustment is recorded as a positive or negative adjustment to the carrying amount of the asset in the balance sheet with an increase or reduction in interest income. The adjustment is subsequently amortized through Interest income in the statement of profit and loss. In respect of purchased or originated credit impaired assets, such positive or negative adjustment to the carrying amount of the asset is reflected through change in lifetime ECL since initial recognition. Favourable changes in lifetime ECL are recognised as an impairment gain, even if the favourable changes are more than the amount, if any, previously recognised in profit or loss account as impairment losses.

The Group calculates interest income by applying the EIR to the gross carrying amount of financial assets other than credit-impaired assets.

For financial assets that were credit-impaired on initial recognition, interest income is calculated by applying the credit-adjusted effective interest rate to the amortised cost of the asset. The calculation of interest income does not revert to a gross basis, even if the credit risk of the asset improves.

The Group considers only DSA cost while calculating interest income for retail loans by applying the EIR to the gross carrying amount of financial assets other than credit-impaired assets. Since the processing fees income collected from the customers approximately equates to the corresponding file cost incurred, the same is not considered for EIR computation.

Evaluation of Business Model

Classification and measurement of financial instruments depends on the results of the solely payments of principal and interest on the principal amount outstanding ("SPPI") and the business model test. The Company determines the business model at a level that reflects how the Company's financial instruments are managed together to achieve a business objective. The Company monitors financial assets measured at amortised cost or fair value through other comprehensive income that are derecognised prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Company's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those instruments.

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.

Investments in Alternative Investment Funds (AIF)

Investment in AIF units are classified as investments at fair value through profit and loss. Pursuant to the requirements of RBI circular dated 19 December 2023 read with clarifications dated 27 March 2024, the Group is in the process of liquidating these investments. The Group has measured the AIF investments that are covered under the said RBI circular/clarification net of regulatory provision equivalent to the carrying amount of the investments . There is no subsequent remeasurement of the fair value of the covered AIF investments. Subsequent realisation/ recoveries from the investments are recognised as deduction from the investments with a corresponding reversal of regulatory provision. Excess realisation/ recoveries arising from the disposal of the investments is recognised as gain under 'Net gain on fair value changes' in statement of profit and loss.

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.

Securitization and direct assignment

The Group transfers loans through securitisation and direct assignment transactions. The transferred loans are derecognised and gains/losses are accounted for, only if the Group transfers substantially all risks and rewards specified in the underlying assigned loan contract.

In accordance with Ind AS 109, in case of assignment transactions with complete transfer of risks and rewards without any retention of residual interest, gain arising on such assignment transactions is recorded upfront in the Statement of Profit and Loss and the corresponding asset is derecognized from the Balance Sheet immediately upon execution of such transaction. Further, the transfer of financial assets qualifies for derecognition in its entirety, the whole of the interest spread at its present value (discounted over the life of the asset) is recognized on the date of derecognition itself as interest only strip receivable (interest strip on assignment) and correspondingly recognized as profit on derecognition of financial asset.

Impairment of financial assets

The Group 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 Group 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 Group 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 Group 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 Group 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.

Retail lending:

The Group uses ECL allowance for financial assets measured at amortised cost, which are not individually significant, and comprise of a large number of homogeneous loans that have similar characteristics. The expected credit loss is a product of exposure at default, probability of default and loss given default. Due to lack of 5-year internal PD/LGD data, the Group uses external PD/LGD data from credit bureau agency (TransUnion for Mar-22) for potential credit losses. Further, the estimates from the above sources have been adjusted with forward looking inputs from anticipated change in future macro-economic conditions to comply with IndAS 109. The forward looking macro-economic conditions based adjustment is driven through a multi linear regression model which forecasts systemic gross non-performing assets under baseline future economic scenarios.

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.

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.

Sale of Financial assets measured at Amortised Cost:

Entity reclassifies financial assets if the entity changes its business model for managing those financial assets. Such changes are expected to be very infrequent. Such changes are determined by the entity's senior management as a result of external or internal changes and must be significant to the entity's operations and demonstrable to external parties. Accordingly, a change in an entity's business model will occur only when an entity either begins or ceases to perform an activity that is significant to its operations;

The Group may occasionally sale portfolio classified under amortised pool for liquidity management, recovery management in case of stressed pool or for any specific regulatory compliance which will not lead to change in business model.

Further, if the sales are infrequent or insignificant in value, the sale of amortised cost pool will also not lead to Change in Business Model.

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.

Effective Interest Rate 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.

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.

(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.

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.

(viii) Employee Benefits

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.

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 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.

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 condensed 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 condensed statement of 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.

(ix) 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.

(x) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable.

Interest income

Interest income is recognised in Statement of profit and loss using the effective interest method for all financial instruments measured at amortised cost, debt instruments measured at FVOCI and debt instruments designated at FVTPL. The ‘effective interest rate’ is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument.

The calculation of the effective interest rate includes transaction costs and fees that are an integral part of the contract. Transaction costs include incremental costs that are directly attributable to the acquisition of financial asset.

If expectations regarding the cash flows on the financial asset are revised for reasons other than credit risk, the adjustment is recorded as a positive or negative adjustment to the carrying amount of the asset in the balance sheet with an increase or reduction in interest income. The adjustment is subsequently amortised through interest income in the Statement of profit and loss.

The Group calculates interest income by applying the EIR to the gross carrying amount of financial assets other than credit-impaired assets.

When a financial asset becomes credit-impaired, the Group calculates interest income by applying the effective interest rate to the net amortised cost of the financial asset. If the default is cured and the financial asset is no longer credit-impaired, the Group reverts to calculating interest income on a gross basis.

Penal / Default interest income is booked on receipt basis."

Fees and commission income

Fee based income are recognised when they become measurable and when it is probable to expect their ultimate collection.

Commission and brokerage income earned for the services rendered are recognised as and when they are due.

Loan processing fees income is accounted for on effective interest basis except for processing fees income collected from the customers which approximates to the corresponding file cost incurred. Arranger fees income is accounted for on accrual basis.

Net gain / (loss) on fair value changes

The Group designates certain financial assets for subsequent measurement at fair value through profit or loss (FVTPL) or fair value through other comprehensive income (FVOCI) as per the criteria in Ind AS 109. The Group recognises gains / (losses) on fair value change of financial assets measured at FVTPL and realised gains '/ (losses) on derecognition of financial asset measured at FVTPL and FVOCI on net basis.

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 Group 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 Group has a right to invoice.

Dividend Income:

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).

(xi) Foreign Currency Transactions

In preparing the financial statements of each individual Group 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 Group'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 recognized 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 recognized 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 intergroup 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 recognized in FCTR.

(xii) Exceptional Items

When items of income and expense within statement of 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.

(xiii) Leases

The Group recognises right-of-use asset representing its right to use the underlying asset for the lease term at the lease commencement date. The cost of the right-of-use asset measured at inception shall comprise of the amount of the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date less any lease incentives received, plus any initial direct costs incurred and an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset or restoring the underlying asset or site on which it is located. The right-of-use assets is subsequently measured at cost less any accumulated depreciation, accumulated impairment losses, if any and adjusted for any remeasurement of the lease liability. The right-of-use assets is depreciated using the straight-line method from the commencement date over the shorter of lease term or useful life of right-of-use asset. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment.

The Group measures the lease liability at the present value of the lease payments that are not paid at the commencement date of the lease. The lease payments are discounted using incremental borrowing rate. The lease payments shall include fixed payments, variable lease payments, residual value guarantees, exercise price of a purchase option where the Group is reasonably certain to exercise that option and payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease. The lease liability is subsequently remeasured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made and remeasuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised in-substance fixed lease payments. The Group recognises the amount of the re-measurement of lease liability due to modification as an adjustment to the right-of-use asset and statement of profit and loss depending upon the nature of modification. Where the carrying amount of the right-of-use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, the Group recognises any remaining amount of the re-measurement in statement of profit and loss.

The Group has elected not to apply the requirements of Ind AS 116. Leases to short-term leases of all assets that have a lease term of 12 months or less and leases for which the underlying asset is of low value. The lease payments associated with these leases are recognized as an expense on a straight-line basis over the lease term.

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.

(xiv) 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.

(xv) 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 the consolidated balance sheet.

(xvi) Borrowing Costs

Borrowing costs directly attributable to acquisition or construction of qualifying assets (i.e. those fixed assets which necessarily take a substantial period of time to get ready for their intended use) are capitalised.

Borrowing costs include interest expense calculated using the EIR method. EIR includes interest, amortization of ancillary cost, incurred in connection with the borrowing of funds. Other borrowing costs are recognised as an expense in the period in which they are incurred.

(xvii) Segment Reporting

In accordance with Ind AS 108, Segment Reporting, the Chief Executive Officer and Managing Director is the Group's chief operating decision maker ("CODM"). The Group has identified only one reportable business segment & geographical segment as it deals mainly in lending business within India.

(xviii) Dividends

The Group recognises a liability to make cash distributions to equity holders when the distribution is authorised and the distribution is no longer at the discretion of the Group. As per the Companies Act, 2013, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in other equity.

(xix) 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. Investment property includes property, plant and equipment attached to the investment property which can not be physically removed and used separately from the investment property without incurring significant cost, or significant diminution in utility or fair value to either asset.

Upon initial recognition, an investment property is measured at cost. Cost of a investment property comprises its purchase price and any directly attributable expenditure, including transaction costs. Subsequent to initial recognition, investment property (other than property represented by the Group's interest in underlying land) 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 statement of profit or loss.

(xx) Statement of Cash Flows

Cash flows are reported using indirect method as permitted under Ind AS 7, whereby profit before tax is adjusted for the effects of transactions of non-cash nature and any deferrals or accruals of past or future cash receipts or payments.

Cash receipt and payment for borrowings in which the turnover is quick, the amounts are large, and the maturities are short are defined as short term borrowings and shown on net basis in the statement of cash flows. Such items include commercial papers, debt securities, cash credit, overdraft facility, working capital demand loan and triparty repo dealing and settlement. All other borrowings are terms as long term borrowings. Cash flows from deposits are shown on net basis as permitted under Ind AS 7.

Cash flows arising from interest paid and interest and dividends received are classified as cash flows arising from operating activities as permitted under Ind AS 7, since the Group is predominantly into financial services business.

(xxi) Standards issued but not yet effective

Ministry of Corporate Affairs ("MCA") notifies new standard or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the financial year beginning from 1 April 2024 , MCA has not notified any new standards or amendments to the existing standards applicable to the Group.

(B) 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.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and future periods are affected. The Group uses the following critical accounting judgements, estimates and assumptions in preparation of its financial statements:

I. Significant judgements

In the process of applying the Group's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the financial statements.

i. Impairment losses on financial assets

In determining the expected credit losses, the Group makes the following judgments See Note 58(f) for further details.

- **Significant increase in credit risk (SICR)**

  In assessing whether a significant increase in credit risk (SICR) has occurred for an exposure since initial recognition, the Group considers both quantitative and qualitative information and analysis. In doing so, the Group makes judgements about the appropriate indicators used as SICR triggers. The triggers that the Group has determined as appropriate include the 30-day backstop, movement in PD and other qualitative factors, such as moving a customer/facility to the watch list, or the account becoming forborne.

- **Multiple economic scenarios**

  The Group in its measurement of ECL makes judgements about the type and number of macroeconomic scenarios in order to reflect the Group's exposure to credit risk.

ii. Fair Value

Significant judgement is exercised in the classification of fair value instruments as Level 3 as the valuation of such instruments is driven by significant unobservable inputs. The Group considers an instrument to be classified as valued using significant unobservable inputs where more than 10% of the instrument's valuation is determined by unobservable inputs.

iii. Assessment of Business Combination or Asset Acquisition

The requirements of Ind AS 103 Business Combinations apply to a transaction in which assets acquired and liabilities assumed constitute a business. Paragraphs B7A and B7B of Ind AS 103 allow an optional concentration test to perform simplified assessment of whether acquired set of activities and assets is not a business. The consequence of the test is that if the concentration test is met, the set of activities and assets is determined not to be a business and no further assessment is needed.

During the year ended 31 March 2024, the Group acquired commercial properties which were leased out to various licensees. Majority of the asset acquired is investment property. Based on the assessment performed, management determined that substantially all of the fair value of the gross assets acquired is concentrated in investment property. Accordingly, the acquisition of the commercial property has been accounted for an acquisition of group of assets not constituting a business and requirements of Ind AS 103 for business combination accounting has not been applied. The purchase consideration was allocated to the individual identifiable assets acquired and liabilities assumed were identified and recognised on the basis of their relative fair values at the date of acquisition. Refer Note 63 for details.

II. Significant estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

(iv) Expected Credit Loss Impairment and Net Loss arising on Derecognition of financial asset:

The measurement of impairment losses under Ind AS 109 across all categories of financial assets in scope requires assumptions, in particular, in the estimation of the amount and timing of future cash flows and collateral values when determining impairment losses and the assessment of a significant increase in credit risk. These estimates are driven by a number of factors, changes in which can result in different levels of allowances.

The Group's ECL calculations are outputs of complex models with a number of underlying assumptions regarding the variable inputs and their interdependencies. Elements of the ECL calculation that involve assumptions include:

- The weights assigned to parameters in the scorecards used for calculation of PD and LGD
- In addition to the judgements outlined above with regards to SICR triggers, there is also an assessment of qualitative criteria to determine if there has been a significant increase in credit risk. These supplementary factors (such as sectorial approaches), result in significant assumptions
- Selection of macroeconomic variables to derive the economic inputs into the ECL model
- Additional ECL provision (including management overlay) used in circumstances where management judges that the existing inputs, assumptions and model techniques do not

capture all the risk factors relevant to the Group's lending portfolios.

It has been the Group's policy to regularly review its model in the context of actual loss experience, macro economical factors and adjust when necessary.

Loans and investments debt instruments are written off when the Group has no reasonable expectations of recovering the financial asset (either in its entirety or a portion of it). This involves the Management's assessment of whether the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Refer to Note 58(f) for further details.

(v) Estimation of uncertainty relating to current macro economic scenario

In assessing the recoverability of loans, investments and investment property, 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 macro economic uncertainties, the impact 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.

(vi) Fair Valuation:

Certain financial assets of the Group are measured at fair value for financial reporting purposes. In estimating the fair value of an asset and a liability, the Group uses market observable data to the extent it is available. When the fair value of financial assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques. In such cases, the Group usually engages third party qualified external valuer to establish the appropriate valuation techniques and inputs to the valuation model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, estimation is required in establishing fair values. Judgements include considerations of inputs such as, liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of assets. Further, information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in Note 60.

(vii) Impairment loss in Investments and investment property carried at cost:

The Group 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. Impairment exists when the carrying value of an asset exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based valuation techniques based on available data for similar assets or observable market prices less incremental costs of disposing of the asset. The recoverable amount is sensitive to the assumptions and inputs used for the fair valuation as well as the expected future cash-inflows used for valuation purposes. The key assumptions used to determine the recoverable amount are disclosed and further explained in Note 12.

(viii) Income taxes and Deferred Tax Asset

The Group uses estimates and judgements based on the relevant rulings in the areas of allocation of revenue, costs, allowances and disallowances which is exercised while determining the provision for income tax. A deferred tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised. Deferred tax assets are recognised in respect of tax losses to the extent that it is probable that future taxable profit will be available against which the tax losses can be utilised. Judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits, together with future tax-planning strategies. Refer to Note 59 for further details.

(ix) Non-current assets held for sale and discontinued operations

Non-current assets (including disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable.

Non-current assets classified as held for sale are measured at lower of their carrying amount and fair value less cost to sell. Non-current assets classified as held for sale are not depreciated or amortised from the date when they are classified as held for sale.

Non-current assets classified as held for sale and the assets and liabilities of a disposal group classified as held for sale are presented separately from the other assets and liabilities in the Consolidated Balance Sheet.

A discontinued operation is a component of the entity that has been disposed off or is classified as held for sale and:

- represents a separate major line of business or geographical area of operations and;
- is part of a single co-ordinated plan to dispose of such a line of business or area of operations.

The results of discontinued operations are presented separately in the Statement of Profit and Loss.

The presentation and disclosures relating to the statement of profit and loss pertaining to discontinued operations by the end of the current period are re-presented in the financial statements. There is no reclassification or re-presentation of amounts presented for non-current assets or for the assets and liabilities of disposal groups classified as held for sale in the balance sheets for prior periods to reflect the classification in the balance sheet for the latest period presented. Refer to Note 73 for further details.

3 CASH AND CASH EQUIVALENTS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Cash on hand *	0.02	0.00
Balances with banks- In current accounts	3,273.44	3,729.00
Cheques, drafts on hand	0.07	-
	3,273.53	**3,729.00**

**Amounts are below the rounding off norms adopted by the Group*

4 BANK BALANCES OTHER THAN CASH AND CASH EQUIVALENTS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Earmarked balance with banks :		
- Unclaimed dividend accounts	15.39	16.84
Deposits with Banks		
- with original maturity less than 3 months (refer note (i) & (ii) below)	35.63	4.88
- with original maturity more than 3 months (refer note (i) & (ii) below)	1,082.15	845.02
- with original maturity more than 3 months (no lien)	40.10	53.34
	1,173.27	**920.08**

Notes:

(i) Fixed deposits with banks to the extent of ₹ 1,117.72 crores (31 March 2023: ₹ 849.63 crores) held as security against the borrowings, guarantees and other commitments.

(ii) Net of fair valuation loss of ₹ 229.78 crores (31 March 2023 : ₹ 229.78 crores) on account of value recognised in books for cash collateral for securitised pool created at the time of amalgamation with erstwhile Dewan Housing Finance Corporation Limited ("eDHFL")

5 TRADE RECEIVABLES

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
(a) Secured, considered good	-	-
(b) Unsecured, considered good	12.88	14.89
(c) Trade receivables – credit impaired	2.70	7.97
Less: Provision for expected credit loss allowance	(2.70)	(3.46)
	12.88	**19.40**

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. 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 Group's stated policy.

Movement in Expected Credit Loss Allowance:

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Balance at the beginning of the year	3.46	66.16
Add / (less) : Movements during the year	(0.76)	(5.72)
Less: Transferred as per composite scheme of arrangement (refer note 75)	-	(56.98)
Balance at the end of the year	**2.70**	**3.46**

5 TRADE RECEIVABLES (Continued)

Refer Note 46 for the receivables hypothecated as security against borrowings

Refer Note 78 for ageing of trade receivables

Refer Note 75 for discontinued operations

- *No trade receivables are due from directors or other officers of the Group either severally or jointly with any other person, other than those disclosed under note 56(3)*
- *No trade receivables are due from firms or private companies respectively in which any director is a partner, a director or a member, other than those disclosed under note 56(3)*

6 OTHER RECEIVABLES

(₹ in Crores)

	Particulars	As at 31 March 2024	As at 31 March 2023
(a)	Secured, considered good	-	-
(b)	Unsecured, considered good	53.58	-
(c)	Trade Receivables – credit impaired	-	-
	Less: expected credit loss allowance	-	-
		53.58	**-**

7 LOANS

(₹ in Crores)

	Particulars	As at 31 March 2024	As at 31 March 2023
(a)	**Term loan to borrowers - at amortised cost**		
	Secured by tangible assets, considered good	38,792.63	33,231.06
	Less: Provision for expected credit loss	(1,125.13)	(1,083.26)
	Unsecured, considered good	11,327.87	7,103.03
	Less: Provision for expected credit loss	(343.76)	(285.05)
	Significant increase in Credit Risk- Secured	4,209.11	4,720.59
	Less: Provision for expected credit loss	(910.37)	(1,266.99)
	Significant increase in Credit Risk- Unsecured	251.71	121.68
	Less: Provision for expected credit loss	(17.50)	(9.12)
	Credit impaired- Secured	1,001.51	1,454.29
	Less: Provision for expected credit loss	(522.54)	(669.34)
	Credit impaired- Unsecured	410.09	76.90
	Less: Provision for expected credit loss	(393.57)	(60.36)
(b)	**Term loan to borrowers - at FVTPL**		
	Secured by tangible assets, considered good	1,110.16	1,446.22
(c)	**Intercorporate deposits - at amortised cost**		
	Unsecured, considered good	172.60	167.90
	Less: Provision for expected credit loss	(39.70)	(10.52)
	Credit impaired- Secured	-	72.27
	Less: Provision for expected credit loss	-	(39.67)
(d)	**Purchase Originated Credit Impaired Assets (POCI)**	1,020.26	1,425.00
		54,943.37	**46,394.63**

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

7 LOANS (Continued)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Out of above		
(I) In India		
(a) Public sector	-	-
Less: Provision for expected credit loss	-	-
(b) Others	58,295.94	49,818.94
Less: Provision for expected credit loss	(3,352.57)	(3,424.31)
	54,943.37	**46,394.63**
	54,943.37	**46,394.63**
(II) Outside India	-	-
Total (I+II)	**54,943.37**	**46,394.63**

Notes:

1. *Loans or Advances in the nature of loans granted to promoters, directors, KMPs and related parties (as defined under Companies Act, 2013,) either severally or jointly with any other person, that are:*

   (a) Repayable on demand - Nil (31 March 2023 : Nil)

   (b) Without specifying any terms or period of repayment - Nil (31 March 2023 : Nil)

   Refer Note 56(3) for the receivables from Related Parties.

2. *During the current and prior reporting periods, there was no change in the business model under which Piramal Capital & Housing Limited ('PCHFL') holds financial assets and therefore no reclassifications were made due to change in business model.*

   During the year, the PCHFL has sold certain loans classified under amortised cost as part of direct assignment (including co-lending) transaction basis the board approval to meet Principal business criteria and liquidity criteria as per NHB and RBI guidelines. Also, PCHFL has sold certain stressed portfolio classified under amortised cost for liquidity and recovery management strategy of PCHFL. Such sale of loans will not lead to change in business model as per the PCHFL's board approved policy and management's evaluation of business model.

   Collateral held: *The Group holds collateral and other credit enhancements against certain of its credit exposures. The loans are collateralised against equitable mortgage of property, pledge of shares, hypothecation of assets, corporate guarantees, hypothecation over receivables from funded project or other projects of the borrower or escrow account undertaking to create security. Refer note 53 for details of securitisation transactions*

8 INVESTMENTS

(₹ in Crores)

	As at 31 March 2024	As at 31 March 2023
Investments accounted for using the equity method		
Investments in Equity Instruments:		
(A) In Joint Ventures - At Cost:		
(i) Shrilekha Business Consultancy Private Limited		
Interest as at 1 April	-	4,026.12
Add- Share of profit / (loss) for the year	-	259.73
Add / (less)- Investment / (Redemption) (Refer note 72)	-	(4,285.85)
	-	**-**
(ii) India Resurgence ARC Private Limited		
Interest as at 1 April	84.48	83.55
Add / (less)- Investment / (Redemption) / Others	21.84	2.45
Add- Share of profit / (loss) for the year	0.79	(1.52)
	107.11	**84.48**

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

8 INVESTMENTS (Continued)

(₹ in Crores)

			As at 31 March 2024	As at 31 March 2023
	(iii)	**India Resurgence Asset Management Business Private Limited**		
		Interest as at 1 April	0.92	5.94
		Add / (less)- Investment / (Redemption) / Others	(0.01)	(0.30)
		Add- Share of profit / (loss) for the year	8.93	(4.72)
			9.84	**0.92**
	(iv)	**India Resurgence Fund Scheme 2**		
		Interest as at 1 April	362.42	285.86
		Add / (less)- Investment / (Redemption) / Others	113.52	57.43
		Add- Share of profit / (loss) for the year	113.67	78.59
		Less- Income / Dividend received	(74.38)	(59.46)
			515.23	**362.42**
	(v)	**Asset Resurgence Mauritius Manager**		
		Interest as at 1 April	23.96	27.89
		Add / (less)- Investment / (Redemption) / Others	-	(1.16)
		Add- Share of profit / (loss) for the year	25.34	1.30
		Less- Income / Dividend received	-	(4.07)
			49.30	**23.96**
	(vi)	**Piramal Structured Credit Opportunities Fund**		
		Interest as at 1 April	258.48	166.12
		Add / (less)- Investment / (Redemption)	150.07	99.63
		Add- Share of profit / (loss) for the year	78.67	34.27
		Less- Income / Dividend received	(65.67)	(41.54)
			421.55	**258.48**
	(vii)	**Pramerica Life Insurance Limited**		
		Interest as at 1 April	907.22	957.38
		Add / (less)- Investment / (Redemption)	(0.01)	(0.23)
		Add / (less)- Share of profit / (loss)	(71.83)	20.96
		Add / (Less)- Share of other comprehensive income for the year	73.20	(70.89)
			908.58	**907.22**
	(viii)	**India Resurgence Fund - Scheme 4**		
		Interest as at 1 April	-	-
		Add / (less)- Investment / (Redemption)	21.41	-
		Add- Share of profit / (loss) for the year	(1.84)	-
			19.57	**-**
	Total (A)		**2,031.18**	**1,637.48**
(B)	**In Associates - At Cost:**			
	(i)	Allergan India Private Limited		
		Interest as at 1 April	-	78.09
		Less: Transferred as per composite scheme of arrangement (refer note 75)	-	(78.09)
			-	**-**
	(ii)	Shriram Capital Limited		
		Interest as at 1 April	-	0.01
		Add / (less)- Investment / (Redemption) (Refer note 72)	-	(0.01)
			-	**-**

8 INVESTMENTS (Continued)

(₹ in Crores)

		As at 31 March 2024	As at 31 March 2023
(iii)	Yapan Bio Private Limited		
	Interest as at 1 April	-	101.73
	Less: Transferred as per composite scheme of arrangement (refer note 75)	-	(101.73)
		-	**-**
(iv)	DHFL Venture Trustee Group Private Limited		
	Interest as at 1 April	0.04	0.04
		0.04	0.04
	Total (B)	**0.04**	**0.04**
	Total equity accounted investments (A+B)	**2,031.22**	**1,637.52**
(C)	**Investments measured at Amortised cost**		
	Government securities / Redeemable bonds (refer note 1 below)	1,569.78	1,332.35
	Redeemable non- convertible debentures	698.97	3,596.92
	Pass through certificates	151.52	205.04
		2,420.27	**5,134.31**
	Less: Provision for expected credit loss allowance	(37.66)	(464.07)
		2,382.61	**4,670.24**
(D)	**Investments measured at Fair Value through Profit and Loss**		
	Equity Instruments (refer note 72)	0.15	3,946.46
	Preference shares	6.87	6.24
	Project receivables	1,287.86	1,617.40
	Alternative investment funds (refer note 66)	1,361.39	4,538.10
	Venture capital funds	-	13.99
	Security receipts	4,627.07	3,555.13
	Optionally convertible debentures	238.00	340.00
	Redeemable non-convertible debentures	156.01	231.62
	Mutual funds (refer note 2 below)	231.11	178.82
		7,908.46	**14,427.76**
(E)	**Investments measured at Fair Value through Other Comprehensive Income**		
	(a) Equity Instruments	0.72	148.90
	(b) Debt Instruments		
	- Preference Shares	189.94	177.52
	- T-bills	-	762.59
	- Redeemable Bonds	0.05	507.26
		190.71	**1,596.27**
	Total (A+B+C+D+E)	**12,513.00**	**22,331.79**

(₹ in Crores)

Particulars		As at 31 March 2024	As at 31 March 2023
(i)	**Out of above**		
	In India	12,463.70	22,159.60
	Outside India	49.30	172.19
		12,513.00	**22,331.79**

8 INVESTMENTS (Continued)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
(ii) Out of above		
Quoted	1,819.75	6,355.42
Unquoted	10,693.25	15,976.37
	12,513.00	**22,331.79**

Notes :

1 *Government securities of ₹ 10 crores (previous year Nil) is pledge for triparty repo dealing and settlement (TREPs)*

2 *As on 31 March 2024, investment in mutual funds amounting to ₹ 34.26 crores are lien marked against PTC deals.*

9 OTHER FINANCIAL ASSETS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Interest receivable *	0.34	0.27
Security deposits	105.97	107.96
Interest strip asset on assignment	295.83	302.42
Other receivables ^ #	624.08	593.87
Less: Provision for expected credit loss allowance	(62.20)	(61.01)
	964.01	**943.51**

^ Majorly includes receivable on account of securitisation transactions

** Lien against bank and government agencies*

 # Includes dues from related parties (Refer Note 56)

10 CURRENT TAX ASSETS (NET)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Advance tax and tax deducted at source [net of provision of income tax ₹5,361.31 crores ; 31 March 2023: ₹5,726.13 crores]	1,140.90	1,467.18
	1,140.90	**1,467.18**

11 DEFERRED TAX ASSETS (NET)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
(a) Deferred Tax Assets on account of temporary differences		
- Measurement of financial assets at amortised cost / fair value	15.82	-
- Provision for expected credit loss on financial assets (including commitments)	1,635.62	1,064.51
- Unused Tax Credit / losses	1,235.20	867.31
- Expenses that are allowed on payment basis	48.45	47.94
- Property, Plant and Equipment and Intangible assets	16.67	21.33
- Other temporary differences	27.03	18.40
	2,978.79	**2,019.49**
(b) Deferred Tax Liabilities on account of temporary differences		
- Measurement of financial assets at amortised cost / fair value	-	96.19
- Receivables on assigned loans	103.24	76.12
	103.24	**172.31**
	2,875.55	**1,847.18**

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 59 for movements during the year.

12 INVESTMENT PROPERTY

Particulars	Gross Block					Depreciation, amortisation and impairment					Net block	
	Opening as at 1 April 2023	Acquisitions (refer note 70)	Additions	Deletions/ Adjustments/ Impairment	As at 31 March 2024 (A)	Opening as at 1 April 2023	Acquisitions (refer note 70)	For the year	Deletions/ Adjustments/ Impairment	As at 31 March 2024 (B)	As at 31 March 2024 (A-B)	As at 31 March 2023
(a) Investment property												
Land *	1,514.58	262.04	-	-	1,776.62	-	-	-	660.31	660.31	1,116.31	1,514.58
Buildings	818.38	662.79	-	-	1,481.17	63.98	-	19.62	-	83.60	1,397.57	754.40
Plant & Equipments	34.16	3.07	0.02	-	37.25	12.18	-	2.53	-	14.71	22.54	21.98
Furniture & fixtures	7.41	-	0.18	-	7.59	3.10	-	0.75	-	3.85	3.74	4.31
Total (I)	**2,374.52**	**927.90**	**0.20**	**-**	**3,302.63**	**79.26**	**-**	**22.90**	**660.31**	**762.47**	**2,540.16**	**2,295.27**
(b) Investment property under construction	14.99	-	2.15	-	17.14	-	-	-	-		17.14	14.99
Total (II)	**14.99**	**-**	**2.15**	**-**	**17.14**	**-**	**-**	**-**	**-**	**-**	**17.14**	**14.99**
Total (I+II)	**2,389.52**	**927.90**	**2.35**	**-**	**3,319.77**	**79.26**	**-**	**22.90**	**660.31**	**762.47**	**2,557.30**	**2,310.26**

** Gross amount of land includes land development rights of ₹ 1,335.41 crores*

Ageing for Investment property under construction as at 31 March 2024 ^

Investment property under construction (IPUC)	Amount in IPUC for a period of				
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
a. Projects in progress	2.14	14.33	0.02	0.65	17.14
b. Project temporarily suspended	-	-	-	-	-

Investment property under construction completion due dates as at 31 March 2024 are as under:

Investment property under construction (IPUC)	To be completed in				
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
(A) Projects in progress					
1. Project 1	-	-	-	17.14	17.14
(B) 'Project temporarily suspended	-	-	-	-	-

^ There are no material projects which are delayed from its original planed cost or time.

Refer Note 46 for the assets mortgaged as security against borrowings

12 INVESTMENT PROPERTY (Continued)

Particulars	Gross Block					Depreciation, amortisation and impairment					Net block	
	Opening as at 1 April 2022	Acquisitions (refer note 70)	Additions	Deletions/ Adjustments	As at 31 March 2023 (A)	Opening as at 1 April 2022	Acquisitions (refer note 70)	For the year	Deletions/ Adjustments	As at 31 March 2023 (B)	As at 31 March 2023 (A-B)	As at 31 March 2022
(a) Investment property												
Land *	1,335.31	179.27	-	-	1,514.58	-	-	-	-	-	1,514.58	1,335.31
Buildings	-	818.38	-	-	818.38	-	59.45	4.53	-	63.98	754.40	-
Plant & Equipments	-	34.16	-	-	34.16	-	11.39	0.79	-	12.18	21.98	-
Furniture & fixtures	-	7.41	-	-	7.41	-	2.86	0.25	-	3.10	4.31	-
Total (I)	**1,335.31**	**1,039.21**	**-**	**-**	**2,374.52**	**-**	**73.70**	**5.56**	**-**	**79.26**	**2,295.27**	**1,335.31**
(b) Investment property under construction		14.99			14.99						14.99	-
Total (II)	**-**	**14.99**	**-**	**-**	**14.99**	**-**	**-**	**-**	**-**	**-**	**14.99**	**-**
Total (I+II)	**1,335.31**	**1,054.21**	**-**	**-**	2,389.52	**-**	**73.70**	**5.56**	**-**	79.26	2,310.26	**1,335.31**

** Gross amount of land includes land development rights of ₹ 1,335.41 crores*

Ageing for Investment property under construction as at 31 March 2023 ^

Investment property under construction (IPUC)	Amount in IPUC for a period of				
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
a. Projects in progress	14.33	0.02	-	0.65	14.99
b. Project temporarily suspended	-	-	-	-	-

Investment property under construction completion due dates as at 31 March 2023 are as under:

Investment property under construction (IPUC)	To be completed in				
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
(A) Projects in progress					
1. Project 1	-	-	-	14.99	14.99
(B) 'Project temporarily suspended	-	-	-	-	-

^ There are no material projects which are delayed from its original planed cost or time.

Refer Note 46 for the assets mortgaged as security against borrowings

12 INVESTMENT PROPERTY (Continued)

Additional details with respect to investment properties held by the Group are as follows:

(i) Land development rights

Investment property, recorded at a carrying value of ₹ 675 crores (31 March 2023: ₹ 1,335.31 crores), consists of land development rights for real estate property located in suburban in Mumbai, without any restriction on its realisability and is being held for capital appreciation and eventual monetization by exploring various options.

In accordance with Ind AS 113, the fair value of investment property is determined by the Group at ₹ 675 crores (31 March 2023: ₹ 1,471 crores) following the risk-adjusted discounted cash flow method and based on Level 3 inputs from an independent accredited valuation expert, as defined under Rule 2 of Companies (Registered Valuers and Valuation) Rules, 2017 with relevant valuation experience for similar properties/rights. The main inputs used in determining fair valuation are area available for development, location, construction cost, demand, weighted-average cost of capital and current real estate prices of real estate market at the location. Refer note 60 for Fair valuation approach and methodology.

(₹ in Crores)

Particulars	31 March 2024	31 March 2023
Sale rate per sq ft	₹ 16,000-18,000 on saleable area	₹ 16,000-18,000 on saleable area
Annual Sales Price Escalations	5%-7% Commercial	5%-7% Commercial
	2%-10% Residential	2%-10% Residential
Weighted Average Cost of Capital	16% p.a	16% p.a
Estimated Saleable Area	30,01,000 square feet	65,01,183 square feet

As at 31 March, 2024, the Holding Company has reviewed the saleable area and other underlying assumptions based on current market conditions and discussions with the authorities. Resultantly, an impairment loss of ₹ 660.31 crores (31 March 2023: NIL) has been recognised. Direct operating expenses (including repairs and maintenance) arising from investment property that did not generate rental income during the year is ₹ 26.85 crores (31 March 2023: Nil)

(ii) Commercial property

The Group's investment property and investment property under construction consists of commercial property situated at

(a) Kurla, Mumbai.

(b) Lower Parel, Mumbai.

(a) Commercial property held at Kurla, Mumbai

As on 31 March 2024 the fair value of investment property is ₹ 998.60 crores (Previous Year : ₹ 980.51 crores) . The valuation is performed by an accredited registered independent valuer in accordance with the framework specified under Ind AS .

Description of hierarchy, valuation technique used and key inputs to valuation are as below 31 March 2024:

	Valuation Technique	Significant unobservable inputs	31 March 2024
Commercial property for lease	Discounted Cash Flow and Residual Method (M22); Capitalisation rate method (M21)	Rent growth p.a.	4.77% p.a.
		Capitalisation rate	8% p.a.
		Occupancy rate	97.50%
Wing-D Investment property under construction	Residual Method	Gross Turnover from the Project- Outgoings of the project	

12 INVESTMENT PROPERTY (Continued)

	Valuation Technique	Significant unobservable inputs	31 March 2023
Wing A- Land	Discounted Cash Flow and Residual Method (M22); Capitalisation rate method (M21)	Rent growth p.a.	5.12% p.a.
		Capitalisation rate	8% p.a.
		Occupancy rate	95.00%
Wing D- Land	Market Survey Method	Based on the land (38,000 sq. m.) sold to Lodha group @ INR 120 Crores	
Wing D- Building	Depreciated Replacement Cost method	Based on the book value of building as on 31-Mar-19	

Under the valuation technique as mentioned above, fair value is estimated using assumptions regarding the benefits and liabilities of ownership over the asset's life including an exit or terminal value. This method involves the projection of a series of cash flows on a real property interest.

The duration of the cash flows and the specific timing of inflows and outflows are determined by events such as rent reviews, lease renewal and related re-letting, redevelopment, or refurbishment. The appropriate duration is typically driven by market behaviour that is a characteristic of the class of real property. Periodic cash flow is typically estimated as gross income less vacancy, non-recoverable expenses, collection losses, lease incentives, maintenance cost, agent and commission costs and other operating and management expenses. The series of periodic net operating income, along with an estimate of the terminal value anticipated at the end of the projection period, is then discounted.

Significant increases/ (decreases) in estimated rental value and rent growth per annum in isolation would result in a significantly higher/ (lower) fair value of the properties. Significant increases/ (decreases) in occupancy rate and discount rate/capitalisation rate in isolation would result in a significantly lower (higher) fair value.

Lease income

The investment property consist of one commercial property in Kurla, Mumbai. The management has determined that the investment property consist of- Piramal Agastya Corporate Park (Phase I) based on the nature, characteristics and risks of property.

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Not later than one year	28.47	51.00
Later than one year and not later than five years	128.00	106.33
Later than five years	-	-
Lease income recognised during the year in statement of profit and loss	64.12	53.46

Amount recognised in the consolidated statement of profit and loss :

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Rental income derived from investment properties	64.24	22.77
Less: Direct operating expenses (including repairs and maintenance) generating rental income	(19.78)	(17.30)
Profit arising from investment properties before depreciation and indirect expenses	44.46	5.47
Less: Depreciation	(16.92)	(5.14)
Profit / (loss) from leasing of investment properties	**27.54**	**0.33**

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12 INVESTMENT PROPERTY (Continued)

(b) Commercial property held at Lower Parel, Mumbai

On 26 December 2023 ('the acquisition date'), PCTPL had acquired a commercial property located at Lower Parel ('Piramal Tower'), for a net consideration of ₹889.82 crores (which includes Gross consideration of ₹ 875 crores, net working capital of ₹ (38.07) crores and incurred transaction cost of ₹52.89 crores) from AASAN Corporate Solutions Private Limited. Also refer note 63

Lease income

The management has determined that the investment property consisting of Piramal Tower, Lower Parel, based on the nature, characteristics and risks of property.

(₹ in Crores)

Particulars	As at 31 March 2024
Not later than one year	66.81
Later than one year and not later than five years	153.28
Later than five years	-
Lease income recognised during the year in statement of profit and loss	19.44

Amount recognised in the consolidated statement of profit and loss :

(₹ in Crores)

Particulars	For the year ended 31 March 2024
Rental income derived from investment properties	14.60
Less: Direct operating expenses (including repairs and maintenance) generating rental income	(2.70)
Profit arising from investment properties before depreciation and indirect expenses	11.90
Less: Depreciation	(5.98)
Profit / (loss) from leasing of investment properties	**5.92**

13 PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS

Particulars	Gross Block				Depreciation, amortisation and impairment				Net block	
	Opening as at 1 April 2023	Additions	Deletions/ Adjustments	As at 31 March 2024 (A)	Opening as at 1 April 2023	For the year #	Deletions/ Adjustments	As at 31 March 2024 (B)	As at 31 March 2024 (A-B)	As at 31 March 2023
(a) Property, Plant & Equipment										
Freehold land	0.49	-	-	0.49	-	-	-	-	0.49	0.49
Buildings	289.68	48.70	(36.72)	301.66	30.00	14.12	(6.51)	37.61	264.05	259.68
Plant & Equipments	89.31	6.43	(3.18)	92.56	49.53	19.28	(3.09)	65.72	26.84	39.79
Furniture & fixtures	26.99	31.94	(0.08)	58.85	15.91	8.30	(0.13)	24.08	34.77	11.08
Office equipments	31.79	62.72	(0.54)	93.97	9.97	14.26	(0.43)	23.80	70.17	21.82
Ships	0.88	-	(0.88)	-	0.69	0.05	(0.74)	-	-	0.20
Motor vehicles	8.84	3.90	-	12.74	5.71	1.29	-	7.00	5.74	3.14
Total (I)	**447.98**	**153.69**	**(41.40)**	**560.27**	**111.80**	**57.30**	**(10.90)**	**158.21**	**402.06**	**336.20**
(b) Intangible Assets (Acquired)										
Computer Software (Including acquired database)	99.31	8.05	-	107.36	37.53	15.40	0.29	53.22	54.14	61.77
(c) Intangible Assets (Internally Generated)										
Software	62.42	100.86	-	163.28	0.30	17.51	-	17.81	145.47	62.12
Total (II)	**161.73**	**108.91**	**-**	**270.64**	**37.83**	**32.91**	**0.29**	**71.03**	**199.61**	**123.89**
Grand Total (I+II)	**609.71**	**262.60**	**(41.40)**	**830.91**	**149.63**	**90.21**	**(10.61)**	**229.23**	**601.67**	**460.09**

All title deeds of immovable properties are held in the name of the Group except for certain assets which were transferred on account of business combination and are in the name of erstwhile Dewan Housing Finance Corporation Limited (wholly-owned subsidiary).

There has been no revaluation of property, plant and equipment ("PPE") and intangibles during the year ended 31 March 2024

The carrying amount of the intangible assets represent the Group's best estimate of the recoverable amounts.

Refer Note 44B for the contractual capital commitments for purchase of Property, Plant & Equipment

Refer Note 46 for the assets mortgaged as security against borrowings

Ageing for Intangible Assets under Development (IAUD) as at 31 March 2024 ^

Intangible assets under Development (IAUD)	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
a. Projects in progress	14.70	4.87	-	-	19.57

^ There are no projects which are delayed from its original planed cost or time.

13 PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS (Continued)

Particulars	Gross Block						Depreciation, amortisation and impairment						Net block	
	Opening as at 1 April 2022	Acquisitions (refer note 70)	Additions	Deletions/ Adjustments	Adjustments as per composite scheme of arrangement (refer note 75)	As at 31 March 2023 (A)	Opening as at 1 April 2022	Acquisitions (refer note 70)	For the year #	Deletions/ Adjustments	Adjustments as per composite scheme of arrangement (refer note 75)	As at 31 March 2023 (B)	As at 31 March 2023 (A-B)	As at 31 March 2022
(a) Property, Plant & Equipment														
Freehold land	129.77	-	-	-	(129.28)	0.49	1.11	-	-	-	(1.11)	-	0.49	128.66
Buildings	1,637.81	-	19.68	(128.46)	(1,239.35)	289.68	187.51	-	14.02	(8.08)	(163.45)	30.00	259.68	1,450.30
Roads	5.08	-	-	-	(5.08)	-	2.69	-	-		(2.69)	-	-	2.39
Plant & Equipments	3,002.26	0.32	41.53	(0.55)	(2,954.25)	89.31	1,325.33	0.31	15.52	(1.10)	(1,290.53)	49.53	39.79	1,676.93
Furniture & fixtures	87.29	0.01	9.60	(0.80)	(69.11)	26.99	52.64	0.01	2.52	(0.75)	(38.51)	15.91	11.08	34.65
Office equipments	48.91	1.21	21.65	(0.93)	(39.05)	31.79	30.25	1.16	4.25	(1.10)	(24.58)	9.97	21.82	18.66
Ships	0.88	-	-	-	-	0.88	0.62	-	0.09	(0.02)	-	0.69	0.20	0.26
Helicopter ^^	9.60	-	-	(9.60)	-	-	3.78	-	5.38	(9.16)	-	-	-	5.82
Motor vehicles	10.47	0.20	0.50	(0.49)	(1.84)	8.84	5.73	0.19	1.11	(0.01)	(1.31)	5.71	3.14	4.74
Total (I)	**4,932.07**	**1.74**	**92.96**	**(140.82)**	**(4,437.96)**	**447.98**	**1,609.66**	**1.66**	**42.89**	**(20.23)**	**(1,522.18)**	**111.80**	**336.20**	**3,322.40**
(b) Intangible Assets (Acquired)														
Customer relations	130.74	-	-	-	(130.74)	-	56.97	-	-	-	(56.97)	-	-	73.77
Product-related Intangibles- Brands and Trademarks	2,757.33	-	-	-	(2,757.33)	-	798.80	-	-	-	(798.80)	-	-	1,958.53
Product-related Intangibles- Copyrights, Know-hows and Intellectual property rights	326.61	-	-	-	(326.61)	-	129.51	-	-	-	(129.51)	-	-	197.10
Computer Software (Including acquired database)	176.23	0.05	15.17	(1.05)	(91.10)	99.31	80.65	0.05	13.68	(1.05)	(55.75)	37.53	61.77	95.58
(c) Intangible Assets (Internally Generated)							-	-	-	-				
Product Know-how	583.53	-		-	(583.53)	-	42.19	-	-	-	(42.19)	-	-	541.34
Software	-	-	62.42	-		62.42	-	-	0.30	-	-	0.30	62.12	-
Total (II)	**3,974.44**	**0.05**	**77.59**	**(1.05)**	**(3,889.31)**	**161.73**	**1,108.12**	**0.05**	**13.98**	**(1.05)**	**(1,083.22)**	**37.83**	**123.89**	**2,866.32**
Grand Total (I+II)	**8,906.51**	**1.79**	**170.55**	**(141.87)**	**(8,327.27)**	**609.71**	**2,717.78**	**1.71**	**56.87**	**(21.28)**	**(2,605.40)**	**149.63**	**460.09**	**6,188.72**

Material Intangible Assets

Asset Class	Asset Description	Carrying Value as at 31 March 2023	Carrying Value as at 31 March 2022	Remaining useful life as on 31 March 2023
Product-related Intangibles- Brands and Trademarks	Brands and trademarks	-	269.94	N.A
Product-related Intangibles- Brands and Trademarks	Purchased Brands	-	1,698.80	N.A
Customer Relations	Purchased Brands	-	41.02	N.A
Product-related Intangibles- Copyrights, Know-hows and Intellectual property rights	Purchased Brands	-	163.97	N.A

 # Depreciation for the year includes depreciation amounting to Nil (31 March 2022: ₹ 7.88 Crores) on assets used for Research and Development locations at Ennore and Mumbai

All title deeds of immovable properties are held in the name of the Group except for certain assets which were transferred on account of business combination and are in the name of erstwhile Dewan Housing Finance Corporation Limited (wholly-owned subsidiary).

^^ During the year ended 31 March 2023, the Group has a 25% share in joint ownership of Helicopter

There has been no revaluation of property, plant and equipment ("PPE") and intangibles during the year ended 31 March 2023

The carrying amount of the intangible assets represent the Group's best estimate of the recoverable amounts.

Refer Note 44B for the contractual capital commitments for purchase of Property, Plant & Equipment

Refer Note 46 for the assets mortgaged as security against borrowings

Ageing for Intangible Assets under Development (IAUD) as at 31 March, 2023 ^

Intangible assets under Development (IAUD)	Amount in IAUD for a period of				
	Less than 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
(a) Projects in progress	6.17	0.08	-	-	6.25

^ There are no projects which are delayed from its original planed cost or time.

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14 OTHER NON-FINANCIAL ASSETS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Advances:		
Unsecured, considered good	35.22	40.54
Advance processing fees paid	135.38	142.95
Less: Provision for doubtful advances	(133.99)	(133.99)
	1.39	8.96
Balance with government authorities	388.14	364.39
Prepayments	26.78	18.07
Capital advances	16.99	9.66
Pension assets (Refer note 55)	3.66	4.50
Others	11.67	8.60
	483.85	**454.72**

15 TRADE PAYABLES

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Total outstanding dues of micro enterprises and small enterprises	30.40	3.81
Total outstanding dues of creditors other than micro enterprises and small enterprises	264.12	395.46
	294.52	**399.27**

Refer Note 77 for the ageing schedule of trade payables

Refer Note 56 for payables to related parties

16 DEBT SECURITIES

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Secured - at amortised cost		
Redeemable non-convertible debentures	28,655.27	29,846.17
Unsecured - at amortised cost		
Commercial papers	3,763.93	3,340.59
	32,419.20	**33,186.76**

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Out of above		
(I) In India	32,419.20	33,186.76
(II) Outside India	-	-
	32,419.20	**33,186.76**

16 DEBT SECURITIES (Continued)

(i) Rate of interest, nature of security and term of repayment in case of secured debentures

(₹ in Crores)

Particulars	Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
1,666 (Previous Year : 1,666) (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 in 3 equal tranches starting from 30 July 2021	166.60	166.60	31 July 2023	31 July 2021
18,48,28,062 (Previous Year - 18,48,28,062) (payable semi annually) 6.75% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value 925 (Previous Year ₹ 975)	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable at 2.5% semi-annually for first 5 years and at 7.5% semi-annually for the next 5 years from the date of allotment	17,096.60	17,096.60	26 September 2031	28 March 2022
1,700 (payable on maturity) 8.25% Secured, Rated, Listed, Redeemable Principal Protected Market Linked 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 24 months from the date of allotment	170.00	170.00	14 April 2023	NA
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	250.00	12 May 2023	NA
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 35 months from the date of allotment	325.00	325.00	31 May 2023	NA
4,95,486 (payable on maturity) 8.35% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value ₹ 1,000	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable after 26 months from the date of allotment	49.55	49.55	23 September 2023	NA
52,480 (payable annually) 8.10% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value ₹ 1,000	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable after 26 months from the date of allotment	5.25	5.25	23 September 2023	NA
34,66,413 (payable annually) 8.35% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value ₹ 1,000	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable after 26 months from the date of allotment	346.64	346.64	23 September 2023	NA
12,300 (payable on maturity) 8.10% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value ₹ 1,000	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable after 26 months from the date of allotment	1.23	1.23	23 September 2023	NA
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	2 November 2023	NA

16 DEBT SECURITIES (Continued)

(₹ in Crores)

Particulars	Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
1,800 (payable semi annually) 10% Secured, Rated, Unlisted, 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	900 NCD's (50%) each of a face value of ₹ 10,00,000 are repayable after 53 months from the date of allotment & balance 900 (50%) after 65 months from the date of allotment.	180.00	180.00	8 November 2024	8 November 2023
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	8 March 2024	NA
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	3 May 2024	NA
13,770 (payable annually) 8.25% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value ₹ 1,000	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable after 36 months from the date of allotment	1.38	1.38	23 July 2024	NA
15,42,637 (payable annually) 8.50% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value ₹ 1,000	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable after 36 months from the date of allotment	154.26	154.26	23 July 2024	NA
20000 (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 in 4 equal instalments starting from 12 June 2025	2,000.00	2,000.00	12 March 2026	12 June 2025
20,500 (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 in 4 equal instalments starting from 19 June 2025	2,050.00	2,050.00	19 March 2026	19 June 2025
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 : 8^{th} year-167 crore; 9^{th} year-167crore; 10^{th} year-166 crore	500.00	500.00	20 September 2027	19 September 2025
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	3 October 2025	NA
1,07,455 (payable annually) 8.50% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value ₹ 1,000	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable after 60 months from the date of allotment	10.75	10.75	23 July 2026	NA
8,08,680 (payable annually) 8.75% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value ₹ 1,000	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable after 60 months from the date of allotment	80.87	80.87	23 July 2026	NA

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TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

16 DEBT SECURITIES (Continued)

(₹ in Crores)

Particulars	Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
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 crore; 9th year-167crore; 10th year-166 crore	500.00	500.00	19 December 2028	18 December 2026
15,000 (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 in 3 equal instalment of ₹ 50000 lakhs each payable after 8th year, 9th year, 10th year from the date of allotment	1,500.00	1,500.00	9 March 2029	11 March 2027
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	50.00	1 November 2030	NA
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	25.00	28 March 2031	NA
200 (payable annually) 8.85% 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 10 years from the date of allotment	20.00	20.00	27 June 2031	NA
1,150 (payable annually) 8.75% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value ₹ 1,000	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable after 120 months from the date of allotment	0.12	0.12	23 July 2031	NA
15,40,084 (payable annually) 9.00% Secured, Rated, Listed, Redeemable Non Convertible Debentures (NCD's) each of a face value ₹ 1,000	First pari-passu charge by hypothecation over the movable assets and a first ranking pari passu mortgage Property	The NCD's are repayable after 120 months from the date of allotment	154.01	154.01	23 July 2031	NA
50 (Previous Year : 50) 9.75% Secured Rated Listed Redeemable Non Convertible Debentures each having face value of ₹1,000,000"	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	17 July 2026	NA
350 (Previous Year : 350) 9.75% Secured Rated Listed Redeemable Non Convertible Debentures each having face value of ₹1,000,000	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	14 July 2026	NA
Nil (Previous Year : 5,000) 8.55% Secured Rated Listed Redeemable Non Convertible Debentures each having face value of ₹1,000,000	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 ₹ 500 Crores is redeemable at par at the end of 1093 days from the date of allotment. The interest is payable annually	-	500.00	19 May 2023	NA

16 DEBT SECURITIES (Continued)

(₹ in Crores)

Particulars	Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
Nil (Previous Year : 3,650) 8.25% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 365 Crores is redeemable at par at the end of 730 days from the date of allotment.	-	365.00	28 June 2023	NA
Nil (Previous Year : 1250) 8.25% Secured Rated Listed Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the GroupFirst ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 125 Crores is redeemable at par at the end of 723 days from the date of allotment.		125.00	28 June 2023	NA

16 DEBT SECURITIES (Continued)

(₹ in Crores)

Particulars	Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
Nil (Previous Year : 4,000) 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 400 Crores is redeemable at par at the end of 912 days from the date of allotment.	-	400.00	27 March 2024	NA
1,250 (Previous Year : 1250) 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 125 Crores is redeemable at par at the end of 915 days from the date of allotment.	125.00	125.00	02 September 2024	NA
1750 (Previous Year : 1750) 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 175 Crores is redeemable at par at the end of 889 days from the date of allotment.	175.00	175.00	02 September 2024	NA
1000 (Previous Year : 1000)- 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 100 Crores is redeemable at par at the end of 915 days from the date of allotment.	100.00	100.00	04 November 2024	NA

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TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

16 DEBT SECURITIES (Continued)

(₹ in Crores)

Particulars	Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
1000 (Previous Year : 1000)- 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 100 Crores is redeemable at par at the end of 731 days from the date of allotment.	100.00	100.00	24 May 2024	NA
700 (Previous Year : 700)- 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 70 Crores is redeemable at par at the end of 679 days from the date of allotment.	70.00	70.00	24 May 2024	NA
750 (Previous Year : 750) - 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 75 Crores is redeemable at par at the end of 661 days from the date of allotment.	75.00	75.00	24 May 2024	NA
1000 (Previous Year : 1000)- 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 100 Crores is redeemable at par at the end of 540 days from the date of allotment.	100.00	100.00	24 May 2024	NA

16 DEBT SECURITIES (Continued)

(₹ in Crores)

Particulars	Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
2150 (Previous Year : 2150)- 8.00% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 215 Crores is redeemable at par at the end of 731 days from the date of allotment.	215.00	215.00	20 September 2024	NA
503 (Previous Year : 503)- 8.10% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 50.30 Crores is redeemable at par at the end of 973 days from the date of allotment.	50.30	50.30	23 May 2025	NA
505 (Previous Year : 505)- 8.10% Secured Rated Listed Redeemable Non Convertible Principal Protected Market Linked Debentures each having face value of ₹1,000,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 50.50 Crores is redeemable at par at the end of 926 days from the date of allotment.	50.50	50.50	23 May 2025	NA
Nil (Previous Year : 10000) - 8.50% Rated, Unlisted, Secured, Redeemable Non-Convertible Debentures each having face value of ₹1,000,000	First ranking pari passu charge over standard receivables of the Group and pledge over listed shares Shriram Finance Limited and all unlisted shares of Shriram GI Holdings Pvt. Ltd, held by the Borrower (to be held on a pari passu basis along with Existing SCB Facility and Additional Borrowing).	The amount of ₹ 1000 Crores is redeemable at par at the end of 364 days from the date of allotment.	-	1,000.00	06 November 2023	NA
Nil (Previous Year : 5000)- 8.60% Rated, Unlisted, Secured, Redeemable Non-Convertible Debentures each having face value of ₹1,000,000	First ranking pari passu charge over standard receivables of the Group and pledge over listed shares Shriram Finance Limited and all unlisted shares of Shriram GI Holdings Pvt. Ltd, held by the Borrower (to be held on a pari passu basis along with Existing SCB Facility and Additional Borrowing).	The amount of ₹ 500 Crores is redeemable at par at the end of 364 days from the date of allotment.	-	500.00	30 January 2024	NA

16 DEBT SECURITIES (Continued)

(₹ in Crores)

Particulars	Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
10000 (Previous Year : 10000)- 8.75% Secured, Rated, Listed, Redeemable, Non-convertible Debentures each having face value of ₹1,00,000	First ranking pari passu charge by way of hypothecation over the Movable Assets which includes all standard receivables of the Group (both present and future), including Receivables arising out of lending loans and advances, its investments (excluding investments made in the nature of equity investments or convertible instruments); and (iii) current assets and/or financial assets; except any Receivables arising out of investments made, or loan extended by the Group to its subsidiaries or Affiliates and all of rights, title, interest, benefits, claims and demands whatsoever of the Group	The amount of ₹ 100 Crores is redeemable at par at the end of 1176 days from the date of allotment.	100.00	100.00	29 May 2026	NA
8000 (Previous Year : Nil)- 9.05% Secured, Rated, Unlisted , Redeemable, Non-convertible Debentures each having face value of ₹10,00,000	First ranking pari passu charge over standard (as per RBI guidelines) receivables, providing minimum 1.1x collateral cover to be created upfront, except any excluded assets as may be identified in the Transaction Documents (to be held pari passu along with any other secured indebtedness that is availed or may be availed by the Group	The amount of ₹ 800 Crores is redeemable at par at the end of 364 days from the date of allotment.	800.00	-	28 October 2024	NA
1313472(Previous Year : Nil)- 9.05% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000	1313472(Previous Year : Nil)- 9.05% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000	The amount of ₹131.35 Crores is redeemable at par at the end of 1096 days from the date of allotment.	131.35	-	03 November 2026	NA
2729108 (Previous Year : Nil)- 9.00% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000	2729108 (Previous Year : Nil)- 9.00% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000	The amount of ₹272.91 Crores is redeemable at par at the end of 731 days from the date of allotment.	272.91	-	03 November 2025	NA
727502 (Previous Year : Nil)- 9.20% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000	727502 (Previous Year : Nil)- 9.20% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000	The amount of ₹72.75 Crores is redeemable at par at the end of 1827 days from the date of allotment.	72.75	-	03 November 2028	NA
558948 (Previous Year : Nil)- 9.35% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000	558948 (Previous Year : Nil)- 9.35% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹1000	The amount of ₹55.89 Crores is redeemable at par at the end of 3653 days from the date of allotment.	55.89	-	03 November 2033	NA
15000 (Previous Year : Nil)- 9.35% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹100,000	15000 (Previous Year : Nil)- 9.35% Secured, Rated, Listed , Redeemable, Non-convertible Debentures each having face value of ₹100,000	The amount of ₹150 Crores is redeemable at premium of ₹ 522.03 per debenture at the end of 729 days from the date of allotment.	150.00	-	27 February 2026	NA

The coupon rate for the above debentures are in the range of 6.75% to 10.00% per annum (31 March 2023: 6.75% to 10.25% per annum)

Refer Note 46 for assets hypothecated/mortgaged as securities against the Secured Borrowings

16 DEBT SECURITIES (Continued) (Continued)

(ii) Rate of interest, nature of security and term of repayment in case of commercial papers

(₹ in Crores)

Particulars	Terms of Repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity Due Date
Commercial Papers	Repayable within 365 days from date of disbursement	3,835.00	3,469.00	Various dates

The effective costs for the above loans are in the range of 8.40% to 9.25 % per annum (31 March 2023: 7.20% to 9.05 % per annum)

Refer Note 46 for assets hypothecated/mortgaged as securities against the Secured Borrowings

17 BORROWINGS (OTHER THAN DEBT SECURITIES)

(₹ in Crores)

Particulars		As at 31 March 2024	As at 31 March 2023
Secured - at amortized cost			
(i)	Loan from banks:		
	- Rupee Term loans	16,048.11	12,621.83
	- Foreign currency non repatriable loans	319.73	629.51
	- Securitised Borrowings	3,489.40	1,091.57
	- Working capital demand loan	190.13	-
(ii)	Loans from others		
	- Working capital demand loan / short term borrowings	-	1,107.98
	- Rupee Term loans	992.13	746.32
		21,039.50	**16,197.21**

(₹ in Crores)

Particulars		As at 31 March 2024	As at 31 March 2023
Out of above			
(I)	In India	20,719.77	15,567.70
(II)	Outside India	319.73	629.51
		21,039.50	**16,197.21**

Terms of repayment, nature of security & rate of interest

A. Secured Term Loans from Banks

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
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	-	2.28	28 May 2023	31 August 2018
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment of principal in 16 equal quarterly instalment after moratorium period of three year from drawdown date	379.68	548.44	17 May 2026	17 June 2019
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment of principle in 16 quarterly instalment of ₹ 6.23 Crs after moratorium period of 3 months from the date of 1st drawdown	-	25.00	27 September 2023	27 June 2019

NOTES
TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

17 BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment of principle in 18 quarterly instalment after moratorium period of 6 months from the date of 1st drawdown	-	444.43	19 January 2024	31 July 2019
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 fter the moratorium period of 6 months from the drawdown date	65.98	177.17	24 December 2024	29 June 2020
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.	105.35	210.59	31 March 2025	30 September 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 16 equal quarterly installments after a moratorium period of 1 year.	92.71	192.71	26 December 2024	26 March 2021
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 equal quarterly installments after a moratorium period of 1 year.	249.77	333.17	30 January 2027	29March 2021
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayment of Principle in 12 equal quarter instalment of ₹ 25 Crs after moratorium period of the 2 years from the date of drawdown	-	99.78	26 March 2024	30 June 2021
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.	297.38	447.38	30 March 2026	30 June 2021
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.	155.79	280.79	2 April 2025	3 July 2021
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.	722.50	1,352.50	4 April 2027	4 July 2021
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.	250.00	350.00	28 September 2026	27 December 2021
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.	21.86	34.36	11 December 2025	11 March 2022
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.	153.11	240.62	28 December 2025	28 March 2022
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 28 equal quarterly instalments.	169.64	205.35	29 December 2028	31 March 2022
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	124.90	166.73	31 March 2027	17 June 2022
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in eighteen quarterly installments of 8 crs each and lastinstallment of 6 crs after a holiday period of 3 months from date of drawdown	85.99	118.00	24 December 2026	27 Jun 2022

17 BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 12 equal quarterly instalments.	33.33	66.67	30 March 2025	30 June 2022
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.	119.90	159.99	30 March 2027	30 June 2022
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 12 equal quarterly installments from date of drawdown	166.67	300.00	12 May 2025	13 August 2022
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 installments with moratorium period of 6 months from date of drawdown	74.96	174.99	30 November 2024	31 August 2022
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 19 quarterly installments with moratorium period of 3 months from date of drawdown	47.32	63.16	30 March 2027	30 September 2022
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 19 quarterly installments with moratorium period of 3 months from date of drawdown	189.47	252.63	30 March 2027	30 September 2022
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 16 quarterly installments with moratorium period of 6 months from date of drawdown	62.45	87.50	30 September 2026	31 December 2022

Terms of repayment, nature of security & rate of interest

A. Secured Term Loans from Banks

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2023	Principal Outstanding as at 31 March 2022	Maturity due date	First instalment payment date
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term loan repayable in 20 equal quarterly installments	37.50	47.50	31 October 2027	31 January 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term loan repayable in 20 quarterly installments from the end of the quarter of the first disbursement	74.98	94.98	31 October 2027	31 January 2023
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 installments after a moratorium period of 1 year from date of drawdown	93.70	131.21	31 August 2026	28 February 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term loan repayable in 20 equal quarterly instalments from the end of the quarter of the first disbursement	562.49	712.50	19 December 2027	19 March 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	18 equal quarterly instalments after 6M moratorium	150.21	196.44	30 June 2027	31 March 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term loan repayable in quarterly instalments over a period 15 years with NIL moratorium	45.79	49.16	30 December 2037	31 March 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Bullet payment on maturity	-	250.00	25 May 2023	25 May 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	18 equal quarterly instalments after 6M moratorium	207.66	267.00	26 September 2027	26 June 2023

17 BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2023	Principal Outstanding as at 31 March 2022	Maturity due date	First instalment payment date
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 24 quarterly instalments with moratorium period of 1 year from date of drawdown	166.65	200.00	29 March 2029	30 June 2023
First pair-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	9 equal quarterly install after 9 month moratorium	66.66	100.00	4 August 2025	4 August 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 12 equal quarterly instalments after 1 year moratorium	172.50	230.00	30 May 2026	31 August 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 12 equal quarterly instalments after 1 year moratorium	131.25	175.00	2 June 2026	2 September 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	12 equal quarterly install after 1 year moratorium	139.17	167.00	31 July 2026	31 October 2023
First pair-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 14 quarterly instalments with moratorium period of 18 months from date of drawdown	428.57	500.00	7 March 2027	7 December 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	16 equal quarterly instalments after 12 month moratorium	43.75	50.00	30 September 2027	31 December 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Bullet payment on maturity	-	300.00	17 January 2024	NA
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 12 quarterly instalments with moratorium period of 1 year from date of drawdown	250.00	250.00	9 March 2027	9 June 2024
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 5 equal instalment starting from 6 months from drawdown date	200.00	-	25 February 2025	25 February 2024
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 instalments from drawdown date	225.00	-	29 September 2028	29 December 2023
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 instalments from drawdown date	637.49	-	27 June 2028	27 September 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Bullet payment on maturity	200.00	-	8 January 2025	NA
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 12 equal instalments from drawdown date	229.02	-	31 October 2026	31 January 2024
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 14 equal instalments from drawdown date	92.86	-	28 June 2027	28 March 2024
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 instalments from drawdown date	300.00	-	31 March 2029	29 June 2024
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 12 equal instalments starting from 15 months from drawdown date	380.00	-	30 March 2028	30 June 2025
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 12 equal instalments starting from 15 months from drawdown date	95.00	-	30 March 2028	30 June 2025

17 BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2023	Principal Outstanding as at 31 March 2022	Maturity due date	First instalment payment date
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 12 equal quarterly installments starting from 3 months from drawdown date.	83.33	-	28 September 2026	28 December 2023
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Repayable in 16 quarterly instalments starting from 1 year from the drawdown date	1,860.00	-	30 November 2028	28 February 2025
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 starting from 9 months from drawdown date	500.00	-	12 March 2029	12 December 2024
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Bullet payment on maturity	250.00	-	6 Jun 2024	NA
Secured by pari passu charge over unsold portion of Wing A Piramal Agastya Corporate Park (Phase I) along with the land corresponding to it, located at Kurla.	Repayable in 144 months from drawdown date	621.39	621.39	15 December 2034	NA
First pari passu charge over Hypothecated assets as set out in the transaction documents	Repayable in 12 quarterly instalments starting from 30 June 2023	166.67	250.00	31 March 2026	30 June 2023
First pari passu charge over Hypothecated assets as set out in the transaction documents	Repayable at the end of 2nd year from date availed .	-	100.00	30 September 2023	NA
First pari passu charge over Hypothecated assets including other securities as set out in the transaction documents	Repayable at the end of 1st year from date availed .	-	750.00	30 November 2023	NA
First pari passu charge over Hypothecated assets including other securities as set out in the transaction documents	Repayable at the end of 1 year from the date availed .	-	500.00	28 March 2024	NA
First pari passu charge over Hypothecated assets as set out in the transaction documents	Repayable in 16 quarterly equal instalments starting from 31 December 2023	174.92	200.00	30 September 2027	31 December 2023
First pari passu charge over Hypothecated assets as set out in the transaction documents	Repayable in 14 equal quarterly instalments starting from 31 December 2023	214.29	250.00	31 March 2027	31 December 2023
First pari passu charge over Hypothecated assets as set out in the transaction documents	Repayable in 12 equal quarterly instalments starting from 30 June 2024	50.00	50.00	31 March 2027	30 June 2024
Floating Pari-passu charge by way of hypothecation on the secured loan receivables of the Group arising from loans & advances (both present & future), (other than specifically charged) to an extent of 1.11 times.	Repayable in 20 equal quarterly installments starting from 30 september 2023	85.00	-	28 June 2028	30 September 2023
First Pari passu charge by way of hypothecation along with other working capital /term lenders on current and future standard loan receivable (Excluding stressed Assets) of the Group Limited with a security cover of 1.10 times of the outstanding amount (including interest) excluding receivable over which borrower has exclusively created charge in favour of certain existing charge holders. Investment by way of NCDs/Mutual fund/ Loans given to group companies should not be included in loan assets for the purpose of ACR.	Repayable in 11 quarterly instamlents of ₹ 4.25 Crs each and last installment of ₹ 3.25 Crs starting from 30 september 2023	37.25	-	30 June 2026	30 September 2023
Pari-Passu Hypothecation Charge with other banks / Lenders over the Group's current assets and entire present /future loans receivable excluding any specific receivable where exclusive charge has been created / or to be created to secured certain borrowings subject to maintenance of stipulated asset coverage ratio of minimum 1.25 x stage- I Assets.	Repayable in 25 quarterly installment's of ₹ 80 Crs each and first installment starting from 17 August 2024	2,000.00	-	17-Aug-30	17 August 2024

17 BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2023	Principal Outstanding as at 31 March 2022	Maturity due date	First instalment payment date
Pari-passu first charge on current assets, book debts , loans, advances and receivables with asset coverage ratio [ACR] of 1.11 times, excluding receivables and Book Debts exclusively charged to NABARD/ SIDBI/ NHB.	repayment in 20 equal installments of ₹ 25 Crs each, first installment starting from 28 December 2023	450.00	-	28-Sep-28	28 December 2023
Pari-Passu charge by way of hypothecation on the loan portfolio/receivables that are standard (arising out of lending, loans and advances and current assets/financial assets) and receivables arising out of investments (including non-convertible debenture and inter-corporate deposits but excluding investments made in the nature of equity investments or convertible instruments or investments made or loan extended by Borrower to its subsidiaries or affiliates), Cash and cash equivalents, other than Excluded Receivables.	repayment in 12 equal installments of ₹ 8.33 Crs each, first installment starting from 31 December 2024	100.00	-	30 September 2027	31 December 2024
First Pari- Passu Charge by way of hypothecation on the movable assets (as defined hereunder) , with a cumulative asset cover of 1.10 times , it is clarified that the excluded assets (define as under) shall not from part of the hypothecated asset at any time during the tenor of the facility.	Repayable in 20 quarterly equal installments of ₹ 7.50 Crs each, first installment starting from 31 January 2024	142.50	-	31 October 2028	31 January 2024
"First Pari -Pasu charge by way of Hypothecation of the standard loan receivable of the borrower: present and future to the extent of 1.10 times of the exposure maintained at any point of the time Including without limitation a) Receivable arising out of the Lending Loans and advances b) Receivable arising out if its investment (including non-convertible debenture excluding investment made in the nature of the Equity investment) intercorporate deposit and c) current assets and / or Financials assets Save and except any receivable Arising out of its investment made to loan extend by its borrower to is subsidiaries or affiliates (Movable Assets) "	Bullet repayment	150.00	-	31 October 2024	Bullet repayment on 31 October 2024
Pari-Passu charge by way of hypothecation on the loan portfolio/receivables that are standard (arising out of lending, loans and advances and current assets/financial assets) and receivables arising out of investments (excluding inter-corporate deposits, or investments made in the nature of equity investments or convertible instruments or investments made or loan extended by Borrower to its subsidiaries or affiliates), Cash and cash equivalents, with a cumulative asset cover of 1.1x, other than excluded Receivables.	Repayable in 14 quarterly equal installments of ₹ 17.86 Crs each, first installment starting from 30 September 2024	250.00	-	30 December 2027	30 September 2024

17 BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2023	Principal Outstanding as at 31 March 2022	Maturity due date	First instalment payment date
1 First and Exclusive charge (by way of registered mortgage) on land and building and structures thereon of the leased out Area of the respective Project Asset. (excluding Future FSI potential which is being retained by the seller Aasan Corporate Solutions Private Limited) 2. First & Exclusive charge by way of hypothecation on all the movable fixed assets in the leased area of the respective Piramal Tower including movable furniture, fixtures, and all other movable assets, present and future pertaining to the respective Project Asset owned by the Borrower 3. First & exclusive charge by way of hypothecation/ of all current assets including the revenues, lease rentals cash flows (including parking, CAM charges), receivables, insurance proceeds, book debts, reserves, , bank accounts / Escrow Account and the Debt Service Reserve Account and all other incomes whatsoever nature, present and future pertaining to the Project Asset i.e "Piramal Tower".	Repayable in 2 annual installments starting from 27 December 2028	75.00	-	27 December 2028	27 December 2027
	Repayable in 144 monthly installment starting from 27 January 2024	431.45	-	27 December 2035	27 January 2024

The coupon rates for the above loans are 6.50% - 10.40 % p.a. (31 March 2023: 6.50% - 10.15%)

Refer Note 46 for assets hypothecated/mortgaged as securities against the Secured Borrowings

B. Foreign Currency Non Repatriable Loans:

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
First pari-passu charge on the standard assets including receivables present and future	Repayable after 53 months from drawdown date	-	308.16	14 June 2023	NA
First pari-passu charge on the standard assets including receivables present and future	Repayable after 65 months from drawdown date	312.15	308.16	14 June 2024	NA

The contractual rate of interest for the above loans is 9.30% per annum (31 March 2023 : 9.30% per annum)

Refer Note 46 for assets hypothecated/mortgaged as securities against the Secured Borrowings

C. Securitised Borrowings

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
Specific loan cash flows & underlying that are part of the Assignment pool	Repayable in 356 months from drawdown date	46.57	46.57	20 July 2049	20 November 2019
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 188 months from drawdown date	-	28.70	31 August 2035	11 October 2019
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 292 months from drawdown date	196.13	254.13	13/June 2047	13 April 2023
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 290 months from drawdown date	349.84	-	18 April 2047	14 June 2023
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 298 months from drawdown date	361.60	-	18 January 2048	18 July 2023

17 BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 298 months from drawdown date	443.82	-	14 April 2048	13 October 2023
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 292 months from drawdown date	684.43	-	17 January 2048	17 January 2024
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 298 months from drawdown date	327.84	-	17 August 2048	16 February 2024
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 298 months from drawdown date	267.21	-	15 September 2048	15 March 2024
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 373 months from drawdown date	161.14	-	15 November 2054	15 March 2024
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 298 months from drawdown date	260.15	-	13 October 2048	12 April 2024
Specific loan cash flows & underlying that are part of the PTC pool	Repayable in 303 months from drawdown date	178.90	-	15 March 2049	15 April 2024

The contractual rate of interest for the above loans are in the range of 8.20% to 8.90% per annum (31 March 2023 : 8.20% to 8.90% per annum)

Refer Note 46 for assets hypothecated/mortgaged as securities against the Secured Borrowings

D. Working Capital Demand Loan :

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
Pari Passu hypothecation charge with other banks / lenders over the Group's current assets and entire present/future loan receivables excluding any specific receivables where exclusive charge has been created or to be created to secured certain borrowings, subject to maintenance of stipulated asset coverage ratio of minimum 1.25x of Stage-I Assets	Bullet repayment on 20 February 2025	50.00	-	20 February 2025	NA
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Bullet repayment on 20 February 2025	140.00	-	20 February 2025	NA

The coupon rates for the above loans are 8.90% p.a. (31 March 2023: Nil)

Refer Note 46 for assets hypothecated/mortgaged as securities against the Secured Borrowings

E. Working Capital Demand Loan from Others:

(₹ in Crores)

Nature of Security	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023
Exclusive charge on Government Securities	-	767.34
Exclusive charge on Government Securities & Treasury Bills	-	339.53

The contractual rate of interest for the above loans are in the range of 6.90% to 6.95% per annum (31 March 2023: 6.90% to 7.50% per annum)

Refer Note 46 for assets hypothecated/mortgaged as securities against the Secured Borrowings

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TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

17 BORROWINGS (OTHER THAN DEBT SECURITIES) (Continued)

F. Rupee Term Loan from Others

(₹ in Crores)

Nature of Security	Terms of repayment	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023	Maturity due date	First instalment payment date
First pari-passu charge by way of hypothecation on the standard moveable assets including receivables and book debts, present and future	Term loan repayable in 120 Equated Monthly Instalments	702.30	750.00	1 March 2033	1 May 2023
First Charge on Pari-Passu Basis by way of Hypothecation of 110% of Standard book debts.	Repayable in 11 quarterly installments of ₹ 6.82 Crs each and starting from 01 February 2024	68.18	-	01 August 2026	01 February 2024
The loan together with interest, penal interest and any sum due to the NABARD and payable by the borrower shall be secured by way of exclusive charge by way of assignment of books debt and receivable of the borrower and a separate deed of assignment of the books debts equivalent to ₹ 300 crs to be executed in favour of NABARD and the charge cover all the present and future debts, receivable m etc and also future loans and advances. only such loans assets may be assigned to NABARD where in borrower not availed Moratorium.	Repayable in 11 quarterly installments, First installment of 10% ₹ 25 Crs on TL amount and balance are 9 % ₹ 22.50 Crs in TL amount, First installment starting from 31 March 2024	225.00	-	30 September 2026	31 March 2024

The contractual rate of interest for the above loans are in the range of 9.35% to 9.70% per annum (31 March 2023: 9.50% per annum)

Refer Note 46 for assets hypothecated/mortgaged as securities against the Secured Borrowings

18 DEPOSITS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Unsecured - at amortised cost		
Intercorporate deposit from others	25.15	71.96
	25.15	**71.96**

A. Maturity profile of deposits

As at 31 March 2024

Maturities	<1 year	1-3 years	>3 years	Grand Total
Rate of Interest				
8.85% p.a.	25.15	-	-	25.15
Total	**25.15**	**-**	**-**	**25.15**

As at 31 March 2023

Maturities	<1 year	1-3 years	>3 years	Grand Total
Rate of Interest				
8.55% p.a.	71.96	-	-	71.96
Total	**71.96**	**-**	**-**	**71.96**

19 SUBORDINATED DEBT LIABILITIES

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Unsecured - at amortised cost		
Redeemable non-convertible debentures	127.23	126.88
	127.23	**126.88**

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Out of above		
(I) In India	127.23	126.88
(II) Outside India	-	-
	127.23	**126.88**

Particulars	Terms of repayment	Maturity due date	First instalment payment date	Principal Outstanding as at 31 March 2024	Principal Outstanding as at 31 March 2023
1,276 (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 NCDs are repayable after 10 years from the date of allotment	08 March 2027	N.A.	127.60	127.60

20 OTHER FINANCIAL LIABILITIES

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Lease liabilities (Refer note 50)	264.26	238.90
Unclaimed dividend	15.39	16.84
Employee related liabilities	145.37	145.12
Security deposits received	45.16	21.58
Payable on securitised loans	546.12	632.48
Other payables *	383.08	629.86
TOTAL	**1,399.38**	**1,684.78**

**(*(includes liability towards sold portfolio etc.)*

During the year ended 31 March 2023, PCHFL, wholly owned subsidiary, had recovered ₹ 309.14 crores from 6 parties, against whom Avoidance Applications were filed by the Administrator, by way of settlement agreements entered by the Group with these parties under Section 7 of Insolvency and Bankruptcy Code, 2016 as full and final settlement of financial dues and withdrawal of all pending cases against these parties in connection with the disputes and / or finance documents and / or financial debt, if any, before any forum / court / tribunal / authority and / or otherwise, under any / all applicable laws. The management is of the considered view that these amounts are not required to be paid to Committee of Creditors (CoC) and continues to pursue for recovery against these parties w.r.t. Avoidance Application filed by the administrator. However, considering the complexity of the matter, amount of ₹ 274.95 crores (after adjustment of recovery against Section 66) has not been recognized as income and shown as liability in financial statements. During the year, out of this, income has been recognised for ₹ 227.51 crores and remaining amount shown as COC liability.

21 CURRENT TAX LIABILITIES (NET)

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Provision for Income Tax [Net of Advance Tax of ₹ 1,861.72 crores ; (31 March 2023: ₹ 1,905.64 crores)]	218.60	721.16
	218.60	**721.16**

22 PROVISIONS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Provision for employee benefits		
- Gratuity #	24.72	18.33
- Compensated absences #	39.91	22.28
- Long Service Benefits	0.17	0.13
Provision for Litigations & Disputes *	3.50	3.50
Provision for impairment allowance on undisbursed commitments (Refer Note 58(f))	39.15	78.26
	107.45	**122.50**

 # Refer Note 55 for movements during the year

** Refer Note 52 for movements during the year*

23 OTHER NON- FINANCIAL LIABILITIES

(₹ in Crores)

	As at 31 March 2024	As at 31 March 2023
Advances received	267.32	140.43
Statutory dues payable	149.60	42.13
	416.92	**182.56**

24 EQUITY SHARE CAPITAL

(₹ in Crores)

	As at 31 March 2024	As at 31 March 2023
Authorized share capital:		
25,40,00,00,000 (25,40,00,00,000) equity shares of ₹ 2 each	5,080.00	5,080.00
30,00,000 (30,00,000) preference shares of ₹100 each	30.00	30.00
2,40,00,000 (2,40,00,000) preference shares of ₹ 10 each	24.00	24.00
10,50,00,000 (10,50,00,000) unclassified shares of ₹ 2 each	21.00	21.00
	5,155.00	**5,155.00**
Issued Capital		
22,46,88,273 (23,86,88,273) Equity Shares of ₹ 2 each	44.94	47.74
	44.94	**47.74**
Subscribed and paid up capital:		
22,46,63,700 (23,86,63,700) equity shares of ₹ 2 each (fully paid up)	44.93	47.73
	44.93	**47.73**

(i) Reconciliation of the number of shares outstanding at the beginning and at the end for the period

Particulars	31 March 2024		31 March 2023	
	No. of shares	₹ in Crores	No. of shares	₹ in Crores
At the beginning of the year	238,663,700	47.73	238,663,700	47.73
Less: Shares extinguished on buy-back	(14,000,000)	(2.80)	-	-
At the end of the year	**224,663,700**	**44.93**	**238,663,700**	**47.73**

(ii) Details of shareholders holding more than 5% shares :

Particulars	31 March 2024		31 March 2023	
	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	35.11%	78,877,580	33.05%

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

24 EQUITY SHARE CAPITAL (Continued)

(iii) Details of shareholding of Promoters :

Name of the Promoter	31 March 2024		
	No. of shares	% of total shares	% change during the year
Ajay G. Piramal	123,296	0.05%	0.00%
Swati A Piramal	2,100	0.00%	0.00%
Anand Piramal	197,097	0.09%	0.00%
Nandini Piramal	45,487	0.02%	0.00%
Lalita G. Piramal	1,234	0.00%	0.00%
Peter DeYoung	108,000	0.05%	0.00%
Anya Piramal DeYoung	48,000	0.02%	0.00%
Master Dev Piramal Deyoung	48,000	0.02%	0.00%
Ajay G. Piramal (Karta of Ajay G Piramal HUF)	6,507	0.00%	0.00%
PRL Realtors LLP	8,973,913	3.99%	0.00%
The Ajay G Piramal Foundation	986,731	0.44%	0.00%
V3 Designs LLP	9,701,000	4.32%	0.00%
Anand Piramal Trust	139,327	0.06%	0.00%
Nandini Piramal Trust	122,740	0.05%	0.00%
Aasan Corporate Solutions Private Limited	2,013,875	0.90%	0.00%
Piramal Welfare Trust (Formerly Piramal Enterprise executives trust)	2,384,148	1.06%	-0.07%
The Sri Krishna Trust (Through its trustees Ajay G Piramal and Swati Piramal)	78,877,580	35.11%	0.00%
	103,779,035	46.19%	-0.07%

Name of the Promoter	31 March 2023		
	No. of shares	% of total shares	% change during the year
Ajay G. Piramal	123,296	0.05%	0.00%
Swati A Piramal	2,100	0.00%	0.00%
Anand Piramal	197,097	0.08%	0.00%
Nandini Piramal	45,487	0.02%	0.00%
Lalita G. Piramal	1,234	0.00%	0.00%
Peter DeYoung	108,000	0.05%	0.00%
Anya Piramal DeYoung	48,000	0.02%	0.00%
Master Dev Piramal Deyoung	48,000	0.02%	0.00%
Ajay G. Piramal (Karta of Ajay G Piramal HUF)	6,507	0.00%	0.00%
PRL Realtors LLP	8,973,913	3.76%	0.00%
The Ajay G Piramal Foundation	986,731	0.41%	0.00%
V3 Designs LLP	9,701,000	4.06%	0.00%
Anand Piramal Trust	139,327	0.06%	0.00%
Nandini Piramal Trust	122,740	0.05%	0.00%
Aasan Corporate Solutions Private Limited	2,013,875	0.84%	0.00%
Piramal Welfare Trust (Formerly Piramal Enterprise executives trust)	2,385,806	1.00%	-0.01%
The Sri Krishna Trust (Through its trustees Ajay G Piramal and Swati Piramal)	78,877,580	33.05%	0.00%
	103,780,693	**43.48%**	**-0.01%**

Dividend paid to promoter and promoter group ₹ 320.58 crores in current year (31 March 2023: ₹ 341.29 crores)

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

24 EQUITY SHARE CAPITAL (Continued)

(iv) For the period of five years immediately preceding the date as at which the Balance Sheet is prepared:

(a) 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 Group	2019-20	305,865

(b) The Holding Company has not allotted any equity shares as bonus shares.

(c) **Shares bought back:**

During the current year The Board of Directors at its meeting held on 28 July 2023, approved buyback of equity shares of the Group of up to 1,40,00,000 number of Equity Shares of face value of ₹ 2/- each representing 5.87% of the pre-buyback fully paid up equity shares at a price of ₹1,250 per share for an aggregating to ₹ 1,750 crores, through the tender offer route. Group extinguished those shares on 18 September, 2023, and accordingly, the issued and paid up capital stands reduced by ₹ 2.80 Crores and Securities Premium by ₹ 1,747.20, respectively. Further, the Group has incurred buy back expenses of ₹12.91 crores, buy-back income tax of ₹ 405.22 crores and created Capital Redemption Reserve of ₹ 2.80 crores, which have been adjusted from Securities Premium account.

(v) Terms and Rights attached to 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.

(vi) Equity shares reserved for issue under ESOP Scheme - 18,21,487 shares (Previous Year : 7,70,022 Equity shares) (refer note 80)

25 OTHER EQUITY

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Capital Reserve	116.55	116.55
Securities Premium	9,253.52	11,421.65
Capital Redemption Reserve	64.53	61.73
Debenture Redemption Reserve	-	-
General Reserve	5,714.60	5,714.60
Foreign Currency Translation Reserve	70.41	61.98
Reserve Fund U/S 45-IC (1) of Reserve Bank of India Act, 1934	804.82	710.01
Reserve Fund u/s 29C of the National Housing Bank Act, 1987	2,445.65	2,445.65
FVTOCI- Equity Instruments	76.54	(183.20)
FVTOCI- Debt Instruments	0.01	(78.70)
FVTOCI- Cash Flow Hedging Reserve	1.80	3.81
Amalgamation Adjustment Reserve	(4,902.88)	(4,902.88)
Stock option reserve	72.03	0.06
Retained Earnings	12,794.54	15,640.09
	26,512.12	**31,011.35**

Nature and purpose of other equity

Capital Reserve

Capital reserve has been created on account of business combination of earlier years.

25 OTHER EQUITY (Continued)

Securities Premium

Securities premium is used to record the premium on issue of shares. It can be utilised in accordance with the provisions of the Companies Act, 2013.

Capital Redemption Reserve

This reserve was created as per requirements of Companies Act 2013 pursuant to buyback of equity shares and redemption of preference shares.

Debenture Redemption Reserve

The Debenture redemption reserve was created in previous years, 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 privately placed debentures in accordance with the Companies (Share Capital and Debentures) Rules, 2014.

General Reserve

General Reserve represent amounts set aside from retained profits as a reserve to be utilised for permissible general purpose as per Law.

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 created as per the terms of section 45 IC(1) of the Reserve Bank of India Act, 1934 as a statutory reserve.

Reserve Fund u/s 29C of the National Housing Bank Act, 1987

Reserve Fund is required to be maintained u/s 29C of the National Housing Bank Act, 1987 for Housing Finance Companies.

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.

FVTOCI - Cash Flow Hedging Reserve

The Group uses hedging instruments as part of its management of interest rate risk associated with investment in floating rate bonds. For hedging interest rate risk, the Group uses interest rate swaps which is also designated as cash flow hedges. To the extent these hedges are effective; the changes in fair value of the hedging instrument is recognised in the cash flow hedging reserve. Amount recognised in the cash flow hedging reserve is reclassified to profit or loss when the hedged item affects Statement of profit or loss (e.g. interest payments). (refer note 58(e)).

Retained Earnings

Retained earnings represents the surplus in profit and loss account and net amount of appropriations made to/from retained earnings.

Amalgamation Adjustment Reserve

Amalgamation adjustment reserve has been created on account of business combinations

Stock option reserve

Share options outstanding account is created as required by Ind AS 102 'Share Based Payments' on the Employee Stock Option Scheme. Stock Options outstanding represents amount of reserve created by recognition of compensation cost at grant date fair value on stock options vested but not exercised by employees and unvested stock options in the Statement of profit and loss in respect of equity-settled share options granted to the eligible employees of the Group in pursuance of the Employee Stock Option Plan (refer note 80)

For movement in other equity during the year, refer Statement of Changes in Equity.

26 INTEREST INCOME

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Interest income measured at using the effective interest method measure at amortised cost:		
- on investments	339.67	925.60
- on loans and advances	6,675.73	5,930.29
Interest income- on investments measured at FVTPL	132.72	754.04
Interest income using the effective interest method on investments measured at FVTOCI	83.32	121.92
Interest income on fixed deposits	82.45	66.77
	7,313.89	**7,798.62**

27 DIVIDEND INCOME

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Dividend income from		
- Mutual fund units	0.10	0.03
- Equity investments	147.79	91.72
	147.89	**91.75**

28 RENTAL INCOME

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Rental and other related revenues	78.84	23.02
	78.84	**23.02**

 # Refer note 61 for disaggregate revenue information

29 FEES AND COMMISSION INCOME

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Other financial services:		
- processing / arranger fees	315.74	180.27
- other operating income	243.98	107.16
- Guarantee commission	-	4.21
	559.72	**291.64**

 # Refer note 61 for disaggregate revenue information.

30 NET GAIN ON FAIR VALUE CHANGES

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Net gain/(loss) on financial instruments at FVTPL / FVOCI (refer note below):		
- Realised gain/(loss) on loans and investments	1,769.43	-
- Unrealised gain/(loss) on loans and investments	(1,035.45)	-
Closing balance	**733.98**	**-**

Note : During the current financial year, by way of orders dated 28 March, 2024, National Group Law Appellate Tribunal, New Delhi, has deleted name of the certain entities from the Avoidance Applications from whom recovery was made during previous year. Based on NCLAT order dated 28 March 2024, an amount of ₹ 227.51 crores has been recognised as income during the current financial year as an "Net (gain) /loss on fair value changes" by PCHFL.

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

31 SALE OF SERVICES

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Manpower and professional services	5.45	11.83
	5.45	**11.83**

 # Refer note 61 for disaggregate revenue information

32 OTHER OPERATING INCOME

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Recovery from written off accounts	309.81	-
Gain on disposal of Associate /Joint Venture (refer notes 72 & 73)	870.69	717.44
	1,180.50	**717.44**

33 OTHER INCOME

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Net gain on sale of property, plant and equipment	8.25	2.62
Interest on income tax refund	90.20	47.07
Other non-operating income	59.64	102.75
	158.09	**152.44**

34 FINANCE COSTS

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Interest expense measured at amortised cost:		
- Deposits	77.91	180.23
- Borrowings	1,607.73	1,319.94
- Debt securities	2,643.89	2,479.52
- Subordinated debts	12.54	12.47
- Others	1.84	2.16
	4,343.91	**3,994.32**

35 FEES AND COMMISSION EXPENSE

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Other borrowing cost	56.53	46.86
	56.53	**46.86**

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

36 NET LOSS ON FAIR VALUE CHANGES

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Net (gain)/loss on financial instruments at FVTPL / FVOCI		
- Realised gain/(loss) on loans and investments	-	(150.49)
- Unrealised gain/(loss) on loans and investments	-	959.24
	-	**808.75**

37 NET LOSS ON DERECOGNITION OF FINANCIAL INSTRUMENTS UNDER AMORTISED COST CATEGORY

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Loss on derecognition of financial assets and liabilities (net) *	4,144.63	4,642.17
	4,144.63	**4,642.17**

**Includes the following:*

1 *Loss on derecognition of financial assets consists of loss arising from sale of loans and advances as well as technical write off as the Group has no reasonable expectations of recovery. The Group may apply enforcement activities to financial assets written off.*

2. *During the year ended 31 March 2023, Piramal Capital & Housing Finance Limited, wholly owned subsidiary, had carried out buyback of 10,497,228 6.75% Non-convertible debentures having face value of ₹ 950 with buyback prices of ₹ 823.28 per debentures (including Accrued Interest of ₹ 14.76) . Due to such buyback, gain of ₹129.36 crores was recognised as income on de-recognition of financial liability.*

38 IMPAIRMENT ALLOWANCE / (REVERSALS) ON FINANCIAL INSTRUMENTS

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Loans	(268.59)	701.43
Investments	(426.90)	(828.84)
Others including undisbursed commitments	(37.94)	(28.45)
	(733.43)	**(155.86)**

39 EMPLOYEE BENEFITS EXPENSE

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Salaries and wages	1,213.50	822.65
Contribution to Provident and Other Funds (refer note 55)	61.95	60.17
Gratuity expense (refer Note 55)	7.38	9.18
Staff welfare expenses	67.20	37.99
Share based payment expenses (refer note 80)	-	0.06
	1,350.03	**930.05**

40 DEPRECIATION, AMORTIZATION AND IMPAIRMENT

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Depreciation / impairment on property, plant & equipment (refer note 13)	57.30	42.89
Amortisation on intangible assets (refer note 13)	32.91	13.98
Depreciation / impairment on investment property (refer note 12)	22.90	5.56
Impairment of investment property (refer note 12)	660.31	-
Amortisation on right of use assets (refer note 50)	55.54	60.45
	828.96	**122.88**

41 OTHER EXPENSES

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Corporate social responsibility expenses	85.47	74.83
Contribution to electoral trust	-	25.00
Electricity expense	22.16	12.06
Repairs and maintenance (refer note 12)	69.44	31.58
Rent	23.99	9.64
Rates & taxes	35.27	13.33
Insurance expenses	1.00	2.77
Travelling expenses	40.78	21.00
Directors' commission	3.67	3.17
Directors' sitting fees	0.33	1.00
Bad debts	7.89	8.42
Advertisement and business promotion expenses	97.34	48.49
Donations	4.07	1.61
Communication and postage	21.92	18.21
Printing and stationery	8.55	7.35
Professional charges (including legal expenses)	666.88	586.28
Royalty expense	66.48	65.43
Loss on sale of subsidiary (refer note 71)	-	26.20
Provision for doubtful advances	-	133.99
Membership and subscription	65.04	40.82
Impairment of goodwill (refer note 51)	278.19	-
Miscellaneous expenses	34.80	30.73
	1,533.27	**1,161.91**

42 EXCEPTIONAL GAINS / (LOSSES)

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Gain on demerger of Pharma undertaking as per note 75	-	8,373.72
Transaction costs in relation to the sale of Pharma business as per note 75	-	(397.83)
Refund of principal amounts to investors of Indiareit Domestic Real Estate Strategy I as per Note 65	(63.91)	-
Regulatory provisions as per Note 66	(2,022.68)	-
	(2,086.59)	**7,975.89**

43 OTHER COMPREHENSIVE INCOME (NET OF TAXES)

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Other Comprehensive Income related to:		
Fair Valuation of equity investments	(10.42)	212.00
Fair Valuation of debt investments	12.77	(13.01)
Remeasurement of post-employment benefit obligations	(6.39)	1.64
Deferred gains / (losses) on cash flow hedges	(2.01)	10.05
Exchange differences on translation of foreign operations	9.37	(8.58)
Share of other comprehensive income of joint ventures accounted for using equity accounted method	73.20	(70.89)
	76.52	**131.21**

44 CONTINGENT LIABILITIES AND COMMITMENTS

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
A. Contingent Liabilities :		
1. Claim against the Group not acknowledged as debt		
- Vide Demand dated 5 June 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 28 January 1981 to 31 March, 1985 which is not accepted by the Group. The Group has been legally advised that the demand is untenable.	N.A.	N.A.
- Others	8.17	9.61
2. Others		
i. Appeals filed in respect of disputed demands:		
Income Tax		
- where the Group is in appeal	293.59	408.90
- where the department is in appeal	411.48	321.05
Sales Tax	9.60	9.73
Goods and Service Tax	0.35	-
Central / State Exercise / Service Tax / Customs	63.46	61.83
Labour Matters	0.41	0.41
Stamp Duty	9.37	9.37
Legal Cases *	17.30	17.97
ii. Guarantees provided by bank on behalf of Group	117.25	117.00

** Includes Insurance claims in Legal Matters net of provision and reinsurance (Gross Value of Litigated Claims ₹ 31.59 crores (31 March 2023 : ₹ 29.86 crores), out of which reinsured claims ₹ 9.93 crores (31 March, 2023 : ₹ 9.22 crores) and Provision held ₹ 7.58 crores (31 March 2023 : ₹ 5.89 crores))*

Note: Future cash outflows in respect of 1 and 2(i) above are determinable only on receipt of judgments/decisions pending with various forums/authorities.

The Group has a process whereby periodically all long term contracts are assessed for material foreseeable losses. At year end the Group has reviewed and ensured that adequate provision as required under any law / accounting standards for material foreseeable losses on such long term contracts has been made in the books of accounts.

Also, the Group has also reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed the contingent liabilities where applicable, in its financial statements. The Group does not expect the outcome of these proceedings to have a materially adverse effect on its financial results.

(₹ in Crores)

Particulars		
B. Commitments		
(a) Estimated amount of contracts remaining to be executed on capital account and not provided for	244.33	227.59
(b) Other commitments	0.18	0.18

Refer note 58 in case of loan commitments and other commitments

45 EARNINGS PER SHARE (EPS)

In accordance with Ind AS 33 'Earnings per share', Basic EPS is calculated by dividing the profit / loss for the year attributable to equity holders of the Holding Company by the weighted average number of equity shares outstanding during the year.

Diluted EPS is calculated by dividing the profit / (loss) attributable to equity holders of the Holding Company by the weighted average number of equity shares outstanding during the year plus the weighted average number of equity shares that would be issued on conversion of all the dilutive potential equity shares into equity shares of the Holding Company.

The following reflects the income and share data used in the basic and diluted EPS computations:

(₹ in Crores)

	Description		For the year ended 31 March 2024	For the year ended 31 March 2023
(a)	**Basic and diluted EPS for the year**			
	Net profit / (loss) from operations attributable to equity shareholders		(1,683.53)	9,968.58
	Weighted average number of equity shares outstanding during the year for calculation of basic EPS (in nos.)		231,204,684	238,663,700
	Weighted average number of equity shares outstanding during the year for calculation of diluted EPS (in nos.)		232,966,341	239,455,874
	Basic EPS of face value of ₹ 2 per share (in ₹)		(72.82)	417.68
	Diluted EPS of face value of ₹ 2 per share (in ₹) *		(72.82)	416.30
**In view of loss for the year ended 31/03/2024, equity shares which are anti-dilutive have been ignored in the calculation of diluted earnings per share.*				
(b)	**Weighted average number of shares used in calculation of basic and diluted earnings per share**		231,204,684	238,663,700
	Weighted Average Number of Equity Shares for calculating Basic EPS (in nos.)			
	Weighted Average Potential Equity Shares in respect of			
	(i)	Right shares reserved for erstwhile CCD holders and right shares held in abeyance (in nos.)	24,573	24,573
	(ii)	Outstanding stock options (in nos.)	1,737,084	767,601
	Weighted Average Number of Equity Shares for calculating Diluted EPS (in nos.)		232,966,341	239,455,874

46 (a) Property, Plant & Equipment, Investment in Non Convertible Debentures, Inter Corporate Deposits and Other Financial Assets are mortgaged / hypothecated to the extent of ₹ 68,585.87 crores (As on 31 March 2023: ₹ 71,532.95 crores) as a security against secured borrowings as at 31 March 2024.

(b) Piramal Capital & Housing Limited ('PCHFL'), wholly owned subsidiary, has a covenant in its borrowing documents, which states that it shall comply with RBI Regulations in order to qualify as Non-Banking Finance Company – Housing Finance Company within 31 March 2024 or as extended by RBI. PCHFL could not fulfill the PBC criteria as on 31 March 2024 (refer note 49) and is in the process of converting to NBFC.

47 DISCLOSURES IN COMPLIANCE WITH THE REGULATION 52 (4) OF THE SEBI (LISTING OBLIGATION AND DISCLOSURE REQUIREMENTS) REGULATION, 2015 FOR THE FINANCIAL YEAR ENDED 31 MARCH 2024

(₹ in Crores)

	Particulars		For the year ended 31 March 2024	For the year ended 31 March 2023
(a)	Debt-Equity ratio ([Debt securities+Borrowings (other than debt securities) + Deposits+Subordinated debts] / Total Equity ^		2.36	1.60
(b)	Net Worth [Total Equity] (₹ in crore) @		22,673.68	31,059.08
(c)	Net Profit / (loss) after tax (₹ in crore)		(1,683.53)	9,968.58
(d)	Earnings per share (continuing and discontinued operations)			
	(i)	Basic (₹)	(72.82)	417.68
	(ii)	Diluted (₹) *	(72.82)	416.30
(e)	Total debts to total assets ratio ([Debt securities+Borrowings (other than debt securities) + Deposits+ Subordinated debts] / Total Assets)		64.90%	59.20%
(f)	Net profit / (loss) margin [Profit / (loss) after tax / Total Income]		(16.54%)	20.94%
(g)	Sector specific equivalent ratio, as applicable			
	(i)	Gross NPA (stage 3 asset, gross) ratio	2.37%	3.76%
	(ii)	Net NPA (stage 3 asset, net) ratio	0.83%	1.93%

@ *"Net worth" as of 31 March 2024 is computed as per section 2(57) of the Companies Act, 2013*

^ *[Debt Securities + Borrowings (other than debt securities) + Deposits + Subordinated debt] / Net Worth*

* *In view of loss for the year ended 31/03/2024, equity shares which are anti-dilutive have been ignored in the calculation of diluted earnings per share.*

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TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

48 SEGMENT REPORTING

The Holding Company and its subsidiaries are primarily engaged in the business of financing and accordingly there are no separate reportable segmental information as per Ind AS 108.

Further, no single customer represents 10% or more of the Group's total revenue for the year ended 31 March 2024 and 31 March 2023. Based on the geographic information analyses the Group's revenues and assets by the country of domicile, all the Group's revenues and assets other than financial assets and tax assets are predominately based in India.

49 As per para 4.1.17 of Non-Banking Financial Group – Housing Finance Group (Reserve Bank) Directions, 2021 ('RBI Directions'), Piramal Capital & Housing Finance Limited ('PCHFL') was required to comply with Principal Business Criteria ('PBC') for Housing Finance Companies (HFCs). However, the Group could not fulfill the PBC criteria as on 31 March, 2024.

As per above referred RBI Directions, para 5.3, HFCs that are unable to fulfil the PBC criteria as on 31March 2024 shall be required to approach the Reserve Bank of India (RBI) for conversion of their Certificate of Registration from HFC to NBFC – Investment and Credit Companies ('NBFC-ICC'). In line with the above, the Board of Directors has approved the conversion of it's Certificate of Registration from HFC to NBFC-ICC in it's meeting dated 8 May 2024 and PCHFL will submit the application to the RBI along with necessary documents as required under the said RBI Directions.

PCHFL has been advised by the National Housing Bank ('NHB'), to continue compliance with the Master Directions and other circulars issued by RBI as applicable to HFCs and submit all required returns to the National Housing Bank (NHB), till the receipt of new Certification of Registration as NBFC-ICC.

The Board of Directors of PCHFL, in its meeting dated 8 May 2024, has approved a Composite Scheme of Arrangement ("Scheme") under sections 230 to 232 read with section 66 and section 52 and other applicable provisions of the Companies Act, 2013 for amalgamation of Piramal Enterprises Limited ("PEL") with the Group as a reverse merger. This amalgamation is set to take effect from appointed date i.e. 1 April 2024, by way of reverse merger by absorption pursuant to a scheme of arrangement under the provisions of Sections 230 – 232 read with section 66 and section 52 and other relevant provisions of the Companies Act, 2013 (including the rules thereunder).

The proposed scheme is subject to various approvals, including the approval from shareholders, lenders, regulators, the National Group Law Tribunal ("NCLT") and other regulatory/statutory approvals, as may be required. The proposed amalgamation aims to simplify group structure including the regulatory developments and reforms including higher regulatory standards for NBFCs, optimize capital, strengthen the balance sheet, and enhance operational and financial effectiveness.

50 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 31 March 2024

Category of Asset	Opening as on 1 April 2023	Acquisition through business combination	Additions during 2023-24	Deductions during 2023-24	Amortisation for 2023-24	Closing as on 31 March 2024
Building	220.25	-	176.67	113.38	55.54	228.00
Total	**220.25**	**-**	**176.67**	**113.38**	**55.54**	**228.00**

50 LEASES (Continued)

Following are the changes in the carrying value of right of use assets for the year ended 31 March 2023

Category of Asset	Opening as on 1 April 2022	Deductions as per composite scheme of arrangement (refer note 75)	Additions during 2022-23	Deductions during 2022-23	Amortisation for 2022-23	Closing as on 31 March 2023
Building	246.74	98.33	141.27	8.98	60.45	220.25
Leasehold Land	65.84	65.84	-	-	-	-
Storage unit	0.00	0.00	-	-	-	-
Guest House	0.29	0.29	-	-	-	-
Equipments	0.75	0.75	-	-	-	-
IT Assets	1.09	1.09	-	-	-	-
Total	**314.73**	**166.31**	**141.27**	**8.98**	**60.45**	**220.25**

(ii) Carrying amount of Lease liabilities recognised and movement during the year:

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Balance as of 1 April	238.90	160.07
Add: Additions during the year	143.35	144.95
Add: Interest on lease liabilities	36.90	22.45
Less: Deletions / others during the year	(88.05)	(51.08)
Less: Lease rental payments	(66.84)	(37.49)
Balance as of 31 March	**264.26**	**238.90**

(iii) Amounts recognised in the statement of profit or loss - Lease under Ind AS - 116

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
The statement of profit or loss shows the following amounts relating to leases :		
Interest expense on lease liabilities (included in finance cost)	36.90	7.76
Income from sub-leasing right-of-use assets	0.98	1.18
Expense relating to short-term leases (included in operating expenses)	20.63	2.74
(Gain)/loss on pre-mature lease closure	2.01	-
Depreciation	55.54	60.45
Expense relating to leases of low-value assets (other than short term leases as disclosed above) (included in operating expenses)	**3.14**	**-**

The weighted average incremental borrowing rate applied to lease liabilities as at 1 April 2023 ranges between 8.52 % to 13.19% (Previous Year :8.91 % to 11.54%).

The bifurcation below provides details regarding the contractual maturities of lease liabilities on an undiscounted basis:

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
1 year	103.98	63.63
1-3 years	216.13	106.99
3-5 years	100.19	76.28
More than 5 years	86.74	55.50

51 GOODWILL

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Opening balance	272.17	1,294.70
Add: Addition due to acquisition during the year (Refer Note 70(i))	-	2.00
Add: Currency translation differences	8.02	5.97
Less: Impairment on goodwill	(278.19)	-
Less: Adjustments on account of composite scheme of arrangement (Refer Note 75)	-	(1,030.50)
Closing balance	**2.00**	**272.17**

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 31 March 2024	As at 31 March 2023
Financial Services	2.00	272.17
	2.00	**272.17**

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) reassessment of the discount rates, (b) 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.

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 review of internal and external factors, the Group has reassessed the assumptions, strategy and business model pertaining to its Real Estate fund management business. Accordingly, it has impaired the related goodwill amounting to ₹ 278.19 crores during the year ended 31 March 2024 (31 March 2023: Nil) and has recorded the same under "Other expenses".

52 MOVEMENT IN PROVISIONS :

(₹ in Crores)

Particulars	Litigations / Disputes		Onerous Contracts	
	As at 31 March		As at 31 March	
	2024	2023	2024	2023
Balances as at the beginning of the year	3.50	3.50	-	0.08
Amount transferred as per composite scheme of arrangement (refer note 75)	-	-	-	(0.08)
Balances as at the end of the year	3.50	3.50	-	-

(a) 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 judgments/decisions pending with various forums/ authorities.

(b) 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.

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TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

53 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	As at 31 March 2024	As at 31 March 2023
Carrying amount of transferred assets measured at amortised cost (held as Collateral)	3,399.41	1,094.36
Carrying amount of associated liabilities (Borrowings) (other than securities)- measured at amortized cost	3,489.40	1,091.57
Fair Value of Assets	3,399.41	1,094.36
Fair Value of Associated Liabilities	3,489.40	1,091.57
Net Position at Fair Value	(89.99)	2.79

Note : Transferred Financial Assets that are derecognised in their entirety

The Group has assigned loans (earlier measured at amortized cost) by way of direct assignment. As per the terms of deals, since substantial risk and rewards related to these assets were transferred to the buyer, the assets have been de-recognised from the Group's Balance Sheet. The table below summarised the carrying amount of the derecognised financial assets.

(₹ in Crores)

Direct Assignment (excluding 100% direct assignment (including co-lending))	As at 31 March 2024	As at 31 March 2023
Carrying amount of transferred assets measured at amortised cost	9,177.18	11,237.57
Carrying amount of exposures retained by the Group at amortized cost	1,064.07	1,415.98

54 INTERESTS IN OTHER ENTITIES

A. Subsidiaries -

The Group's subsidiaries at 31 March 2024 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 Group	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 31 March 2024	% voting power held as at 31 March 2024	
1	Piramal International (upto 29 September 2023) *	Mauritius	100.00%	0.00%	Others
2	Piramal Dutch IM Holdco B.V (upto 8 September 2023)*	Netherlands	100.00%	0.00%	Others
3	Piramal Capital and Housing Finance Limited	India	100.00%	0.00%	Financial Services
4	DHFL Investments Limited #	India	100.00%	0.00%	Financial Services
5	DHFL Advisory & Investments Private Limited #	India	100.00%	0.00%	Financial Services
6	DHFL Holdings Limited #	India	100.00%	0.00%	Financial Services
7	Piramal Agastya Offices Private Limited (formerly known as PRL Agatsya Private Limited) (w.e.f. 29 April 2022) #	India	100.00%	0.00%	Leasing of properties
8	Piramal Fund Management Private Limited	India	100.00%	0.00%	Financial Services
9	Piramal Alternatives Private Limited	India	100.00%	0.00%	Financial Services
10	Piramal Investment Advisory Services Private Limited	India	100.00%	0.00%	Financial Services

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TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

54 INTERESTS IN OTHER ENTITIES (Continued)

Sr. No.	Name of the Group	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 31 March 2024	% voting power held as at 31 March 2024	
11	Piramal Investment Opportunities Fund	India	100.00%	0.00%	Financial Services
12	INDIAREIT Investment Management Co. $$	Mauritius	100.00%	0.00%	Financial Services
13	Piramal Asset Management Private Limited $$ (upto 5 June 2023) *	Singapore	100.00%	0.00%	Financial Services
14	Piramal Securities Limited	India	100.00%	0.00%	Financial Services
15	Piramal Systems & Technologies Private Limited	India	100.00%	0.00%	Others
16	Piramal Technologies SA@	Switzerland	100.00%	0.00%	Others
17	PEL Finhold Private Limited	India	100.00%	0.00%	Others
18	Piramal Corporate Tower Private Limited (formerly known as Piramal Consumer Products Private Limited)	India	100.00%	0.00%	Leasing of properties
19	Piramal Finance Sales & Services Private Limited #	India	100.00%	0.00%	Manpower services
20	Piramal Payment Services Limited (w.e.f. 29 April 2022) #	India	100.00%	0.00%	Financial Services
21	Piramal Alternatives Trust	India	100.00%	0.00%	Financial Services
22	Piramal Alternatives India Access Fund (w.e.f 11 September 2023) ^	India	100.00%	0.00%	Financial Services
23	Virdis Infrastructure Investment Managers Private Limited	India	100.00%	0.00%	Financial Services

Others denotes investment in subsidiaries / other business activities

** Voluntarily liquidated in the current year*

@ held through Piramal Systems & Technologies Private Limited

$$ held through Piramal Fund Management Private Limited

 # held through Piramal Capital & Housing Finance Limited

^ held through Piramal Alternatives Private Limited & Piramal Alternatives trust.

The Group's subsidiaries at 31 March 2023 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 Group	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 31 March 2023	% voting power held as at 31 March 2023	
1	Piramal International (upto 29 September 2023) *	Mauritius	100.00%	0.00%	Others
2	Piramal Holdings (Suisse) SA (upto 9 December 2022)	Switzerland	100.00%	0.00%	Others
3	Piramal Dutch IM Holdco B.V (upto 8 September 2023)*	Netherlands	100.00%	0.00%	Others
4	Piramal Capital and Housing Finance Limited	India	100.00%	0.00%	Financial Services
5	DHFL Investments Limited #	India	100.00%	0.00%	Financial Services
6	DHFL Advisory & Investments Private Limited #	India	100.00%	0.00%	Financial Services
7	DHFL Holdings Limited #	India	100.00%	0.00%	Financial Services
8	Piramal Agastya Offices Private Limited (formerly known as PRL Agatsya Private Limited) (w.e.f. 29 April 2022) #	India	100.00%	0.00%	Leasing of properties
9	Piramal Fund Management Private Limited	India	100.00%	0.00%	Financial Services

54 INTERESTS IN OTHER ENTITIES (Continued)

Sr. No.	Name of the Group	Principal place of business / Country of incorporation	Ownership interest held by the group: % voting power held as at 31 March 2023	Ownership interest held by non-controlling interests: % voting power held as at 31 March 2023	Principal Activity
10	Piramal Alternatives Private Limited	India	100.00%	0.00%	Financial Services
11	Piramal Investment Advisory Services Private Limited	India	100.00%	0.00%	Financial Services
12	Piramal Investment Opportunities Fund	India	100.00%	0.00%	Financial Services
13	INDIAREIT Investment Management Co. $$	Mauritius	100.00%	0.00%	Financial Services
14	Piramal Asset Management Private Limited $$ (upto 5 June 2023) *	Singapore	100.00%	0.00%	Financial Services
15	Piramal Securities Limited	India	100.00%	0.00%	Financial Services
16	Piramal Systems & Technologies Private Limited	India	100.00%	0.00%	Others
17	Piramal Technologies SA @	Switzerland	100.00%	0.00%	Others
18	PEL Finhold Private Limited	India	100.00%	0.00%	Others
19	Piramal Corporate Tower Private Limited (formerly known as Piramal Consumer Products Private Limited)	India	100.00%	0.00%	Others
20	Piramal Finance Sales & Services Private Limited #	India	100.00%	0.00%	Manpower services
21	Piramal Payment Services Limited #	India	100.00%	0.00%	Financial Services
22	Piramal Alternatives Trust	India	100.00%	0.00%	Financial Services
23	Virdis Power Investment Managers Private Limited *	India	100.00%	0.00%	Financial Services
24	Virdis Infrastructure Investment Managers Private Limited	India	100.00%	0.00%	Financial Services

Others denotes investment in subsidiaries / other business activities

** Voluntarily liquidated in the current year*

@ held through Piramal Systems & Technologies Private Limited

$$ held through Piramal Fund Management Private Limited

 # held through Piramal Capital & Housing Finance Limited

(a) (i) Interest in material subsidiary

Summarized consolidated financial information in respect of the group's material subsidiary is set out below. The summarized consolidated financial information below represents amounts as per Piramal Capital & Housing Finance Limited's ("PCHFL") consolidated financial statements.

Summarized Balance Sheet:

(₹ in Crores)

Particulars	PCHFL As at 31 March 2024	PCHFL As at 31 March 2023
Total assets	65,858.17	62,266.49
Total liabilities	50,963.47	47,485.45

54 INTERESTS IN OTHER ENTITIES (Continued)

(₹ in Crores)

Particulars	PCHFL	
	For the year ended 31 March 2024	For the year ended 31 March 2023
Summarized Total Comprehensive Income:		
Total Income	6,769.26	6,669.15
Expenses (including tax expense and exceptional items)	8,672.71	14,091.47
Share of net profit / (loss) of joint ventures	(71.83)	20.96
Profit / (loss) for the year	(1,975.28)	(7,401.36)
Other comprehensive Income for the year	88.96	(5.26)
Total Comprehensive Income for the year	(1,886.32)	(7,406.62)
Movement in Cash & Cash Equivalents:		
Opening Cash & Cash Equivalents	1,928.02	4,619.25
Closing Cash & Cash Equivalents	1,957.06	1,928.02
Add : Cash & cash equivalents transferred due to acqusition during the year	-	0.69
Net Cash Inflow / (outflow)	29.05	(2,691.92)

(b) (i) Interest in Material Joint Ventures

Sr. No.	Name of the Group	Principal place of business	Carrying Amount as at		% of ownership interest
			31 March, 2024	31 March, 2023	
1	Shrilekha Business Consultancy Private Limited (Joint venture) (Shrilekha Business Consultancy Limited) *	India	-	-	N.A.

** To be considered upto 9 November 2022 owing to the Composite Scheme of Arrangement and Amalgamation in Shriram group (refer note 72)*

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 had 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 statement of profit and loss

(₹ in Crores)

Particulars	For the period 1 April 22 to 9 November 22
Revenue	-
Income tax expense	-
Share of profit from associate	346.62
Profit for the period	346.54
Total comprehensive income for the period	346.54

54 INTERESTS IN OTHER ENTITIES (Continued)

Reconciliation to carrying amounts as at:

(₹ in Crores)

Particulars	31 March 2023
Net assets	4,943.21
Group's share in %	74.95%
Proportion of the Group's ownership interest	3,704.94
Goodwill	556.74
Dividend Distribution Tax	24.17
Redemption of investments on account of Composite Scheme of Arrangement and Amalgamation in Shriram group (refer note 72)	(4,285.85)
Carrying amount	-

(b) (ii) Individually immaterial associates and 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 Group	Principal place of business	% of ownership interest
1	India Resurgence ARC Private Limited	India	50.00%
2	India Resurgence Asset Management Business Private Limited	India	50.00%
3	Asset Resurgence Mauritius Manager	Mauritius	50.00%
4	India Resurgence Fund- Scheme- 2	India	50.00%
5	Piramal Structured Credit Opportunities Fund	India	24.77%
6	India Resurgence Fund- Scheme- 4	India	50.00%
7	Pramerica Life Insurance Limited	India	50.00%

Investment in India Resurgence ARC Private Limited

India Resurgence ARC Private Limited was a wholly owned subsidiary of the Group till 18 July 2017. On 19 July 2017, the Group has entered into a joint venture agreement with Bain Capital Credit India Investments (a Group existing under the laws of the Republic of Mauritius) to sell its shares to the latter.

The contractual arrangement states that the Group 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 19 July 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 Group till 6 February 2018. On 7 February 2018, the Group has entered into a joint venture agreement with Bain Capital Mauritius (a private limited Group incorporated in Mauritius) to sell its shares to the latter.

The contractual arrangement states that the Group 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 7 February 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, wholly owned subsidiary

54 INTERESTS IN OTHER ENTITIES (Continued)

Asset Resurgence Mauritius Manager was incorporated in the Republic of Mauritius as a private Group under the Mauritius Companies Act 2001 on 10 October 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 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 Group and Bain Capital. India Resurgence Fund is a trust which has been set up on 2 March 2017 and registered with SEBI on 28 June 2017. India Resurgence Fund has floated India Resurgence Fund Scheme 2 for investments into distressed to control investment opportunities.

Piramal Structured Credit Opportunities Fund

Piramal Structured Credit Opportunities Fund' (the 'Fund') has been established under the provisions of the Indian Trust Act, 1882. The Fund has received approval from the Securities and Exchange Board of India on 10 February 2020 to carry on the activity of alternate investment fund by pooling together resources and finances from institutional and high net worth investors.

Pramercia Life Insurance Limited

Pramerica Life Insurance Limited has been established under the provisions of Insurance Regulatory Development Authority of India (IRDAI). The Group is carrying business on the basis of certificate of registration granted and duly renewed by IRDAI.

Investment in India Resurgence Fund - Scheme - 4

India Resurgence Fund Scheme 4, a Scheme of India Resurgence Fund, is a Category II Alternative Investment Fund, registered under Securities and Exchange Board of India (Alternative Investment Funds) Regulations, 2012 on 2 August 2023, with investment objective to provide attractive, long-term, risk-adjusted returns to the Contributors primarily by making investments in distressed to control investments in Indian Companies, across various sector through the purchase of both existing securities or newly issued securities.

Aggregate carrying amount of individually immaterial joint ventures

(₹ in Crores)

Particulars	31 March 2024	31 March 2023
Aggregate investment amounts of the group's share of:	2,031.18	1,637.48
- Profit / (loss) from operations	153.73	128.88
- Other comprehensive income	73.20	(70.89)
Total comprehensive income	**226.93**	**57.99**

(c) 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 Group	Principal place of business
1	Shriram Capital Limited (upto 9 November 2022)	India
2	DHFL Ventures Trustee Group Private Limited	India

Held for sale associates

The Holding Company's Associate Companies Shriram LI Holdings Private Limited and Shriram GI Holdings Private Limited are classified as Held for sale by the Holding Company. Hence, these entities were not considered for consolidation by the Management of the Holding Company (refer note 72 & 73)

Sr. No.	Name of the Group	Principal place of business
1	Shriram GI Holdings Private Limited (w.e.f 9 November 2022)	India
2	Shriram LI Holdings Private Limited (w.e.f 9 November 2022)	India
3	Shriram Investment Holdings Limited (w.e.f 9 November 2022 upto 26 March 2024)	India

54 INTERESTS IN OTHER ENTITIES (Continued)

(₹ in Crores)

	31 March 2024	31 March 2023
Aggregate carrying amount of individually immaterial associates *	1,708.38	2,277.58
Aggregate amounts of the group's share of:		
Profit / (loss) from continuing operations	-	-
Other comprehensive income	-	-
Total comprehensive income/ (Loss)	-	-

** Including ₹1,708.34 crores (31 March 2023: ₹ 2,277.54 crores) held for sale associates (Refer note 73)*

(d) Share of profits from Associates and Joint Ventures for the year ended:

(₹ in Crores)

Particulars	31 March 2024	31 March 2023
Share of profits from Joint Ventures (including other comprehensive income)	226.93	317.72
Share of profits from Associates	-	-
Total share of profits from Associates and Joint Ventures	**226.93**	**317.72**

55 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, Employees State Insurance Fund and Employees' Pension Scheme (under the provisions of the Employees' Provident Funds and Miscellaneous Provisions Act, 1952). 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.

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.

55 EMPLOYEE BENEFITS : (Continued)

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.

I. Charge to the Consolidated Statement of Profit and Loss based on Defined Contribution Plans:

(₹ in Crores)

Particulars	Year Ended 31 March 2024	Year Ended 31 March 2023
Employer's contribution to Regional Provident Fund Office	57.22	21.65
Employer's contribution to Superannuation Fund	0.05	0.05
Employer's contribution to Employees' State Insurance	1.72	0.00
Employer's contribution to Employees' Pension Scheme 1995	0.20	16.87
Contribution to Pension Fund	2.76	2.08
	61.95	40.65

Included in Contribution to Provident and Other Funds (Refer Note 39)

II. Disclosures for defined benefit plans based on actuarial valuation reports as on 31 March 2024

A. Change in Defined benefit obligation

(₹ in Crores)

Particulars	(Funded)						(Non-Funded)	
	Gratuity		Pension		Provident Fund		Gratuity	
	Year Ended 31 March		Year Ended 31 March		Year Ended 31 March		Year Ended 31 March	
	2024	2023	2024	2023	2024	2023	2024	2023
Present Value of Defined Benefit Obligation as at beginning of the year	56.95	124.79	-	614.17	202.11	364.37	-	0.71
Interest Cost	4.18	4.01	-	-	17.54	17.41	-	-
Current Service Cost	5.86	7.72	-	-	5.29	3.87	-	-
Past Service Cost	0.42	-	-	-	-	-	-	-
Past Contribution from Employer	-	-	-	-	-	-	-	-
Contributions from plan participants	-	-	-	-	6.41	5.52	-	-
Return on Plan Assets, Excluding Interest Income	-	-	-	-	-	-	-	-

55 EMPLOYEE BENEFITS : (Continued)

(₹ in Crores)

Particulars	(Funded)						(Non-Funded)	
	Gratuity		Pension		Provident Fund		Gratuity	
	Year Ended 31 March		Year Ended 31 March		Year Ended 31 March		Year Ended 31 March	
	2024	2023	2024	2023	2024	2023	2024	2023
Liability Transferred In / Acquisitions	2.22	0.95	-	-	-	-	-	-
Liability Transferred In for employees joined	-	-	-	-	8.49	3.88	-	-
Liability Transferred Out for employees left	-	(5.16)	-	-	-	-	-	-
Liability acquired on acquisition of a subsidiary	-	-	-	-	-	-	-	-
Benefit Directly Paid By Employer	(7.14)	(11.18)	-	-	(41.07)	(14.32)	-	-
Benefits Paid	-	(2.58)	-	-	-	(170.01)	-	(0.71)
Other Actuarial Adjustments	0.66	(58.28)	-	(614.17)	(0.04)	(8.61)	-	-
Actuarial (Gains)/loss- due to change in Demographic Assumptions	0.65	(4.32)	-	-	-	-	-	-
Actuarial (Gains)/loss- due to change in Financial Assumptions	0.82	0.38	-	-	-	-	-	-
Actuarial (Gains)/loss- due to experience adjustments	8.33	0.62	-	-	-	-	-	-
Exchange Differences on Foreign Plans	-	-	-	-	-	-	-	-
Present Value of Defined Benefit Obligation as at the end of the year	**72.95**	**56.95**	**-**	**-**	**198.73**	**202.11**	**-**	**-**

B. Changes in the Fair Value of Plan Assets

(₹ in Crores)

Particulars	(Funded)					
	Gratuity		Pension		Provident Fund	
	Year Ended 31 March		Year Ended 31 March		Year Ended 31 March	
	2024	2023	2024	2023	2024	2023
Fair Value of Plan Assets as at beginning of the year	43.00	88.96	-	890.23	207.78	364.37
Interest Income	3.08	2.82	-	-	17.53	17.40
Contributions from employer	5.10	5.43	-	-	-	-
Contributions from plan participants	-	-	-	-	11.71	9.40
Asset acquired on acquisition of a subsidiary	-	-	-	-	-	-
Assets Transferred In for employees joined	-	-	-	-	8.49	3.88
Assets Transferred out for employees joined	-	(5.16)	-	-	-	-
Reduction on disposal of discontinued operations	-	(45.46)	-	(890.23)	-	(170.01)
Benefits Paid from the fund	-	(2.58)	-	-	(41.07)	(14.32)
Return on Plan Assets, Excluding Interest Income	1.21	(1.01)	-	-	1.57	(2.94)
Administration cost	-	-	-	-	-	-
Other Actuarial Adjustment	(0.49)	-	-	-	(0.01)	-
Exchange Differences on Foreign Plans	-	-	-	-	-	-
Fair Value of Plan Asset as at the end of the year	**51.90**	**43.00**	**-**	**-**	**206.00**	**207.78**

55 EMPLOYEE BENEFITS : (Continued)

C. Amount recognised in the Balance Sheet

(₹ in Crores)

Particulars	(Funded)					
	Gratuity		Pension		Provident Fund	
	As at 31 March		As at 31 March		As at 31 March	
	2024	2023	2024	2023	2024	2023
Present Value of Defined Benefit Obligation as at the end of the year	72.95	56.95	-	-	198.73	202.11
Fair Value of Plan Assets As at end of the year	51.90	43.00	-	-	206.00	207.78
Funded Status	-	-	-	-	-	-
Asset Ceiling	-	-	-	-	-	-
Effect of currency translations	-	-	-	-	-	-
Net Liability recognised in the Balance Sheet (Refer Note 14 & 22)	**21.05**	**13.95**	**-**	**-**	**(7.27)**	**(5.67)**

D. Expenses recognised in Consolidated Statement of Profit and Loss

(₹ in Crores)

Particulars	(Funded)						(Non-Funded)	
	Gratuity		Pension		Provident Fund		Gratuity	
	Year Ended 31 March		Year Ended 31 March		Year Ended 31 March		Year Ended 31 March	
	2024	2023	2024	2023	2024	2023	2024	2023
Current Service Cost	5.86	7.72	-	-	5.29	3.87	-	0.27
Past Service Cost	0.42	-	-	-	-	-	-	-
Net interest Cost	1.10	1.19	-	-	0.01	0.01	-	-
(Gains)/Losses on Curtailments and settlements	-	-	-	-	-	-	-	-
Total Expenses recognised in the Statement of Profit And Loss (Refer note 39)	**7.38**	**8.91**	**-**	**-**	**5.30**	**3.88**	**-**	**0.27**

E. Expenses Recognized in the Other Comprehensive Income (OCI) for Current Year

(₹ in Crores)

Particulars	(Funded)	
	Gratuity	
	Year Ended 31 March	
	2024	2023
Actuarial (Gains)/Losses on Obligation For the Period- Due to changes in demographic assumptions	0.65	(4.32)
Actuarial (Gains)/Losses on Obligation For the Period- Due to changes in financial assumptions	0.82	0.38
Actuarial (Gains)/Losses on Obligation For the Period- Due to experience adjustment	8.33	0.62
Return on Plan Assets, Excluding Interest Income	(1.21)	1.01
Change in Asset Ceiling	-	-
Net (Income) / Expense For the Period Recognized in OCI	**8.59**	**(2.31)**

F. Significant Actuarial Assumptions:

(₹ in Crores)

Particulars	(Funded)					
	Gratuity		Pension		Provident Fund	
	As at 31 March		As at 31 March		As at 31 March	
	2024	2023	2024	2023	2024	2023
Discount Rate (per annum)	7.14% to 7.44%	6.84% to 7.41%	NA	NA	7.18%	7.35%
Salary escalation rate	6.5% to 10%	6.50% to 10%	NA	NA	NA	NA
Expected Rate of return on Plan Assets (per annum)	**7.14% to 7.44%**	**6.70% to 7.41%**	**NA**	**NA**	**8.25%**	**7.35%**

55 EMPLOYEE BENEFITS : (Continued)

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 31 March		As at 31 March		As at 31 March	
	2024	2023	2024	2023	2024	2023
Opening Net Liability/(asset)	13.83	35.83	-	-	-	0.71
Transfer of Liability from Non funded to Funded	-	-	-	-		-
Expenses Recognized in Statement of Profit or Loss	7.38	8.91	-	-	-	0.27
Expenses Recognized in OCI	8.59	(2.31)	-	-	-	-
Other Actuarial Adjustments	1.28	(2.62)	-	-	-	-
Exchange Fluctuation	-	-	-	-	-	-
Net Liability/(Asset) Transfer In	2.22	0.95	-	-	-	-
Net (Liability)/Asset Transfer Out	-	(10.32)	-	-	-	-
Balance in relation to the discontinued operations	-	-	-	-	-	(0.98)
Net asset added on acquisition of subsidiary	-	-	-	-	-	-
Benefit Paid Directly by the Employer	(7.14)	(11.18)	-	-	-	-
Employer's Contribution	(5.10)	(5.43)	-	-	-	-
Net Liability/(Asset) Recognized in the Balance Sheet (Refer Note 14 & 22)	**21.06**	**13.83**	**-**	**-**	**-**	**-**

H. Category of Assets

(₹ in Crores)

Particulars	(Funded)					
	Gratuity		Pension		Provident Fund	
	As at 31 March		As at 31 March		As at 31 March	
	2024	2023	2024	2023	2024	2023
Government of India Assets (Central & State)	-	0.48			91.38	85.89
Public Sector Unit Bonds	-	-			7.33	5.63
Debt Instruments	-	-	-	-	-	-
Corporate Bonds	-	0.27	-	-	75.48	72.71
Fixed Deposits under Special Deposit Schemes of Central Government*	-	0.09	-	-	4.00	16.97
Insurance fund*	51.76	41.81	-	-	-	-
Equity Shares of Listed Entities/ Mutual funds	-	0.22	-	-	14.85	14.55
Global Equities	-		-	-	-	-
Others*	0.14	0.13	-	-	12.96	12.03
Total	**51.90**	**43.00**	**-**	**-**	**206.00**	**207.78**

** Except these, all the other investments are quoted.*

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

55 EMPLOYEE BENEFITS : (Continued)

I. Other Details

(₹ in Crores)

Particulars	Funded Gratuity	
	As at 31 March 2024	As at 31 March 2023
Number of Active Members	13,673	12,209
Per Month Salary For Active Members	28.42	22.91
Average Expected Future Service (Years)	1 to 6 Years	2 to 7 Years
Projected Benefit Obligation (PBO) (₹ In crores)	73.02	56.95
Prescribed Contribution For Next Year (12 Months) (₹ In crores)	13.88	6.08

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	
	31 March 2024	31 March 2023
1st Following Year	29.68	24.08
2nd Following Year	9.75	8.37
3rd Following Year	9.08	6.50
4th Following Year	7.91	5.50
5th Following Year	6.82	4.74
Sum of Years 6 To 10 Years	17.18	13.04

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 4-9 years (Previous year 3-10 years)

K. Sensitivity analysis

(₹ in Crores)

Projected Benefit Obligation	Gratuity - Funded		Pension - Funded		Gratuity - Non Funded	
	As at 31 March 2024	As at 31 March 2023	As at 31 March 2024	As at 31 March 2023	As at 31 March 2024	As at 31 March 2023
Impact of +1% Change in Rate of Discounting	(1.84)	(1.38)	-	-	NA	NA
Impact of-1% Change in Rate of Discounting	1.60	1.51	-	-	NA	NA
Impact of +1% Change in Rate of Salary Increase	1.54	1.46	-	-	NA	NA
Impact of-1% Change in Rate of Salary Increase	(1.81)	(1.15)	-	-	NA	NA

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.

55 EMPLOYEE BENEFITS : (Continued)

III. Compensated absences

(₹ in Crores)

Particulars	(Funded) For the year ended 31 March 2024	2023
Expense recognised in the Statement of Profit and Loss	736	1527
Discount rate (p.a.)	7.20% p.a.	7.20% p.a.
Salary escalation rate (p.a.)	6.5-10% p.a.	6.5-10% p.a.
Amount recognised in the Balance Sheet		
Present Value of Benefit Obligation at the end of the year*	(29.13)	(25.39)
Fair Value of Plan Assets at the end of the year	(5.93)	(17.76)
Funded Status (surplus/ (deficit))	(23.21)	(7.63)
Net (Liability) / Asset Recognized in the Balance Sheet	**(23.21)**	**(7.63)**

**includes Short term compensated absences of Nil (31 March 2023 - ₹ 1.22 crores)*

The liability for compensated absences (Non – Funded) as at year end is ₹ 16.70 crores (31 March 2023: ₹ 14.65 crores)

IV. Long term service employee benefits

The liability for Long term Service Awards (Non – Funded) as at year end is ₹ 0.17 crores (Previous year- ₹ 0.13 crores)

V. For liability for Stock options - Refer note 80

56 RELATED PARTY DISCLOSURES

1. List of related parties

A. Subsidiaries - Refer Note 54 (a) for list of subsidiaries.

B. Promoter group Entities and other related parties *

Gopikrishna Piramal Memorial Hospital
Piramal Corporate Services Limited
Brickex Advisors Private Limited
PRL Developers Private Limited
Piramal Trusteeship Services Private Limited
Glider Buildcon Realtors Private Limited
Social Worth Technologies Private Limited
Piramal Pharma Limited #
PEL Pharma Inc. #
Piramal Dutch Holdings N.V. #
Piramal Critical Care Limited #
Piramal Foundation #
Piramal Foundation for Education Leadership #
Piramal Swasthya Management #
Piramal Critical Care UK Limited
Piramal Healthcare Inc.
Analog Legalhub Technology Private Limited
Interviewvector Technologies Private Limited
The Ajay G. Piramal Foundation @

NOTES
TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

56 RELATED PARTY DISCLOSURES (Continued)

Piramal Phytocare Limited Senior Employees Option Trust @

The Sri Krishna Trust through its Trustees, Mr. Ajay Piramal and Dr.(Mrs.) Swati A. Piramal @

Aasan Corporate Solutions 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 current & previous year.

**where there are transactions during the current or previous year*

 # Considered as related party under scale based regulations

Employee Benefit Trusts

Staff Provident Fund of Piramal Healthcare Limited

Piramal Pharma Limited Employees PF Trust

C. Associates and Joint Ventures

Name of the Entity	Principal Place of business	% voting power held as at 31 March 2024	% voting power held as at 31 March 2023	Relationship as at 31 March 2024	Relationship as at 31 March 2023
Shrilekha Business Consultancy Private Limited (upto 9 November 2022)	India	0.00%	74.95%	N.A.	Joint Venture
Shriram Capital Limited (mainly through Shrilekha Business Consultancy Private Limited) (upto 9 November 2022)	India	0.00%	20.00%	N.A.	Associate
India Resurgence ARC Private Limited	India	50.00%	50.00%	Joint Venture	Joint Venture
India Resurgence Asset Management Business Private Limited	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 Fund- Scheme- 4 (w.e.f 29 December 2023)	India	50.00%	50.00%	Joint Venture	Joint Venture
Shriram GI Holdings Private Limited (w.e.f 9 November 2022)	India	20.00%	20.00%	Associate	Associate
Shriram LI Holdings Private Limited (w.e.f 9 November 2022)	India	20.00%	20.00%	Associate	Associate
Shriram Investment Holdings Limited (w.e.f 9 November 2022 & upto 26 March 2024)	India	0.00%	20.00%	N.A.	Associate
Asset Resurgence Mauritius Manager	Mauritius	50.00%	50.00%	Joint Venture	Joint Venture
Piramal Structured Credit Opportunities Fund	India	24.77%	25.00%	Joint Venture	Joint Venture
DHFL Venture Trustee Group Private Limited	India	45.00%	45.00%	Associate	Associate
Pramerica Life Insurance Limited	India	50.00%	50.00%	Joint Venture	Joint Venture

D. Other Intermediaries:

Shriram City Union Finance Limited (upto 9 November 2022)

E. Key Management Personnel

Mr. Ajay G. Piramal- Chairman and Executive Director

Dr. (Mrs.) Swati A. Piramal- Vice Chairman and Executive Director

Mr. Anand Piramal- Non- Executive Director

Ms. Nandini Piramal- Non-Executive Director (upto 31 August 2022)

Mr. Khushru Jijina- Executive Director (up to 31 August 2022)

Ms. Upma Goel- Chief Financial Officer (w.e.f 18 August 2022)

Mr. Vivek Valsaraj- Chief Financial Officer (upto 18 August 2022)

Mr. Bipin Singh- Company Secretary

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

56 RELATED PARTY DISCLOSURES (Continued)

F. Non Executive/Independent Directors

Mr. N. Vaghul (upto 9 November 2022)

Mr. Puneet Dalmia

Mr. Vijay Shah

Mr. S. Ramadorai (upto 31 March 2024)

Mr. Kunal Bahl

Mr. Suhail Nathani

Ms. Anjali Bansal

Ms. Anita George

Mrs. Shikha Sharma

Mr. Rajiv Mehrishi (w.e.f 26 May 2022)

Mr. Gautam Doshi (w.e.f 31 October 2022)

Name of the related party and nature of the related party relationship where control exists have been disclosed irrespective of whether or not there have been transactions between the related parties. In other cases, disclosure has been made only when there have been transactions with those parties. Related parties as defined under para 9 of Ind AS 24 'Related Party Disclosures' have been identified based on representations made by key managerial personnel and information available with the Group.

2. Details of transactions with related parties

(₹ in Crores)

Details of Transactions	Joint Ventures		Associates		Other Related Parties (including Promoter group entities)		Total	
	For the year ended 31 March							
	2024	2023	2024	2023	2024	2023	2024	2023
Purchase of Goods								
- Piramal Pharma Limited	-	-	-	-	1.49	31.63	1.49	31.63
TOTAL	**-**	**-**	**-**	**-**	**1.49**	**31.63**	**1.49**	**31.63**
Rendering of Services								
- Piramal Pharma Limited	-	-	-	-	33.15	56.58	33.15	56.58
- Piramal Structured Credit Opportunities Fund	8.97	5.82	-	-		-	8.97	5.82
- Piramal Foundation	-	-	-	-	0.05	0.05	0.05	0.05
- Pramerica Life Insurance Limited	4.91	-	-	-	-	-	4.91	-
TOTAL	**13.88**	**5.82**	**-**	**-**	**33.20**	**56.63**	**47.08**	**62.45**
Interest Received on investments / loans								
- India Resurgence Asset Management Business Private Limited	1.44	1.43	-	-	-	-	1.44	1.43
- India Resurgence ARC Private Limited	6.75	2.15	-	-	-	-	6.75	2.15
- India Resurgence Fund Scheme-II	76.34	66.23	-	-	-	-	76.34	66.23
- Piramal Structured Credit Opportunities Fund	66.31	33.21	-	-	-	-	66.31	33.21
- PRL Developers Private Limited		-	-	-	5.07	0.03	5.07	0.03
TOTAL	**150.84**	**103.02**	**-**	**-**	**5.07**	**0.03**	**155.91**	**103.05**
Finance Cost on Loans								
- Pramerica Life Insurance Limited	1.80	1.89	-	-	-	-	1.80	1.89
TOTAL	**1.80**	**1.89**	**-**	**-**	**-**	**-**	**1.80**	**1.89**
Royalty Expense								
- Piramal Corporate Services Limited	-	-	-	-	65.67	65.43	65.67	65.43
TOTAL	**-**	**-**	**-**	**-**	**65.67**	**65.43**	**65.67**	**65.43**

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

56 RELATED PARTY DISCLOSURES (Continued)

(₹ in Crores)

Details of Transactions	Joint Ventures		Associates		Other Related Parties (including Promoter group entities)		Total	
	For the year ended 31 March							
	2024	2023	2024	2023	2024	2023	2024	2023
Rent Expense								
- Aasan Corporate Solutions Private Limited	-	-	-	-	15.44	20.12	15.44	20.12
- Gopikrishna Piramal Memorial Hospital	-	-	-	-	0.20	0.26	0.20	0.26
- Piramal Pharma Limited	-	-	-	-	4.80	4.79	4.80	4.79
- PRL Agastya Private Limited	-	-	-	-	-	2.80	-	2.80
TOTAL	**-**	**-**	**-**	**-**	**20.44**	**27.97**	**20.44**	**27.97**
Professional Fees								
- Piramal Trusteeship Services Private Limited	-	-	-	-	0.09	0.10	0.09	0.10
- Piramal Structured Credit Opportunities Fund	-	0.39	-	-	-	-	-	0.39
- India Resurgence Asset Management Business Private Limited	0.04				-	-	0.04	-
- India Resurgence Fund Scheme-II	-	6.77	-	-	-	-	-	6.77
- Analog Legalhub Technology Private Limited	-	-	-	-	1.44	-	1.44	-
- Interviewvector Technologies Private Limited	-	-	-	-	0.00	-	-	-
- Social Worth Technologies Private Limited	-	-	-	-	5.31	43.46	5.31	43.46
TOTAL	**0.04**	**7.16**	**-**	**-**	**6.84**	**43.56**	**6.88**	**50.72**
Commission Expense								
- Social Worth Technologies Private Limited	-	-	-	-	-	2.71	-	2.71
TOTAL	**-**	**-**	**-**	**-**	**-**	**2.71**	**-**	**2.71**
Guarantee commission income								
- PEL Pharma Inc.	-	-	-	-	-	0.75	-	0.75
- Piramal Dutch Holdings N.V.	-	-	-	-	-	1.31	-	1.31
- Piramal Critical Care Limited	-	-	-	-	-	2.15	-	2.15
TOTAL	**-**	**-**	**-**	**-**	**-**	**4.21**	**-**	**4.21**
Corporate social responsibility expenses								
- Piramal Foundation for Education Leadership	-	-	-	-	26.34	16.06	26.34	16.06
- Piramal Foundation	-	-	-	-	23.76	31.38	23.76	31.38
- Piramal Swasthya Management					30.05	21.66	30.05	21.66
- Kaivalya Education Foundation	-	-	-	-	5.32	5.73	5.32	5.73
TOTAL	**-**	**-**	**-**	**-**	**85.47**	**74.83**	**85.47**	**74.83**
Intangible assets under development								
- Piramal Foundation for Education Leadership	-	-	-	-	5.63	2.99	5.63	2.99
TOTAL	**-**	**-**	**-**	**-**	**5.63**	**2.99**	**5.63**	**2.99**
Reimbursements of expenses recovered								
- Aasan Corporate Solutions Private Limited	-	-	-	-	2.33	0.20	2.33	0.20
- Piramal Corporate Services Limited	-	-	-	-	3.23	-	3.23	-
- Piramal Structured Credit Opportunities Fund	2.10	-	-	-	-	-	2.10	-
TOTAL	**2.10**	**-**	**-**	**-**	**5.56**	**0.20**	**7.66**	**0.20**
Reimbursements of expenses paid								
- Aasan Corporate Solutions Private Limited	-	-	-	-	0.43	0.84	0.43	0.84
- Piramal Trusteeship Services Private Limited	-	-	-	-	0.03	0.08	0.03	0.08
- Piramal Pharma Limited	-	-	-	-	0.10		0.10	-
- Social Worth Technologies Private Limited	-	-	-	-	-	0.87	-	0.87

NOTES
TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

56 RELATED PARTY DISCLOSURES (Continued)

(₹ in Crores)

Details of Transactions	Joint Ventures		Associates		Other Related Parties (including Promoter group entities)		Total	
	For the year ended 31 March							
	2024	2023	2024	2023	2024	2023	2024	2023
- PRL Agastya Private Limited	-	-	-	-	-	0.81	-	0.81
TOTAL	**-**	**-**	**-**	**-**	**0.56**	**2.60**	**0.56**	**2.60**
Processing fees charged								
- PRL Developers Private Limited	-	-	-	-	-	2.20	-	2.20
TOTAL	**-**	**-**	**-**	**-**	**-**	**2.20**	**-**	**2.20**
Premium Paid								
- Pramerica Life Insurance Limited	3.85	1.36	-	-			3.85	1.36
TOTAL	**3.85**	**1.36**	**-**	**-**	**-**	**-**	**3.85**	**1.36**
Security deposit placed								
- PRL Agastya Private Limited			-	-		4.75	-	4.75
- Aasan Corporate Solutions Private Limited					0.12	0.73	0.12	0.73
- India Resurgence Asset Management Business Private Limited	1.35						1.35	-
TOTAL	**1.35**	**-**	**-**	**-**	**0.12**	**5.48**	**1.47**	**5.48**
Security deposit refunded								
- Aasan Corporate Solutions Private Limited	-	-	-	-	(0.56)	1.41	(0.56)	1.41
TOTAL	**-**	**-**	**-**	**-**	**(0.56)**	**1.41**	**(0.56)**	**1.41**
Redemption of Security Receipt								
- India Resurgence ARC Private Limited	-	546.77	-	-			-	546.77
TOTAL	**-**	**546.77**	**-**	**-**	**-**	**-**	**-**	**546.77**
Dividend Income								
- Shriram GI Holdings Private Limited	-	-	39.70	37.60	-	-	39.70	37.60
- Shriram LI Holdings Private Limited	-	-	9.88	7.10	-	-	9.88	7.10
- India Resurgence ARC Private Limited	35.76	-		-	-	-	35.76	-
TOTAL	**35.76**	**-**	**49.58**	**44.70**	**-**	**-**	**85.34**	**44.70**
Finance granted /(repayments) - Net (including loans and Equity contribution in cash or in kind)								
- Pramerica Life Insurance Limited	(1.46)	1.46					(1.46)	1.46
- India Resurgence ARC Private Limited	(41.39)	2.77	-	-	-	-	(41.39)	2.77
- India Resurgence Fund Scheme-II	112.70	767.79	-	-	-	-	112.70	767.79
- Piramal Structured Credit Opportunities Fund	147.76	95.09	-	-	-	-	147.76	95.09
- PRL Developers Private Limited	-		-	-	(106.30)	199.29	(106.30)	199.29
- India Resurgence Fund Scheme 4	21.41		-	-	-	-	21.41	-
- Brickex Advisors Private Limited	-		-	-	-	0.91	-	0.91
- Social Worth Technologies Private Limited	-		-	-	-	50.95	-	50.95
TOTAL	**239.02**	**867.11**	**-**	**-**	**(106.30)**	**251.15**	**132.72**	**1,118.26**
FLDG Recovery								
- Social Worth Technologies Private Limited	-	-	-	-	10.78	9.64	10.78	9.64
TOTAL	**-**	**-**	**-**	**-**	**10.78**	**9.64**	**10.78**	**9.64**
Insurance Commission Income								
- Pramarica Life Insurance Limited	102.32	9.46	-	-	-	-	102.32	9.46
TOTAL	**102.32**	**9.46**	**-**	**-**	**-**	**-**	**102.32**	**9.46**

56 RELATED PARTY DISCLOSURES (Continued)

(₹ in Crores)

Details of Transactions	Joint Ventures		Associates		Other Related Parties (including Promoter group entities)		Total	
	For the year ended 31 March							
	2024	2023	2024	2023	2024	2023	2024	2023
Lease Rent Income								
- Pramerica Life Insurance Limited	0.13	0.11	-	-	-	-	0.13	0.11
- Gliders Buildcon Realtors Pvt. Ltd.	-	-	-	-	0.58	-	0.58	-
- India Resurgence Asset Management Business Private Limited	0.75		-	-	-	-	0.75	-
- Piramal Estates Private Limited	-	-	-	-	0.32	-	0.32	-
- PRL Developers Private Limited	-	-	-	-	0.30	-	0.30	-
- Aasan Corporate Solutions Private Limited	-	-	-	-	0.96	-	0.96	-
- Piramal Pharma Limited	-	-	-	-	5.87	-	5.87	-
TOTAL	**0.88**	**0.11**	**-**	**-**	**8.03**	**-**	**8.91**	**0.11**
Contribution to Funds								
- Staff Provident Fund of Piramal Healthcare Limited	-	-	-	-	11.71	10.69	11.71	10.69
- Pramerica Life Insurance Limited	5.47	-	-	-	-	-	5.47	-
TOTAL	**5.47**	**-**	**-**	**-**	**11.71**	**10.69**	**17.18**	**10.69**
Assets Purchased								
- Piramal Corporate Services Limited	-	-	-	-	3.33	-	3.33	-
- Aasan Corporate Solutions Private Limited	-	-	-	-	875.00	-	875.00	-
TOTAL	**-**	**-**	**-**	**-**	**878.33**	**-**	**878.33**	**-**
Net working capital								
- Aasan Corporate Solutions Private Limited	-	-	-	-	(38.07)	-	(38.07)	-
TOTAL	-	-	-	-	(38.07)	-	(38.07)	-
Sale/Transfer of Assets/Fixed Assets								
- Piramal Pharma Limited	-	-	-	-	0.10	-	0.10	-
TOTAL	**-**	**-**	**-**	**-**	**0.10**	**-**	**0.10**	**-**

All the transactions were made on normal commercial terms and conditions and at market rates.

Compensation of key managerial personnel

The compensation of directors and other members of key managerial personnel and its relatives are as follows:

(₹ in Crores)

Particulars	For the year ended 31 March	
	2024	2023
Short-term employee benefits (excluding perquisites)	18.84	6.46
Post-employment benefits *	3.80	0.75
Other long-term benefits	0.53	0.39
Share based payments	1.08	0.00
Commission and other benefits to non-executive/ independent directors	4.12	3.44
Professional Fees paid to non-executive directors	2.00	1.80
Total	**30.37**	**12.84**

Payments made to the directors and other members of key managerial personnel are approved by the Nomination & Remuneration Committee.

Dividend paid to Key Managerial Personnel ₹ 1.14 crores (31 March 2023: ₹ 1.21 crores)

** including contribution towards Defined Contribution Plan ₹1.35 crores (31 March 2023 : ₹0.10 crores)*

56 RELATED PARTY DISCLOSURES (Continued)

3. Balances of related parties.

(₹ in Crores)

Account Balances	Joint Ventures		Associates		Other Related Parties (including Promoter group entities)		Total	
	2024	2023	2024	2023	2024	2023	2024	2023
Other Receivables / (payables)								
- Brickex Advisors Private Limited	-	-	-	-	-	-	-	-
- Piramal Healthcare UK Limited	-	-	-		-	(0.06)	-	(0.06)
- Piramal Structured Credit Opportunities Fund	4.44	3.84	-	-	-	-	4.44	3.84
- Pramarica Life Insurance Limited	36.23	5.60	-	-	-		36.23	5.60
- India Resurgence Asset Management Business Private Limited	0.53						0.53	-
- Gliders Buildcon Realtors Pvt. Ltd.					0.20		0.20	-
- Piramal Estates Private Limited					0.11		0.11	-
- PRL Developers Private Limited					0.11		0.11	-
- Social Worth Technologies Private Limited	-		-	-	-	5.32	-	5.32
TOTAL	41.20	9.44	-	-	0.42	5.26	41.62	14.70
Long-Term Financial Assets								
- Aasan Corporate Solutions Private Limited	-	-	-	-	3.52	10.68	3.52	10.68
TOTAL	-	-	-	-	3.52	10.68	3.52	10.68
Interest Receivable								
- PRL Developers Private Limited			-	-	-	0.03	-	0.03
TOTAL	-	-	-	-	-	0.03	-	0.03
Guarantee Commission Receivable / (Payable)								
- Piramal Healthcare Inc.	-	-	-	-	-	(0.13)	-	(0.13)
TOTAL	-	-	-	-	-	(0.13)	-	(0.13)
Trade Payables								
- Piramal Corporate Services Limited	-	-	-	-	3.94	4.87	3.94	4.87
- Aasan Corporate Solutions Private Limited	-	-	-	-	-	0.68	-	0.68
- Gopikrishna Piramal Memorial Hospital	-	-	-	-	-	0.16	-	0.16
- PRL Agastya Private Limited	-	-	-	-	-	-	-	-
- Piramal Pharma Limited	-	-	-	-	0.10	8.54	0.10	8.54
- Piramal Pharma Inc.	-	-	-	-	-	0.04	-	0.04
- Piramal Critical Care Deutschland GmbH	-	-			-	0.08	-	0.08
- Piramal Dutch Holdings N.V.	-	-			-	0.23	-	0.23
- Analog Legalhub Technology Private Limited					0.44		0.44	-
- Social Worth Technologies Private Limited					1.64		1.64	-
- Piramal Foundation for Educational Leadership					0.02		0.02	-
- India Resurgence Asset Management Business Private Limited	0.05				-		0.05	-
- Piramal Trusteeship Services Private Limited					0.01		0.01	-
TOTAL	0.05	-	-	-	6.15	14.60	6.20	14.60
Loans to related parties - secured (at amortised cost)								
- PRL Developers Private Limited	-	-	-	-	-	109.29	-	109.29
TOTAL	-	-	-	-	-	109.29	-	109.29
Intangible assets under development								
- Piramal Foundation for Education Leadership	-	-	-	-	8.62	2.72	8.62	2.72
TOTAL	-	-	-	-	8.62	2.72	8.62	2.72

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

56 RELATED PARTY DISCLOSURES (Continued)

(₹ in Crores)

Account Balances	Joint Ventures		Associates		Other Related Parties (including Promoter group entities)		Total	
	2024	2023	2024	2023	2024	2023	2024	2023
NCD Payable								
- Pramerica Life Insurance Limited	25.54	26.98	-	-	-	-	25.54	26.98
TOTAL	25.54	26.98	-	-	-	-	25.54	26.98
Current Account balances with related parties								
- Piramal Pharma Limited	-	-	-	-	9.29	-	9.29	-
- PEL Pharma Inc	-	-	-	-	-	(0.04)	-	(0.04)
- Piramal Critical Care UK Limited	-	-	-	-	-	(0.18)	-	(0.18)
- PRL Developers Private Limited	-	-	-	-	-	0.10	-	0.10
- Pramerica Life Insurance Limited	0.29	-	-	-	-	-	0.29	-
- Piramal Corporate Services Private Limited		-	-	-	2.83		2.83	-
TOTAL	**0.29**	**-**	**-**	**-**	**12.12**	**(0.12)**	**12.41**	**(0.12)**

57 CAPITAL MANAGEMENT

The Group's capital management strategy is to effectively determine, raise and deploy capital so as to create value for its shareholders. The same is done through a mix of either equity and/or combination of short term /long term debt as may be appropriate. The Group determines the amount of capital required on the basis of operations, capital expenditure and strategic investment plans. The capital structure is monitored on the basis of net debt to equity and maturity profile of overall debt portfolio. The primary objectives of the Group's capital management policy are to ensure that it complies with capital requirements and maintains strong credit ratings and healthy capital ratios in order to support its business and to maximise shareholder value.

The Regulated entities within the group are subject to the capital adequacy requirements of the Reserve Bank of India (RBI) and National Housing Bank (NHB). Under regulatory capital adequacy guidelines, these Companies are required to maintain a capital adequacy ratio consisting of Tier I and Tier II Capital. The minimum capital ratio as prescribed by respective regulators as applicable, consisting of Tier I and Tier II capital, shall not be less than 15% of its aggregate risk weighted assets on-balance sheet and of risk adjusted value of off-balance sheet.

The applicable group companies has complied with all regulatory requirements related capital and capital adequacy ratios as prescribed by RBI and NHB. Refer Consolidated Statement of Changes in Equity for dividend paid and proposed by the Holding Company.

58 RISK MANAGEMENT

Risk Management is an integral part of the Group’s business strategy. The Risk Management oversight structure includes Committees of the Board and Management Committees. Group’s risk philosophy is to develop and maintain a healthy portfolio which is within its risk appetite and the regulatory framework. While the Group is exposed to various types of risks, the most important among them are liquidity risk, interest rate risk, credit risk, regulatory risk and fraud and operational risk. The measurement, monitoring and management of risks remain a key focus area for the Group.

The Risk Management Committee of the Board provides direction to and monitors the quality of the internal audit function and also monitors compliance with NHB, RBI and other regulators of the group entities.

The Group’s risk management strategy is based on a clear understanding of various risks, disciplined risk assessment and measurement procedures and continuous monitoring. The policies and procedures established for this purpose are continuously benchmarked with market best practices. The Audit and Risk Management Committee of the Board (“ARMC”) reviews compliance with risk policies, monitors risk tolerance limits, reviews and analyse risk exposure and provides oversight of risk across the organization. The ARMC nurtures a healthy and independent risk management function to inculcate a strong risk management culture in the Group and broadly perceives the risk arising from (i) liquidity risk; (ii) interest rate risk (iii) other price risks; (iv) foreign currency risks; (v) cash flow hedge; (vi) credit risk; (vii) regulatory risk (viii) fraud risk and operational risk

58 RISK MANAGEMENT (Continued)

The Sustainability & Risk Management Committee of the Board ("SRMC") reviews compliance with risk policies, monitors risk tolerance limits, reviews and analyse risk exposure and provides oversight of risk across the organization. The SRMC nurtures a healthy and independent risk management function to inculcate a strong risk management culture in the Group and broadly perceives the risk arising from (i) liquidity risk; (ii) interest rate risk (iii) other price risks; (iv) foreign currency risks; (v) cash flow hedge; (vi) credit risk; (vii) regulatory risk (viii) fraud risk and operational risk

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 Holding Company & PCHFL has formulated an Asset Liability Management Policy in line with NHB/RBI guidelines for Non-Banking Financial Companies / Housing Finance Companies. The Asset Liability Management Committee (ALCO) is responsible for the management of the companies funding and liquidity requirements. The Group's liquidity risk by maintaining sufficient cash and marketable securities, unutilised banking facilities, credit lines and by continuously monitoring forecast and actual cash flows, and by assessing the maturity profiles of financial assets and liabilities. The liquidity risk and funding function are managed by the Group's treasury team under liquidity risk management framework through various means like HQLA, liquidity buffers, sourcing of long-term funds, positive asset liability mismatch, keeping strong pipeline of sanctions from banks and assignment of loans to counter liquidity situation under the guidance of ALCO and Board.

The Group has the following undrawn credit lines available as at the end of the reporting period.

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
- Expiring within one year (including bank overdraft)	46.00	100.00
- Expiring beyond one year	-	-
	46.00	**100.00**

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. 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 31 March 2024 and 31 March 2023 respectively has been considered. The contractual maturity is based on the earliest date on which the Group may be required to pay.

(₹ in Crores)

Maturities of Financial Liabilities	As at 31 March 2024			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years and above
Borrowings	18,961.92	21,349.46	13,470.76	15,610.02
Trade Payables	294.52	-	-	-
Other Financial Liabilities	758.70	161.15	77.12	402.41
	20,015.14	**21,510.61**	**13,547.88**	**16,012.43**

58 RISK MANAGEMENT (Continued)

(Continued)

(₹ in Crores)

Maturities of Financial Liabilities	As at 31 March 2023			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years and above
Borrowings	19,159.85	17,649.91	10,878.07	14,025.41
Trade Payables	399.27	-	-	-
Other Financial Liabilities	1,446.01	106.99	76.28	55.50
	21,005.13	**17,756.90**	**10,954.35**	**14,080.91**

The following table details the Group'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 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 31 March 2024			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years and above
Investments & Loans #	23,784.24	30,403.02	16,574.45	24,128.41
Other financial assets*	899.85	-	-	64.16
Receivables	66.46	-	-	-
	24,750.55	**30,403.02**	**16,574.45**	**24,192.57**

(₹ in Crores)

Maturities of Financial Assets	As at 31 March 2023			
	Up to 1 year	1 to 3 years	3 to 5 years	5 years and above
Investments & Loans #	27,308.66	23,589.42	16,494.77	22,588.44
Other financial assets*	835.16	-	-	106.72
Receivables	19.40	-	-	-
	28,163.22	**23,589.42**	**16,494.77**	**22,695.16**

**to the extent considered for the group liquidity management*

 # Investments includes Assets held for sale and Investment Property

The balances disclosed in the table above are the contractual undiscounted cash flows.

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.

In case of commitments, the expected maturities are as under:

(A) Loan commitments

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Commitment to invest in Loans / Inter Group Deposits including cancellable commitments	7,270.22	4,342.45

The Group has below commitments to invest in AIF in addition to above which will be invested as and when suitable investment opportunity arises:

58 RISK MANAGEMENT (Continued)

Commitment as on 31 March 2024

Fund Name	Total Commitment (USD Million)	Balance Commitment (USD Million)	Total Commitment (₹ in Crores)	Balance Commitment (₹ in Crores)
Asia Real Estate Opportunities Fund	-	-	3,285.27	119.31
India Resurgence Fund- Scheme 2 *	100.00	45.00	737.37	375.35
Piramal Structured Credit Opportunities Fund #	-	-	532.00	25.00
India Resurgence Fund- Scheme 4	-	-	100.00	78.59
Piramal Alternatives India Access Fund $	-	-	370.00	306.26

$ Includes balance commitments of ₹ 64.50 crores and ₹12 crores pertaining to Faering Capital Growth Fund III and Blume Ventures Fund 1 Y

** During the year ended 31 March 2024, the Holding Company divested its investment in the India Resurgence Fund - Scheme 2 to Piramal Alternatives Trust.*

 # During the year ended 31 March 2023, the Holding Company divested its investment in Piramal Structured Credit Opportunities Fund to Piramal Alternatives Trust.

Additionally, during the year ended 31 March 2024, the Holding Company divested its investment in Faering Capital Growth Fund III to Piramal Alternatives India Access Fund.

Commitment as on 31 March 2023

Fund Name	Total Commitment (USD Million)	Balance Commitment (USD Million)	Total Commitment (₹ in Crores)	Balance Commitment (₹ in Crores)
Asia Real Estate Opportunities Fund	-	-	2,021.13	119.31
India Resurgence Fund- Scheme 2	100.00	59.03	737.37	485.28
Piramal Structured Credit Opportunities Fund	-	-	532.00	194.40
Faering Capital Growth Fund III	-	-	100.00	69.00

The table below shows the contractual maturity profile of carrying value of assets and liabilities

(₹ in Crores)

	As at 31 Mar 2024		
	Within 12 months	After 12 months	Total
ASSETS			
1. Financial assets:			
(a) Cash and cash equivalents	3,273.53	-	3,273.53
(b) Bank balances other than cash and cash equivalents	51.78	1,121.49	1,173.27
(c) Derivative financial instruments	51.12	3.06	54.18
(d) Receivables			
- Trade receivables	12.88	-	12.88
- Other receivables	53.58	-	53.58
(e) Loans	14,509.61	40,433.76	54,943.37
(f) Investments	1,206.63	11,306.37	12,513.00
(g) Other financial assets	899.85	64.16	964.01
Total Financial assets	**20,058.98**	**52,928.84**	**72,987.82**
2. Non- financial assets:			
(a) Current tax assets (net)	549.86	591.04	1,140.90
(b) Deferred tax assets (net)	-	2,875.55	2,875.55
(c) Investment property	-	2,557.30	2,557.30
(d) Property, plant and equipment	-	402.06	402.06
(e) Right of use assets	-	228.00	228.00
(f) Intangible assets under development	-	19.57	19.57
(g) Goodwill	-	2.00	2.00
(h) Other intangible assets	-	199.61	199.61
(i) Other non-financial assets	59.39	424.46	483.85
(j) Assets held for sale	1,708.34	-	1,708.34
Total Non-financial assets	**2,317.59**	**7,299.59**	**9,617.18**
Total Assets	**22,376.57**	**60,228.43**	**82,605.00**

58 RISK MANAGEMENT (Continued)

(₹ in Crores)

	As at 31 Mar 2024		
	Within 12 months	After 12 months	Total
LIABILITIES AND EQUITY			
Liabilities			
1. Financial liabilities:			
(a) Payables			
Trade payables			
(i) Total outstanding dues to micro and small enterprises	30.40	-	30.40
(ii) Total outstanding dues to creditors other than micro and small enterprises	264.12	-	264.12
(b) Debt securities	9,212.00	23,207.20	32,419.20
(c) Borrowings (other than debt securities)	5,836.02	15,203.48	21,039.50
(d) Deposits	25.15	-	25.15
(e) Subordinated debt liabilities	-	127.23	127.23
(f) Other financial liabilities	758.70	640.68	1,399.38
Total Financial liabilities	**16,126.39**	**39,178.59**	**55,304.98**
2. Non- financial liabilities:			
(a) Current tax liabilities (net)	218.60	-	218.60
(b) Provisions	82.10	25.35	107.45
(c) Other non- financial liabilities	404.92	12.00	416.92
Total Non-financial liabilities	**705.62**	**37.35**	**742.97**
3. Equity			
(a) Equity share capital	-	44.93	44.93
(b Other equity	-	26,512.12	26,512.12
Total Equity	**-**	**26,557.05**	**26,557.05**
Total Liabilities and Equity	**16,832.01**	**65,772.99**	**82,605.00**

(₹ in Crores)

	As at 31 Mar 2023		
	Within 12 months	After 12 months	Total
ASSETS			
1. Financial assets:			
(a) Cash and cash equivalents	3,729.00	-	3,729.00
(b) Bank balances other than cash and cash equivalents	48.96	871.12	920.08
(c) Derivative financial instruments	-	98.11	98.11
(d) Trade Receivables	19.40	-	19.40
(e) Loans	14,505.39	31,889.24	46,394.63
(f) Investments	8,298.94	14,032.85	22,331.79
(g) Other financial assets	913.34	30.17	943.51
Total Financial assets	**27,515.03**	**46,921.49**	**74,436.52**
2. Non- financial assets:			
(a) Current tax assets (net)	723.93	743.25	1,467.18
(b) Deferred tax assets (net)	-	1,847.18	1,847.18
(c) Investment Property	-	2,310.26	2,310.26
(d) Property, Plant and Equipment	-	336.20	336.20
(e) Right of use assets	-	220.25	220.25
(f) Intangible Assets under development	-	6.25	6.25
(g) Goodwill	-	272.17	272.17
(h) Other Intangible Assets	-	123.89	123.89
(i) Other non-financial assets	73.40	381.32	454.72
(j) Assets classified as held for sale	2,277.54	-	2,277.54
Total Non-financial assets	**3,074.87**	**6,240.77**	**9,315.64**
Total Assets	**30,589.90**	**53,162.26**	**83,752.16**

58 RISK MANAGEMENT (Continued)

(₹ in Crores)

	As at 31 Mar 2023		
	Within 12 months	After 12 months	Total
LIABILITIES AND EQUITY			
Liabilities			
1. Financial liabilities:			
(a) Payables			
Trade payables			
(i) Total outstanding dues to micro and small enterprises	3.81	-	3.81
(ii) Total outstanding dues to creditors other than micro and small enterprises	395.46	-	395.46
(b) Debt securities	5,392.83	27,793.93	33,186.76
(c) Borrowings (other than debt securities)	10,382.25	5,814.96	16,197.21
(d) Deposits	70.41	1.55	71.96
(e) Subordinated debt liabilities	-	126.88	126.88
(f) Other financial liabilities	1,493.25	191.53	1,684.78
Total Financial liabilities	**17,738.01**	**33,928.85**	**51,666.86**
2. Non- financial liabilities:			
(a) Current tax liabilities (net)	720.93	0.23	721.16
(b) Provisions	100.46	22.04	122.50
(c) Other non- financial liabilities	180.85	1.71	182.56
Total Non-financial liabilities	**1,002.24**	**23.98**	**1,026.22**
3. Equity			
(a) Equity share capital	-	47.73	47.73
(b Other equity	-	31,011.35	31,011.35
Total Equity	**-**	**31,059.08**	**31,059.08**
Total Liabilities and Equity	**18,740.25**	**65,011.91**	**83,752.16**

b. Interest rate risk and sensitivity analysis

The Group is exposed to interest rate risk as it has assets and liabilities based on both fixed and floating interest rates. 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 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 liability 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.

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 31 March 2024	As at 31 March 2023
Variable rate borrowings	22,805.42	17,572.33
Fixed rate borrowings	30,805.66	32,010.48
	53,611.08	**49,582.81**

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 31 March 2024 would decrease/increase by ₹ 228.05 crores (31 March 2023: ₹ 175.72 crores) respectively. This is attributable to the Group's exposure to borrowings at floating interest rates.

58 RISK MANAGEMENT (Continued)

(Continued)

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 31 March 2024 would increase/decrease by ₹ 593.89 crores (31 March 2023: ₹ 577.47 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 31 March 2024	As at 31 March 2023
Equity Index, Increase by 5%	-	7.45
Equity Index, Increase by 5%	-	(7.45)

The Group has designated the following securities as FVTOCI Investments (Refer note 8):

Shriram City Union Finance Limited (upto 9 November 2022)

Clarivate Plc (liquidated in FY 23-24)

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 were no plans to dispose of these investments.

d. Foreign Currency Risk Management

The Group is exposed to foreign exchange risk arising from foreign currency transactions, primarily with respect to the USD. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that is not the Group's functional currency i.e. INR. The Group has taken foreign currency floating rate borrowing which is linked to LIBOR. The risk is measured through a forecast of highly probable foreign currency cash flows. The risk is hedged with the objective of minimising the volatility of the INR cash flows of highly probable forecast transactions.

The Group has entered into cross-currency interest rate swap (CCIRS) for the entire loan liability to manage the foreign exchange risk along with interest rate risk arising from changes in LIBOR on such borrowings. As per the Group's policy, the critical terms of hedging instrument must align with the hedged items. Also refer note 58(e) for accounting and disclosure for foreign currency borrowings, for the cash flow hedge and impact of hedge accounting on the statement of profit and loss / other comprehensive income.

Particulars of unhedged foreign currency exposures as at the reporting date

Currencies	As at 31 March 2024		As at 31 March 2023	
	Trade receivables		Trade receivables	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
USD	-	-	0.02	0.14
GBP	-	-	0.01	0.06

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

58 RISK MANAGEMENT (Continued)

Currencies	As at 31 March 2024		As at 31 March 2023	
	Trade payables		Trade payables	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
CHF	-	-	0.01	0.10
EUR	-	-	0.03	0.31
GBP	-	-	0.00	0.06
USD	-	-	0.09	0.71

Currencies	As at 31 March 2024		As at 31 March 2023	
	Current Account Balances		Current Account Balances	
	FC in Millions	₹ in Crores	FC in Millions	₹ in Crores
USD	-	-	10.73	88.17
GBP *	0.00	0.00	0.01	0.14
RUB	-	-	0.06	0.01

** Amounts are below the rounding off norms adopted by the Group*

Of the above, the Group is mainly exposed to USD ,GBP, CHF and EURO. 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.

Particulars		For the year ended 31 March 2024				For the year ended 31 March 2023			
Currencies	Increase /Decrease	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%#	-	-	-	-	10.75	0.09	4.11	4.38
USD	Decrease by 5%#	-	-	-	-	10.75	0.09	(4.11)	(4.38)
GBP	Increase by 5%#	0.00	-	5.25	0.00	0.02	0.01	5.08	0.01
GBP	Decrease by 5%#	0.00	-	(5.25)	(0.00)	0.02	0.01	(5.08)	(0.01)
EUR	Increase by 5%#	-	-	-	-	-	0.03	4.47	0.01
EUR	Decrease by 5%#	-	-	-	-	-	0.03	(4.47)	(0.01)
CHF	Increase by 5%#	-	-	-	-	-	0.01	4.48	0.00
CHF	Decrease by 5%#	-	-	-	-	-	0.01	(4.48)	(0.00)

 # Holding all the variables constant

e. Accounting for cash flow hedge

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 enterred 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.

As at 31 March 2024, the Group has invested in floating rate government securities/bonds which are linked to treasury bill rate. For managing the interest rate risk arising from changes in treasury bill rate on such investments, the company has entered into an interest rate swaps (IRS) for the investments. The Group has designated the IRS (hedging instrument) and the investment (hedged item) into a hedging relationship and applied hedge accounting.

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

58 RISK MANAGEMENT (Continued)

Under the terms of the IRS, the Group receives interest at fixed rate and pays interest at the floating rate based on daily compounded overnight FBIL MIBOR. As the critical terms of the hedged item and the hedging instrument (notional, interest periods, underlying fixed rates) are not exactly matched, the Group uses the hypothetical derivative method to assess effectiveness. The interest cash flows of the hypothetical derivative and interest rate swap are off-setting, an economic relationship exists between the two. This ensures that the hedging instrument (interest rate swap) and hedged item (hypothetical derivative) 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 31 March 2024:

Type of hedge and risks	Nominal value (₹ in crore)	Carrying amount of hedging instruments (included under "Financial assets") (₹ in crore)	Maturity date	Hedge ratio	Average contracted fixed interest rate	Changes in fair value of hedging instrument used as the basis for recognising hedge effectiveness (₹ in crore)	Changes in the value of hedged item used as the basis for recognising hedge effectiveness (₹ in crore)
Cash Flow Hedge							
Cash Flow Hedge Foreign currency and Interest rate risk	261.32	51.12	Jun-24	1:1	9.30%	3.56	(3.56)
Cash Flow Hedge- Interest rate risk	175.00	2.86	Sep-33	1:1	6.67%	0.57	(0.59)
Cash Flow Hedge- Interest rate risk	25.00	0.20	Aug-33	1:1	6.54%	0.46	(0.44)

Following table provides the effects of hedge accounting on financial performance for the year ended 31 March 2024:

Type of hedge	Changes in the value of hedging instruments recognised in Other comprehensive income (₹ in crore)	Hedge ineffectiveness recognised in profit or loss (₹ in crore)	Amount reclassified from cash flow hedge reserve to profit or loss (₹ in crore)	Line-item affected in statement of profit or loss because of reclassification
Cash flow hedge				
Interest Rate risk and Foreign Exchange Risk	3.49	13.31	(0.88)	Finance Cost/Interest income
			(5.28)	Foreign Exchange (gain)/loss

Following table provides quantitative information regarding the hedging instrument as on 31 March, 2023:

Type of hedge and risks	Nominal value (₹ in crore)	Carrying amount of hedging instruments (included under "Financial assets") (₹ in crore)	Maturity date	Hedge ratio	Average contracted fixed interest rate	Changes in fair value of hedging instrument used as the basis for recognising hedge effectiveness (₹ in crore)	Changes in the value of hedged item used as the basis for recognising hedge effectiveness (₹ in crore)
Cash Flow Hedge							
Foreign currency and Interest rate risk	522.64	95.12	Jun-24	1 : 1	9.30%	67.64	57.19
Cash Flow Hedge- Interest rate risk	125.00	2.99	Sep-23	1 : 1	6.76%	4.14	(4.29)

Following table provides the effects of hedge accounting on financial performance for the year ended 31 March 2024:

58 RISK MANAGEMENT (Continued)

Type of hedge	Changes in the value of hedging instruments recognised in Other comprehensive income (₹ in crore)	Hedge ineffectiveness recognised in profit or loss (₹ in crore)	Amount reclassified from cash flow hedge reserve to profit or loss (₹ in crore)	Line-item affected in statement of profit or loss because of reclassification
Cash flow hedge				
Interest Rate risk and Foreign Exchange Risk	70.63	-	(8.48)	Finance Cost
			(48.71)	Foreign Exchange (gain)/loss

The table below provides a profile of the timing of the nominal amounts of the Company's hedging instruments (based on residual tenor) along with the rate as applicable by risk category:

(₹ in Croee)

	As at 31 March 2024			
	Total	**Less than 1 year**	**1-5 years**	**Over 5 years**
Foreign currency risk:				
Net exposure (in INR)	261.32	261.32	-	-
INR:USD forward contract rate	70	70	-	-
Interest rate risk:				
Net exposure (in INR)	0.15	(0.18)	0.28	0.06
Average fixed interest rate	9.30%	9.30%	9.30%	9.30%
Interest rate risk:				
Net exposure (in INR)	1.65	(0.09)	1.20	0.54
Average fixed interest rate	6.54%- 6.67%	6.54%- 6.67%	6.54%- 6.67%	6.54%- 6.67%

(₹ in Croee)

	As at 31 March 2023			
	Total	**Less than 1 year**	**1-5 years**	**Over 5 years**
Foreign currency risk:				
Net exposure (in INR)	522.64	261.32	261.32	-
INR:USD forward contract rate	70	70	70	-
Interest rate risk:				
Net exposure (in INR)	(0.04)	(2.42)	(1.58)	-
Average fixed interest rate	9.30%	9.30%	9.30%	9.30%
Interest rate risk:				
Net exposure (in INR)	3.17	0.03	2.78	0.36
Average fixed interest rate	6.76%	6.76%	6.76%	6.76%

58 RISK MANAGEMENT (Continued)

The following table provides a reconciliation by risk category of the components of equity and analysis of OCI items resulting from hedge accounting:

(₹ in Croee)

Particulars		Movement in Cash flow hedge reserve for the years ended	
		31 March 2024	31 March 2023
Opening balance		3.81	(6.25)
Effective portion of changes in fair value:			
a)	Interest rate and foreign currency risk	3.49	70.63
	Tax on movements on reserves during the year	(0.88)	(17.78)
Net amount reclassified to profit or loss:			
a)	Interest rate risk	0.88	8.48
b)	Foreign currency risk	5.28	48.71
	Tax on movements on reserves during the year	(1.54)	(14.39)
Closing balance		**1.80**	**3.81**

(f) Credit Risk

The Group 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 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:

The Group's Risk management team has developed proprietary internal rating models 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.

Credit Risk Management

For retail lending business, credit risk management is achieved by considering various factors like:

- Assessment of borrower's capability to pay – 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 is 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 :

- Promoter strength – This is an assessment of the promoter from financial, management and performance perspective.
- Industry & micro-market risk – This is an assessment of the riskiness of the industry and/or micro-market to which the borrower/project belongs

58 RISK MANAGEMENT (Continued)

- Project risk – This is an assessment of the standalone project from which interest servicing and principal repayment is expected to be done.
- Structure risk – This is an assessment of the loan structure which is characterized by its repayment tenor, moratorium, covenants, etc.
- 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.
- Exit – This is an assessment of the liquidity of the loan or investment.

Each of the above components of the risk analysis are assigned a specific weight which differ based on type of loan. The weights are then used with the scores of individual components for conversion to a risk rating.

Based on the above assessment the risk team categorises the deals in to the below Risk Grades

Risk Grading	Description
Dark Green	Extremely good loan
Green	Good loan
Yellow	Moderate loan
Amber	Weak loan
Red	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.

The credit risk on liquid funds and other financial instruments is limited because the counterparties are banks with high credit-ratings assigned credit-rating agencies or mutual funds.

Provision for Expected Credit Loss

The Group has assessed the credit risk associated with its financial assets for provision of Expected Credit Loss (ECL) as at the reporting dates. The Group 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.vi 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 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	Stage	Basis for Recognition of Expected Credit Loss
Very high quality liquid assets	Stage 1	No ECL
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)

58 RISK MANAGEMENT (Continued)

For the year ended 31 March 2024 and 31 March 2023 the Group 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 finance 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.

i) Expected Credit Loss as at the end of the reporting period:

(₹ in crore)

Particulars	As at 31 March 2024			
	Asset Group	Exposure at Default	Expected Credit Loss	Net amount
Assets for which credit risk has not significantly increased from initial recognition	Investments at amortised cost	819.03	19.32	799.72
	Loans at amortised cost	50,293.10	1,508.22	48,784.89
Assets for which credit risk has increased significantly but are not credit impaired	Investments at amortised cost	-	-	-
	Loans at amortised cost	4,460.82	927.87	3,532.95
Assets for which credit risk has increased significantly and are credit impaired	Investments at amortised cost	18.33	18.33	-
	Loans at amortised cost	1,411.60	916.11	495.49
Purchased or Originated credit impaired (POCI)	Loans at amortised cost	1,020.26	-	1,020.26
Total		**58,023.14**	**3,389.85**	**54,633.31**

(₹ in crore)

Particulars	As at 31 March 2023			
	Asset Group	Exposure at Default	Expected Credit Loss	Net amount
Assets for which credit risk has not significantly increased from initial recognition	Investments at amortised cost	2,629.64	116.93	2,512.71
	Loans at amortised cost	40,571.88	1,416.12	39,155.76
Assets for which credit risk has increased significantly but are not credit impaired	Investments at amortised cost	710.34	99.04	611.30
	Loans at amortised cost	4,842.27	1,276.11	3,566.16
Assets for which credit risk has increased significantly and are credit impaired	Investments at amortised cost	451.98	248.10	203.88
	Loans at amortised cost	1,531.19	729.70	801.49
Purchased or Originated credit impaired (POCI)	Loans at amortised cost	1,425.00	-	1,425.00
		52,162.30	**3,886.00**	**48,276.30**

During the year ended 31 March 2023, pursuant to review by the Risk Management Committee ('RMC') and considering economic environment, a management overlay of ₹ 600.07 crores was recognised, of which ₹217 crores was continuing as on 31 March 2024.

58 RISK MANAGEMENT (Continued)

During the quarter ended 31 March 2024, to cover for any possible uncertainties in the near future, the Group has created additional management overlay provision on certain real estate wholesale portfolio amounting to ₹ 729 crores. This has been duly approved by the RMC and the Board of Directors of the respective companies. The total management overlay as on 31 March 2024 was ₹ 946 crores.

Gross Carrying Value represents instruments valued at amortised cost.

ii) Reconciliation of Loss Allowance

(₹ in crore)

Investment 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	Purchased or Originated credit impaired (POCI)
Balance at the beginning of the year	1,533.05	1,375.15	977.80	-
Transferred to 12-month ECL	69.19	(41.68)	(27.51)	-
Transferred to Lifetime ECL not credit impaired	(152.81)	157.68	(4.87)	-
Transferred to Lifetime ECL credit impaired	(85.33)	(33.26)	118.59	-
Bad debts written off	(130.56)	(406.65)	(637.12)	-
Charge to Statement of Profit and Loss				
On Account of Rate Change	56.66	192.40	575.18	-
On Account of Disbursements	484.87	68.16	141.13	-
On Account of Repayments	(247.53)	(383.93)	(208.76)	-
Balance at the end of the year	**1,527.54**	**927.87**	**934.44**	**-**

(₹ in crore)

Investment 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	Purchased or Originated credit impaired (POCI)
Balance at the beginning of the year	1,008.32	1,372.83	1,229.99	-
Transferred to 12-month ECL	9.33	(4.09)	(5.26)	-
Transferred to Lifetime ECL not credit impaired	(158.48)	160.13	(1.65)	-
Transferred to Lifetime ECL credit impaired	(81.66)	(11.37)	93.03	-
Bad debts written off	(20.21)	(1,255.48)	(894.29)	-
Charge to Statement of Profit and Loss				
On Account of Rate Change	471.41	1,016.29	753.21	-
On Account of Disbursements	518.70	136.21	76.68	-
On Account of Repayments	(214.36)	(39.37)	(273.91)	-
Balance at the end of the year	**1,533.05**	**1,375.15**	**977.80**	**-**

iii) Expected Credit Loss on undrawn loan commitments / letter of comfort:

(₹ in Crores)

Particulars	31 March 2024	31 March 2023
Opening balance	78.26	113.72
Movements during the year	(39.11)	(35.46)
Closing balance	**39.15**	**78.26**

58 RISK MANAGEMENT (Continued)

iv) The amounts of Financial Assets outstanding in the Balance Sheet along with the undisbursed loan commitments and letter of comforts issued (refer note 58 (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

v) The credit impaired assets as at the reporting dates were secured by charge on land, building, properties, vehicles and project receivables amounting to:

(₹ in Crores)

Particulars	As at 31 March 2024	As at 31 March 2023
Value of Security	1,001.51	1,454.29

g. Regulatory risk:

The Group requires certain statutory and regulatory approvals for conducting business and failure to obtain retain or renew these approvals in a timely manner, may adversely affect operations. Any change in laws or regulations made by the government or a regulatory body that governs the business of the Company may increase the costs of operating the business, reduce the attractiveness of investment and / or change the competitive landscape.

h. Fraud risk and operational risk:

Operational risk refers to the potential loss or disruption resulting from inadequate or failed internal processes, people, systems, or external events. It encompasses risks related to human error, technology failures, legal and compliance issues, and business continuity disruptions that can impact the operations of a finance company. Operational Risk Management policy provides the structure and techniques that will facilitate consistent functioning of Operational Risk Management (ORM) framework. This Policy is focused on Operational Risk arising on account of People, Process, Systems, and external events. Company has Operational Risk Management Committee (ORMC) consisting of senior executives which monitors the ORM framework. Fraud Risk Management policy focuses on prevention, detection, investigation of fraud and actions that the Group should take in the event of fraud. Company has formulated Fraud Risk Management Committee (FRMC) consisting of senior executives. The group has also established a channel for employees to report frauds and related concern in timely manner.

The Group has a robust Risk Management framework to identify, measure and mitigate business risks and opportunities. This framework seeks to creates transparency, minimize adverse impact on the business strategy and enhance the Group's competitive advantage. This risk framework thus helps in managing market, credit, operational and fraud risks and quantifies potential impact at Group level. The Group has an elaborate system of internal audit commensurate with the size, scale and complexity of its operations and covers funding operations, financial reporting, fraud control and compliance with laws and regulations.

59 INCOME TAXES RELATING TO OPERATIONS

a) Tax expense recognised in statement of profit and loss

(₹ in Crores)

	Year ended 31 March 2024	Year ended 31 March 2023
Current tax :		
In respect of the current year	54.68	2.69
In respect of prior years	(544.79)	(3,327.21)
	(490.11)	**(3,324.52)**
Deferred tax:		
Deferred Tax, net	(1,104.76)	(743.90)
	(1,104.76)	**(743.90)**
Total tax expense recognised	**(1,594.87)**	**(4,068.42)**

b) Tax (expense)/ benefits recognised in other comprehensive income

(₹ in Crores)

	Year ended 31 March 2024	Year ended 31 March 2023
Deferred tax		
Arising on income and expenses recognised in other comprehensive income:		
Exchange loss on long term loans transferred to OCI	-	(4.26)
Fair value remeasurement of hedging instruments entered into for cash flow hedges	0.68	3.38
Changes in fair values of equity and debt instruments	(20.27)	(14.05)
Remeasurement of defined benefit obligation	**2.20**	**0.67**
Total tax expense recognised	**(17.39)**	**(14.26)**

c) Deferred tax balances

(₹ in Crores)

	As at 31 March 2024	As at 31 March 2023
The following is the analysis of deferred tax assets / (liabilities) presented in the consolidated Balance sheet:		
Deferred tax assets (net)	2,875.55	1,847.18
	2,875.55	**1,847.18**

Deferred tax assets and liabilities are recognized for the future tax consequences of temporary differences between the carrying values of assets and liabilities and their respective tax bases, and unutilized business loss and depreciation carry-forwards and tax credits. Deferred tax assets are recognized 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 utilized.

Movement of deferred tax during the year ended 31 March 2024

(₹ in Crores)

Particulars	Opening balance	Recognised in statement of profit and loss	Foreign Currency Translation Impact	Recognised in other comprehensive income	Others	Closing balance
Deferred tax (liabilities) / assets in relation to:						
Measurement of financial assets / liabilities at amortised cost / fair value	(96.19)	189.80	-	(18.79)	(59.00)	15.82
Provision for expected credit loss on financial & non-financial assets (including commitments and other provisions)	1,064.51	571.11	-	-	-	1,635.62
Receivable on assigned loans	(76.12)	(27.12)	-	-	-	(103.24)
Disallowances for items allowed on payment basis	47.94	(0.89)	-	1.40	-	48.45
Property, Plant and Equipment, intangible assets and right of use assets	21.33	(4.66)	-	-	-	16.67
Business & brought forward losses	867.31	367.89	-	-	-	1,235.20
Other temporary differences	18.40	8.63	-	-	-	27.03
Total	**1,847.18**	**1,104.76**	**-**	**(17.39)**	**(59.00)**	**2,875.55**

59 INCOME TAXES RELATING TO OPERATIONS (Continued)

Movement of deferred tax during the year ended 31 March 2023

(₹ in Crores)

Particulars	Opening balance	Recognised in statement of profit and loss	Foreign Currency Translation Impact	Recognised in other comprehensive income	Acquisition/ (Divestments)	Closing balance
Deferred tax (liabilities) / assets in relation to:						
Measurement of financial assets / liabilities at amortised cost / fair value	156.63	(290.96)	-	36.31	1.83	(96.19)
Provision for expected credit loss on financial & non-financial assets (including commitments and other provisions)	867.35	196.78	-	1.37	(0.99)	1,064.51
Receivable on assigned loans	32.61	(108.73)	-	-	-	(76.12)
Disallowances for items allowed on payment basis	112.98	10.68	-	(0.33)	(75.39)	47.94
Unrealised profit margin on inventory	24.37	-	-	-	(24.37)	-
Property, Plant and Equipment, intangible assets and right of use assets	(347.95)	78.72	-	-	290.56	21.33
Brought forward losses	319.56	867.31	-	-	(319.56)	867.31
Other temporary differences	10.17	(9.90)	-	(23.09)	41.22	18.40
Total	1,175.72	743.90	-	14.26	(86.70)	1,847.18

** Refers to Acquisition through Business combination (refer note 70) and divestments as per composite scheme of arrangement (refer note 75)*

The income tax expense for the year can be reconciled to the accounting profit as follows:

Particulars	Year ended		Effective tax rate reconciliation Year ended	
	31 March 2024 (₹ in crores)	**31 March 2023 (₹ in crore)**	**31 March 2024**	**31 March 2023**
Consolidated loss before tax and after exceptional items *	(3,432.13)	(2,862.03)		
Income tax expense / (credit) calculated at 25.17%	(863.87)	(720.37)	25.17%	25.17%
Effect of expenses / (incomes) that are not deductible / (allowable) in determining taxable profit	21.48	50.69	-0.63%	-1.77%
Permanent / temporary differences for which no deferred income tax was recognised	(36.49)	11.50	1.06%	-0.40%
Effect of capital gains on sale of investments in shares of Investment	(40.00)	(73.31)	1.17%	2.56%
Additional Deferred tax assets on Business Losses	(232.10)	-	6.76%	0.00%
Tax credit not recognised on losses	106.72	-	-3.11%	0.00%
Others	(5.82)	(9.72)	0.17%	0.34%
Income tax expense / (credit) recognised in statement of profit and loss	**(1,050.08)**	**(741.21)**	**30.60%**	**25.90%**
Tax adjustment for earlier years	(544.79)	(3,327.21)		
Total Income tax expense / (credit) recognised in the statement of profit and loss	**(1,594.87)**	**(4,068.42)**		
Effective tax rate	30.60%	25.90%		

**Including exceptional item of ₹2,086.59 crores (31 March 2023: ₹397.83 crores)*

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 realizability of deferred tax assets, the Group considers the extent to which it is probable that the deferred tax asset will be realized. The ultimate realization 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, projected future taxable income and tax planning strategies in making this assessment. Based on this, the Group believes that

59 INCOME TAXES RELATING TO OPERATIONS (Continued)

it is probable that the Group will realize the benefits of these deductible differences. The amount of deferred tax asset considered realizable, however, could be reduced in the near term if the estimates of future taxable income during the carry-forward period are reduced.

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 realize the benefits of this deferred tax asset. The amount of deferred tax asset considered realizable, however, could be reduced in the near term if the estimates of future taxable income during the carry-forward period are reduced.

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 Group

During the year ended 31 March 2023, Piramal Capital & Housing Limited ('PCHFL') had received an Assessment Order under section 143(3) of the Income Tax Act, 1961 from Income Tax Department for the financial year ended 31 March 2021 wherein PCHFL's submissions relating to the above said matters were accepted by the Assessing Officer. Further, for financial year ended 31 March 2020, the assessment is time barred as per Section 153 of the Income Tax Act 1961. Accordingly, the Group has reversed the provision of ₹ 3,327.54 crores (Out of the total contingent tax liabilities provided earlier of ₹ 3,437 crores) and disclosed the same as "Tax adjustments of earlier years " in these financial statements.

During the current year, PCHFL has reversed excess provision for tax of ₹405.25 crores for assessment year 2022-23 post receipt of assessment order. Further, the Group has recognised tax refund for eDHFL for assessment year 2020-21 from income tax department of ₹124.07 crores as "Tax adjustments of earlier years .

60 FAIR VALUE MEASUREMENT

a) Financial Instruments by category :

(₹ in Crores)

Particulars	31 March 2024			31 March 2023		
	FVTPL	FVTOCI	Amortised Cost	FVTPL	FVTOCI	Amortised Cost
Financial assets						
Investments (Gross of Expected Credit Loss)*	7,908.46	190.71	2,420.27	14,427.76	1,596.27	5,134.31
Loans (Gross of Expected Credit Loss)*	1,110.16	-	57,185.78	1,446.22	-	48,372.72
Cash & Bank Balances # ^	-	-	4,446.80	-	-	4,649.08
Trade Receivables (Gross of Expected Credit Loss) #	-	-	15.58	-	-	22.86
Other Financial Assets (Gross of Expected Credit Loss) #	-	54.18	1,026.21	-	98.11	1,004.52
	9,018.62	**244.89**	**65,094.64**	**15,873.98**	**1,694.38**	**59,183.49**
Financial liabilities						
Borrowings	-	-	53,611.08	-	-	49,582.81
Trade Payables #	-	-	294.52	-	-	399.27
Other Financial Liabilities #	-	-	1,399.38	-	-	1,684.78
	-	**-**	**55,304.98**	**-**	**-**	**51,666.86**

** Loans and investments at amortised cost are disclosed in above table before ECL provision*

 # The Group has not disclosed the fair value of cash & cash equivalents, bank balances, other financial assets, trade payables and other financial liabilities, because their carrying amounts are a reasonable approximation of fair value.

Investments in an associate (except for held for sale which are measured in accordance with IND AS 105) and joint venture companies are accounted using Equity method and therefore the above disclosure is not applicable for the same.

^ Cash & Bank Balances comprises of cash & cash equivalents and other bank balances.

60 FAIR VALUE MEASUREMENT (Continued)

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 applicable Indian Accounting Standard. An explanation of each level follows underneath the table.

(₹ in Crores)

Particulars	Notes	31 March 2024				
		Carrying value	Level 1	Level 2	Level 3	Total
Financial assets						
Measured at FVTPL - Recurring Fair Value Measurements						
Investments						
Investments in Shares	ii & iv.	7.02	-	-	7.02	7.02
Investment in Debentures	i & ii.	394.01	-	-	394.01	394.01
Investments in Mutual Funds	ii.	231.11	231.11	-	-	231.11
Investment in Alternative Investment Funds	vi	1,361.39	-	-	1,361.39	1,361.39
Investments- Others	i, iv &vi	5,914.93	-	-	5,914.93	5,914.93
Loans						
Term Loans	i.	1,110.16	-	-	1,110.16	1,110.16
Measured at FVTOCI						
Derivative Financial Assets	iii.	54.18	-	54.18	-	54.18
Investments	ii.	190.71	-	-	190.71	190.71
Measured at Amortised Cost for which fair values are disclosed						
Investments (Gross of Expected Credit Loss)	iv.	2,420.27	1,580.91	-	3,403.14	4,984.04
Loans						
Term Loans (Gross of Expected Credit Loss)	iv.	57,185.78	-	-	60,251.47	60,251.47
Financial liabilities						
Measured at Amortised Cost for which fair values are disclosed						
Borrowings (Gross)	v.	53,611.08	-	-	52,459.65	52,459.65

(₹ in Crores)

Particulars	Notes	31 March 2023				
		Carrying value	Level 1	Level 2	Level 3	Total
Financial Assets						
Measured at FVTPL - Recurring Fair Value Measurements						
Investments						
Investments in Shares	ii & iv.	3,952.70	3,933.73	-	18.97	3,952.70
Investments in Debentures	i & ii.	571.62	-	-	571.62	571.62
Investments in Mutual Funds	ii.	178.82	178.82			178.82
Investment in Alternative Investment Funds	vi.	4,538.10	-	-	4,538.10	4,538.10
Investments- Others	i, iv &vi	5,186.52	-	-	5,186.52	5,186.52
Loans						
Term Loans	i.	1,446.22	-	-	1,446.22	1,446.22
Measured at FVTOCI						
Derivative Financial Assets	iii.	98.11	-	98.11		98.11
Investments	ii.	1,596.27	911.49	-	684.78	1,596.27

60 FAIR VALUE MEASUREMENT (Continued)

(₹ in Crores)

Particulars	Notes	31 March 2023				
		Carrying value	Level 1	Level 2	Level 3	Total
Measured at Amortised Cost for which fair values are disclosed						
Investments (Gross of Expected Credit Loss)	iv	5,134.31	1,043.81	-	4,090.51	5,134.31
Loans						
Term Loans (Gross of Expected Credit Loss)	iv.	48,372.72	-	-	51,513.14	51,513.14
Financial Liabilities						
Measured at Amortised Cost for which fair values are disclosed						
Borrowings (Gross)	v.	49,582.81	-	-	48,851.77	48,851.77

Except for those financial instruments for which the carrying amounts are mentioned in the above table, the Group 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 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 third party vendor for these data.

ii. This includes listed equity instruments, non convertible debentures 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 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 and financial liabilities by the difference in the G-SEC rates from date of initial recognition to the reporting dates.

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.

60 FAIR VALUE MEASUREMENT (Continued)

vi. Investments in Alternative Investment Funds (other than those covered in RBI Circular as explained in 66) and Security Receipts is valued basis the Net Asset Value (NAV), with appropriate adjustments as required by Ind AS 113. The Group obtains valuation of the Security Receipts on a 6-monthly basis as permitted under regulatory requirements.

c) Fair value measurements using significant unobservable inputs (level 3)

The following table presents the changes in level 3 items for the period ended 31 March 2024 and 31 March 2023

Particulars	Term loans	Debentures	Other Investments	Total
As at 1 April 2022	**3,057.26**	**2,960.43**	**4,956.85**	**10,974.54**
Transfer in/ (Out)	-	-	1,192.13	1,192.13
Realisations / impairment	(310.03)	(515.68)	(116.46)	(942.17)
Gains / (Losses) recognised in profit or loss/ Other comprehensive income	250.15	(63.52)	(397.33)	(210.70)
Acquisitions /Disposals / reclassifications during the year (net)	(1,551.16)	(1,809.61)	4,793.18	1,432.40
As at 31 March 2023	**1,446.22**	**571.62**	**10,428.37**	**12,446.21**
Transfer in/ (Out)	-	-	-	-
Realisations / impairment / Regulatory provisions*	(103.55)	(348.11)	(3,274.99)	(3,726.65)
Gains / (Losses) recognised in profit or loss/ Other comprehensive income	265.31	(129.51)	(740.19)	(604.39)
Acquisitions /Disposals / reclassifications during the year (net)	(497.82)	300.01	1,060.86	863.05
As at 31 March 2024	**1,110.16**	**394.01**	**7,474.05**	**8,978.22**

** Includes regulatory provision on investments in AIF's (refer note 66)*

d) Valuation Process

The Group 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, Waterfall approach has been used to arrive at the yields for securities held by the Group. 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.

   The current market borrowing rates of the Group are compared with relevant market matrices as at the reporting dates to arrive at the discounting rates

   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.

e) Sensitivity for instruments:

The following table summarises the valuation techniques together with the significant unobservable inputs used to measure Level 3 financial assets. Relationships between unobservable inputs (discount rate and projected cash flows) have been incorporated in this table.

(₹ in Crores)

	Fair Value of Level 3 financial asset	Reporting Date	Increase / (Decrease) in the unobservable input	Sensitivity Impact on statement of profit and loss	
				Favourable	Unfavourable
Discounted Cash Flow Model	8,978.22	31 March 2024	2%	179.56	(179.56)
Discounted Cash Flow Model	12,446.21	31 March 2023	2%	248.92	(248.92)

60 FAIR VALUE MEASUREMENT (Continued)

Discount rates used when calculating the present value of future cash flows are adjusted to spreads to the benchmark rate for discounting the future expected cash flows. Hence, these spreads reduce the net present value of an asset. Cash flows estimated reflect the estimated realisation to the Group. Realisation rates for less liquid instruments are usually unobservable and are estimated based on historical data.

f) Management uses its best judgment in estimating the fair value of its financial instruments. 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 realized 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.

61 DISAGGREGATE REVENUE INFORMATION

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Type of services		
- rental income	78.84	23.02
- processing / arranger fees	315.74	180.27
- other fees and charges	243.98	107.16
- guarantee commission	-	4.21
- sale of services	5.45	11.83
	644.01	**326.49**
Timing of revenue recognition		
Services transferred at a point in time	565.17	299.26
Services transferred over time	78.84	27.23
	644.01	**326.49**

No single customer represents 10% or more of the Group's total revenue for the year ended 31 March 2024 and 31 March 2023. Based on the geographic information analyses the Group's revenues and assets by the country of domicile, all the Group's revenues and assets other than financial assets and tax assets are predominately based in India.

62 (a) Disclosure for Insurance commission as required under Insurance regulatory and development Authority (IRDA)

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Cholamandalam MS General Insurance Group Limited	8.47	1.43
Pramerica Life Insurance Limited *	102.32	9.46
HDFC Ergo General Insurance Group	5.95	-
Care Health Insurance	0.75	-
TATA AIG General Insurance	7.99	-
Go Digit General Insurance	0.94	-
	126.42	**10.89**

(including Reward Commission ₹ 82.98 crores; 31 March 2023 - NIL)*

62 (b) Disclosure in respect of income from insurance companies where Corporate agency agreement exits:

(₹ in Crores)

Particulars	For the year ended 31 March 2024	For the year ended 31 March 2023
Commission income *	126.42	10.89
Manpower services	4.91	-

(including Reward Commission ₹ 82.98 crores; 31 March 2023 - NIL)*

63 ACQUISITION OF OFFICE PREMISES FROM AASAN CORPORATE SOLUTIONS PRIVATE LIMITED BY PIRAMAL CORPORATE TOWER PRIVATE LIMITED ('PCTPL')

On 26 December 2023 ('the acquisition date'), PCTPL had acquired a commercial property located at Lower Parel ('Piramal Tower'), for a net consideration of ₹889.82 crores (which includes Gross consideration of ₹ 875 crores, net working capital of ₹ (38.07) crores and incurred transaction cost of ₹52.89 crores) . The management had applied the optional concentration test, under Ind AS 103, and concluded that the acquired set of activities and assets is not a business because substantially all of the fair value of the gross assets acquired is concentrated in investment properties, with similar risk characteristics. Accordingly, this transaction has been accounted for as an asset acquisition. The management identified and recognized the individual identifiable assets acquired and liabilities assumed; and allocated the purchase consideration to the individual identifiable assets and liabilities on the basis of their relative fair values at the date of acquisition.

The details in respect of business combination is provided below:

(₹ in Crores)

Particulars	Amount
Assets	
Investment property (refer note below)	927.90
Security deposits	1.46
Trade receivables	0.44
Prepaid expenses	0.08
Total assets (A)	929.88
Liabilities	
Security deposits from licensees	40.06
Total liabilities (B)	40.06
Net Assets (A-B)	**889.82**

Note : PCTPL purchased the Building - Piramal Tower ('the Structure') from Aasan Corporate Solutions Private Limited ('the Vendor") comprising of all units as mentioned in the underlying Deed of Conveyance ('the Deed') and the proportionate undivided share, right, title and interest in the common areas and facilities appurtenant to the said Structure along with the proportionate undivided share, right, title and interest in the said Land i.e. all that piece and parcel bearing the dimensions mentioned as per the Deed, including the common areas and facilities appurtenant to the said Land together with all the estate,right,title, interest and benefit therein and arising therefrom but except the development potential retained by the vendor in terms this Deed.

64 (a) During the year ended 31 March 2024, Piramal Dutch IM Holdco BV ("PDIMBV"), a non-operative, non-material wholly owned subsidiary, had completed its liquidation, based upon the struck off confirmation received by Netherlands Chamber of Commerce on 8 September 2023. Consequent to which, PDIMBV ceases to be a wholly-owned subsidiary of the Holding Company which resulted in gain of ₹ 0.09 crores, post completion of liquidation of the entity.

(b) During the year ended 31 March 2024, Piramal International ("PINT"), a non-operative, non-material wholly owned subsidiary, had completed its liquidation, based upon the struck off confirmation received by Director of Insolvency Service at Mauritius on 21 September 2023. Consequent to which, PINT ceases to be a wholly-owned subsidiary of the Holding Company. No income / expense was recoded by the Holding Company had recorded, post completion of liquidation of the entity.

65 In furtherance to the order of the Hon'ble the Delhi High Court in W.P.(CRL) 2555/2023 dated 5 September, 2023 and 20 September, 2023, Piramal Fund Management Private Limited, a wholly owned subsidiary, has agreed to refund/return the principal amounts to all investors of Indiareit Domestic Real Estate Strategy I ("Indiareit PMS") as a one-time payment without admission of any liability and without prejudice basis. Accordingly, a loss of ₹ 63.91 crores was recognised in the statement of profit and loss during the year ended 31 March 2024.The same has been disclosed under exceptional items due to the nature and amount.

66 REGULATORY AIF'S PROVISIONS

During the year ended 31 March 2024, the Group made regulatory provision of ₹ 2,022.68 crores in respect of investments in Alternative Investment Funds (AIF) pursuant to the RBI circular dated 19 December 2023 and further clarifications vide RBI circular dated 27 March 2024. The same has been disclosed under exceptional items due to the nature and amount of provision. The Management remains confident of full recovery of the balance AIF investment.

67 EVENTS AFTER REPORTING DATE

There have been no material events after the reporting date that require adjustments / disclosures in the consolidated financial statements for the year ended 31 March 2024, other than the proposed scheme of arrangement for merger of the Holding Company with PCHFL, wholly owned subsidiary. Refer Note 49.

68 AMALGAMATION OF DEWAN HOUSING FINANCE CORPORATION LIMITED WITH ERSTWHILE PIRAMAL CAPITAL & HOUSING FINANCE LIMITED ('PCHFL')

During the financial year 2021-22, pursuant to the Resolution plan, as approved by the Mumbai bench of the Hon'ble National Group Law Tribunal, Piramal Capital & Housing Finance Limited ("PCHFL"), wholly owned subsidiary, merged into DHFL (Dewan Housing Finance Corporation Limited) to conclude acquisition on 30 September 2021 (Implementation Date). This business combination was treated as a reverse acquisition for financial reporting purposes in accordance with Ind AS 103.

At the time of aforesaid merger, based on the expert opinion, net deferred tax assets potentially amounting to ₹ 6,209 crores relating to the fair value adjustments considered in aforementioned business combination had not been recognized due to uncertainty associated with allowability of such adjustments under the applicable tax laws.

Based on the tax position taken by PCHFL and assessment order received for assessment year 2022-23 from the income tax authorities and further based on assessment of probable future taxable profits against which these unadjusted tax losses and credits can be utilised, PCHFL has recognised deferred tax assets amounting to ₹ 647.61 crores in current financial year.

As on 31 March, 2024, based on the assessment of the probable future taxable profits against which these unadjusted tax losses and tax credits can be utilised, the Group has recognised Deferred Tax Assets of ₹ 1,072.97 crores on unadjusted tax losses.

PCHFL holds 100% of equity share capital of DHFL Investments Limited (DIL). The wholly owned subsidiary of PCHFL, DIL holds 50% of equity share capital of Pramerica Life Insurance Company Limited (PLIL). Pursuant to the approval of the Resolution Plan by the Hon'ble NCLT, WGC and a limited liability partnership by the name of TDH Realty LLP, have pursued litigations in relation to the Resolution Plan, purportedly as the ultimate beneficiary of the CCDs. However, the litigation initiated by TDH Realty LLP before the NCLAT was disposed of as withdrawn by an order dated 27 September 2023, pursuant to settlement between the parties. Based on the approval of the Resolution Plan by Hon'ble NCLT, the Company has considered DIL as a subsidiary given its ability to exercise control over DIL with effect from the implementation date as per the Resolution Plan. Based on the evaluation of rights available under the shareholders agreement, PLIL has been considered as a joint venture and has been accounted based on equity method of accounting in the consolidated financial statements. Accordingly, the consolidated statement of profit and loss includes the PCHFL's share of profit / (loss) of PLIL with effect from the implementation date.

According to the Resolution Plan, while the fraudulent loan accounts are valued at Re. 1, the distribution of proceeds from recovery of fraudulent loans should go to the Successful Resolution Applicant (SRA). There is a litigation with respect to distribution of such recoveries pending before the appropriate forum. According to PCHFL, the DHFL acquisition remains unaffected by the above said order. Further there will be no adverse impact on the consolidated financial statements for the year ended 31 March 2023 and 2024 even in the eventuality of the matter being decided against PCHFL.

NOTES
TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

69 (A) DISCLOSURES MANDATED BY SCHEDULE III TO THE COMPANIES ACT, BY WAY OF ADDITIONAL INFORMATION

Name of the entity	Net Assets (total assets minus total liabilities) as at 31 March, 2024		Share in Profit /(loss) for the year ended 31 March, 2024		Share in Other Comprehensive Income for the year ended 31 March 2024		Share in Total Comprehensive Income for the year ended 31 March 2024	
	As a % of Consolidated net assets	Amount	As a % of Consolidated profit	Amount	As a % of Consolidated Other Comprehensive Income	Amount	As a % of Consolidated Total Comprehensive Income	Amount
Holding Company								
Piramal Enterprises Limited	81.30%	21,591.56	-28.16%	474.05	-28.74%	(21.99)	-28.13%	452.06
Subsidiaries - Indian								
Piramal Fund Management Private Limited	-0.40%	(107.34)	5.31%	(89.38)	0.68%	0.52	5.53%	(88.86)
Piramal Capital and Housing Finance Limited	56.50%	15,004.25	113.53%	(1,911.35)	20.56%	15.73	117.96%	(1,895.62)
PEL Finhold Private Limited	0.01%	1.47	0.00%	(0.00)	0.00%	-	0.00%	(0.00)
Piramal Investment Advisory Services Private Limited	0.02%	4.85	-0.02%	0.38	0.00%	-	-0.02%	0.38
Piramal Corporate Tower Private Limited (formerly known as 'Piramal Consumer Products Private Limited)	1.17%	311.14	0.11%	(1.87)	0.00%	-	0.12%	(1.87)
Piramal Systems & Technologies Private Limited	0.00%	0.04	0.00%	0.03	0.00%	-	0.00%	0.03
Piramal Investment Opportunities Fund	0.02%	5.01	-1.56%	26.20	0.00%	-	-1.63%	26.20
Piramal Alternatives Private Limited	0.27%	70.87	2.29%	(38.52)	-0.45%	(0.34)	2.42%	(38.86)
Piramal Securities Limited	0.06%	16.08	-0.05%	0.84	0.00%	-	-0.05%	0.84
Piramal Finance Sales & Services Private Limited	0.08%	20.13	-1.09%	18.33	0.02%	0.01	-1.14%	18.34
Virdis Infrastructure Investment Managers Private Limited	0.00%	0.00	0.00%	(0.00)	0.00%	-	0.00%	(0.00)
Piramal Alternatives Trust	3.48%	925.36	-9.20%	154.95	0.00%	-	-9.64%	154.95
DHFL Investments Limited	3.42%	908.70	0.00%	(0.04)	0.00%	-	0.00%	(0.04)
DHFL Advisory & Investments Private Limited	0.00%	0.49	0.00%	(0.04)	0.00%	-	0.00%	(0.04)
DHFL Holdings Limited	0.00%	0.02	0.00%	(0.01)	0.00%	-	0.00%	(0.01)
Piramal Payment Services Limited	0.02%	4.96	0.02%	(0.41)	0.00%	-	0.03%	(0.41)
Piramal Agastya Offices Private Limited (formerly known as 'PRL Agastya Private Limited')	0.09%	23.54	0.85%	(14.23)	0.02%	0.01	0.88%	(14.22)
Piramal Alternatives India Access Fund	0.24%	63.95	0.04%	(0.65)	0.00%	-	0.04%	(0.65)
Subsidiaries - Foreign								
Piramal International	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Piramal Technologies SA	0.00%	0.05	0.02%	(0.28)	0.00%	-	0.02%	(0.28)
Indiareit Investment Management Co.	0.33%	88.65	0.37%	(6.31)	1.78%	1.36	0.31%	(4.95)
Piramal Asset Management Private Limited, Singapore	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Piramal Dutch IM Holdco B.V.	0.00%	-	0.00%	0.00	0.00%	-	0.00%	0.00
Associate / Joint Venture (Investment as per the equity method)								
Indian								
India Resurgence ARC Private Limited	0.40%	107.11	-0.05%	0.79	0.00%	-	-0.05%	0.79
India Resurgence Asset Management Business Private Limited	0.04%	9.84	-0.53%	8.93	0.00%	-	-0.56%	8.93
Pramerica Life Insurance Limited	3.42%	908.58	4.27%	(71.83)	95.66%	73.20	-0.09%	1.37
India Resurgence Fund Scheme 2	1.94%	515.23	-6.75%	113.67	0.00%	-	-7.07%	113.67
Piramal Structured Credit Opportunities Fund	1.59%	421.55	-4.67%	78.67	0.00%	-	-4.90%	78.67

69 (A) DISCLOSURES MANDATED BY SCHEDULE III TO THE COMPANIES ACT, BY WAY OF ADDITIONAL INFORMATION (Continued)

Name of the entity	Net Assets (total assets minus total liabilities) as at 31 March, 2024		Share in Profit /(loss) for the year ended 31 March, 2024		Share in Other Comprehensive Income for the year ended 31 March 2024		Share in Total Comprehensive Income for the year ended 31 March 2024	
	As a % of Consolidated net assets	Amount	As a % of Consolidated profit	Amount	As a % of Consolidated Other Comprehensive Income	Amount	As a % of Consolidated Total Comprehensive Income	Amount
DHFL Venture Trustee Group Private Limited	0.00%	0.04	0.00%	-	0.00%	-	0.00%	-
India Resurgence Fund Scheme 4	0.07%	19.57	0.11%	(1.84)	0.00%	-	0.11%	(1.84)
Foreign								
Asset Resurgence Mauritius Manager	0.19%	49.30	-1.51%	25.34	0.00%	-	-1.58%	25.34
Consolidation Adjustments	-54.25%	(14,407.96)	26.67%	(448.95)	10.47%	8.02	27.44%	(440.92)
Total	**100.00%**	**26,557.05**	**100.00%**	**(1,683.53)**	**100.00%**	**76.52**	**100.00%**	**(1,607.01)**

69 (B) DISCLOSURES MANDATED BY SCHEDULE III TO THE COMPANIES ACT, BY WAY OF ADDITIONAL INFORMATION

Name of the entity	Net Assets (total assets minus total liabilities) as at 31 March 2023		Share in Profit /(loss) for the year ended 31 March, 2023		Share in Other Comprehensive Income for the year ended 31 March 2023		Share in Total Comprehensive Income for the year ended 31 March 2023	
	As a % of Consolidated net assets	Amount	As a % of Consolidated profit	Amount	As a % of Consolidated Other Comprehensive Income	Amount	As a % of Consolidated Total Comprehensive Income	Amount
Holding Company								
Piramal Enterprises Limited	77.38%	24,034.46	143.78%	14,333.30	110.94%	145.57	143.36%	14,478.87
Subsidiaries - Indian								
Piramal Fund Management Private Limited	0.03%	8.84	-0.13%	(13.20)	0.05%	0.06	-0.13%	(13.14)
Piramal Capital and Housing Finance Limited	47.20%	14,659.03	-74.48%	(7,424.83)	49.90%	65.47	-72.87%	(7,359.36)
PEL Finhold Private Limited	0.00%	1.47	0.00%	0.06	0.00%	-	0.00%	0.06
Piramal Investment Advisory Services Private Limited	0.06%	18.02	0.00%	0.18	0.00%	-	0.00%	0.18
Piramal Consumer Products Private Limited	0.08%	23.41	0.00%	0.32	0.00%	-	0.00%	0.32
Piramal Systems & Technologies Private Limited	0.00%	0.01	0.00%	(0.07)	0.00%	-	0.00%	(0.07)
Piramal Investment Opportunities Fund	0.02%	5.00	0.00%	0.18	0.00%	-	0.00%	0.18
Piramal Alternatives Private Limited	0.00%	(0.27)	-0.32%	(31.51)	-0.39%	(0.51)	-0.32%	(32.02)
Piramal Securities Limited	0.05%	15.54	-0.01%	(0.99)	0.00%	-	-0.01%	(0.99)
Piramal Finance Sales & Services Private Limited	0.01%	1.78	0.02%	1.53	-0.02%	(0.03)	0.01%	1.50
Virdis Power Investment Managers Private Limited	0.00%	(0.00)	0.00%	(0.00)	0.00%	-	0.00%	(0.00)
Virdis Infrastructure Investment Managers Private Limited	0.00%	0.01	0.00%	(0.00)	0.00%	-	0.00%	(0.00)
Piramal Alternatives Trust	1.01%	313.29	-0.03%	(2.92)	0.00%	-	-0.03%	(2.92)
DHFL Investments Limited	2.92%	907.37	0.00%	(0.08)	0.00%	-	0.00%	(0.08)
DHFL Advisory & Investments Private Limited	0.00%	0.53	0.00%	(0.05)	0.00%	-	0.00%	(0.05)
DHFL Holdings Limited	0.00%	(0.00)	0.00%	(0.01)	0.00%	-	0.00%	(0.01)
Piramal Payment Services Limited	0.02%	5.36	0.00%	(0.14)	0.00%	-	0.00%	(0.14)
PRL Agastya Private Limited	-0.42%	(131.03)	-0.07%	(6.52)	0.14%	0.19	-0.06%	(6.34)

NOTES

TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

69 (B) DISCLOSURES MANDATED BY SCHEDULE III TO THE COMPANIES ACT, BY WAY OF ADDITIONAL INFORMATION (Continued)

Name of the entity	Net Assets (total assets minus total liabilities) as at 31 March 2023		Share in Profit /(loss) for the year ended 31 March, 2023		Share in Other Comprehensive Income for the year ended 31 March 2023		Share in Total Comprehensive Income for the year ended 31 March 2023	
	As a % of Consolidated net assets	Amount	As a % of Consolidated profit	Amount	As a % of Consolidated Other Comprehensive Income	Amount	As a % of Consolidated Total Comprehensive Income	Amount
Subsidiaries - Foreign								
Piramal International	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Piramal Technologies SA	0.00%	0.31	-0.01%	(0.70)	0.00%	-	-0.01%	(0.70)
Indiareit Investment Management Co.	0.30%	93.60	0.07%	7.34	-5.22%	(6.84)	0.00%	0.50
Piramal Asset Management Private Limited, Singapore	0.00%	(0.00)	0.01%	1.31	0.46%	0.60	0.02%	1.91
Piramal Dutch IM Holdco B.V.	0.00%	(0.00)	0.43%	43.25	0.00%	-	0.43%	43.25
Piramal Holdings (Suisse) SA	0.00%	-	-0.03%	(2.99)	0.00%	-	-0.03%	(2.99)
Associate / Joint Venture (Investment as per the equity method)								
Indian								
Shrilekha Business Consultancy Private Limited	0.00%	-	2.61%	259.73	0.00%	-	2.57%	259.73
India Resurgence ARC Private Limited	0.27%	84.48	-0.02%	(1.52)	0.00%	-	-0.02%	(1.52)
India Resurgence Asset Management Business Private Limited	0.00%	0.92	-0.05%	(4.72)	0.00%	-	-0.05%	(4.72)
Pramerica Life Insurance Limited	2.92%	907.22	0.21%	20.96	-54.03%	(70.89)	-0.49%	(49.93)
India Resurgence Fund Scheme 2	1.17%	362.42	0.79%	78.59	0.00%	-	0.78%	78.59
Piramal Structured Credit Opportunities Fund	0.83%	258.48	0.34%	34.28	0.00%	-	0.34%	34.28
DHFL Venture Trustee Group Private Limited	0.00%	0.04	0.00%	-	0.00%	-	0.00%	-
Foreign								
Asset Resurgence Mauritius Manager	0.08%	23.96	0.01%	1.30	0.00%		0.01%	1.30
Consolidation Adjustments	-33.92%	(10,535.18)	26.85%	2,676.48	-1.83%	(2.40)	26.48%	2,674.08
Total	**100.00%**	**31,059.08**	**100.00%**	**9,968.58**	**100.00%**	**131.21**	**100.00%**	**10,099.79**

70 ACQUISITION OF PRL AGASTYA PRIVATE LIMITED BY PIRAMAL CAPITAL & HOUSING FINANCE LIMITED

During the previous year, Piramal Capital & Housing Finance Limited ('PCHFL'), a wholly owned subsidiary, has acquired 100% stake in PRL Agastya Private Limited ('PRL Agastya') from PRL Developers Private Limited on 12 December 2022 for a cash consideration of ₹ 90.12 crores Consequent to which, PRL Agastya is a wholly owned subsidiary of the Group.

The details in respect of business combination is provided below:

Particulars	Amount
Consideration transferred	
Cash *	90.12
Total consideration (A)	90.12
Fair value of assets identifiable assets and liabilities recognised as a result of the Acquisition	
Net assets	
(a) Total assets acquired	1,012.48
(b) Total liabilities acquired	924.36
Net assets recognised (B) = (a-b)	**88.12**
Goodwill/(Capital Reserve) (A-B)	**2.00**

Goodwill represents the loss on bargain purchase which is directly recognized in the Balance Sheet.

** includes stamp duty of ₹ 0.12 crores.*

70 ACQUISITION OF PRL AGASTYA PRIVATE LIMITED BY PIRAMAL CAPITAL & HOUSING FINANCE LIMITED (Continued)

During the current year, the Group recorded a loss of ₹ 7.58 crores due to fair value adjustments pertaining to payment of contingent consideration arising from the acquisition of its wholly-owned subsidiary, Piramal Agastya Offices Private Limited (formerly known as PRL Agastya Private Limited), in December 2022 from PRL Developer Private Limited ('PDPL'). The additional purchase consideration has been paid to PDPL, as outlined in the Share Purchase Agreement, which includes a provision for additional payments to PDPL.

71 DIVESTMENT OF PIRAMAL HOLDINGS (SUISSE) SA (SUBSIDIARY)

On 9 December 2022, the Holding Company had signed documents to divest its entire stake in Piramal Holdings (Suisse) SA ('PHSA'), a non-operative, non-material wholly owned subsidiary of the Holding Company to Heather Investment in Commercial Enterprises & Management Co. LLC, UAE, for a consideration of ₹ 1.65 crores (USD 200,436). Consequent to the divestment, PHSA ceases to be a wholly-owned subsidiary of the Holding Company. Further, the divestment is not a related party transaction and the Buyer does not belong to the promoter/ promoter Holding Company/ promoter Holding Company companies.

During the previous year, the Group has given effect to accounting as follows:

(i) Consideration received

Particulars	₹ in Crores
Consideration received in cash and cash equivalents	1.65
Total consideration received	**1.65**

(ii) Statement of assets and liabilities over which control was lost as on date of sale:

Particulars	₹ in Crores
Assets:	
Cash and cash equivalents	30.96
Total Assets (I)	30.96
Liabilities	
Trade payables	0.63
Total liabilities (II)	0.63
Net assets disposed off (I-II)	**30.33**

(iii) Loss on disposal

Particulars	₹ in Crores
Consideration received	1.65
Less: Net assets disposed off	(30.33)
Loss on disposal	**(28.68)**

72 COMPOSITE SCHEME OF ARRANGEMENT AND AMALGAMATION IN SHRIRAM GROUP

During the year ended 31 March 2023, pursuant to Composite Scheme of Arrangement and Amalgamation in Shriram group, the Holding Company received shares of Shriram Finance Limited (SFL), Shriram LI Holdings Private Limited (SLIH), Shriram GI Holdings Private Limited (SGIH) and Shriram Investment Holdings Limited (SIHL) against the shares of Shriram City Union Finance Limited(SCUF) and Shrilekha Business Consultancy Private Limited(Shrilekha). These shares have been initially recognised as per the requirement of Ind AS 109 as follows:

(a) Shares received against investment in SCUF resulted in gain of ₹ 172.10 crores accounted in other comprehensive income.

(b) Shares received against investment in Shrilekha resulted in gain of ₹ 717.44 crores accounted in profit and loss under "other operating income.

(c) Further, during the year ended 31 March 2024, the Holding Company had sold its entire stake in Shriram Finance Limited for a net consideration of ₹ 4,788.58 crores resulting in profit of ₹ 854.68 crores which has been recorded under "Net gain / (loss) on fair value changes".

NOTES
TO CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

73 ASSETS HELD FOR SALE

(a) During the year ended 31 March 2023, on conclusion of a strategic review of its investments, the Group initiated identification and evaluation of potential buyers for its associate investments, Shriram Ll Holdings Private Limited, Shriram GI Holdings Private Limited and Shriram Investment Holdings Limited. The Group anticipates completion of the sale in foreseeable future and accordingly, investments amounting to ₹ 2,277.54 crores in respect of these associates have been reclassified under 'assets held for sale'. On reclassification, these investments has been measured at the lower of carrying amount and fair value less cost to sell. No impairment provision was required to be recognised in the consolidated statement of profit and loss for the year ended 31 March 2024, on these investments.

(b) Shriram Investment Holdings Private Limited

In addition to point (a) above, during the year ended 31 March 2024, the Holding Company has entered into share purchase agreement to sell its entire direct investment of 20% equity held in Shriram Investment Holdings Private Limited (formerly known as Shriram Investment Holdings Limited), classified as assets held for sale, to Shriram Ownership Trust, for a cash consideration of ₹ 1,439.89 crores. Accordingly, a gain of ₹ 870.69 crores is accounted in the books of the Holding Company on completion of the transaction.

(c) Shriram Ll Holdings Private Limited and Shriram GI Holdings Private Limited

(i) Pursuant to the restructuring of Shriram Group in November 2022, the Holding Company ('PEL') had received shares in multiple Shriram Group companies, as explained in note 72 of the financial statements. It includes PEL's ownership of 20% in both Shriram GI Holdings Private Limited and Shriram LI Holdings Pvt Limited (Holding Companies). On receipt of these shares, PEL's intention was to dispose them off and hence were classified as 'assets held for sale'. These Holding Companies own stakes in Shriram General Insurance Company Limited and Shriram Life Insurance Company Limited (Operating Companies) respectively.

Subsequently, Shriram Group has proposed to merge Holding Companies into the respective Operating Companies, which will result in PEL holding direct stakes in these Operating Companies. Based on discussions with prospective buyers, the feedback is that there is a preference towards owning direct stakes in the Operating Companies rather than in Holding Companies. Hence, these prospective buyers are inclined to wait for the said merger process to get completed. However, this merger process is subject to the approval from regulators particularly IRDA.

In light of the above, it has been decided to wait for the completion of the said merger process. However, the Group remains committed to its plans to divest its stakes in these non-core investments and does not intend to hold these investments in the long term. (ii) The Holding Company received ₹ 9.88 crores & ₹ 39.70 crores from Shriram Ll Holdings Private Limited and Shriram GI Holdings Private Limited respectively during the year ended 31 March 2024.

74 On 8 May, 2024, a dividend of ₹ 10 per equity share (Face value of ₹ 2/- each) was recommended by the Board of Directors of the Holding Company, which is subject to shareholders approval. If approved, there would be cash outflow amounting to approximately ₹ 225 crores.

75 COMPOSITE SCHEME OF ARRANGEMENT - DISCONTINUING OPERATIONS

The board of directors of the Holding Company, at their meeting held on 7 October 2021, had inter alia, approved the composite Scheme of Arrangement under applicable provisions of the Companies Act, 2013 between Holding Company (PEL), Piramal Pharma Limited ('PPL'), Convergence Chemicals Private Limited ('CCPL'), Hemmo Pharmaceuticals Private Limited ('HPPL'), PHL Fininvest Private Limited ('PFPL') and their respective shareholders and creditors ('Scheme'). The Scheme inter alia provides for the following:

(i) the transfer by way of demerger of the Demerged Undertaking (as set out in the Scheme) from Holding Company to PPL, a subsidiary of PEL

(ii) the amalgamation of CCPL and HPPL (both being wholly owned subsidiaries of PPL) into PPL.

(iii) the amalgamation of PFPL (a wholly owned subsidiary of PEL) into Holding Company ('FS Amalgamation').

The Scheme was approved by the Hon'ble National Group Law Tribunal on 12 August 2022. Accordingly, the Scheme became operative from Appointed date i.e. 1 April 2022.

75 COMPOSITE SCHEME OF ARRANGEMENT - DISCONTINUING OPERATIONS (Continued)

The Holding Company has given effect to accounting as follows:

All assets and liabilities pertaining to demerged Pharma undertaking have been classified as non-cash assets held for transfer to Piramal Pharma Limited / shareholders as on 1 April 2022 being the appointed date. The difference between book values of the assets and liabilities transferred is recognised as gains in Profit and loss account amounting to ₹ 7,613.96 crores as per the requirements of Appendix A to Ind AS 10. At the date of approval of scheme, the liability was subsequently remeasured resulting in remeasurement gain of ₹ 759.76 crores. The corresponding aggregate charge was recognised in retained earnings (reserve) as per the requirements of the aforesaid Ind AS.

The nature of the gain (including remeasurement gains) being non-recurring in nature was classified as an exceptional item by the Holding Company.

Costs incidental / consequential to the arrangement aggregating to ₹ 397.83 crores incurred by the Holding Company was considered as exceptional items being non-recurring in nature.

(₹ in Crores)

Particulars		As on 1 April 2022
(A)	Fair value of the of Pharma undertaking at date of derecognition	12,982.55
(B)	Analysis of asset and liabilities over which control was lost	
	Assets	
	Financial assets	3,856.28
	Non- financial assets	8,793.16
Total Assets (a)		**12,649.44**
	Liabilities	
	Financial liabilities	5,428.34
	Non- Financial liabilities	504.73
Total liabilities (b)		**5,933.07**
Non-Controlling Interest (c)		**1,347.78**
Net assets disposed off [B= (a-b-c)]		**5,368.59**
Gains on transfer of the pharma undertaking at date of derecognition (C)=[A-B]		**7,613.96**
Gains on subsequent remeasurement - (D)		**759.76**
Gain on transfer of the pharma undertaking [C+D]		**8,373.72**
Total amount distributed (A+D)		**13,742.31**

76 OTHER STATUTORY INFORMATION

(i) The Group does not have any Benami property, where any proceeding has been initiated or pending against the group for holding any Benami property.

(ii) The Group does not have any such transactions which is not recorded in the books of accounts that has been surrendered or disclosed as income during the current or previous financial year in the tax assessments under the income tax act, 1961 (such as search or survey or any other relevant provisions of the Income Tax Act 1961).

(iii) The Group has utilised funds borrowed from banks and financial institutions for the purpose for which it was taken.

(iv) The Group have not traded or invested in Crypto currency or Virtual Currency during the current and previous financial year.

(v) The Group have not been declared as a wilful defaulter by any bank or financial institution (as defined under Companies Act, 2013) or consortium thereof, in accordance with the guidance on wilful defaulters issued by Reserve Bank of India.

(vi) The Group has complied with the number of layers prescribed under clause (87) of section 2 of the act read with companies (Restriction on number of Layers) Rules, 2017.

76 OTHER STATUTORY INFORMATION (Continued)

(vii) The Group, has not advanced or loaned or invested funds to any other person(s) or entity(is), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(viii) The Group, has not received any fund from any person(s) or entity(is), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,

(ix) The Group has not done any transactions with companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 except:

Name of struck off Company	Nature of transactions with struck-off Company	Balance outstanding as at 31 March 2024	Relationship with the Struck off Company, if any, to be disclosed
GK Marketing Services Private Limited	DSA	-	DSA (Vendor)

Name of struck off Company	Nature of transactions with struck-off Company	Balance outstanding as at 31 March 2023	Relationship with the Struck off Company, if any, to be disclosed
GK Marketing Services Private Limited	DSA	-	DSA (Vendor)

(x) The Group has not granted loans or advance in nature of loans to Related parties which are repayable on demand or without specifying terms / period of repayment.

(xi) Quarterly Asset cover statements submitted to Debenture and Security Trustee's are in agreement with the books of accounts.

77 AGEING SCHEDULE OF TRADE PAYABLES

(₹ in Crores)

As at 31 March 2024	Outstanding for following periods from the due date of payment					
Particulars	Not Due *	Less than 1 year	1- 2 years	2- 3 years	More than 3 years	Total
(i) MSME	25.97	3.81	0.49	0.00	0.13	30.40
(ii) Others	192.19	64.23	4.89	0.49	2.32	264.12
(iii) Disputed dues- MSME	-	-	-	-	-	-
(iv) Disputed dues- Others	-	-	-	-	-	-
Total	**218.16**	**68.04**	**5.38**	**0.49**	**2.45**	**294.52**

77 AGEING SCHEDULE OF TRADE PAYABLES (Continued)

(₹ in Crores)

As at 31 March 2023		Outstanding for following periods from the due date of payment				
Particulars	**Not Due ***	**Less than 1 year**	**1- 2 years**	**2- 3 years**	**More than 3 years**	**Total**
(i) MSME	0.12	3.82	0.08	0.01	(0.23)	3.81
(ii) Others	329.63	58.46	2.54	0.88	3.95	395.46
(iii) Disputed dues- MSME	-	-	-	-	-	-
(iv) Disputed dues- Others	-	-	-	-	-	-
Total	**329.75**	**62.28**	**2.62**	**0.89**	**3.72**	**399.27**

** Includes accrued expenses / provision for expenses*

78 AGEING SCHEDULE OF TRADE RECEIVABLES

(₹ in Crores)

As at 31 March 2024	Outstanding for following periods from the due date of payment					
Particulars	**Less than 6 months**	**6 months - 1 year**	**1- 2 years**	**2- 3 years**	**More than 3 years**	**Total**
(i) Undisputed Trade receivables – considered good	11.45	0.92	0.51	-	-	12.88
(ii) Undisputed Trade Receivables – considered doubtful	0.00	-	-	-	-	0.00
(iii) Disputed Trade receivables – considered good	-	-	-	-	-	-
(iv) Disputed Trade Receivables – considered doubtful	-	-	0.07	2.63	-	2.70
Total	**11.45**	**0.92**	**0.58**	**2.63**	**-**	**15.58**

(₹ in Crores)

As at 31 March 2023	Outstanding for following periods from the due date of payment					
Particulars	**Less than 6 months**	**6 months - 1 year**	**1- 2 years**	**2- 3 years**	**More than 3 years**	**Total**
(i) Undisputed Trade receivables – considered good	12.46	2.44	0.60	1.46	3.20	20.16
(ii) Undisputed Trade Receivables – considered doubtful	-	-	-	-	-	-
(iii) Disputed Trade receivables – considered good	-	-	-	-	-	-
(iv) Disputed Trade Receivables – considered doubtful	-	0.07	0.72	1.91	-	2.70
Total	**12.46**	**2.50**	**1.32**	**3.37**	**3.20**	**22.86**

79 CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

(a) Changes in capital and asset structure arising from financing activities and investing activities (Ind AS 7 'Statement of Cash flows')

The Group does not have any financing activities and investing activities which affect the capital and asset structure of the Group without the use of cash and cash equivalents.

(b) Changes in liability arising from financing activities (Ind AS 7 'Statement of Cash Flows')

(₹ in Crores)

Particulars	As at 1 April 2023	Cash flows	Exchange Difference	Others *	As at 31 March 2024
Borrowings including debt securities, deposits and subordinated debt liabilities (net)	49,582.81	4,230.85	5.28	(207.86)	53,611.08

79 CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES (Continued)

(₹ in Crores)

Particulars	As at 1 April 2022	Cash flows	Exchange Difference	Others *	As at 31 March 2023
Borrowings including debt securities, deposits and subordinate debt liabilities (net)	55,450.99	(2,536.94)	48.71	(3,379.96)	49,582.81

** Includes acquisitions/ (divestments)*

80 EMPLOYEE STOCK OPTION PLAN

The Group had formulated Employees' Stock Ownership Plan- 2015 ("ESOP Scheme 2015"), under which, such eligible employees of the Holding Company and its subsidiaries can exercise Stock Options that were vested in them under such ESOP Scheme 2015

The ESOP Scheme 2015 were approved by the Nomination and Remuneration Committee and the effective date of the same is 31 March 2023.

Under the ESOP Scheme 2015, 18,21,487 (31 March 2023: 7,70,022) stock options are granted on various grant dates, of which 14,04,690 (31 March 2023: 5,88,194) stock options were granted to employees of group companies.

Number and weighted average exercise prices (WAEP) of, and movements in, share options during the year ended 31 March 2023

Particulars	Number of options #	Weighted- Average Exercise Price	Weighted- Average Remaining Contractual Life (Years)
Outstanding as on 1 April 2022	-	-	5 years
Granted during the year*	770,022	2.00	
Exercised during the year	-	-	
Forfeited/lapsed during the year	-	-	
Outstanding as on 31 March 2023*	770,022	2.00	
Exercisable as on 31 March 2023	770,022	2.00	

**Includes 12,256 options granted to Key managerial personnel of the Holding Company.*

#Includes options granted to group company employees

Number and weighted average exercise prices (WAEP) of, and movements in, share options during the year ended 31 March 2024

Particulars	Number of options #	Weighted- Average Exercise Price	Weighted- Average Remaining Contractual Life (Years)
Outstanding as on 1 April 2023	770,022	2.00	5.9 years
Granted during the year*	1,051,465	2.00	
Exercised during the year	-		
Forfeited/lapsed during the year	80,603	2.00	
Outstanding as on 31 March 2024*	1,740,884	2.00	
Exercisable as on 31 March 2024	1,740,884	2.00	

**Includes 25,413 options granted to Key managerial personnel of the Holding Company.*

#Includes options granted to group company employees

80 EMPLOYEE STOCK OPTION PLAN (Continued)

The Black Scholes Valuation model has been used for computing the weighted average fair value of stock options granted during the year considering the following inputs:

Grant date	No. of Years vesting	Fair value per option	Option Granted
31-Mar-23	2.34 years	INR 631.84- INR 639.48	438,388
31-Mar-23	3.18 years	INR 628.66- INR 638.53	309,663
31-Mar-23	4.34 years	INR 624.83- INR 631.84	21,971
13-Apr-23	3.13 years	INR 640.39- INR 653.93	476,406
17-Jul-23	3 years	INR 895.03- INR 916.08	575,059

The fair value has been calculated using the Black Scholes Options Pricing Model and the significant assumptions made in this regard are as follows:

Grant dated	31-Mar-23	31-Mar-23	31-Mar-23	13-Apr-23	17-Jul-23
No. of Years vesting	2.34- Years	3.18- Years	4.34- Years	3.13- Years	3- Years
Risk free interest rate	6.91%- 6.92%	6.90%- 6.93%	6.92%- 6.93%	6.79%- 6.88%	6.81%- 6.84%
Expected life	3- 3.67 years	3.05- 4.09 years	3.67- 4.67 years	3.55- 5.64 years	3.5- 5.5 years
Expected volatility	55.62%- 58.71%	56.00%- 58.73%	55.10%- 57.16%	53.77%- 56.24%	52.14%- 55.12%
Expected dividend yield	1.87%- 1.9%	1.8%- 1.92%	1.71%- 1.87%	1.58%- 1.91%	1.74%- 2.07%
Exercise Price (INR)	2	2	2	2	2
Stock Price (INR)	678.35	678.35	678.35	701.4	986.6

Method used to account for the Scheme (Intrinsic or fair value):

The Group recognises compensation expense relating to share based payments in accordance with Ind AS 102 Share-based Payment. Stock options granted by the Group are accounted as equity settled options. Accordingly, the estimated fair value of options granted that is determined on the date of grant, is charged to statement of Profit and Loss over the vesting period of options which is the requisite service period, with corresponding increase in the equity.

During the year ended 31 March 2024, ₹71.97 crores (31 March 2023: ₹ 0.06 crores) has been charged to statement of profit & loss with a corresponding increase in Stock option reserve. [Refer note 25 and 39]

81 The previous year's figures have been regrouped / reclassified wherever necessary, to conform to the current year's classification / presentation.

82 The consolidated financial statements have been approved for issue by the Holding Company's Board of Directors on 8 May 2024.

Signature to note 2 to 82 of the Consolidated financial statements

For and on behalf of the Board of Directors
Piramal Enterprises Limited

Ajay G. Piramal
Chairman
(DIN:00028116)

Upma Goel
Chief Financial Officer

Bipin Singh
Company Secretary

Place : Mumbai
Date : 8 May 2024

NOTICE

NOTICE is hereby given that the 77th Annual General Meeting ('AGM') of the Members of Piramal Enterprises Limited will be held on Monday, July 8, 2024 at 3:00 p.m. Indian Standard Time ('IST') through Video Conferencing ('VC')/Other Audio Visual Means ('OAVM') to transact the following businesses:

ORDINARY BUSINESS

1. To receive, consider and adopt the Audited Financial Statements (Standalone and Consolidated) of the Company for the financial year ended March 31, 2024 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, 2024.

3. To appoint a Director in place of Mr. Anand Piramal (DIN: 00286085), who retires by rotation and being eligible, offers himself for re-appointment.

SPECIAL BUSINESS

4. Appointment of Mr. Asheet Mehta (DIN:10648593) as an Independent Director 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, 150 and 152 read with Schedule IV and other applicable provisions, if any, of the Companies Act, 2013 ('the Act') read with the Companies (Appointment and Qualification of Directors) Rules, 2014 and the applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), Mr. Asheet Mehta (DIN: 10648593), who was appointed by the Board of Directors, as an Additional Director, designated as an Independent Director of the Company pursuant to the provisions of Section 161 of the Act and the Articles of Association 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, being eligible, be and is hereby appointed as an Independent Director, not liable to retire by rotation and to hold office for a term of 5 (five) consecutive years with effect from June 12, 2024 to June 11, 2029;

RESOLVED FURTHER THAT approval of the Members be accorded to the Board of Directors (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 do all such acts, deeds, matters and things and to take all such steps as may be required in this connection to give effect to this resolution and to settle any questions, difficulties or doubts that may arise in this regard and further to execute all necessary documents, applications, returns and writings as may be necessary, proper, desirable or expedient."

5. 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, Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 ('Debt Regulations'), the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) and 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, consent 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 make offer(s) or invite subscriptions for secured/unsecured non-convertible debentures ,subordinated debentures, bonds or any other structured/hybrid debt securities ('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 approval of the Members be accorded to the Board to do all such acts, deeds, matters and things and to take all such steps as may be required in this connection to give effect to this resolution and to settle any questions, difficulties or doubts that may arise in this regard and further to execute all necessary documents, applications, returns and writings as may be necessary, proper, desirable or expedient."

6. 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'), the applicable Rules made thereunder, the applicable provisions of the Securities and Exchange Board of India (Listing

Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) or re-enactment(s) thereof for the time being in force) and 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, 2024;

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 approval of the Members be accorded to the Board to exercise its powers including the powers conferred by this resolution to do all such acts, deeds, matters and things and to take all such steps as may be required in this connection to give effect to this resolution and to settle any questions, difficulties or doubts that may arise in this regard and further to execute all necessary documents, applications, returns and writings as may be necessary, proper, desirable or expedient."

7. Conversion of loan into equity or other capital of the Company in case of Event of Default

To consider and, if thought fit, to pass the following resolution as a **Special Resolution:**

"**RESOLVED THAT** pursuant to Section 62(3) and other applicable provisions, if any, 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), and in accordance with the Memorandum and Articles of Association of the Company and applicable regulations and subject to all such approval(s) consent(s), permission(s), sanction(s), if any, of appropriate statutory, governmental and other authorities and departments in this regard and subject to such condition(s) and modification(s) as may be prescribed or imposed, while granting such approval(s), consent(s), permission(s) or sanction(s), the, consent 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), increase subscribed capital of the Company caused in the event of exercise of rights by the lenders of the Company to convert the whole or part of the outstanding amount(s) of loan(s) in to equity or other capital of the Company in Event of Default by the Company to repay the loan(s) in terms of the Financing Document(s) executed or to be executed by the Company in favour of the Lender(s) at a price to be determined in accordance with the applicable regulations of the Securities and Exchange Board of India or the directions of Reserve Bank of India and in accordance with the applicable regulatory guidelines of the regulatory authorities;

RESOLVED FURTHER THAT approval of the Members be accorded to the Board to exercise its powers including the powers conferred by this resolution to do all such acts, deeds, matters and things and to take all such steps as may be required in this connection to give effect to this resolution and to settle any questions, difficulties or doubts that may arise in this regard and further to execute all necessary documents, applications, returns and writings as may be necessary, proper, desirable or expedient."

NOTES:

1. The Ministry of Corporate Affairs ('MCA') has vide its General Circular Nos. 14/2020, 17/2020, 20/2020, 02/2021, 21/2021, 02/2022 and 09/2023 dated April 8, 2020, April 13, 2020, May 5, 2020, January 13, 2021, December 14, 2021, May 5, 2022, December 28, 2022 and September 25, 2023, 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, SEBI/HO/CFD/CMD2/CIR/P/2021/11, SEBI/HO/CFD/CMD2/CIR/P/2022/62, SEBI/HO/CFD/PoD-2/P/CIR/2023/4 and SEBI/HO/CFD/CFD-PoD-2/P/CIR/2023/167 dated May 12, 2020, January 15, 2021, May 13, 2022, January 5, 2023 and October 7, 2023, 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'), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations'), the MCA Circulars and the SEBI Circulars, the 77th AGM of the Company is being held through VC/OAVM. The Registered Office of the Company shall be 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 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. The Explanatory Statement pursuant to Section 102 of the Act, setting out material facts concerning the businesses under Item Nos. 4 to 7 of the Notice, is annexed hereto. A statement providing additional details of the Director seeking appointment/ re-appointment at the 77th AGM, along with their brief profiles, are annexed herewith as required under Regulation 36 of the Listing Regulations 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/National Securities Depository Limited ('NSDL') and the Central Depository Services (India) Limited ('CDSL'), (collectively hereinafter referred as 'Depositories').

6. Members may note that the Notice and Annual Report 2023-24 shall also be available on Company's website at www.piramalenterprises.com, on the 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 NSDL at www.evoting.nsdl.com.

7. The Company has fixed Friday, July 5, 2024 as the 'Record Date' for determining entitlement of Members to receive final dividend for the financial year ended March 31, 2024, if approved at the AGM.

8. The final dividend for the financial year ended March 31, 2024, as recommended by the Board, if approved at the AGM, will be paid on or after Monday, July 8, 2024, to those persons or their mandates:

   a. whose names appear as Beneficial Owners as at the end of the business hours on Friday, July 5, 2024 as per the data furnished by NSDL and 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 Friday, July 5, 2024 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 the Finance Act, 2020, dividend income is taxable in the hands of Members w.e.f. April 1, 2020 and the Company is required to deduct tax at source at time of paying dividend to the Members at the prescribed rates. For the prescribed rates for various categories, please refer to Income Tax Act, 1961 and the Finance Act, 2020, of the respective years. A Resident Individual Member with PAN and who is not liable to pay income tax can avail the benefit of non-deduction of tax at source by submitting a duly completed and signed yearly declaration in Form No. 15G/15H as maybe applicable, through email to peldivtax@linkintime.co.in or upload the documents at https://liiplweb.linkintime.co.in/formsreg/submission-of-form-15g-15h.html by Monday, July 1, 2024, 6:00 p.m. (IST). Members are requested to note that if the PAN is not correct/ invalid/inoperative or have not filed their income tax returns, then tax will be deducted at higher rates prescribed under Sections 206AA or 206AB of the Income-tax Act, as applicable and incase of invalid PAN, they will not be able to get credit of TDS from the Income Tax Department. No communication/documents on the tax determination/deduction shall be considered after, Monday, July 1, 2024, 6:00 p.m. (IST).

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 in accordance with the mandate of SEBI. The Company or its Registrar and Share Transfer Agent ('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. The Members may, therefore, give instructions regarding bank accounts in which they wish to receive dividend to their Depository Participant ('DP') only.

11. SEBI vide Circular Nos. SEBI/HO/OIAE/OIAE_IAD-1/P/CIR/2023/131 dated July 31, 2023, and SEBI/HO/OIAE/OIAE_IAD-1/P/CIR/2023/135 dated August 4, 2023, read with Master Circular No. SEBI/HO/ OIAE/OIAE_IAD-1/P/CIR/2023/145 dated August 11, 2023 (updated as on December 28, 2023), has established a common Online Dispute Resolution Portal ('ODR Portal') for resolution of disputes arising in the Indian Securities Market. Post exhausting the option to resolve their grievance with the Company/its RTA directly and through existing SCORES platform, the investors can initiate dispute resolution through the ODR Portal (https://smartodr.in/login) and the same can also be accessed through the Company's website https://www.piramalenterprises.com/shareholder-information under section "Online Dispute Resolution (ODR)".

12. 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 from the date of transfer to unpaid dividend account 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 details of unclaimed dividend/shares transferred to IEPF during FY 2023-24 have been provided in the Corporate Governance Report which forms part of the Annual Report. 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.

13. SEBI vide its Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated May 7, 2024, requires:

   a) all members holding shares in physical form to furnish PAN, choice of nomination, contact details including postal address with PIN and mobile number, bank account details and specimen signature ('KYC and Nomination') before getting any investor service request processed. Any payments including dividend in respect of such folios shall only be made electronically with effect from April 1, 2024 upon registering the required details. Accordingly, Members are requested to submit the signed Form ISR-1 along with supporting documents to RTA of the Company;

   b) the listed companies to issue securities in dematerialized form only while processing service requests pertaining to issue of duplicate securities certificate; replacement/renewal/exchange of securities certificate; consolidation of securities certificates/ folios; sub-division/splitting of securities certificate; endorsement; change in the name of the holder; claim from unclaimed suspense account and suspense escrow demat account; transposition and transmission. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR–4 to RTA of the Company; and

   c) the Members whose previous year dividends are lying unpaid on account of expiration of warrant/demand draft issued and whose bank account details are not available/ incorrect as per records, are requested to update the same in the manner prescribed below, to process the unpaid dividend via electronic bank transfer:

Demat Holding	Furnish/update bank account details with your respective DP by following the procedure prescribed by the DP. Thereafter, submit with RTA through email at rnt.helpdesk@linkintime.co.in or by courier at C-101, 1st Floor, 247 Park, L B S Marg, Vikhroli (West), Mumbai – 400 083, the following documents: 1. Expired warrant/demand-draft; and 2. Self-attested copy of updated Client Master List (CML) with bank details, duly stamped by DP.
Physical Holding	Submit with RTA through email or by courier at the above address, the following documents: 1. Expired warrant/demand draft; 2. Form ISR-1 to along with the supporting documents; 3. Copy of cancelled cheque bearing the name of the Member/Copy of bank passbook / statement duly attested by the bank.

Relevant Frequently Asked Questions (FAQs) published by SEBI on its website can be viewed at the following link: https://www.sebi.gov.in/sebi_data/faqfiles/jan-2024/1704433843359.pdf.

The prescribed formats are also available on the Company's website at https://www.piramalenterprises.com/shareholder-information and on the website of Link Intime at https://liiplweb.linkintime.co.in/KYC-downloads.html.

14. To eliminate all risks associated with physical shares and inherent benefits of dematerialization, Members are advised to dematerialise the shares held by them in physical form. For further assistance in this regard, Members can contact Link Intime through e-mail at rnt.helpdesk@linkintime.co.in or contact at +91-8108116767.

15. To prevent fraudulent transactions, Members are advised to exercise due diligence and notify the Company of any change in address or demise of any Member as soon as possible. Members are also advised not to leave their demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned DPs and holdings should be verified from time to time.

16. In accordance with the provisions of Section 72 of the Act, Members can avail the facility of nomination in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting Form No. SH-13 to RTA. If a Member desires to opt out or cancel the earlier nomination and record a fresh nomination, he/she may submit the same in Form No. SH-14 or Form ISR-3, as the case may be, to RTA. The aforementioned forms are available on the Company's website at https://www.piramalenterprises.com/shareholder-information and on the website of Link Intime at https://liiplweb.linkintime.co.in/KYC-downloads.html. In case of shares held in dematerialized form, the nomination/ change in nomination should be lodged with their respective DPs.

17. 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 the 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 77th 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/OVAM ('e-voting at the AGM').

II. The remote e-voting period commences on Friday, July 5, 2024 (9.00 a.m. IST) and ends on Sunday, July 7, 2024 (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 Monday, July 1, 2024, 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. In case of a non-individual shareholder has become 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.com, or rnt.helpdesk@linkintime.co.in. In case of an individual member holding shares in demat mode, is required to follow the login process mentioned provided below in Point No. 17(VI).

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 Scrutiniser to scrutinise the remote e-voting and e-voting at the AGM 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 remote e-voting and joining the AGM through VC/OAVM 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 DP. Members 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 members	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 to NSDL 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. Members can also download NSDL Mobile app viz. '**NSDL Speede**' which is available on App Store for iOS users and on Google Play for android users.
	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. 5. Shareholders/Members can also download NSDL Mobile App **'NSDL Speede'** from Google Play or App Store.
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 is www.cdslindia.com and click on login icon and select **'My Easi New (Token)'** option and then user shall enter the existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-voting option for eligible companies where the e-voting is in progress as per the information provided by the Company. On clicking the e-voting option, the user will be able to see e-voting page of the e-voting service provider for casting your vote during the remote e-voting period or joining virtual meeting & voting during the meeting. Additionally, there are links provided to access the system of all e-voting Service Providers, so that the user can visit the e-voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at www.cdslindia.com and click on login and select **'My Easi New (Token)'** option then click on registration option. 4. Alternatively, the user can directly access e-voting page by providing demat account number and PAN from an e-voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered mobile & e-mail as recorded in the demat account. After successful authentication, user will be able to see the e-voting option where the e-voting is in progress and will also able to directly access the system of all e-voting service providers.
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 DP registered with NSDL/CDSL for e-voting facility. 2. Once you have logged in, 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 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.

Important note: Members who are unable to retrieve User ID/ Password are advised to use 'Forgot 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
Securities held with NSDL	Please contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 – 4886 7000
Securities held with CSDL	Please contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 22 55 33

b. Login method for remote e-voting/ e-voting at the AGM and joining the AGM through VC/OAVM for shareholders other than individual shareholders holding securities in demat mode and shareholders holding securities in physical mode:

1. Open the 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 'Shareholder/Member' section.

3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

   Alternatively, if you are registered for NSDL e-services i.e. IDeAS, you can 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 can 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	E-voting Event Number ('EVEN') 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 for Members other than individual members are given below:

a) If you are already registered for e-voting, then you can user your existing password to login and cast your vote.

b) If you are using NSDL e-voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.

c) How to retrieve your 'initial password'?

   (i) If your email id is registered in your demat account or with the Company, your 'initial password' is communicated to you on your email id. Kindly trace the email sent to you from NSDL. Open the email and open the attachment i.e. a .pdf file. The password to open the .pdf file is your 8-digit client ID for NSDL account, last 8 digits of 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 email id is not registered, please follow steps mentioned below in process for those shareholders whose email ids are not registered.

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 get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.

   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, tick on Agree to "Terms and Conditions" by selecting on the check box.

8. Thereafter, kindly click on the 'Login' button, upon which the e-voting home page will open.

Step 2: Cast 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 shareholders

1. Corporate/ Institutional members (i.e. other than individuals, HUF, NRI etc.) are required to send scanned certified true copy (PDF/JPG Format) of the Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorised signatory(ies) who are authorised to attend the AGM through VC/ OAVM on its behalf and to vote through remote e-voting, to the Scrutiniser by e-mail to bhaskar@nlba.in with a copy marked to evoting@nsdl.com and to the Company at complianceofficer.pel@piramal.com or upload it by clicking on 'Upload Board Resolution/Authority Letter' displayed under 'e-voting' tab in their login.

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 members and e-voting user manual for members available at the download section of www.evoting.nsdl.com or call on.: 022 - 4886 7000 or send a request to Ms. Prajakta Pawle, Executive or Ms. Pallavi Mhatre, Senior Manager - NSDL at evoting@nsdl.com.

4. Member, whose email address is not registered with the RTA or with their respective DPs and who wish to receive the credentials for remote e-Voting along with the Notice and the Annual Report, can get their email address registered by sending a request to RTA rnt.helpdesk@linkintime.co.in on or before 5.00 p.m. (IST) on Thursday, July 1, 2024.

18. 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/OVAM 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.

19. After completion of scrutiny of the votes, the Scrutinizer shall submit a consolidated Scrutinizer's report of the votes cast in favour or against, to the Chairman of the AGM or to any Director or any person authorised by the Chairman for this purpose, who shall countersign the same. The results will be announced within the stipulated time under the applicable laws.

20. The results declared along with the Scrutinizer's Report shall be placed on the Company's website at www.piramalenterprises.com and on the website of NSDL https://www.evoting.nsdl.com immediately. The Company shall also simultaneously forward the results to BSE and NSE, where the shares of the Company are listed.

21. The Register of Directors and Key Managerial Personnel and their shareholding, maintained under Section 170 of the Act and the Register of Contracts or Arrangements in which the Directors are interested, maintained under Section 189 of the Act and relevant documents referred to in the Notice of this AGM and explanatory statement, will be available electronically for inspection by the Members during the AGM. Members who wish to inspect such documents can send their requests to the Company at complianceofficer.pel@piramal.com by mentioning their name and Folio number/DP ID and Client ID.

22. 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 at https://www.evoting.nsdl.com by using their remote e-voting login credentials Members may access the same by following the steps mentioned above for login to NSDL e-voting system.

       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 (thirty) 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 Tuesday, July 2, 2024 (9:00 a.m. IST) to Thursday, July 4, 2024 (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.com / 022-4886 7000 Since the contact details are the same, have deleted this.

23. Members can avail benefits of the following investor service facilities, provided by the Company's RTA:

a) **Investor Service portal:** 'SWAYAM' is a secure, user-friendly web-based application, that empowers members to effortlessly access various services such as raising & tracking service request for companies in which they holds shares and of which Link Intime is the RTA, shareholding details in various companies, downloadable versions of standard formats required for application of issuance of duplicate shares, transmission, updation of KYC, etc. Members can click on https://swayam.linkintime.co.in to register themselves and have first-hand experience of the portal.

b) **Chatbot:** 'iDIA' is a Chatbot available on RTA's website, that utilizes conversational technology to provide members with a round-the-clock intuitive platform to ask questions and get information about queries.

c) **FAQs:** The FAQ section on the RTA's website i.e. https://liiplweb.linkintime.co.in/faq.html has detailed answers to most of the probable member's queries related to securities.

d) **Tax Exemption Form submission:** Member's can submit their Tax exemption forms through online services available on RTA's website i.e. https://liiplweb.linkintime.co.in/formsreg/submission-of-form-15g-15h.html.

Registered Office:
Piramal Ananta,
Agastya Corporate Park,
Opposite Fire Brigade,
Kamani Junction,
Kurla (West), Mumbai – 400 070.

Dated: June 12, 2024
Place: Mumbai

By Order of the Board
For Piramal Enterprises Limited

Bipin Singh
Company Secretary
ACS No: 11777

EXPLANATORY STATEMENT UNDER SECTION 102 OF THE COMPANIES ACT, 2013

ITEM NO. 4

Appointment of Mr. Asheet Mehta (DIN: 10648593) as an Independent Director of the Company

The Board of Directors, on the recommendation of the Nomination and Remuneration Committee ('NRC'), and pursuant to the provisions of Sections 149, 150, 152 and 161 of the Companies Act, 2013 ('the Act') read with the Companies (Appointment and Qualification of Directors) Rules, 2014 and Articles of Association of the Company, appointed Mr. Asheet Mehta (DIN: 10648593), as an Additional Director, designated as an Independent Director of the Company, not liable to retire by rotation, for a term of 5 (five) consecutive years commencing from June 12, 2024 to June 11, 2029, subject to approval of the Members.

The Company has received notice from a Member, under Section 160 of the Act, proposing the candidature of Mr. Asheet Mehta for the office of Independent Director of the Company.

The NRC had evaluated the balance of skills, knowledge and experience on Board for the said position. Based on the said attributes, the NRC recommended candidature of Mr. Mehta.

Mr. Mehta is qualified to be appointed as a Director in terms of Section 164 of the Act and has given his consent to act as a Director. The Company has also received a declaration from Mr. Mehta that he meets the criteria of independence as prescribed, both, under Section 149(6) of the Act and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and that he is not debarred from holding the office of director by virtue of any order passed by the Securities and Exchange Board of India / Ministry of Corporate Affairs or any such statutory authority.

In the opinion of the Board, Mr. Mehta fulfils the conditions for appointment as an Independent Director as specified under the Act and the Listing Regulations.

Mr. Asheet Mehta is independent of the management and possesses the requisite skills and capabilities required for the role of Independent Director of the Company, considering his qualifications, rich experience and expertise as mentioned in the Annexure 1 of this Notice along with other details required in terms of Regulation 36(3) of the Listing Regulations and Secretarial Standards on General Meetings.

Mr. Mehta will not be paid any remuneration other than sitting fees for attending meetings of the Board and Committees thereof of which he would be a member/chairman and/or commission as may be determined by the Board and/or the NRC, from time to time.

The copy of the draft letter of appointment of Mr. Asheet Mehta shall be available for inspection through electronic mode, basis the request being sent on complianceofficer.pel@piramal.com.

Except for Mr. Mehta and his relatives to the extent of their shareholding interest, if any, in the Company, none of the other Directors/ Key Managerial Personnel of the Company or their relatives are, in any way, concerned or interested, financially or otherwise, in this resolution.

The Board is of the view that the knowledge and experience of Mr. Asheet Mehta will be of immense benefit and value to the Company and, therefore, recommends the Special Resolution set out at Item No. 4 of the Notice for the approval of the Members.

ITEM NO. 5

Issue of Non-Convertible Debentures on Private Placement Basis

The Company, in the ordinary course of its business, raises funds from time to time, it being cost-effective source of faster raising of funds by a Non-Banking Financial Companies (NBFCs).

The Company being NBFC has been using this method of fund raising in the ordinary course of its business and will utilize proceeds of such issuance for lending, increasing the asset book, re-financing of the existing debt and other general purposes as may be decided 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).

In terms of Sections 42 and 71 of the Companies Act, 2013 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.

The Members of the Company by way of a special resolution at the 76th Annual General Meeting ('AGM') of the Company had approved similar proposal authorizing the Company to issue NCDs within the overall borrowing limit for a period of one year.

Accordingly, it is proposed to seek fresh approval of Members by way of a special resolution to authorize the Board to borrow by issue of NCDs, subordinated debentures, bonds, structured/hybrid instruments or any other debt securities ('Debentures') on private placement basis, in the ordinary course of its business, for a period of one year. Further, the amount to be raised through an offer or invitation for subscription of Debentures and its issuance on private placement basis, will be within the overall borrowing limit of approved by the Members of the Company under Section 180(1)(c) of the Act (including limit transferred pursuant to the Scheme approved by the Hon'ble National Company Law Tribunal vide its Order dated August 12, 2022).

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. 5 of the Notice for approval of the Members.

ITEM NO. 6

Payment of Commission to Non-Executive Directors of the Company

The Members, at the 74th Annual General Meeting of the Company held on July 16, 2021, had approved the 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 Companies Act, 2013 ('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 March 31, 2021 to March 31, 2024.

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 including the powers conferred by this resolution), the Board, subject to the approval of the Members at this AGM, approved the 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, at the end of each financial year for a period of 3 years commencing from the financial year ended on March 31, 2024. 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 2 to this Notice.

All Non-Executive Directors (including Independent Directors) of the Company and their relatives, may be deemed to be concerned or interested in this resolution to the extent of commission that may be received by them and none of the Key Managerial Personnel or their relatives is, in anyway, concerned or interested in the said resolution.

The Board considers the commission proposed to be paid to Non-Executive Directors (including Independent Directors) 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. 6 of the Notice for approval of the Members.

ITEM NO. 7

Conversion of loan into equity or other capital of the Company in case of Event of Default

The Company is a non-deposit taking Non-Banking Finance Company (NBFC) - Investment and Credit Company, engaged in the business of providing diversified financial services. Being NBFC, the Company borrows funds from the lenders by availing various fund-based and non-fund based credit facilities ('Loans') in the ordinary course of its business from bank(s) and financial institution(s) ('Lenders') for onward lending, from time to time.

In this connection, the Company has executed/will be required to execute loan agreement(s), deed(s) of hypothecation, mortgage deed(s), undertaking(s), indemnity(ies), declaration(s), affidavit(s), document(s) and papers ('Financing Documents') to provide security to the Lenders for due repayment and serving of the Loans from time to time. The Company is also required to agree and accept modification(s) in the Financing Documents from time to time as may be required by the lender(s).

The amount of Loan(s) may increase or decrease in the course of business of the Company, which would be within the limit(s) approved by the Members pursuant to provisions of Section 180(1)(c) of the Companies Act, 2013 ('the Act') [including limit transferred pursuant to the Scheme approved by the Hon'ble National Company Law Tribunal vide its Order dated August 12, 2022]. One of the standard clauses of the Financing Documents executed/to be executed by the Company in favour of the Lender(s) provide that in case of the occurrence and continuance of an Event of Default to repay the loan(s) as per the terms of the Financing Documents which is not corrected/cured by the Company within the period stipulated in the Financing Document(s), the Lender(s) shall have the right to convert the outstanding amounts of the Loan(s) together with all interest, default interest, additional interest, costs, fees, charges and other monies in relation to the Loan(s), to equity or other capital of the Company. The price of the shares for conversion of the Loan(s) will be determined in accordance with the applicable regulations of the Securities and Exchange Board of India or the directions of Reserve Bank of India, and in accordance with the applicable regulatory guidelines of the regulatory authorities.

Pursuant to the Section 62(3) of the Act approval of the Company by way of passing Special Resolution is necessary to convert the Loans into shares in the Company. The Company has a good track record of timely repayment of loans and interest due thereon and there are no imminent factors or developments that would trigger an event of default, resulting in the conversion of loans into equity or other capital in the near future.

Since decisions for raising the Financial Assistance or agreeing to terms and conditions for raising the Financial Assistance (including option to convert loan into equity) are required to be taken on quick basis, especially keeping in view the interest of the Company, it may not be feasible for the Company to seek members consent each and every time, in view of the timings and the expenses involved, hence this enabling resolution is proposed to be passed.

Hence, approval of the Members of the Company by way of passing Special Resolution is sought as per requirement of the provision of Section 62(3) of the Act and rules made thereunder

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. 7 of the Notice for approval of the Members.

Registered Office:
Piramal Ananta,
Agastya Corporate Park,
Opposite Fire Brigade,
Kamani Junction,
Kurla (West), Mumbai – 400 070.

Dated: June 12, 2024
Place: Mumbai

By Order of the Board
For Piramal Enterprises Limited

Bipin Singh
Company Secretary
ACS No: 11777

ANNEXURE 1

Details of Director seeking appointment/ re-appointment at the Annual General Meeting

(In pursuance of Regulation 36(3) of the Listing Regulations and Secretarial Standard on General Meetings)

Name of the Director	Mr. Anand Piramal (DIN: 00286085)	Mr. Asheet Mehta (DIN: 10648593)
Date of Birth (Age)	October 27, 1984 (39 years)	May 22, 1965 (59 years)
Date of first appointment on the Board	May 12, 2017	June 12, 2024
Brief resume/ expertise in specific functional areas	Mr. Anand Piramal heads the financial services businesses of the Piramal Group, which is one of India's largest and most diversified NBFCs. With robust expertise in affordable home lending, SME lending, construction finance, and mid-market corporate lending, Piramal's financial services division stands out in the industry. Additionally, Mr. Anand oversees Piramal's Alternatives business, which has partnerships with prominent entities such as CDPQ, Bain Capital, CPPIB, IFC, and Apollo. In addition to his role in financial services, he leads Piramal Realty, the real estate arm of the group. Piramal Realty is esteemed as one of Mumbai's premier developers, renowned for its prime residential and commercial developments across Mahalaxmi, Byculla, Thane, Mulund, Kurla, Lower Parel, and Worli. Supported by investments from Warburg Pincus and Goldman Sachs, Piramal Realty has solidified its position in the market. His contributions have been acknowledged through accolades such as the Hurun Real Estate Unicorn of the Year Award (2017) by Hurun India and the Young Business Leader Award by Hello! Magazine (2018). He also founded a rural healthcare start-up called 'Piramal eSwasthya', Today 'Piramal Swasthya' is India's largest private primary healthcare initiative. Its 2,260 plus employees and over 140 doctors serve around 25,000 patients daily across 28 states with the help of health hotlines, mobile medical units and telemedicine centres. Piramal Swasthya has impacted over 129.5 million lives since inception.	Mr. Asheet Mehta is a Senior Partner in McKinsey & Company's New York Office, where he has served a broad range of players across the financial services industry and the public sector. He previously led the Financial Services Practice in the Americas and Co-led the Financial Services Practice globally. He has also been a member of the Firm's Shareholders Council (McKinsey's board) and holds various other leadership roles, including leading an effort to serve disruptive industries and early-stage companies. He has deep expertise in financial services having served leading insurers, wealth and asset managers, payments companies and both regional and local banks. Client engagement topics have ranged from corporate strategy, organization, marketing, and operations/ technology as well as risk and regulation across the full range of wholesale and consumer financial products and services. Working together with executive teams, he supports efforts to address a full spectrum of strategic and operational challenges. He has helped restructure organizations, boost the performance of sales and marketing, and rethink operations, including technology platforms and risk and regulation approaches. He has also advised both new and established companies as they navigate the market turbulence caused by rapidly changing digital technologies, evolving consumer expectations, and unpredictable regulatory frameworks. His work has ranged from corporate strategy and assisting with large scale transformations to functional performance improvement and organizational effectiveness.
Skills and capabilities required for the role as an Independent Director and manner of meeting requirement	Not Applicable	Expertise and vast experience in the financial services domain, including banking & insurance, management & governance, technology, risk, assurance & internal controls, business transformation & strategy, leadership, and management experience, and management experience
Qualifications	Bachelor's Degree in Economics from the University of Pennsylvania and MBA from Harvard Business School	B.S. in Electrical Engineering from Columbia University and MBA with High Honors in Finance and Production Management from the University of Chicago
Directorships held in other companies (excluding Section 8 and foreign companies) as on March 31, 2024	1. Piramal Capital & Housing Finance Limited 2. Piramal Corporate Services Private Limited 3. PRL Developers Private Limited 4. Piramal Alternatives Private Limited 5. India Resurgence Asset Management Business Private Limited	Nil
Committee position held in other companies as on March 31, 2024 (Statutory Committees)	Piramal Capital & Housing Finance Limited- Member of Corporate Social Responsibility Committee	Nil
Listed entities from which the person has ceased to be Director in the past three years	Nil	Nil
No. of shares held (including shareholding as a beneficial owner)	21,83,739	Nil
No. of Board Meetings attended during FY 2023-24	6 of 6	Not Applicable

Terms and Conditions of appointment, including remuneration sought to be paid	Eligible to retire by rotation and remuneration / commission as approved by the Board from time to time	As stated in the resolution and explanatory statement at Item No. 4 of the Notice
Remuneration last drawn	Nil	Not Applicable, since he is appointed as an Independent Director during FY 2024-25
Relationship between Directors inter-se and Key Managerial Personnel of the Company	Related to Mr. Ajay G. Piramal, Dr. (Mrs.) Swati A. Piramal and Ms. Nandini Piramal, Directors of Company. Not related to any other Director/ Key Managerial Personnel other than the above.	Not related to any Director / Key Managerial Personnel

ANNEXURE 2

Information for the Members pursuant to Section II of Part II of Schedule V to the Companies Act, 2013 ('the Act')

I. GENERAL INFORMATION:

a. Nature of Industry:

The Company is a non-deposit taking Non-Banking Finance Company- Investment and Credit Company, engaged in the business of providing diversified financial services.

b. Date or expected date of commencement of commercial production:

Pursuant to receipt of the Non-Banking Finance Company ('NBFC') License from the Reserve Bank of India and upon Composite Scheme of Arrangement amongst the Company, Piramal Pharma Limited, Convergence Chemicals Private Limited, Hemmo Pharmaceuticals Private Limited, PHL Fininvest Private Limited and their respective shareholders and creditors becoming effective, the Company commenced its business as NBFC with effect from August 18, 2022.

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 Crore
Gross Turnover & Other Income	3,825.21
Net profit as per Statement of Profit & Loss (After Tax)	474.05
Computation of Net Profit in accordance with Section 198 of the Companies Act, 2013	1,796.12
Net Worth	18,345.92

e. Foreign Investments and Collaborations:

At present, there are no foreign direct investments in the Company other than by way of portfolio investments. Neither there is any foreign collaboration.

II. INFORMATION ABOUT APPOINTEES IS STATED IN AS BELOW:

Name of Director	Mr. Anand Piramal	Ms. Nandini Piramal*	Mr. Vijay Shah	Ms. Shikha Sharma	Mr. Kunal Bahl	Mr. Suhail Nathani	Ms. Anjali Bansal	Mr. Puneet Dalmia	Ms. Anita George	Mr. Rajiv Mehrishi	Mr. Gautam Doshi	Mr. S. Ramadorai#	Mr. Asheet Mehta
Background Details / Recognition and Awards and Job Profile and suitability	The details are forming part of the Annual Report												
Past remuneration/ Commission$	Nil^		Nil^										NA, since he is appointed as an Independent Director during FY 2024-25.
FY 2020-21:		3,25,74,558		NA	18,00,000	18,00,000	15,00,000	NA	NA	NA	NA	36,00,000	
FY 2021-22:		Nil		NA	36,00,000	36,00,000	36,00,000	18,00,000	6,00,000	NA	NA	36,00,000	
FY 2022-23:		Nil		36,00,000	36,00,000	36,00,000	36,00,000	36,00,000	36,00,000	33,00,000	15,00,000	36,00,000	
Remuneration / Commission proposed	As stated in the resolution and explanatory statement at Item No. 6 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.										

$ Excluding sitting fees, if any.

^No remuneration / commission was received

** In FY 2020-21, Ms. Nandini Piramal received remuneration as an Executive Director of the Company. For the FY 2021-22, remuneration was received from Piramal Pharma Limited, the then subsidiary of the Company. From FY 2022-23, Ms. Piramal continues to serve as a Non-Executive Director of the Company with effect from August 26, 2022 and do not receive remuneration / commission.*

 # Ceased to be an Independent Director of the Company upon completion of his second consecutive term on March 31, 2024.

III. OTHER INFORMATION:

Sr. No.	Particular	Response
a.	Reasons of loss or inadequate profits	The Company is passing a Special Resolution pursuant to the Section 197(1) of the Act and as a matter of abundant precaution, as the profitability of the Company might be impacted due to various restructuring activities happened in the Company during last couple of years and changes in the regulatory landscape within which the Company operates.
b.	Steps taken or proposed to be taken for improvement and expected increase in productivity and profits in measurable terms	On May 8, 2024, the Company's Board of Directors approved the composite scheme of arrangement amongst the Company, Piramal Capital & Housing Finance Limited ("PCHFL") (the wholly owned subsidiary of the Company) and their respective shareholders and creditors ("Scheme"), on the terms and conditions as set out in the Scheme pursuant to the provisions of Sections 230 to 232 read with Section 52, Section 66 and other applicable provisions of the Act and the rules made thereunder. The amalgamation of the Company with PCHFL would be a seamless transition, as PCHFL has significantly larger scale of operations and wider geographical presence, as compared to the Company. Such amalgamation would lead to the creation of a larger consolidated financial services entity which will enable such entity to deliver an increased range of financial products to a broader customer base. The amalgamation will also lead to optimisation in supervisory and management overlap, minimisation of regulatory and legal compliances with respect to business registrations and labour laws. Further, the unification of businesses would result in the consolidation of financial, managerial, technical, and human resources, thereby creating a stronger base for future growth and stakeholder value accretion. An enhanced consolidated balance sheet would also bring efficiency with respect to the merged entity's treasury operations, thereby helping in the overall liability management of the organization. In addition to the aforesaid improvements in the businesses of the Company and PCHFL, the amalgamation will result in (i) the Company and PCHFL having a unified approach to customer interactions, as well as lender engagement under a single platform which would further simplify operations, thereby enhancing customer and lender servicing experiences, and (ii) the shareholders of the Company having direct ownership in one single listed entity, which houses all the operations, profits, and in-effect the entire value of the lending business under one roof. The Company expects a steady increase in productivity and profits as the Company would derive benefits from economies of scale and operational efficiencies arising pursuant to the amalgamation, thereby leading to revenue and cost synergies.
c.	Expected increase in productivity and profits in measurable terms	

IV. DISCLOSURES:

The details required to be given under this head are already disclosed in the Report on Corporate Governance Report forming part of this Annual Report.

CORPORATE INFORMATION

THE BOARD OF DIRECTORS

Ajay G. Piramal, Chairman

Swati A. Piramal, Vice Chairperson

Kunal Bahl, Independent Director

Anjali Bansal, Independent Director

Puneet Dalmia, Independent Director

Gautam Doshi, Independent Director

Anita George, Independent Director

Rajiv Mehrishi, Independent Director

Asheet Mehta, Independent Director (w.e.f. June 12, 2024)

Suhail Nathani, Independent Director

Anand Piramal, Non-Executive Director

Nandini Piramal, Non-Executive Director

S. Ramadorai, Independent Director (up to March 31, 2024)

Vijay Shah, Non-Executive Director

Shikha Sharma, Non-Executive Director

CHIEF FINANCIAL OFFICER

Upma Goel

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.: +91-8108116767
Fax: +91-22-4918 6060
E-mail: rnt.helpdesk@linkintime.co.in

BANKERS

Axis Bank Limited
HDFC Bank Limited
Indian Bank
Indian Overseas Bank
IndusInd Bank Limited
Karnataka Bank Limited
State Bank of India
Sumitomo Mitsui Banking Corporation
The Hongkong and Shanghai Banking Corporation Limited
The Karur Vysya Bank Limited
UCO Bank
Union Bank of India

JOINT STATUTORY AUDITORS

Suresh Surana & Associates LLP

Bagaria & Co 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 3884
Email: complianceofficer.pel@piramal.com
Website: www.piramalenterprises.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

Concept, Content & Design (info@wyatt.co.in)

www.piramalenterprises.com