

INDIA ROARS

WINNING THE
WORLD WITH PRIDE

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INDIA ROARS

WINNING
THE WORLD
WITH PRIDE

“India Roars: Winning the World with Pride” captures the essence of India’s remarkable ascent on the global stage. The rise from a steadfast commitment to democracy and tolerance to a global economic powerhouse is a testament to its perseverance, progress, and visionary leadership. This narrative delves into the dynamic forces driving India forward, highlighting the nation’s determination, innovation, and potential to become a global leader. Our robust economic fundamentals, diverse sectoral achievements, and strategic policy frameworks are fuelling this transformation.



India's progress is evident across multiple sectors. Infrastructure advancements, including national highways, railways, and airports, are fostering economic development and connectivity. Strong financial markets make India an attractive investment destination. Hosting the G20 summit in 2023 demonstrated our readiness to shape global policies, solidifying India's global leadership.

Achievements in space exploration, highlighted by the Chandrayaan-3 moon landing, underscore India's technological capabilities and ambition. This milestone places India among the elite space-faring nations. Our dynamic potential is further evidenced by rapid technological advancements, growth in tourism, telecommunications, and leading positions in clothing, jewellery, manufacturing, and fashion.

The banking sector is pioneering digital payments with significant growth in UPI transactions, making India a global leader in this field. The IT services sector, dominating the global outsourcing market with a robust export-driven model, has seen remarkable growth. India's start-up ecosystem, the world's third-largest, is driven by government support and innovation, fostering a culture of entrepreneurship and technological advancement.

In agriculture, India leads in millet production, emphasising climate resilience and sustainable farming practices. The textiles industry is globalising traditional weaves, supported by strong government initiatives and cultural significance, enhancing India's share in global fabric exports.

Renewable energy initiatives are driving India's journey towards net zero, with substantial solar and wind energy targets set for 2030. The education sector has seen significant strides in promoting girl child education, with improvements in literacy and higher education enrolment rates.

Medical tourism is emerging as a significant growth area, positioning India as a global hub for affordable and high-quality medical treatments and wellness tourism. Major investments in infrastructure, including roads, railways, and renewable energy projects, are enhancing economic connectivity and growth, supported by the National Infrastructure Pipeline (NIP).

The sports sector is boosting national pride and international competitiveness through strategic development. Meanwhile, the insurance sector contributes to the Viksit Bharat Mission by promoting financial inclusion and security, supporting economic stability, and fostering a resilient society.

These remarkable sectoral achievements underscore India's dynamic growth and potential to become the third-largest economy in the world, targeting a \$35 trillion economy by 2047.

Our insightful book covers perspectives, analysis, and insights from renowned thought leaders, industry stalwarts, opinion makers, and respected decision-makers who have driven development across thirteen critical sectors: banking, IT services, start-ups, space, agriculture, textiles, renewable energy, education, medical tourism, infrastructure, sports, bollywood, and insurance.

Our book aims to capture this dynamic and transformative story of India. It promises to be a valuable resource for understanding India's rapid growth and future outlook in key sectors. The efforts invested over the years are set to propel India forward, and the same is true for our organisation. We invite our readers to join us on this exciting journey, embracing the spirit of India's growth and working together towards a future filled with pride and success.

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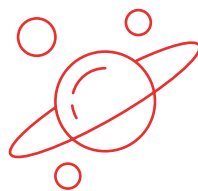
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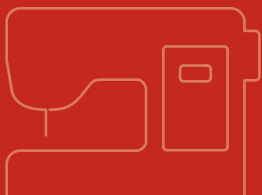
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ROARING TALES

from Incredible India





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INDIA'S CHIEF ECONOMIC ADVISOR

Dr. V. Anantha Nageswaran



Dr. Nageswaran has worked as a writer, author, teacher and consultant. He has taught at several business schools and institutes of management in India and in Singapore and has published extensively.

He was the Dean of the IFMR Graduate School of Business and a distinguished Visiting Professor of

Economics at Krea University. He has also been a part-time member of the Economic Advisory Council to the Prime Minister of India from 2019 to 2021. He holds a Post-Graduate Diploma in Management from the Indian Institute of Management, Ahmedabad and a doctoral degree from the University of Massachusetts in Amherst.



INDIA IS GROWING AT THE FASTEST RATE AMONG ITS PEER NATIONS

Q
A

WHAT ARE THE KEY THEMES DRIVING INDIA'S GROWTH BY 2047?

India's economic growth till 2047 will be driven by several moving components. The foremost relates to boosting and sustaining private investment. The government of India has undertaken significant initiatives to promote private investment, which include the introduction of the Production Linked Incentives, investment opportunities under the National Infrastructure Pipeline and National Monetisation Pipeline, India Industrial Land Bank, Industrial Park Rating System and the soft launch of the National Single Window System. While the public sector should continue and calibrate such focussed initiatives in line with emerging circumstances, the private sector should respond with substantial investments in infrastructure, equipment, structures, software, and R&D so as to increase investment to 35% of GDP.

Green transition is one critical longer-term developmental challenge for India. The transition path needs to ensure consistency of the E-Mobility policy with the required and optimal energy mix between traditional and renewable sources, decide on the role and the share of nuclear energy in the energy mix, strengthen grid stability, develop storage technology at affordable costs, reckon with the opportunity cost of India's scarce land and capital resources being used for renewable energy and deal with challenges posed by external dependence for critical minerals. Given the climate financing needs, India also needs to tap global green capital from sovereign wealth funds, global pensions, private equity and infrastructure funds. Innovative approaches like blended finance can attract private investment and reduce risks, while sector-specific financial institutions can mobilise green funds.

IT and digital services sectors, where India is already a global leader, hold great growth potential. As India continues to digitise,

areas like artificial intelligence, blockchain, cybersecurity, and digital payments will drive growth. The flourishing startup ecosystem, with innovations in fintech, edtech, and health tech, also promises significant contributions. The public sector can focus on improving digital infrastructure, expanding broadband access to rural areas, and creating credible regulatory frameworks. While the Government can also drive the widespread adoption of the National Education Policy and enhance digital literacy, the private sector should ready itself to invest in cutting-edge technologies, R&D, and upskilling workers to meet the technological demands and to help India fully leverage its demographic advantage.

Another critical pillar of inclusive growth, requiring public-private collaboration, is a robust healthcare system supported by commensurate growth in biotechnology and pharmaceuticals. The quality of public health delivery should be continuously upped while the private sector should considerably step up its investments in biotech and pharma R&D.

India's employment challenge cannot be fully addressed without improving productivity in agriculture, which still employs more than 45% of the workforce. The role of MSMEs is also pivotal as an engine of growth and employment. The government can consider a sunset clause for threshold-based incentives to prevent businesses from limiting their growth to stay below these thresholds, apart from improving MSMEs' ease of doing business and ease of accessing funds. The private sector should contribute in a big way in co-ordination with academic and professional institutions in reducing the skill gaps in this sector. The private sector has a much bigger responsibility in ensuring MSME's access to credit by paying their bills on time.



Q A WHAT ARE SOME OF THE EFFECTIVE STRATEGIES THAT CAN STEER INDIA TOWARDS BEING A DEVELOPED NATION @2047

Many parts of India's development strategy have worked well in the last decade. The structural reforms undertaken by the Government since 2014 have put the economy on a firm growth trajectory. What worked particularly well for India most recently has been the strategy followed to ensure macroeconomic stability amidst serious global challenges and uncertainties. Despite having been affected badly by the pandemic, India managed a comparably smoother transition in terms of reverting to the pre-pandemic trajectory of GDP, maintaining macroeconomic and financial stability all the while and avoiding long-term structural damage to growth and fiscal sustainability. As of now, India is growing at the fastest rate among its peer nations. Despite global commodity price volatilities and domestic food price pressures, inflation has been brought down to well within the target band. The saga of impaired financial sector and corporate balance sheets is over, and they are now strong points for the Indian economy. The strength of India's external account has brought its foreign exchange reserves to its highest historical levels.

Thus, the macro foundations of medium to long-term growth and development are strongly laid with effective strategies for pandemic management and subsequent economic recovery.

Another notable ongoing transformation is the progressive digitisation of the economy. The policy-driven penetration of Aadhaar, financial inclusion and digital literacy, as well as, initiatives for digital connectivity, greatly helped this change. This transformation is broadening access to digital services, which is crucial for economic and social inclusion. Like digital connectivity, physical connectivity, especially in the road sector, has also been transformed in the last decade.

However, as I have argued here, the focus should now turn to more bottom-up reforms and the strengthening of the plumbing of governance so that the structural reforms of the last decade yield strong, sustainable, balanced and inclusive growth. These relate to coordinated efforts for skilling, revisiting business regulations, improving the ease of doing business for MSMEs, improving public health delivery services, etc.

The Economic Survey 2023-24 has estimated that the Indian economy needs to generate an average of nearly 78.5 lakh non-farm jobs annually until 2030 to cater to the rising workforce.



Q HOW CAN INDIA'S GROWING WORKFORCE FUEL THE COUNTRY'S PURSUIT OF INCLUSIVE PROSPERITY?

A To channel the country's once-in-a-lifetime demographic dividend, it is necessary to generate suitable employment opportunities befitting India's aspirational youth and to accelerate the structural transformation from farm to non-farm jobs. The Economic Survey 2023-24 has estimated that the Indian economy needs to generate an average of nearly 78.5 lakh non-farm jobs annually until 2030 to cater to the rising workforce.

The generation of quality jobs is an ongoing project, well recognised as a national priority in the Union Budget. There are multiple challenges and opportunities, such as ensuring the availability of jobs suited to the skill sets of labour shifting out of agriculture, estimating the impact of AI on jobs and taking proactive measures, implementing the labour codes with states' cooperation, and

further rationalising of regulations that inhibit mutually beneficial working arrangements for workers and industry.

On the supply side of labour, quality is imperative and must be ensured through suitable education and skills to prepare the youth for upcoming industry requirements. The Government has been making earnest efforts, with the National Education Policy and Skill India Mission, reinforced by the priority attached to skilling and employment in the Union Budget. Ensuring the good mental health of the Indian youth is a critical priority for reaping the demographic dividend. It is a silent epidemic across the world. As I have already emphasised, this can be achieved only if the private sector works meaningfully and persistently towards this goal, with the support of academia and the public sector.

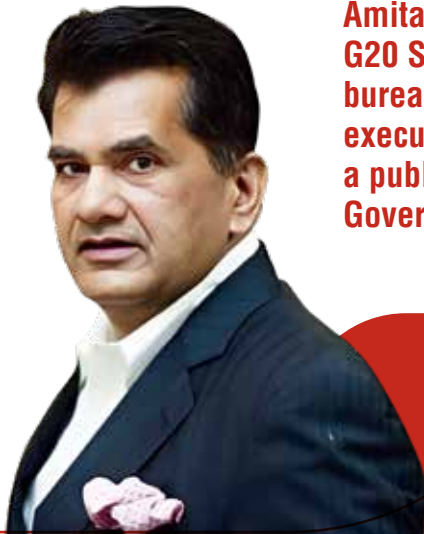
Q WHAT ARE SOME OF THE CRITICAL INFRASTRUCTURE INVESTMENTS THAT CAN TURN INDIA INTO A \$30 TRILLION ECONOMY BY 2047?

A As we work towards achieving the goal of 'Viksit Bharat', physical infrastructure build-up and upkeep will play a pivotal role in driving economic growth, creating jobs, and improving quality of life. We need to focus on enhancing logistics efficiency, developing new cities as engines of growth, and establishing cutting-edge industrial hubs to firmly position India as a global economic powerhouse. On the core infrastructure front, it is important to develop the connectivity infrastructure with an appropriate and futuristic inter-modal mix, keeping in mind enhanced last-mile coverage. Integrated public transportation will also facilitate shifting the economy to low-carbon pathways. Likewise, the emerging energy infrastructure mix should balance the requirements of green transition, stability and self-reliance with the needs of economic growth.

On the infrastructure financing front, there is clearly a stiff challenge. Available estimates suggest that India's annual investment in infrastructure as a per cent of GDP should go up to achieve its development goals. The recent infrastructure push was propelled mostly by public investment. However, given the requirements of fiscal prudence and consolidation, public investment cannot alone drive infrastructure building. It is, hence, important that private investment through appropriate modes of public-private partnership is stepped up on a durable basis. The frameworks for such partnerships have been improved over time to strengthen areas like project feasibility and execution, risk management and dispute resolution. We have made good progress, but there is still much more we can achieve together.



INDIA'S G20 SHERPA Amitabh Kant



Amitabh Kant is presently India's G20 Sherpa. He is an Indian bureaucrat and the former chief executive officer of NITI Aayog, a public policy think tank of the Government of India.

'Infra investments key to \$30 trillion vision'

Q WHAT KEY SECTORS WILL DRIVE INDIA'S ECONOMIC GROWTH LEADING UP TO 2047 AND HOW CAN THE GOVERNMENT AND PRIVATE SECTOR COLLABORATE TO ENHANCE THEM?

A **Technology and digital economy:** Emerging technologies, such as artificial intelligence, Internet of Things, quantum computing and space exploration, will drive India's competitiveness across various sectors. Collaboration between the government and private sector is crucial, with public funds catalysing private research and development (R&D) investments.

Energy transition: Renewable energy, particularly solar, wind and green hydrogen, will be central to India's sustainable growth. Government policies should support the expansion of renewable capacity and encourage investments by the private sector in energy efficiency and storage technologies.

Urbanisation: Cities will be the engines of growth, requiring substantial investments in infrastructure, such as waste management, traffic management, affordable housing and climate adaptation. Public-private partnerships (PPPs) can play a key role in upgrading urban infrastructure and governance.

Manufacturing and exports: India needs to enhance its manufacturing capabilities, reduce logistics costs and improve the ease of doing business. Reforms in land, labour and power sectors are essential to make India an attractive destination for investment.



Q WHAT ARE THE STRATEGIES THAT ARE DRIVING INDIA TOWARDS BEING VIKSIT BHARAT BY 2047?

A Improving social outcomes: Focussing on education, health and nutrition is key to harnessing India's demographic dividend. Initiatives, such as Ayushman Bharat and improvements in vocational training are essential.

Leveraging technology: The adoption of emerging technologies and increasing R&D expenditure are critical. The government's pro-innovation regulatory approach is fostering an environment that is conducive to innovation and growth.

Energy independence: The transition to renewable energy sources and the pursuit of energy efficiency norms will ensure sustainable growth. India's participation in global partnerships, such as the G20 Mineral Security Partnership, can bolster this transition.

Urban infrastructure development: Enhancing city infrastructure and governance reforms are necessary for sustainable urban growth. Clean and efficient cities will attract investments and talent, fuelling economic growth.

Q HOW CAN INDIA LEVERAGE ITS DEMOGRAPHIC DIVIDEND TO ENSURE SUSTAINABLE AND INCLUSIVE ECONOMIC GROWTH BY 2047?

A Enhancing education and employability: Improving learning outcomes, particularly at foundational levels, and aligning vocational training with industry needs are vital. This will ensure that India's young workforce is equipped with the skills required for future jobs.

Health and nutrition: Strengthening primary healthcare and addressing the nutritional needs of the population will improve overall productivity. This, combined

with targeted health insurance schemes, can improve workforce participation and economic growth.

Inclusive growth policies: Focussing on sectors that can generate broad-based employment, such as manufacturing, agriculture and services, will help in absorbing the growing workforce. Investments in rural and semi-urban areas can ensure that growth is inclusive.

Q WHAT INFRASTRUCTURE INVESTMENTS ARE CRITICAL FOR INDIA TO BECOME A \$30 TRILLION ECONOMY BY 2047 AND HOW CAN THESE BE FUNDED?

A Transportation and logistics: Investments in road, rail and port infrastructure are crucial to reduce logistics costs and improve market access. The development of smart cities and metro networks will also be essential.

Energy infrastructure: Expanding renewable energy capacity and upgrading the power grid to handle higher demand are vital. Investments in energy storage solutions and green hydrogen infrastructure will also be necessary.

Digital infrastructure: Building robust digital public infrastructure, including 6G networks and data centres, will be key to supporting a digital economy. PPPs can drive these investments, with the government enabling a conducive environment.

Funding strategies: A mix of public investment, PPPs and foreign direct investment will be required to fund these infrastructure projects. Innovative financing mechanisms, such as infrastructure bonds and sovereign wealth funds, can also be contributing factors.



CRISIL'S METHODOLOGY

We have adopted a multi-pronged approach to conduct sector assessment according to the scope:

1

In-house expertise

Macro to micro linkage of key sectors



2

Secondary research

Reliable secondary research and publications



3

Expert insights

Insights from sector experts through interviews
(Facilitated by Future Generali)





We take a multipronged approach to analysing key sectors of the Indian economy, such as banking, IT, agriculture, textiles, renewable energy, education and infrastructure.

The analyses comprehensively examine sectoral dynamics, leveraging our extensive in-house database and specialised expertise developed over two decades.

Our approach involves a detailed assessment of demand and supply trends, as well as the contribution of each sector to the broader economic landscape of India.

The methodology encompasses several critical components.

We conducted an in-depth review of various government interventions, policy announcements and success stories within each sector.

The review included an examination of significant milestones and pivotal developments that shaped the sectoral growth.

By integrating these elements, we developed a detailed understanding of the factors driving sectoral progress and the broader implications for India's economic development.

We incorporated these insights into the spotlights for each sector to highlight key achievements and challenges.

In addition to the established sectors, we are also analysing emerging sectors such as space, startups and tourism.

We have performed extensive secondary research on these sectors using publicly available and credible data sources, which has given us a broader perspective on the new forces and innovations shaping India's growing global impact.

Relevant findings from this research have also been included in the sector spotlights to provide a well-rounded perspective.

A key aspect of our approach is engagement with industry experts, which is integral to gaining deeper insights into sector-specific trends and learnings and identifying key developments.

Note: Data have been acquired on best-effort basis, utilising publicly available reliable information. In case precise data were not accessible, we relied on well-informed estimates and cross-validated them with other sources wherever possible.



FOREWORD BY

D.K. Joshi

Chief Economist at CRISIL



The Indian economy – 2024 and beyond

THE NEAR-TERM OUTLOOK

India's recovery from the Covid-19 pandemic was better than expected. Two fiscals on, the positive surprises continue. Gross domestic product (GDP) growth for fiscal 2024 is now estimated at 8.2%, compared with the first advance estimate of 7.3%.

The outlook for the current fiscal, too, is healthy, reflected by the macroeconomic data for the quarter. The HSBC India Purchasing Managers' Index for manufacturing and services remained in the strong expansion at close to 60.

CRISIL estimates GDP growth to slow to 6.8%, due to higher interest rates and lower fiscal

impulse but India will still be the fastest growing large economy and continue to increase its contribution to global growth.

India's post-pandemic recovery has been led by investment, which augments the growth potential of the economy. Investments, so far, have been driven by the government's infrastructure and housing push. Private corporate investments are picking up, albeit at a slower-than-anticipated pace. Recovery in private consumption, which has a share of over 55% in GDP, has been relatively tepid.

The recently announced budget is an effort to balance the need to support the trailing part of



The Economic Survey of India hinted at the larger role that the private sector could play to drive employment and incomes. Taking cue, the budget focusses on supporting hiring, skilling and internships as an attempt to nudge the private sector to generate employment.

the economy – private consumption – while not losing sight of the medium-term objective of making India a Viksit Bharat by 2047.

As a measure, the Budget has given a strong push to infrastructure capex. The increased allocation to rural and urban housing schemes, which generate assets while promoting employment, are also a positive for private consumption.

The Economic Survey of India hinted at the larger role that the private sector could play to drive employment and incomes. Taking cue, the Budget focusses on supporting hiring, skilling and internships as an attempt to nudge the private sector to generate employment. The aim is to effectively strengthen private consumption durably.

And all this while sticking to the fiscal consolidation path. Fiscal prudence will help keep the government's borrowing costs in check, support the Reserve Bank of India's endeavour to achieve its 4% inflation target on a durable basis and bring down the debt ratio over time.

S&P Global's upgrade of India's outlook to 'positive' was premised on strong growth and increased government spending.

India's external account, too, has continued to display relative resilience amid increasing intensity and frequency of global shocks. Current account deficit is expected to be in the safe zone and foreign exchange reserves remain sufficient at over \$650 billion, adequate to cover India's import and debt-servicing needs.

Having a fiscal and an external buffer (low current account deficit) enables the government to handle global economic shocks, were they to materialise.

MEDIUM-TERM OUTLOOK

Over the medium term, India can retain and perhaps improve its growth prospects by building infrastructure and undertaking growth-enhancing reforms to improve ease of doing business.

Between now and end of this decade, in our base case, we expect India's GDP to grow 6.7%



Demographically, India has the largest young population among major global economies and is expected to add ~70 million to the workforce (15-64 age group) between 2023 and 2030.

per year. This will inflate the economy to near \$7 trillion by fiscal 2031 from \$3.6 trillion in fiscal 2024. Fiscal 2031 will mark India's entry into the upper middle-income country club with per capita income level rising to ~\$4,500.

Demographically, India has the largest young population among major global economies and is expected to add ~70 million to the workforce (15-64 age group) between 2023 and 2030.

India's large population and rising per capita income makes it a large consumption market for a variety of goods and services.

GROWTH DRIVERS

Capital/investment will be the biggest driver of 6.7% GDP growth per year, projected until 2031. With the government pursuing fiscal consolidation, its role in boosting overall capex will slowly diminish, compared with the past few years. Nevertheless, we expect the private sector to gradually contribute more than the recent past. The share of private investments in total fixed investment fell to ~37% in fiscal 2023 from a peak of 41% in fiscal 2016.

Government-funded infrastructure buildout and revival of the housing market has strong spillover effects on the economy, particularly in connected

sectors, such as steel and cement. CRISIL expects capacities in these sectors to expand by 30% over the next four years.

The government-supported Production Linked Incentive (PLI) scheme is promoting investments in some strategic areas. While electronics and pharmaceuticals have been the initial success stories of the PLI scheme, it is now being extended to other segments, such as photovoltaic solar modules and automobile components.

About 18-20% of industrial investment is expected to come from new age/non-conventional sectors, such as semiconductors and electronics over the medium term.

Efficiency gains will contribute more to growth, compared with the pre-pandemic period. Better physical infrastructure is improving connectivity and lowering logistics costs for industries, while digital infrastructure is ushering in efficiency gains by serving as a platform for innovation and efficient payment systems. India's Logistics Performance Index rank improved to 38 in 2023 from 44 in 2018 (World Bank, 2024).

The continued buildup on these is expected to reduce bottlenecks and enhance the competitiveness of the domestic industry over



time. That said, there is scope and opportunity for catching up with peers that rank much higher.

Labour's contribution to growth is likely to remain low. This is not because India lacks people in the working-age group years but inadequate quality and skilling of the workforce hold back its full potential. If India educates and trains its workforce at a faster pace and concomitantly creates job opportunities by focussing on labour-intensive sectors, then its growth prospects will be further enhanced.

To this effect, the budgetary measures at nudging the private sector to create formal jobs are noteworthy. The three schemes aim at supporting the employers and employees by providing monetary support for a limited period, skilling two million youths over the next five years by collaborating with states and industry, and supporting youths in the age bracket of 21-24 through internship stipend for a year.

NEED TO GO GREENER

For India, the pursuit of higher growth is bound to raise the carbon footprint as fossil fuels remain the key component of energy supply. In addition to raising its growth rate, India is also attempting to change its composition in favour of industry and infrastructure, which are traditionally more carbon intensive than services. The services

sector has been India's leading growth engine for the last few decades. Therefore, decarbonising while growing at a good pace poses a unique challenge to India, which many other countries, in their fast growth phase, did not face.

India is chalking out its own energy transition trajectory. For one, given its stage of development and need to grow fast, it has committed to net zero by 2070 and not 2050, which many advanced countries have signed up for, gradually moving in that direction. Urgent attention is also needed to adapt to changing climate to minimise the risks therefrom. The recent budgetary measures have taken cognisance of this.

In its journey towards 'Viksit Bharat' by 2047, India has to prepare to run a growth marathon, building on the recent infrastructure spending, introduction of goods and services tax and the Insolvency and Bankruptcy Code.

Additionally, fast-forwarding reforms in land, labour and agriculture will require deft consensus-building as many of the pending reforms fall under the concurrent list comprising both the Centre and states.

**CHAPTER 1**

CONNECTING DREAMS: INDIAN INFRASTRUCTURE DRIVING ECONOMY

In recent years, India has seen a remarkable transformation in its infrastructure landscape. Imagine a country where new roads, rail lines and power systems are being built everywhere, setting the stage for a bright future. This infrastructure revolution is shaping India's transition to a developed nation by 2047.



Powered by Expert Insights
from **Nitin Gadkari**







VIKSIT BHARAT

INFRASTRUCTURE TO PROP UP INDIA AS A DEVELOPED COUNTRY BY 2047



In recent years, India has seen a remarkable transformation in its infrastructure landscape. Imagine a country where new roads, rail lines and power systems are being built everywhere, setting the stage for a bright future. This infrastructure revolution is shaping India's transition to a developed nation by 2047.

The government has significantly boosted spending on roads, railways and power. In fact, the increased spending momentum will also translate into massive development.

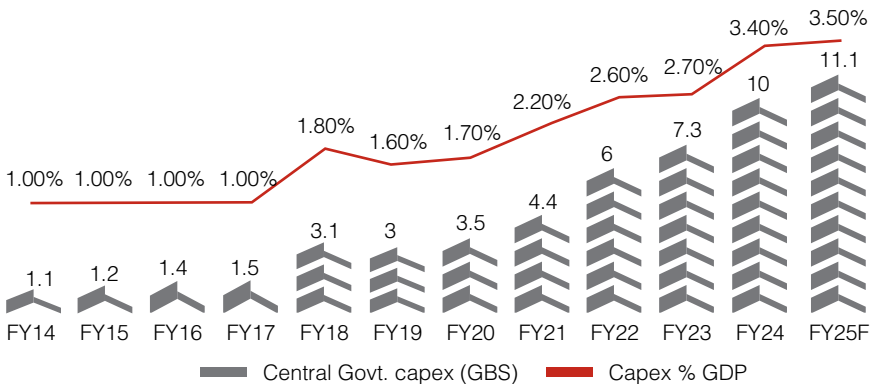
GOVERNMENT'S MASSIVE PUSH

In 2014, the Indian government embarked on an ambitious mission to supercharge the country's infrastructure. Spending on building roads, railways and power systems skyrocketed from ₹1.1 trillion in 2014 to an astonishing ₹11.1 trillion in fiscal 2025. This ten-fold increase is more than just numbers; it is a testament to India's unwavering commitment to growth and modernisation. The scale of this investment is visible everywhere, from the sprawling highways connecting cities to the expansive power grids.

DID YOU KNOW ?

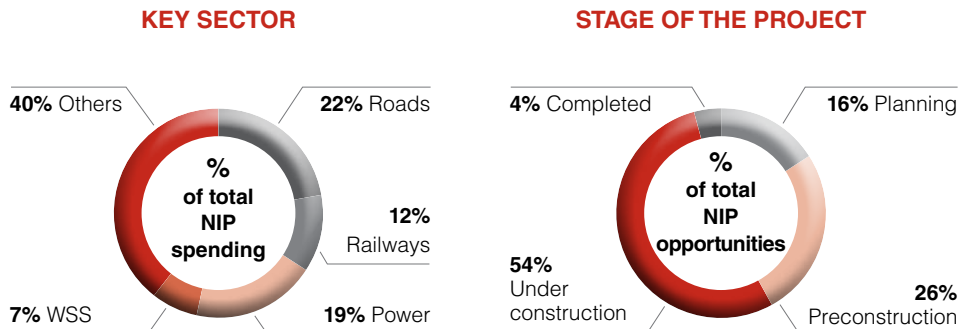
The Statue of Unity, standing tall at 182 metres in Gujarat, India, is the world's tallest statue. It symbolises India's giant leap in infrastructure and ambition.

Government spending on infrastructure jumps in past decade



Source: Union budgets, CRISIL MI&A Research

Highlight on National Infrastructure Pipeline (NIP) in key sectors and project status



Source: IIG, CRISIL MI&A Research



DID YOU KNOW ?

India possesses the world's fourth-largest railway network and ranks third globally in passenger traffic. The railway bridge on Chenab River, standing at 359 metres above seabed, is the world's highest railway bridge – 35 metres taller than the Eiffel Tower.

COLLABORATION WITH THE PRIVATE SECTOR

Private companies have become essential partners in this grand mission. Initiatives such as Gati Shakti and the NIP are bringing together public and private efforts to achieve the ambitious goals. This collaboration is vital, creating a synergy that drives progress and innovation across the country.

Picture a bustling construction site, where cranes swing and workers in hard hats coordinate seamlessly – this is the face of India's infrastructure. Private sector expertise complements government initiatives, making it a formidable alliance propelling the nation forward. This partnership is not just about funding but also about incorporating the best practices, technologies and efficiencies.

From 2019 to 2023, infrastructure spending surged, especially on roads, railways and urban projects. The annual growth rate hit 11%, with roads and railways consistently receiving 45-50% of the total expenditure. This focus on connectivity is crucial for economic growth. Each new road and railway line is reducing travel time, cutting costs and linking markets, thereby boosting trade and commerce.





DID YOU KNOW ?

India boasts the second-largest road network in the world. In fiscal 2021, the pace of national highway construction reached its peak, reflecting the massive infrastructure drive. The momentum is expected to continue.

Imagine travelling across the country on smooth highways that stretch endlessly, connecting remote villages to bustling cities. This vision is becoming a reality as India invests in its road network, ensuring that every corner of the nation is accessible and thriving.





DID YOU KNOW ?

India's national highway network grew 60%, from 91,000 km in 2014 to 1,52,000 km by March 2024. This rapid expansion enhances connectivity across the country, facilitating smoother and faster travel.



Roads

Road sector funding is mainly from the government, with the central government accounting for 70% share and state governments, 21%. The private sector comprises only 9%; but this is expected to rise to 19% owing to the government's new strategy to attract private investors via the build-operate-transfer model.



Irrigation

Funding towards the irrigation sector is mostly by state governments, as they manage water resources and support agricultural. This trend is expected to continue.



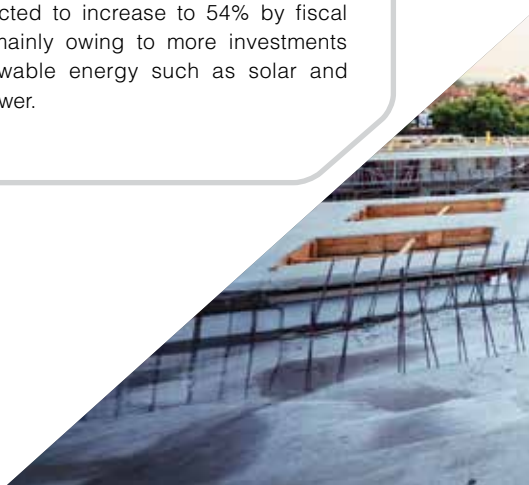
Railways

In the railways sector, the share of central government spending is 98%. However, state governments are expected to increase their spending to ~5% with implementation of projects such as high-speed rail and new railway corridors.



Power

In the power sector, private companies already invest significantly, comprising 41% of the total spending in fiscal 2023. This is expected to increase to 54% by fiscal 2028, mainly owing to more investments in renewable energy such as solar and wind power.





DID YOU KNOW ?

India's coastline stretches 7,517 km and comprises 13 major ports and 205 non-major ports, making it a crucial element in the nation's trade and connectivity.

URBAN INFRASTRUCTURE

The urban landscape is also transforming. Spending on water supply, sanitation and public transportation increased from 10% of the total infrastructure budget in 2019 to 15% in 2023. This shift aims to make cities more habitable and sustainable. Urban infrastructure projects are designed to tackle the challenges of rapid urbanisation, ensuring that cities remain vibrant, healthy and efficient places to live and work.

Think of modern metros moving you across the city, clean drinking water flowing seamlessly into homes, and efficient sanitation systems keeping urban spaces pristine. These are not distant dreams but tangible improvements reshaping Indian cities.





DID YOU KNOW ?

India's metro rail system will expand from 248 km in 2014 to 945 km by 2024, revolutionising urban commuting and easing traffic congestion.

FUNDING AND PROGRESS

In fiscal 2024 to 2026, government funding (both central and state) accounted for 60-65% of infrastructure development. Between fiscal 2021 and 2023 funding accounted for 55-60%. The surge in funding highlights the priority placed on infrastructure as a driver of economic growth.

In fiscal between 2021 and 2023, government funding (both central and state) accounted for 55-60% of infrastructure development. This is expected to rise to 60-65% between 2024 and 2026. The surge in funding highlights the priority placed on infrastructure as a driver of economic growth.





DID YOU KNOW ?

With 158 operational airports and 84 built in the past decade, in fiscal 2024, a total of over 173.8 million people had flown from these airports. The rapid expansion in aviation infrastructure makes air travel more accessible & convenient for millions of Indians.

ASSET MONETISATION

The National Monetisation Pipeline is another critical component, aiming to surpass its ₹1.67 trillion target in fiscal 2025. The road and railways are key contributors via the monetisation of road assets and redevelopment of major stations through public-private partnerships. This approach is unlocking value from existing assets and generating funds for new projects without straining public finances.





DID YOU KNOW ?

The world's longest highway tunnel, stretching 9.02 km, is situated under the Rohtang Pass on the Leh-Manali highway in Himachal Pradesh. This engineering marvel showcases the country's infrastructural prowess and opens up new economic and social opportunities.



Waste and water management

The water management sector in India is expected to reach ₹0.85 trillion by 2025, which is a growth of 18% CAGR from 2022. Programmes such as Swachh Bharat Mission and Jal Jeevan Mission are driving investments in this sector.



Data centres

The data centre market in India is expected to expand rapidly, with capital expenditure in the sector projected to reach ₹450 billion by fiscal 2025. Also, data centre capacity is anticipated to double to ~1,440 MW by fiscal 2025. The country's low real estate prices and ample availability of skilled manpower make it a cost-effective destination for setting up data centres.



Warehousing

On the back of healthy economic growth, demand for warehousing space is expected to increase as well, at 20.6% CAGR between fiscals 2021 and 2025. Total warehousing space in the top eight cities is projected to reach 417 million sq ft by fiscal 2025. In fiscal 2024, 60-65% of the net demand was for grade A warehouses due to modern amenities and advanced logistics systems



Inland waterways

India has over 14,500 km of navigable waterways, with 111 national waterways identified for development. Cargo movement on national waterways has significantly risen, with the government targeting 100 million tonne by fiscal 2030. To facilitate this, the government plans to invest ₹15 billion to develop inland waterways by fiscal 2030.



OPTIMISM FOR THE FUTURE

Looking ahead to 2028, the projections are highly optimistic. Investments in railways, roads and power are expected to almost double, growing 1.8-2.0 times compared with the previous five years. Irrigation investments are also set to rise by about 50%. This surge in investment reflects a forward-looking vision, aimed at creating a robust infrastructure backbone that can support sustained economic growth.



DID YOU KNOW ?

Since 2014, 374 thousand km of roads have been built under Pradhan Mantri Gram Sadak Yojana (PMGSY), connecting over 99% of rural habitations, significantly improving rural accessibility and economic prospects.



DID YOU KNOW ?

The Indian Railways have achieved 95% electrification of broad-gauge tracks for eco-friendly, faster and energy-efficient transport. In 2023, over 100 Vande Bharat trains operated with a 96.62% occupancy rate, showcasing the success and popularity of modern trains.

In summary, India's infrastructure growth is not just about building structures; it is about connecting infrastructure and growing economy. With continued investments, India is well on its way to becoming a developed nation by 2047. The journey is filled with ambitious projects and groundbreaking achievements, making it an exciting time for the country.





DID YOU KNOW ?

Since 2014, the Ministry of Road Transport and Highways of India's budget has increased 500%, demonstrating the government's commitment to improving road infrastructure. The length of completed rural roads increased to 755 thousand km from 381 thousand km since 2014, enhancing connectivity and stimulating development in rural areas.





EXPERT TALK

NITIN GADKARI

**Minister of Road Transport &
Highways, Government of India**

Nitin Jairam Gadkari is an Indian politician from Maharashtra who is the current Minister for Road Transport & Highways in the Government of India.





BUILDING SUSTAINABLE INFRASTRUCTURE:

INTEGRATED TECHNOLOGY, GREEN INFRASTRUCTURE, REINVENTING ROADWAYS

Q THE GOVERNMENT AIMS TO EXPAND EXPRESSWAYS AND NATIONAL HIGHWAYS IN UPCOMING YEARS. WOULD THE PREVAILING MODELS CONTINUE TO DOMINATE, OR NEWER MODELS WOULD PAVE THE PATH OF ROAD DEVELOPMENT?

A The national highways models are continuously evolving. In infrastructure, the focus has shifted from the engineering, procurement and construction (EPC) model to build-operate-transfer (BOT), and most recently to the hybrid annuity model, incorporating a 10-year guarantee and defect liability period. The monetisation of EPC projects through mechanisms such as infrastructure investment trusts (InvITs) allows reinvestments in road construction. The current plan includes constructing various express highways, green highways

and improving connectivity to ports, railway stations, airports and markets. The aim is to reduce logistic costs from the current 14-16% to 9% by enhancing road quality and using alternative fuels such as biofuels, ethanol, methanol, biodiesel, bio-LNG and bio-CNG. Additionally, these measures, including transitioning to electric vehicles (EVs), are expected to significantly cut fuel costs and improve transit times, as exemplified by reduction in the Delhi-Mumbai journey from 3 days to 22-24 hours.

Q TO REDUCE CARBON FOOTPRINT, ESTABLISHING GREEN HIGHWAYS NETWORK IS IMPERATIVE. HOW DOES THE GOVERNMENT PLAN TO ADVANCE TOWARDS INCORPORATING ECOFRIENDLY ROAD CONSTRUCTION TECHNOLOGIES?

A We are incorporating various sustainable practices in road construction. Municipal solid waste has been used in projects such as sewage treatment in Ghazipur, as well as highways such as Dwarka Expressway and Delhi-Mumbai Expressway. Steel slag, fly ash, bamboo crash barriers and rubber-plastic composites are also being utilised. Additionally, bio-CNG production from 250 factories, with 60 already operational, is generating lignan for bitumen. Construction

equipment is being adapted to electric, methanol and hydrogen technologies. EVs (including cars, scooters and buses) have recorded a notable 300% increase in adoption in the past few years. We have planted nearly 3.87 crore trees, including 78,000 transplanted during road construction, and developed 1,000 lakes for water conservation. These green initiatives aim to benefit both the environment and agriculture.

Q HOW IS THE GOVERNMENT PLANNING TO INSTALL EV CHARGING STATIONS ALONGSIDE HIGHWAYS?

A In urban areas, EV charging is generally manageable due to the relatively short daily distance travelled, with cars typically covering less than 100 km a day and charging overnight at home. However, for long-distance travel, such as between Delhi and Mumbai, the establishment of charging stations along highways is crucial. Plans are underway to set up 670 rural amenities with electric

charging stations, which will also support trucks and buses. With advancements in technology, such as those from Hitachi, and the development of infrastructure for electric trucks and buses, the availability of charging stations is expected to improve significantly, addressing concerns about EV charging across the country.



Q MAJORITY INVESTMENT IN INFRASTRUCTURE DEVELOPMENT CAME FROM THE GOVERNMENT IN PAST YEARS. TO ACCELERATE GROWTH FURTHER, PRIVATE PARTICIPATION WOULD PLAY AN ESSENTIAL ROLE. HOW DOES THE GOVERNMENT PLAN TO STIMULATE INVESTMENTS FROM PRIVATE PLAYERS?

A We have various funding models in place, including BOT and hybrid annuity projects. For hybrid annuity projects, the government contributes 40%, while BOT projects are fully funded through public-private investment. For instance, the InvIT model recently launched on the Mumbai Stock Exchange saw a sevenfold subscription within the first seven hours, indicating strong investor interest. With a project portfolio valued at over ₹5-7 lakh crore, we are confident in securing market funding. Additionally, we have a budget support of ₹2.8 lakh crore and anticipate toll income increasing from ₹55,000 crore to ₹1.4 lakh crore in two years due to ongoing expressway projects. The hybrid annuity project for water treatment in Mathura is an example of successful implementation. It has been financially viable and effectively managed. Similar approaches can be applied to waste management, including recycling and bioenergy production, demonstrating the potential for successful public-private investments.

Q ROAD SAFETY IS STILL A CONCERN AND COULD FURTHER BE ENHANCED WITH THE LATEST TECHNOLOGIES. WOULD THERE BE CHANGES IN NORMS FOR HIGHWAY OPERATIONS TO IMPROVE SAFETY?

A Despite utilising various measures, the success rate in reducing accidents remains low. With 5,00,000 accidents and 1,50,000 deaths annually, the situation is critical. While improvements and decisions are being implemented, a significant challenge remains in changing human behaviour to enhance road safety.

Q ROAD CONSTRUCTION HAS PROGRESSED AT A COMMENDABLE PACE AND TOUCHED NEW HEIGHTS WITH EVERY PASSING YEAR, DEMONSTRATING SIGNIFICANT ADVANCEMENT IN INFRASTRUCTURE DEVELOPMENT. HOWEVER, THERE ARE EMERGING CONCERNS REGARDING THE MAINTENANCE OF EXISTING AND NEWLY BUILT ROADS. WHAT MEASURES ARE IMPLEMENTED TO ADDRESS MAINTENANCE-RELATED ISSUES?

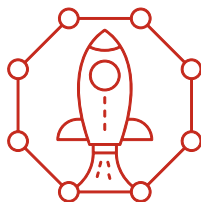
A There is often confusion about whether state and city highways are classified as national highways, which contributes to various issues. To address these, efforts are being made to improve road technology, including the implementation of white topping cement concrete roads. This new technology, successfully applied in Nagpur, involves an 8-inch layer of cement concrete over the bitumen base, extending the road's lifespan to 25-30 years. However, increased demand for cement from such projects would likely raise overall costs.



CHAPTER 2

REACHING NEW GALAXIES: TRANSFORMING ASPIRATIONS TO ASTRONOMICAL ACHIEVEMENTS

The vast and unbound space with its myriad unexplored realms holds potential solutions to many earthly challenges. This is why activity in the sector has proliferated over the years – ranging from space sensing and imagery and satellite communication to human spaceflight, interplanetary travel and exploratory missions.



Powered by Expert Insights
from **Dr. S. Somanath**







CELESTIAL DREAMS: INDIA'S VISIONARY PATH IN SPACE EXPLORATION

INDIA'S SPACE SECTOR IS SOARING AS PRIVATE PARTICIPATION GROWS

The vast and unbound space with its myriad unexplored realms holds potential solutions to many earthly challenges. This is why activity in the sector has proliferated over the years – ranging from space sensing and imagery and satellite communication to human spaceflight, interplanetary travel and exploratory missions.

Indeed, advances in space exploration technologies are helping uncover new resources and knowledge that could significantly benefit humankind, making this a rapidly evolving field of innovation and exploration.

And India is emerging as a significant player in this, well, space.

Globally, private companies are now at the vanguard of space exploration and related innovations, in contrast to the past when governments were at the forefront.

SpaceX, Rocket Lab, Blue Origin (founded by Amazon's Jeff Bezos) and OneWeb are among the companies revolutionising the sector from rocket launches and space communication to making space more accessible.

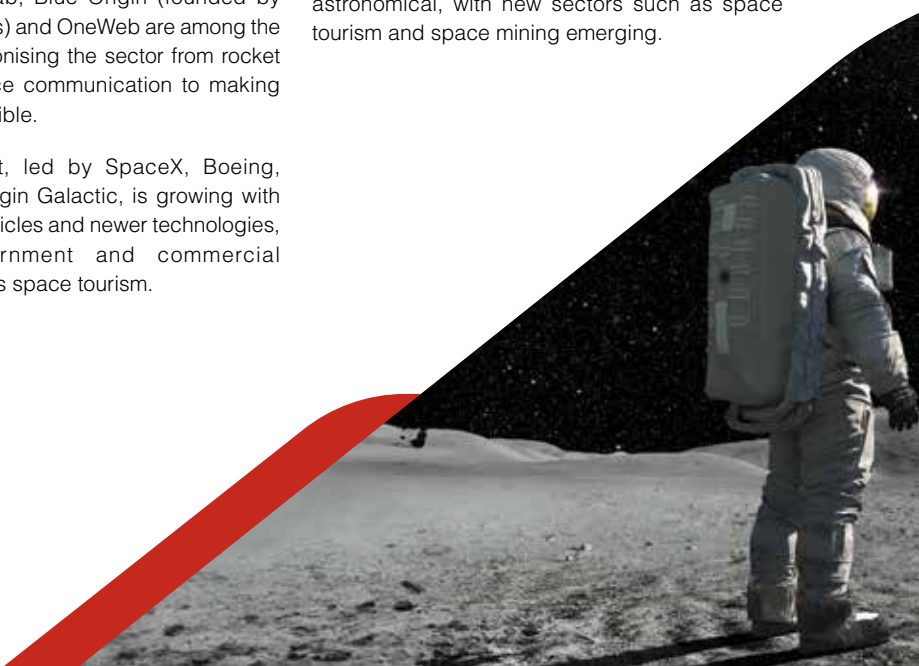
Private spaceflight, led by SpaceX, Boeing, Blue Origin and Virgin Galactic, is growing with reusable launch vehicles and newer technologies, supporting government and commercial applications such as space tourism.

The use of small satellites, such as CubeSats and NanoSats, is on the rise owing to lower costs, faster launches and advancements in 3D printing and materials science.

To manage the increasing number of satellites, space traffic management and satellite de-orbiting systems are being developed.

Projects such as SpaceX's Starlink and Amazon's Project Kuiper aim to provide high-speed internet access to underserved and remote areas globally. These initiatives are not only expanding connectivity but also creating new opportunities for businesses and individuals to participate in the digital economy.

Space technology is not just advancing exploration but also improving life on earth – notable examples being applications in agriculture, renewable energy, architecture and medicine. The potential economic value of the space industry is thus astronomical, with new sectors such as space tourism and space mining emerging.





Reusable launch vehicles

SpaceX | **BlueOrigin** | **RocketLab**

The advent of reusable launch vehicles has significantly reduced the cost of launching to space



Interplanetary missions

SpaceX | **NASA** | **ISRO**

Improves our understanding of the solar system and beyond



Space-based satellite constellation

SpaceX | **SES** | **Project Kuiper**

Providing internet to remote and far-flung areas through space



CubeSats and NanoSats

Artemis Space | **Dhruva Space**

Small affordable satellite enabling cost-effective missions



Crewed missions to space

NASA | **ISRO** | **Boeing**

Significant step towards humanity's multiplanetary future



Satellite manufacturing

Airbus | **Agnikul** | **Cosmos Boeing**

To meet the increased demand of satellite services



Space Force

Russia | **USA** | **China**

Countries are now exploring space for warfare



Satellite imagery

Planet Labs | **Maxxar** | **Pixxel**

Satellite imagery and their ability to add data intelligence at the micro market level





INDIA TAKES OFF

India's journey in the space sector began rather modestly in 1963 with the launch of a small rocket from Thumba, a village in Kerala, carried out under the Indian National Committee for Space Research. The event was captured in the zeitgeist by a photograph of rocket components being transported on a bicycle by scientists.

With limited resources and expertise, the Indian Space Research Organisation (ISRO) was formed in 1969 – the year humans first set foot on the moon – for indigenous development in the sector.

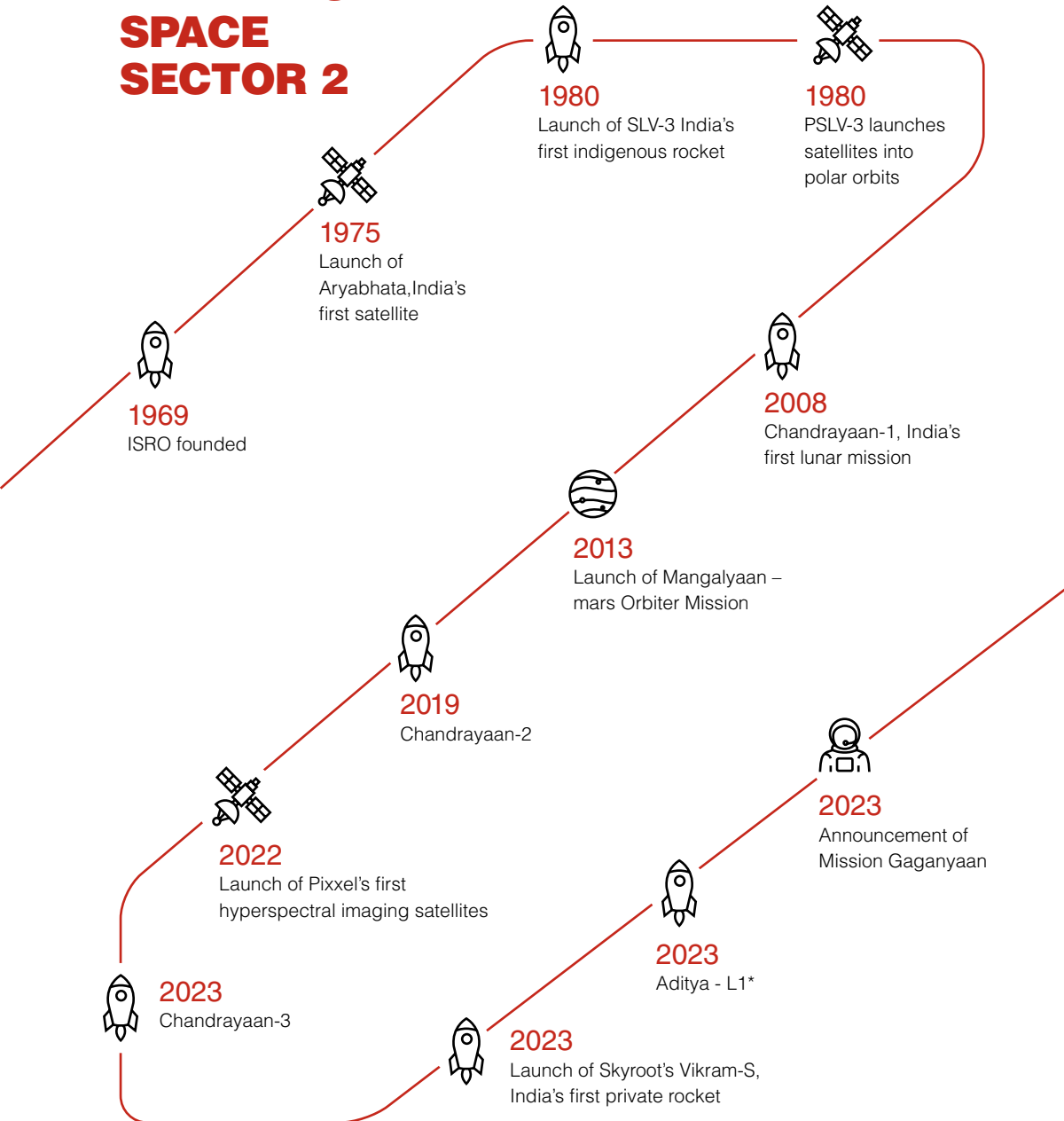
Over the decades, India and ISRO have achieved significant milestones, including the successful

deployment of India's first satellite, Aryabhata, in 1975, and India's first mission to moon, Chandrayaan-1, in 2008, which helped confirm the presence of water on the moon.

Today, India is recognised as a major spacefaring nation, known for launching cost-effective missions such as the Mars Orbiter Mission (Mangalyaan) and landing on the far side of the moon (Chandrayaan).

The Indian space economy currently valued at ₹6,700 crore, constitutes 2-3% of the global space economy, and is expected to increase to more than 10% by 2032.

MILESTONES IN INDIA'S SPACE SECTOR 2



Source: ISRO ¹Market Projection - PIB Report
²Timeline - ISRO
^{*}Ongoing Project



INDIA'S CURRENT AND UPCOMING SPACE MISSIONS³

Aditya-L1 is India's first mission dedicated to studying the sun. The mission is aimed at enhancing the understanding of solar activities and their impact on space weather. Aditya L1 will investigate the outer layers of the sun and the particles emitted, and accordingly predict space events, such as solar storms.

2023

The Gaganyaan project envisages demonstration of human spaceflight capability by launching a crew of three members to an orbit of 400 km on a three-day mission and bring them back safely to earth, by landing in Indian sea waters.

2025



2024

NASA-ISRO SAR (NISAR) is a Low Earth Orbit observatory being jointly developed by NASA and ISRO. NISAR aims at mapping the entire globe in 12 days and provide spatially and temporally consistent data for understanding changes in earth's ecosystems, ice mass, vegetation biomass, sea level rise, ground water and natural hazards, including earthquakes, tsunamis, volcanoes and landslides.

2047

Space Vision 2047 aims to make India a leading space power by 2047 with advanced launch vehicles, a space station, inter-planetary missions and enhanced space communications. The plan focusses on self-reliance, sustainable activities, societal benefits, capacity building, robust regulations and global cooperation.





KEY DRIVERS OF INDIA'S SPACE SECTOR

DID YOU KNOW?

Between January 2018 and November 2022, ISRO launched 177 foreign satellites from different countries

1 Policy support

India has made a significant leap in space exploration by laying out the Space Vision 2047 roadmap.

The strategic plan outlines India's goals, including quantum and optical communications, a human spaceflight programme, fully reusable vehicles, manned lunar missions, interplanetary networks and space mining. Further, ISRO aims to launch 50 new satellites within five years, aiming to boost India's geo-intelligence capabilities and create extensive opportunities for private players in space equipment manufacturing and technology development.

2 Government initiatives

The government has taken several initiatives to boost the space sector, which encompasses setting up nodal agencies, releasing space policies, establishing commercial and marketing arms of companies, and updating foreign direct investment (FDI) policies.





IN-SPACe (Indian National Space Promotion and Authorisation Centre) was established as a single-window nodal agency to facilitate private players in carrying out end-to-end space activities. It provides a level playing field for private companies to participate in space activities.



The Indian Space Policy 2023 aims to encourage greater private sector participation in the entire value chain of the space economy. It allows private entities to undertake space activities such as building rockets, satellites, providing launch services and participating in interplanetary missions.



NewSpace India Limited (NSIL) was established as the commercial arm of ISRO to enable Indian industries to undertake high-technology space-related functions. NSIL has announced a total investment of \$1.2 billion to increase commercial activities and private sector involvement.



Up to 100% FDI is allowed for the space sector through the automatic route for satellite manufacturing and operation, satellite data products, ground and user segments, and manufacturing of components and systems/sub-systems. Launch vehicles, associated systems/subsystems and creation of spaceports allow up to 49% FDI under the automatic route.



Budget allocation for the Department of Space is increasing at a CAGR of 5.2% between fiscals 2018 and 2025 (budget estimate) to ₹13,043 crore, underscoring India's commitment to advancing its space exploration capabilities and facilitate better programmes.

Source: CRISIL MI&A Research, India Union Budget

PRICE PER LAUNCH

NASA's SLS

\$4.1 billion

ESA's Ariane 5

\$178 million

SpaceX's Falcon 9

\$62 million

India's PSLV and GSLV

\$21-31 million and \$47 million



DID YOU KNOW?

At an estimated cost of ₹615 crore, Chandrayaan-3 was cheaper than the budget for Hollywood movie “Interstellar: which was over ₹1,368 crore.

ACHIEVING MORE WITH LESS: ISRO'S FRUGAL ENGINEERING LESSONS

Local manufacturing

ISRO has reduced dependance on imports by working closely with Indian companies such as Larsen & Toubro, Godrej Aerospace and BHEL to design, manufacture and test critical components at a fraction of the cost of imports

Minimalistic approach

Technologies and infrastructure from previous missions are often reused

The Mars Orbiter Mission reused components developed for ISRO's earlier mission - Chandrayaan-1

Impact

With budget-friendly space missions, ISRO has inspired other space agencies and startups by setting a benchmark in innovative space exploration



DID YOU KNOW ?

Although Chandrayaan-2's lander experienced a hard landing, the orbiter continues to function and provide valuable scientific data about the moon.

ENCOURAGING GROWTH OF SPACE-TECH STARTUPS IN INDIA

Indian startups are taking active interest in the space market, growing from just one start-up in the sector in 2012 to **189 in 2023**.

A few success stories:

Skyroot Aerospace drives India's space ambitions

Founding

Founded in 2018

India's first private company to develop a homegrown rocket

Funding

The company has raised over \$95 million, making it one of the highest-funded private space startups in India

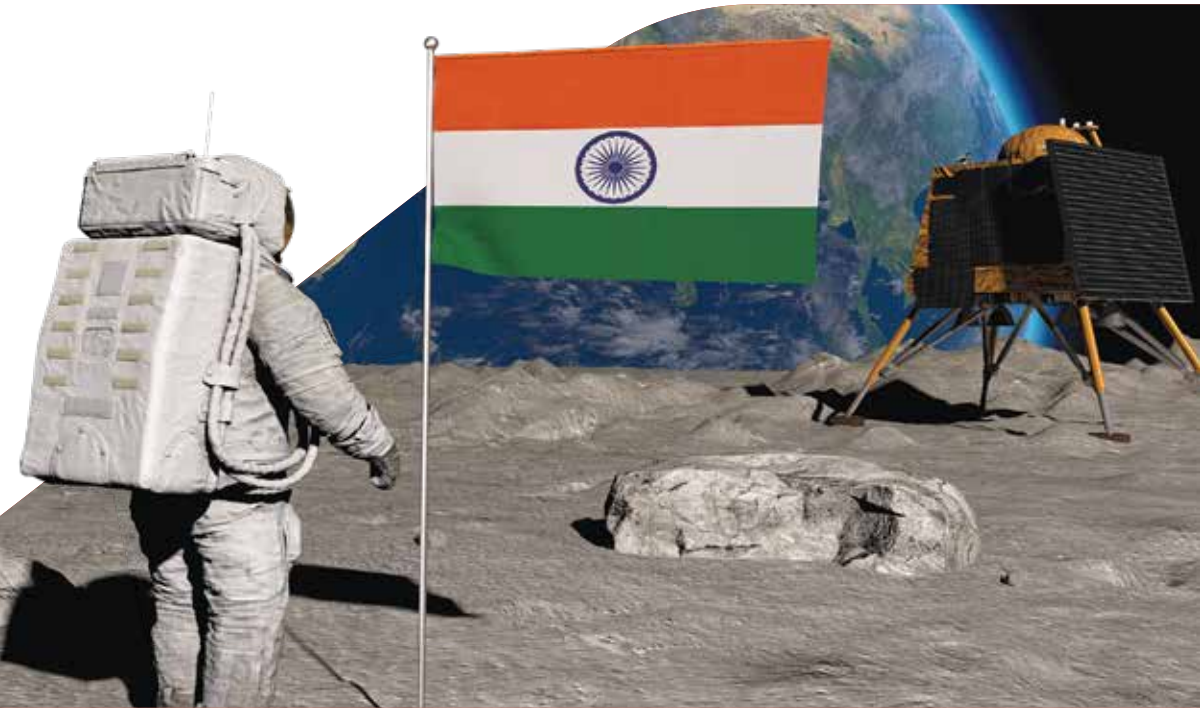
Goals

Use of 3D printing and carbon fibre technology to target 50% cost reduction compared with big players

Launch

Company aims to ramp up at least two launches per year starting 2024





DID YOU KNOW?

India constitutes 2-3% of the global space economy and is expected to enhance its share to more than 10% by 2032.

Pixxel's hyperspectral vision

Launch

Launch date: April 1, 2022
Launch vehicle: Falcon 9 rocket by SpaceX

Technology

Hyperspectral imaging captures data across dozens of spectral bands, enabling detailed analysis of the earth's surface

Application

Biggest use cases today are in agriculture, mining and environmental monitoring

Air Force Satellites

Received grant from the Ministry of Defence's Innovation for Defence Excellence to build satellites for the Indian Air Force





DEMAND FOR SATELLITE SERVICES

DID YOU KNOW ?

Pixxel was founded by space enthusiasts Awas Ahmed and Kshitij Khandelwal in 2019. The idea struck Ahmed during a tour of the SpaceX factory while competing in the SpaceX Hyperloop Pod Competition

The demand for satellite services in India is surging, driven by its growing internet, television and navigation needs.

Key factors include government investments in new satellite systems, industry collaborations to manufacture servers locally and the shift towards low-latency medium earth orbit/LEO satellites enabling Internet of Things and 5G.

The satellite market offers significant opportunities, though challenges around costs and latency persist.

Reaching for the stars

India's space programmes have not only achieved remarkable feats but also inspired the world.

The global space market, valued at ~\$450 billion in 2023, showcases the enormous potential of this sector.

Though much smaller than the global industry in terms of market size, India has demonstrated that space exploration can be done cost-effectively and efficiently. ISRO's success has made India a force to reckon with in the global space arena. India's 2024 budget has introduced a ₹1,000 crore Venture Capital Fund aimed at expanding the space market fivefold over the next decade.

As the sector continues to grow with increased private participation, India is poised to push the boundaries, unlocking revolutionary applications for humankind.

List of Sources

S. No.	Figure	Source
1	Emerging Applications in Space Sector	CRISIL MI&A Research
2	Timeline of major milestones	ISRO
3	India's current and upcoming space missions	ISRO
4	Government Initiatives	CRISIL MI&A Research, India Union Budget
5	Price per launch comparison of major space rockets	Spacelmpulse

Source List



EXPERT TALK

DR. S. SOMANATH

Chairman of ISRO

Sreedhara Panicker Somanath is an Indian aerospace engineer serving as the chairman of the Indian Space Research Organisation.





THE SKY'S THE LIMIT: HOW ISRO'S SATELLITE LAUNCHES WILL IMPROVE LIFE FOR THE COMMON INDIAN

Q WHAT ARE YOUR LONG-TERM PLANS AND VISION FOR ISRO OVER THE NEXT 10 YEARS?

A Over the past few years, the space sector has significantly opened up, beginning with the 2020 announcement of the sector's liberalisation, followed by the 2023 space policy, and further complemented by the FDI and geospatial policies. Our primary focus is on expanding the space economy far beyond its current share of less than 2% of the global market. To achieve this, our 10-year plan revolves around several key objectives: fostering research within ISRO

to drive new developments, transitioning operational assets and systems to public sector units (PSUs) or private entities, and stimulating vibrant economic activities in the downstream sectors, particularly in communication, commercialisation, data utilisation, and related services. Additionally, we aim to advance new space activities, including exploratory missions, the creation of a space station, and the enhancement of human spaceflight capabilities.

Q WHAT MISSIONS HAVE BEEN PLANNED FOR THE UPCOMING 5 YEARS, AND WHICH ONES EXCITE YOU THE MOST AND WHY?

A One of our significant goals is to travel to and land on the moon by 2040, which is also part of a broader capacity-building initiative. This mission excites me because it represents a

critical step in advancing our technological capabilities and expanding our presence in space.

Q WITH ISRO HAVING DEMONSTRABLY LOWER COSTS FOR LAUNCHING CARGO TO LOW EARTH ORBIT (LEO) COMPARED TO GLOBAL COMPETITORS, IS THIS ATTRACTING A LOT OF CLIENT REQUESTS? DO WE PLAN TO HAVE A WEEKLY LAUNCH CADENCE LIKE SPACEX?

A It's important to note that SpaceX's frequent launches are largely driven by their need to build and support their own Star link constellation. Most of their launches are for their satellites, with relatively few commercial launches. While our low-cost launch vehicles present many opportunities, the demand must either come from an external customer, domestic needs, or our own requirements.

Currently, ISRO does not plan to create a large constellation like Star link in LEO. Our focus is on building a geo-based constellation for communication, with smaller constellations of satellites in LEO as needed. Therefore, the frequency of our launches is not the primary metric of success, nor should it be directly compared to others.



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Q

WHAT ADDITIONAL STEPS ARE NEEDED TO IMPROVE THE SPACE ECOSYSTEM AND PRIVATE ENTITY PARTICIPATION IN THE SPACE SECTOR?

A

The most critical step is increasing government investments, particularly in research and development and new capability building, including enhancing our launch vehicle capabilities. Our current launch vehicle capacity is insufficient for our future needs, so we must significantly increase the mass capability and cost-effectiveness of our launch vehicles,

potentially reducing unit launch costs to one-third or one-fourth of current levels to remain competitive globally. Additionally, we must focus on new exploratory missions to the moon, Mars, and other planetary bodies, and on building a space station to support microgravity research and other activities that will drive the space economy.



Q A HOW IS ISRO COLLABORATING WITH PRIVATE COMPANIES AND STARTUPS, AND HOW ARE THESE PARTNERSHIPS DRIVING INNOVATION IN THE SECTOR?

We are currently focussing on expanding the small satellite launch business through NSIL and other private players, particularly through the technology transfer of SSLV and ISRO's miniature bus to the industry. This has sparked new interest and development in the sector, leading to the emergence of new satellite-building companies. We intend to leverage these partnerships to build future satellites for ISRO and government use. Additionally,

we are exploring ways to transfer satellite data from our remote sensing constellation to non-governmental actors, creating value and market opportunities. There is also significant demand for high-throughput communication and internet availability in remote areas, which can be addressed by enhancing our geo-satellite constellation through NSIL or private actors, supported by coordinated orbital and frequency management.

Q A WITH MAJOR GLOBAL POWERS ANNOUNCING PLANS FOR A SPACE FORCE, WHAT ARE YOUR VIEWS ON SPACE AS AN ADDITIONAL FRONTIER FOR DEFENCE?

We are actively engaged in cutting-edge research across various centres, focussing on new materials, artificial intelligence, onboard processing, quantum technologies, secure communication, and optical communication. These emerging domains

are crucial for enabling miniaturisation, cost-effectiveness, and enhanced security in the space sector. We recognise the strategic importance of space as a defence frontier and are committed to advancing our capabilities in this area.

Q A WHAT ARE THE MAJOR CHALLENGES ISRO FACES TODAY?

One of the primary challenges is that our current launch vehicle capabilities are insufficient for the next ten years. We must significantly enhance the mass capability of our launchers and improve

cost-effectiveness, potentially reducing the unit launch cost to one-third or one-fourth of current levels to stay competitive in the global market.



There is also significant demand for high-throughput communication and internet availability in remote areas, which can be addressed by enhancing our geo-satellite constellation through NSIL or private actors, supported by coordinated orbital and frequency management.

Q WITH THE LAUNCH OF MULTIPLE SATELLITES OVER THE LAST FEW YEARS AND CONSIDERING UPCOMING MISSIONS, HOW DO YOU SEE THESE BENEFITING INDIA IN THE FUTURE? HOW WILL THIS LIKELY IMPACT THE LIFE OF THE COMMON PERSON IN INDIA?

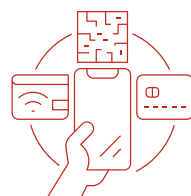
A We are driving numerous technology development programmes across various centres, focussing on advanced materials, artificial intelligence, onboard processing, quantum technologies, secure communication, and optical communication. These advancements are crucial for miniaturisation, cost-effectiveness, and security in the space sector, ultimately benefiting India's economy and improving the quality of life for its citizens by enhancing communication, internet access, and other critical services.



CHAPTER 3



DIGITAL PAYMENTS (UPI) – INDIA'S STORY OF FINANCIAL INCLUSION





Unified Payments Interface (UPI) has become the talisman of the digital revolution sweeping India, especially in the financial firmament.

The payment platform has also accelerated financial inclusion through its constantly evolving functionalities, such as offline payments via near field communication (NFC) technology (UPI Lite X), facilitation of payments over feature phones (UPI 123Pay), artificial intelligence-based conversational payments (Hello! UPI).



**Bringing alive user insights from
Rohit Gupta
(Vegetable Vendor)**



UPI, UP AND AWAY

THE PAYMENTS PLATFORM HAS ALSO ACCELERATED FINANCIAL INCLUSION IN INDIA

Unified Payments Interface (UPI) has become the talisman of the digital revolution sweeping India, especially in the financial firmament.

The payment platform has also accelerated financial inclusion through its constantly evolving functionalities, such as offline payments via near field communication (NFC) technology (UPI Lite X), facilitation of payments over feature phones (UPI 123Pay), artificial intelligence-based conversational payments (Hello! UPI).

The uptake has been so strong, UPI transactions have increased six-fold between fiscals 2021 and 2024.

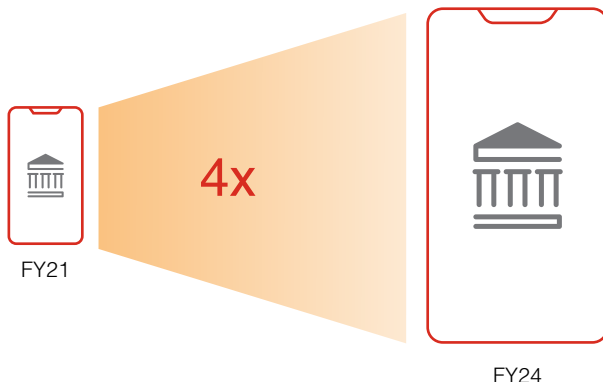
The Reserve Bank of India (RBI) aims to make every Indian a user of digital payments through its 'Har Payment Digital' initiative. To facilitate financial inclusion at population scale, the ease and convenience of digital payments need to be continuously improved. Further, trust in digital payments needs to be high, which comes from transparency, ease of use and, above all, security.

DID YOU KNOW



80% of digital payment transactions done during fiscal 2024 were via UPI?

Digital payments grew from 44 billion transactions in fiscal 2021 to 164 billion transactions last fiscal



Source: Reserve Bank of India (RBI), CRISIL MI&A Research



Digital transactions have gained wide acceptance specifically because of the supportive regulatory groundwork, which ensures security in these transactions. The country was one of the first to fully adopt additional factor of authentication. Since then, a host of measures, such as EMV3 Chip and PIN-based cards, transaction alerts, facility to switch on and off and set or modify transaction limits for all types of transactions, tokenisation of cards, restrictions on storage of actual card data, localisation of payments data, etc, have been implemented to enhance the security of digital payments. Similarly, the RBI

has implemented a web-based payment-related fraud reporting solution – Central Payments Fraud Information Registry – for reporting of all payments related frauds.

The central bank's Digital Payment Index corroborates, indicating a four-fold growth over the past five fiscals.

An attendant gain has been in financial inclusivity, as evinced in the Financial Inclusion (FI) Index, a comprehensive gauge, rising from 53.9 in fiscal 2021 to 64.2 last fiscal.

DID YOU KNOW



Top 3 UPI applications has more than 90% market share in volume as well as value of transactions?

Decoding the success

The success of UPI can be attributed to multiple factors, including:

- Structure of National Payments Corporation of India (NPCI), which comprises banks and the government. This private-public consortium helps NPCI get stakeholder support and instil trust in the system. As major financial players of India's economy are represented, it ensures that all stakeholders' interests are considered when NPCI makes decisions. It also helps that NPCI has no competitors.
- Design simplicity of the product as well as zero-charge framework. From a bank's perspective, the UPI's minimalistic 'containerisation' approach requires banks' core banking solution to provide only three interfaces – to look-up customers, check the balance in the customer's account, and debit from the account – enabling quick onboarding of member banks onto the UPI network. From a customer standpoint, UPI offers a simple two-step authentication process, by which customers can directly transfer money in real-time, eliminating the need to store the payee's money in a digital wallet while making payments, both person-to-person and person-to-merchant transactions. UPI levying zero-charge to both customers and merchants has also been a driving factor behind UPI's widespread adoption in both urban and rural India.
- Open API architecture, which has enabled fintech providers such as Google Pay, Paytm and Walmart-owned PhonePe to build applications on top of the UPI platform, followed by successful verification, enabling a user to initiate a transaction within minutes



- Transparency and accountability. NPCI is a not-for-profit public limited company incorporated under Section 25 of the Companies Act, which allows it to operate with the flexibility and efficiency of a corporate entity even as it fulfilling its not-for-profit objectives of developing and managing the payment system in India. This ensures transparency and accountability in NPCI's operations
- Regulatory oversight. NPCI is regulated by the RBI, which has provided a simplified regulatory framework and lowered entry barriers
- Security framework. NPCI has implemented robust security and risk management frameworks to protect its systems and data. These frameworks are regularly reviewed and updated to keep pace with evolving cyber threats. The security framework oversees end-to-end encryption, two-factor authentication, fraud detection and prevention, and customer grievance and redress
- Consumer protection. NPCI has a customer grievance redressal mechanism to address any complaint or concern
- Consumer education. NPCI conducts regular awareness and education initiatives to inform stakeholders about its products and services, and the importance of cybersecurity and fraud prevention

In India, the growth of UPI will continue to be supported by rising penetration of mobile phones and widening internet connectivity. In the fourth quarter of fiscal 2024, the top 10 states, in terms of volume of transactions, comprised 80% of the total transactions on PhonePe. This underscores the significant headroom for UPI.

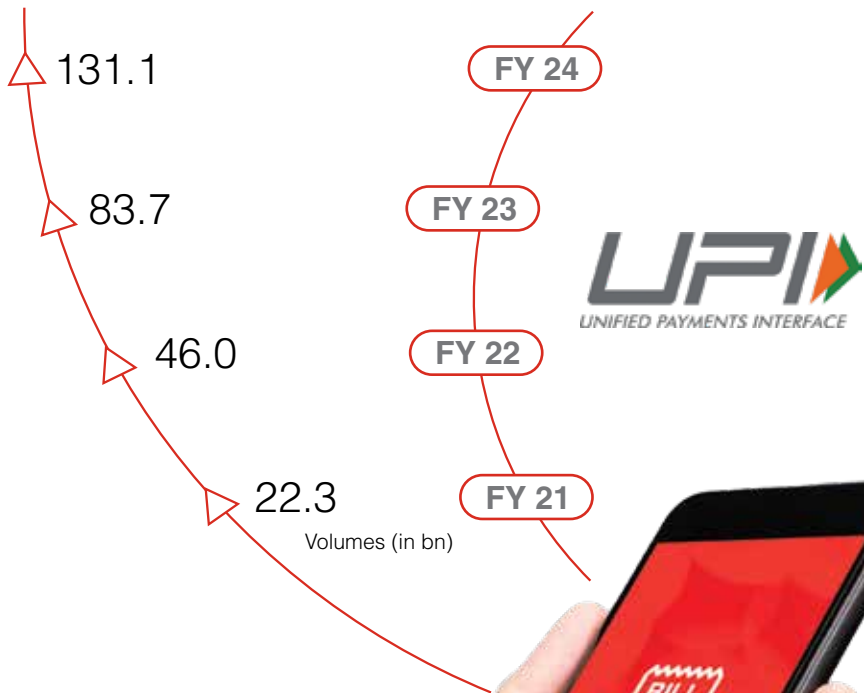
Another driver of growth has been the number of banks acting as payment service providers and issuers rising to 572 in March 2024 from 216 in March 2021.



DID YOU KNOW ?

India accounted for nearly 46% of the world's digital transactions in 2022 as per Worldline report?

UPI transaction trajectory





DID YOU KNOW



UPI ID can be used as a payment option while subscribing to IPOs on National Stock Exchange (NSE) and Bombay Stock Exchange (BSE)?

India Stack, the bedrock of UPI payment ecosystem

Notably, the success of UPI is on the back of conducive regulatory policies and other efforts.

Facilitations and incentives by the government and the RBI have led to the development of homegrown digital public infrastructure – India Stack.

The aim of India Stack is to build a multi-layered public digital infrastructure to aid friction-less adoption of technology in digital payments, create a secured database, and facilitate the sharing of data across organisations for faster and efficient lending and e-commerce transactions. Towards this, open networks such as Open Network for Digital Commerce (ONDC; in beta testing phase) and Open Credit Enablement Network (OCEN) are being developed.

There are three layers to India Stack – digital identification, payments, and data storage and validation.

Among these, the payments layer is represented by UPI.

Over the past five years, UPI-based payments have grown significantly, as it offers superior user experience than the traditional payment methods of banks, as well as enables real-time transfer of funds. In fact, over fiscals 2021 to 2024, the volume of UPI transactions grew ~6x. The platform also maintains digital records of micro and small businesses, which can be accessed to improve the loan underwriting process.

The payments, layer along with digital identification, and data storage and validation layers, has also accelerated financial inclusion, facilitating transfer of government benefits directly to beneficiary accounts, and promoting credit flow efficiency and financial stability through the National Financial Information Registry.



DID YOU KNOW



Volumes on the second-largest payments system – NEFT – grew only 2x between fiscals 2021 and 2024 vis-à-vis UPI volumes which grew by 6x during the same period?

UPI to significantly widen the credit card footprint

The increase in digital payments in India showcases the growing prominence of credit cards as well. Transaction spends on credit cards reached ₹18.3 trillion in fiscal 2024, almost tripling from ₹6.3 trillion in fiscal 2021. This is largely because of 30-45 days interest-free credit period and other features, i.e. cashback, reward points, along with multiple other saving opportunities. Tech innovations such as contactless cards, combined with wide acceptance of credit cards, have boosted the number of transactions and customer base as well.

The RBI has allowed customers to change their card network not only while opting for a card, but also at any time while holding it. This move has propelled issuers to offer multiple card networks and eliminated the exclusivity contract provisions used by card networks to prevent issuers from providing cards on other networks.

But the innovation that is likely to further credit card usage is UPI.

Currently, only one network provider has the authority to issue cards linked with UPI. Other network schemes will be launched in later stages. This move has provided more flexibility to customers and also enable users to use UPI in rural areas, where credit cards were not accepted by merchants because of merchant discount rate rates and PoS machine unavailability.



And unlike debit card payments, UPI payments will attract reward points and cashback. In addition, there will be no fuel surcharge on UPI payments. This will ensure that the customer spends more and saves more as well.



DID YOU KNOW



There are over 30 crore individuals and over 5 crore merchants registered on UPI?

What is next for digital payments?

- The central bank has been collaborating with several countries to link UPI with their respective fast payment systems (FPSs). The RBI recently joined Project Nexus, a multilateral international initiative to enable instant cross-border retail payments, cost-effectively by interlinking domestic FPSs. Created by Innovation Hub of the Bank for International Settlements, it aims to connect the FPSs of four Association of Southeast Asian Nations-member countries (Malaysia, Philippines, Singapore and Thailand) and India. The platform can be extended to more countries going forward, and likely to go-live in two years, i.e. 2026
- RBI and NPCI International Payments are also working on a plan to extend the UPI to 20 countries by fiscal 2029. In line with this, the RBI and the Central Bank of the UAE signed a memorandum of understanding in July 2023 to link their payments infrastructures
- In February 2024, RuPay cards and UPI connectivity between India and Mauritius was launched, enabling Indian tourists in Mauritius to make payments to merchants using UPI apps and vice-versa for Mauritian travellers in India

DID YOU KNOW



Transactions through UPI are already possible in Singapore, the UAE, Malaysia, France, Nepal, Mauritius and Sri Lanka?

What is next for digital payments?

Also, there is UPI 2.0 on the anvil. In a significant move towards enhancing digital payments, the NPCI is looking to introduce features such as:

- Linking overdraft (OD) accounts to UPI, which will facilitate instant transactions with all associated OD account benefits, and expand UPI's accessibility as an additional digital channel for OD accounts
- Activation of one-time mandate
- Enabling customers to review invoices from merchants before making payments by verifying the credentials and source of the invoice
- Increasing security by verifying the authenticity of merchants via QR codes and, thus, doing away with an app passcode for signed intent



DID YOU KNOW



UPI payments can be done without internet via UPI Lite X?

Other upcoming features are:

- UPI-ATM for seamless functioning with the UPI interface to withdraw money with no need of a physical card. It will also be interoperable, allowing the customer to withdraw cash from multiple accounts using a UPI app
- UPI Lite X and NFC-based offline UPI payments for offline payments within a limit of ₹500 per transaction, and also allowing users to tap their smartphones (tap-and-pay) on the PoS machine
- Hello UPI, i.e. pay using conversational AI – Making payments using secure conversations with AI-powered systems, which is compatible with smartphones
- as well as feature phones, thereby promoting broader digital adoption. Initial support is for Hindi and English before expanding to other Indian languages. Using the same voice-assistant platform, Bharat BillPay Connect will allow bill payments using virtual voice assistants, such as Alexa and Siri
- UPI Credit Line, which is similar to buy now, pay later products, making credit accessible to a wider population

Indeed, the advent of UPI 2.0 will not only introduce new features and heightened efficiency and security, but also further increase the accessibility of digital transactions.

DID YOU KNOW



P2P transactions up to ₹1 lakh can be done through UPI in day?

List of Sources used:

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NATIONAL PAYMENT CORPORATION OF INDIA

<https://www.npci.org.in/>

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STORIES OF CHANGE

UPI'S TRIUMPH: TAKING DIGITAL PAYMENTS TO THE LAST MILE

Q HELLO, CAN YOU TELL US YOUR NAME AND FOR HOW MANY YEARS HAVE YOU BEEN WORKING HERE?

A My name is Rohit Gupta. I have been working here for seven years.

Q IN YOUR DAILY BUSINESS, HOW OFTEN DO YOU USE UPI AND WHAT HAS BEEN ITS IMPACT?

A UPI transactions have been around 50% in the last two years. Business is doing well and UPI transactions have had a huge impact. For instance, earlier, if we went to a customer's house for delivery and they were

unavailable, cash payments could be pending, and sometimes large customers would forget. Now, with UPI, if a customer is out of town, we can request payment via Google Pay, which eliminates these issues.



Q&A

Rohit Gupta
Vegetable Vendor



Q SINCE GAINING ACCESS TO UPI APPLICATIONS, HAVE YOU OBSERVED ANY SIGNIFICANT INCREASE IN YOUR INCOME LEVEL OR REVENUE?

A Yes, the income has increased, though expenses have also increased a little due to UPI and even on-road expenses have gone up. However, one positive outcome is that vendors are paid on time. Previously, money would get stuck in the bank but now, payments from customers are received and we can pay our vendors the next morning.

Q WHAT PERCENTAGE OF YOUR CUSTOMERS PREFER TO MAKE PAYMENTS VIA UPI? HAVE YOU ENCOUNTERED ANY RESISTANCE OR HESITATION FROM CUSTOMERS TO ADOPT UPI AS A PAYMENT METHOD?

A At least 50% of our customers make payments via UPI. No one has refused to use it. The majority of customers ask for it upfront. There are no issues or objections from them.

Q WHAT IS THE AVERAGE TRANSACTION VALUE PROCESSED VIA UPI? HAVE YOU NOTICED ANY INCREASE IN THE AVERAGE TRANSACTION AMOUNT OVER THE YEARS?

A Basically UPI payments start with small amounts like ₹10, ₹20 or ₹50. However, we now have customers who buy vegetables worth ₹2,000 or more, and they make payments of ₹2,000 or ₹4,000 through UPI.

Q HAVE YOU EXPERIENCED ANY CHALLENGES OR ISSUES RELATED TO UPI TRANSACTIONS, SUCH AS INSTANCES OF FRAUD, TRANSACTION FAILURES, OR DELAYS IN PAYMENT PROCESSING?

A There has been no fraud so far. However, occasionally there are delays in the payment process. When that happens, we inform the customers we know not to make the payment immediately. If a payment fails, we contact the customer to let them know and ask them to try again.



Q DO YOU USE A SINGLE UPI APPLICATION OR MULTIPLE ONES? ARE THERE ANY ADVANTAGES OR BENEFITS TO USING A SPECIFIC UPI APP, SUCH AS GOOGLE PAY OR PHONE PE, OVER OTHERS?

A I use two UPI apps: Google Pay for both personal and business use, and Paytm. Google Pay's main advantage is that payments are reflected in your account immediately. In contrast, Paytm transactions are settled the next morning. However, Paytm offers a loan facility for users with a high number of transactions, which is a benefit.

Q AFTER RECEIVING UPI TRANSACTION STATEMENTS, HAVE YOU BEEN ABLE TO OBTAIN CREDIT LINES OR PERSONAL LOANS FROM ANY BANK OR NON-BANKING FINANCIAL COMPANY?

A No. We have received offers from some, but I have not taken any loan yet.

Q DO YOU THINK USING UPI WOULD BE EASIER THAN HANDLING CASH AND MAKING CHANGE FOR CUSTOMERS?

A Yes, UPI is generally easier. If the payment amount is a round figure like ₹400 or ₹500, it's straightforward. However, handling exact change for amounts like ₹432 can be problematic. UPI is more flexible and convenient.

Q HOW OFTEN DO YOU VISIT THE BANK TO DEPOSIT CASH OR WITHDRAW CHANGE FOR YOUR BUSINESS? HAS USING UPI REDUCED THE NEED FOR FREQUENT BANK VISITS AND SAVED YOU TIME?

A Yes, it has saved a lot of time. Before UPI, if customers paid through IMPS, NEFT, or RTGS, I had to go to the bank to withdraw the payment. Now, when customers pay us through UPI, we can use those payments the next morning without needing to visit the bank. This is a significant benefit.

Q DO YOU THINK ACCEPTING DIGITAL PAYMENTS WOULD ALLOW YOU TO FOCUS MORE ON YOUR BUSINESS AND LESS ON MANAGING CASH?

A Managing cash has reduced somewhat. With 50% of payments being digital, we can directly rotate payments to vendors the next day, and the remaining cash is used for personal expenses. This is beneficial for us.

Q DO YOU THINK USING UPI HAS REDUCED THE RISK OF THEFT OR LOSS, SINCE TRANSACTIONS ARE DIGITAL AND DON'T INVOLVE PHYSICAL CASH?

A Yes, while I wouldn't call it theft, the risk of loss has greatly reduced.

Q HAS USING UPI MADE IT EASIER TO KEEP A RECORD OF YOUR TRANSACTIONS AND SALES AND HELPED YOU WITH ACCOUNTING?

A Yes, UPI provides some help in this regard. We can directly check Google Pay to see when the last payment was made, which helps in keeping track of orders, pending payments, and completed payments.

Q WHAT CONCERNS DO YOU HAVE ABOUT USING UPI OR DIGITAL PAYMENTS FOR YOUR BUSINESS?

A Initially, I was concerned about payments getting stuck and the potential for fraud, but those issues have not occurred recently. Google Pay is convenient, so I don't have any current concerns.

Q WHAT SUPPORT OR RESOURCES DO YOU THINK YOU WOULD NEED TO OVERCOME ANY CHALLENGES AND SUCCESSFULLY ADOPT UPI PAYMENTS?

A Initially, when we started using UPI, their subordinates explained everything to us. We have now become very habitual to it and are not facing any issues. Over the last two to three years, we haven't encountered any UPI-related problems, whether with incoming or outgoing payments.

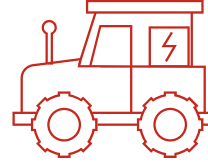




CHAPTER 4

MILLET MARVEL

Millet, long considered the poor man's cereal, have emerged as a boon to the global agriculture ecosystem because of their rich nutritional value, climate resilience and adaptability to varied ecological conditions.



Powered by Expert Insights
from **Harish Damodaran**







POOR MAN'S CEREAL RISES

MILLETS GAINING FAVOUR AS THE IDEAL ALTERNATIVE TO TRADITIONAL STAPLES

Millets, long considered the poor man's cereal, have emerged as a boon to the global agriculture ecosystem because of their rich nutritional value, climate resilience and adaptability to varied ecological conditions.

In fact, the Chinese believe that millets were brought from heaven by Lord Millet or Houji.

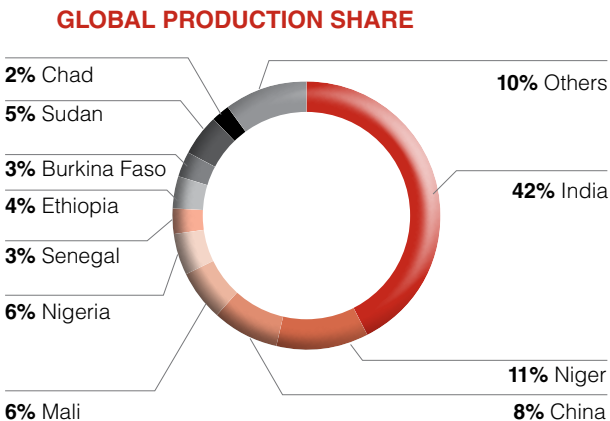
**I may be small, But I am strong
I grow where others cannot
I nurture soils and ecosystem
So, bring me back to your table
I am millets.**

Supply of traditional staples such as wheat and rice has been under pressure owing to increasing demand globally, leading to unsustainable farming practices, soil degradation and over-reliance.

In this milieu, millets such as jowar (sorghum), bajra (pearl millet) and ragi (finger millet) have emerged as the ideal alternative. Traditionally grown in Asia and Africa, millets are powerhouses of nutrition and are climate smart crops because they require minimal water, fertilisers and pesticides to grow. Their insect-tolerant and drought-resistant properties make them a sustainable crop.

A total of 32 million metric tonne of millets was produced globally in Market Year (MY) 2024, of which India contributed 13.5 million metric tonne, making it the largest producer of millets in the world.

**From a video released by Food and Agriculture Organization (FAO)
to mark International Year of Millets 2023**



Source: USDA Foreign Agriculture Services, CRISIL MI&A Research



DID YOU KNOW ?

Millets have a lower carbon footprint compared with rice and wheat. Globally, food systems produce more emissions than transportation, and millets are efficient at removing carbon dioxide from the air and delivering it back to the soil.

India has long been a significant producer of millets, cultivating these nutritious grains for centuries. However, the Green Revolution of the 1960s marked a pivotal shift in priorities. The introduction of high-yielding varieties of paddy and wheat, along with extensive irrigation and chemical fertilisers, led to a dramatic transformation in the country's crop mix. In year 1971, millets accounted for ~23% of the country's gross sown area. By year 2023, this figure had dwindled to ~6%.

But that is changing.

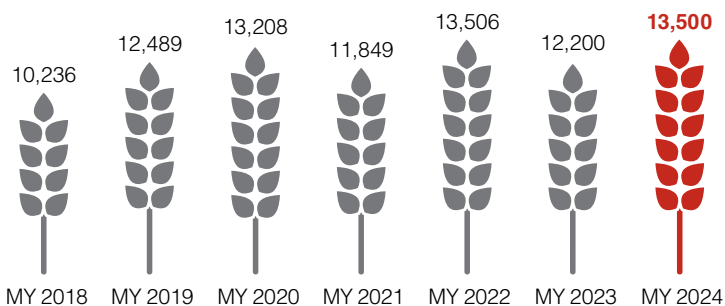
MILLET ACREAGE UP IN INDIA

In recent years, India has seen a revival in millet cultivation. After a decade of decline, millet acreage increased at a CAGR of 1-2% between MY 2019 and 2024, driven by a combination of government initiatives, changing dietary habits, and increased awareness of their nutritional and environmental benefits.

Between MY 2019 and 2024, millet production increased at 1-2% CAGR and prices rose at 7-8% CAGR, incentivising farmers to expand acreage.

PRODUCTION OF MILLETS IN INDIA

(in 1,000 MT)



Source: USDA Foreign Agricultural Service, CRISIL MI&A Research



DID YOU KNOW ?

There are over 6,000 varieties of millets, each with a unique flavour, texture nutritional profile.

India's diverse agro climatic zones support the cultivation of several types of millets. More than 70% share of the total millet production in the country is produced by four states: Rajasthan (27%), Maharashtra (15%), Uttar Pradesh (14%) and Madhya Pradesh (8%).

Sr. No.	Millet	States
1	Sorghum	Maharashtra, Karnataka, Rajasthan, Uttar Pradesh
2	Pearl millet (bajra)	Rajasthan, Uttar Pradesh, and Haryana
3	Finger millet (ragi)	Karnataka, Tamil Nadu and Uttarakhand
4	Foxtail millet (kangni)	Andhra Pradesh, Karnataka and Tamil Nadu
5	Proso millet (chena)	Maharashtra and Madhya Pradesh
6	Kodo millet (kodon)	Chhattisgarh, Madhya Pradesh and Tamil Nadu
7	Little millet (kutki)	Madhya Pradesh, Chhattisgarh and Tamil Nadu
8	Barnyard millet (sanwa)	Uttarakhand and Tamil Nadu

India's rich biodiversity allows it to produce to a variety of millets, each suited to different climatic conditions and regional preferences.

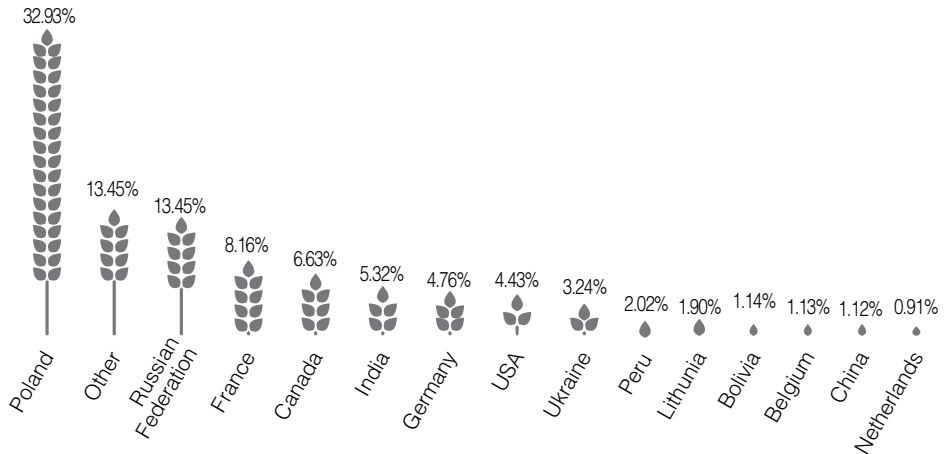
The post-pandemic shift in dietary habits in favour of healthy and nutritious food has moved millets up in the health-conscious consumers' diet card. Being rich in fibre, proteins, vitamins and minerals, millets are considered as superfood. Their consumption has materially increased, at home as well as overseas.

A HUGE PART OF GLOBAL PALATE

In 2023, global exports of millets totalled ~2.26 million metric tonne valued at ~\$1.2 billion. Poland was the largest exporter, with a ~18% share by value and ~33% by quantity. India ranked 7th by value and 5th by quantity. The country's percentage share in global exports was ~5% each by value and quantity.



Global exports by volume in 2023 (% age share)



Source: ITC Trade map, MI&A Research

India, though, is gaining ground fast. The value of exports from the country clocked a CAGR of ~7% between fiscals 2019 and 2024 to ~\$56 million, with the UAE, Saudi Arabia, Nepal, the US and Senegal among key export destinations.

KNOWN AS THE FIRST AND OLDEST CROPS, MILLETS ARE THE FUTURE

The millet industry in India has experienced significant growth in recent years, driven by a combination of government initiatives, entrepreneurial activities and changing consumer preferences.

The emergence of Farmer Producer Organisations (FPOs) and startups focussed on millet-based products has played a crucial

role in revitalising the millet industry. As of fiscal 2024, more than 200 FPOs and 1,000 millet-based startups have been established across the country. These organisations are vital in aggregating production, enhancing market linkage, and fostering innovation in product development. They have introduced a variety of millet-based products, including ready-to-eat meals, snacks and health foods catering to the growing demand for nutritious and convenient options.





DID YOU KNOW



The FAO recognised 2023 as the International Year of Millets to raise awareness about millets' nutritional benefits.



The Indian government has also been instrumental in driving production and consumption of millets via the Shree Anna scheme and the inclusion of millets under the National Food Security Mission.

In addition, the Production Linked Incentive scheme for the Food Processing Industry for millet-based products has allocated ₹800 crore for fiscals 2023-2027. This scheme provides financial incentives to the food processors and

encourages them to develop and market millet-based products. These initiatives not only boost production but also support the entire value chain from farm to fork.

India is projected to have a surplus of 0.56 million metric tonnes of millets by 2030, providing the potential to export millet and value-added products worth \$2 billion.

DID YOU KNOW ?

Millets are naturally gluten-free and rich in fibre, protein, B vitamins (especially B3 and B6), calcium, magnesium, iron and zinc, have a low glycaemic content, contain healthy fats such as Omega-3 fatty acids and are rich in antioxidants.





CHALLENGES AND OPPORTUNITIES

Though the going has been good for the domestic millet industry, challenges cannot be ignored.

Limited market access and warehousing:

Farmers often lack direct access to the market and rely on intermediaries, which crimps their income. Additionally, inadequate infrastructure for storage, transportation and processing of millets can lead to post harvest losses and, thereby, decrease in farmers' profitability

Awareness and perception: While awareness of millets' nutritional benefits is growing, many still lack the knowledge about how to incorporate these into the diet. Also, historically millets have been perceived as a staple for the economically disadvantaged, which lowers their consumption appeal

Having said that, opportunities for growth and innovation are aplenty.

 **Climate resilience:** Millets' ability to grow in low rainfall conditions and poor soils make these ideal for sustainable agricultural practices, aligning with global climate goals. Additionally, promoting millets can help diversify cropping systems, reducing the risk of crop failure due to extreme climate conditions

 **Health and nutrition trends:** As consumers become more health conscious, the demand for nutrient-rich millets is expected to rise. Moreover, there is a growing market for millet-based value-added products such as snacks, cereals and health foods, providing opportunities for innovation and higher profits

 **Export potential:** India, being the largest producer of millets, has the opportunity to become the largest exporter of millets and value-added products



AT A PIVOTAL POINT

The millet industry in India stands at a pivotal point, with the potential to significantly contribute to the country's agricultural sustainability, nutritional security and economic growth. Historically sidelined by the Green Revolution's focus on paddy and wheat, millets are making a notable comeback, driven by government initiatives, rising health consciousness and a growing market for nutritious food.

The revival of millet production in India is a good augury for the country in general and farmers in particular as it not only enhances rural livelihoods but also contributes to a more sustainable and nutritious food system.

With continued support and innovation, millets can reclaim their rightful place in the global agricultural landscape, driving growth, sustainability and health for future generations.





EXPERT TALK

HARISH DAMODARAN

National Rural Affairs & Agriculture
Editor of The Indian Express

Harish Damodaran is National Rural Affairs & Agriculture Editor of The Indian Express. A journalist with 33 years experience, he has previously also worked with the Press Trust of India (1991-94) and The Hindu Business Line (1994-2014). Damodaran is also the author of two books, India's New Capitalists: Caste, Business, and Industry in a Modern Nation (Hachette) and Broke to Breakthrough: The Rise of India's Largest Private Dairy Company (Penguin). The first one won the 'Ramnath Goenka Excellence in Journalism Award' under (Books-Non-Fiction) category in 2008 and the second the 'Gaja Capital Business Book Prize' in 2022.





REVIVING MILLETS: INDIA'S PATH TO SUSTAINABLE AGRICULTURE AMIDST CLIMATE CHANGES

Millet is a key component of agroecological farming systems, promoting soil health, conserving water, and supporting pollinators. Increasing millet production allows India to reduce dependence on resource-intensive crops, address climate change, and safeguard natural resources. Moreover, millets can play a vital role in preserving India's agricultural heritage, with many traditional varieties still cultivated by smallholder farmers.

By promoting millet diversity and agroecological practices, India can ensure the long-term resilience of its agricultural systems, support rural livelihoods, and contribute to global efforts to preserve crop diversity and promote sustainable agriculture. As India celebrates its millet diversity, it can also share its knowledge and expertise with the world, contributing to a more sustainable and food-secure future.

Q A INDIA HAS BEEN HOME TO THE CULTIVATION OF A RANGE OF MILLETS. WHY HAS THEIR PRODUCTION THEN FALLEN IN RECENT TIMES?

The main reason is the breeding of high-yielding varieties of rice and wheat, resulting in a near five-fold jump in their production since the late-1960s. That, along with the spread of the public distribution system (PDS), which practically supplies only these two cereals, has made millets less attractive to both producers and consumers. Farmers, given a choice, won't grow them due to their lower yields and no assured market, whether driven by consumer demand or government procurement.

The government's Household Consumption Expenditure Survey for 2022-23 shows the average per capita monthly consumption of cereals at 9.61 kg in rural India. The share

of rice and wheat in that was 5.32 kg and 3.93 kg respectively, with millets and coarse grains accounting for the rest 0.36 kg. Likewise, out of the 8.05 kg per capita cereal consumption in urban India, the respective shares of rice, wheat and millets/coarse grains were 4.28 kg, 3.58 kg and 0.18 kg.

Millets/coarse grains, thus, make up just 3.7% of total cereal consumption in rural India and 2.3% in urban India. Only four states have their share at more than 10% of cereal consumption in rural India: Karnataka (20.1%), Gujarat (17.6%), Maharashtra (12.8%) and Rajasthan (12.1%). In urban India, that is exceeded only in Karnataka (13.5%).

Q A DO YOU SEE A REVIVAL IN MILLET PRODUCTION BECAUSE OF THE CHALLENGES TO RICE AND WHEAT CULTIVATION FROM CLIMATE CHANGE – IRREGULAR RAINFALL/EXTENDED DRY SPELLS AND EXTREME TEMPERATURE VARIATIONS/HEAT WAVES?

There's no doubt that millets are hardy and climate-smart crops. That has to do with their lower water requirement (350-500 mm, as against 600-1,300 mm for wheat and rice), shorter duration (70-100 days versus 115-150 days) and ability to grow even on marginal soils or in hilly terrain. But there's need for more investment in their breeding and research – like with wheat and rice

– to boost yields. The all-India average per-hectare yields are a mere 1-1.1 tonnes for jowar, 1.3-1.4 tonnes for bajra and 1.6-1.7 tonnes for ragi, compared to 3.5-3.6 tonnes for wheat and 4.1-4.2 tonnes for paddy. Higher yields, plus some form of price assurance, will make it more attractive for farmers to grow millets and convert "climate to opportunity".

**Q**

2023 WAS CELEBRATED AS THE INTERNATIONAL YEAR OF MILLETS AT INDIA'S INITIATIVE. THE GOVERNMENT HAS ALSO RENAMED MILLETS FROM "COARSE CEREALS" TO "NUTRI-CEREALS" AND FURTHER, IN THE 2023-24 UNION BUDGET, AS "SHREE ANNA." HOW MUCH HAVE THESE HELPED TO PROMOTE THEIR CULTIVATION AND CONSUMPTION?

A

They have certainly created a buzz around millets and increased awareness about their nutritionally superior traits – in terms of being more micronutrients-rich, having higher dietary fibre, better protein profile (gluten-free) and low glycaemic index causing no blood sugar spikes. These can

contribute to developing a niche market for these cereals, both among urban consumers and for exports. But it requires product innovation (improving their dough and roti/bread-making quality) and building robust value-chains connecting farmers to consumers.

Q

DOES IT MAKE SENSE TO INCREASE DISTRIBUTION OF MILLETS THROUGH THE PDS?

A

I don't think so. The bulk of Indians, including in rural areas, have gotten used to eating rice and wheat. Cooking rice or rolling rotis with wheat is easier than with millet flour. The rotis from kneading wheat flour also come out softer and fluffier. The rich may switch to millets for health reasons, but the poor are

unlikely once they have tasted wheat and rice! The PDS should continue supplying the fine cereals, which are more amenable for large-scale nationwide procurement, stocking, movement and marketing. Millets call for a different strategy.

Q

WHAT ARE THE POTENTIAL AVENUES OR NEW MARKETS FOR PROMOTING MILLETS CONSUMPTION GOING FORWARD?

A

I think that, apart from the niche markets described above, millets should be made part of the midday meals programme in government schools and anganwadi centres. All our tomorrow's citizens can be served one daily hot meal using locally-sourced *bajra*, *ragi*, *jowar*, *kodo* or *kudki*. The PM-POSHAN and Saksham Anganwadi schemes, having a budget of ₹33,667 crore, can be better leveraged by making them millets-focussed, thereby creating a market for these cereals based on decentralised procurement and distribution.

There is also scope to promote millets as industrial crops for starch extraction and alcohol production, whether for potable purpose or for blending with petrol. Millets, like all cereals, contain starch that can be recovered and converted into sucrose and simpler sugars, before their further fermentation, distillation and dehydration to alcohol/ethanol. But that, again, called for breeding of varieties/hybrids with high recoverable starch and amylopectin content with better grinding and fermentation properties.



CHAPTER 5

INDIA, A PREFERRED DESTINATION FOR OUTSOURCING AND OFFSHORING IT SERVICES

India has emerged as an IT outsourcing hub, powering 56% of the global outsourcing market in 2024. According to CRISIL MI&A Research, the Indian IT services sector's revenue grew from \$34 billion in fiscal 2009 to ~\$134 billion in fiscal 2024, at a compound annual growth rate of ~10%.



Powered by Expert Insights
from **Mohandas Pai**







INDIA'S IT SERVICES REVOLUTION: UNLOCKING INNOVATION AND GROWTH



DID YOU KNOW



**India's services exports
totalled \$340 billion in
FY24, of which IT services
accounted for ~33%**

Source: Ministry of Commerce and Industry

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¹ IBEF, 2024, Industry report

The sector's exports stood at ~\$112 billion, accounting for 83% of its revenue.

Rising demand for cloud services, supply-chain optimisation and higher internet penetration are fuelling the sector's growth.



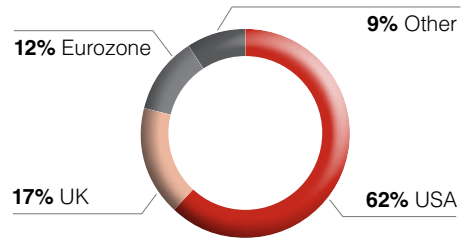
DID YOU KNOW ?

Global companies save 30-50% on costs by outsourcing tasks to India

Source: Ministry of Science and Technology

US REMAINED TOP EXPORTING DESTINATION IN FISCAL 2024

Figure: Geography-wise revenue distribution



Source: CRISIL MI&A Research





DID YOU KNOW ?

India is the top outsourcing choice for 80% of US and European firms that outsource

Source: NASSCOM

WHY INDIA IS A PREFERRED DESTINATION FOR OUTSOURCING

Government initiatives

The central government, along with various states, has tailored policies for the IT services industry, offering tax incentives and simplified regulations and establishing Software Technology Parks of India (STPI). Additionally, 100% foreign direct investment (FDI) is permitted² in the IT sector.

Cost-savings

India's lower labour costs allow hiring of skilled professionals such as software developers and engineers at significantly reduced rates.

Developed infrastructure and technology

India's modern infrastructure and tech expertise boost innovation. This reliable setup makes India a top choice for outsourcing, offering efficient and creative IT solutions.

Skilled professionals and proficiency in English

India boasts a large talent pool with deep domain expertise and continuous learning. Professionals are well-versed in modern technologies and fluent in English language, delivering high-quality solutions and valuable industry insights.



² Ministry of Electronics & IT, 2023



BFSI LEADS IT SERVICES REVENUE

The banking, financial services and insurance (BFSI) sector holds the lion's share in IT services revenue, driven by the adoption of digital banking, cybersecurity and financial analytics.

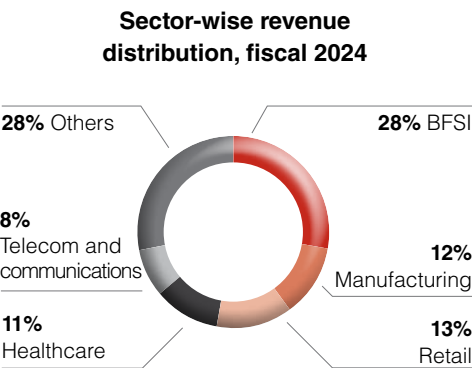
Increasing demand for secure and efficient financial services is propelling innovation and development in this sector.

In the manufacturing sector, the integration of automation, IoT and data analytics is enhancing operational efficiency and productivity.

The shift to e-commerce, supply-chain optimisation and customer analytics are improving customer experiences and streamlining operations in the retail sector.

In the healthcare sector, advancements in telemedicine, electronic health records, and health informatics are enhancing patient care and operational efficiency.

The telecom sector is evolving through the expansion of network infrastructure, adoption of 5G technology and advancements in data management solutions, supporting improved connectivity and services.



Source: CRISIL MI&A Research



OVERCOMING HICCUPS IN IT OUTSOURCING



Skill gap

The shift towards new technologies like artificial intelligence and cloud services often leads to mismatched skills between client needs and available talent, causing disruptions, delays, and inefficiencies in IT outsourcing.



Quality control

Consistent quality in IT services can be achieved through adherence to industry standards, regular audits and continuous improvement practices, ensuring reliable and effective solutions.



Privacy and security laws

Ensuring compliance with domestic privacy laws and protecting sensitive data are crucial for Indian IT services, safeguarding against breaches and maintaining trust.



Regulatory compliance

Meeting international standards and regulations like GDPR and HIPAA presents challenges, requiring ongoing monitoring and adaptation to ensure compliance and avoid legal and operational risks.

UNLOCKING BUSINESS POTENTIAL

Outsourcing helps transform businesses via a suite of services: from crafting custom software and developing mobile apps to streamlining infrastructure and boosting digital marketing.

It ensures top-notch quality and flexible staffing, unlocking greater levels of efficiency and innovation.



DID YOU KNOW ?

The average hourly rate of an Indian developer is one-fifth that of developers in the US and one-third that of developers in European countries.

Source: Industry reports, Centizen



Source: Industry reports, CRISIL MI&A Research



DID YOU KNOW ?

Each year, over 1,00,000 IT graduates enter the Indian workforce, contributing to the world's youngest employable population.

Source: CRISIL MI&A Research

WHAT'S NEXT FOR IT OUTSOURCING

Expanding geographies including BRIC nations, continental Europe, Canada, and Japan will drive the next phase of growth.

Platforms, products and automation in new verticals of retail, healthcare and utilities will play a key role.

The shift towards cloud technologies and hybrid strategies is driving organisations to leverage cloud for scalability and cost-efficiency. This approach enhances performance, manages risks, and improves IT flexibility, presenting new opportunities for IT outsourcing.

IT companies are upskilling their employees in artificial intelligence, machine learning, and data analytics to keep pace with the shift to new-age technologies.





DID YOU KNOW



Indian IT companies' penetration in key markets for IT spending, such as Japan, Canada, Brazil and China, is less than 3%.

Source: NASSCOM

DID YOU KNOW



The Cabinet approved allocation of over ₹10,300 crore for the IndiaAI Mission in March 2024.

Source: Ministry of Electronics and IT



EXPERT TALK

MOHANDAS PAI

**Chairman of Manipal Global Education
Services and Aarin Capital**

PADMASHRI Sri T.V.Mohandas Pai is currently the Chairman of Manipal Global Education Services and Advisor, Manipal Education & Medical Group. He is the Chairman of Aarin Capital, a Board Member of Havells India and IPE, a Governing Council Member of NIIF, a CAFRAL Council Member. He is former CFO and board member at Infosys.





UNPACKING THE FUTURE OF IT: MOHANDAS PAI'S STRATEGIC INSIGHTS

Q HOW ARE DIGITALISATION, CLOUD COMPUTING AND AI **A** SHAPING THE IT SERVICES INDUSTRY?

We are in the midst of a digital revolution. It has transformed the way we live, the way we work. Increasingly, interpersonal as well as business interactions are via digital modes. Also, social media is democratising the dissemination of information. Before social media, there were a few people who controlled the narrative. Now, news via social media, good or bad, reaches everybody at the same time. This is because we are now a networked world.

IT services companies are playing a key role in developing the software that is making this possible as well as maintaining the networks.

But technologies such as cloud computing have increased risks as well – the ability

to maintain confidentiality of the huge amount of data within companies and the rise of global digital monopolies controlling the cloud architecture. And that means, even though costs have come down and ease of business has improved, there is considerable monopolisation instead of the utopian distributed network.

Also, AI, driven by the availability of immense computing power, is set to change how we work, automating up to 60% of human tasks. While this will improve productivity, it will also lead to the gradual disappearance of rule-based jobs.

AI, like previous technological advancements, is an inflection point, with its full impact unfolding over time.

Q HOW CAN IT SERVICES COMPANIES DIFFERENTIATE THEMSELVES **A** GIVEN THE RAPID ADVANCEMENT IN TECHNOLOGIES?

IT services companies are already leveraging AI to enhance their clients' operations. In India, 60-70% of the IT services companies' employees have been trained to use AI algorithms. However, AI's impact will not be immediate – it requires skilled application and integration. This is where IT services will play a vital role.

Going forward, IT services companies will be able to differentiate themselves by developing vertical AI solutions tailored to specific industries, based on the vast amounts of data their clients generate. These specialised AI applications will help

businesses analyse data more effectively and derive actionable insights.

In education, we can expect proliferation of personalised chatbots to assist students. Similar AI-driven tools will emerge in other consumer-focussed sectors. These innovations will enhance customer experiences and operational efficiency.

In this evolving AI-driven digital world, IT services companies will play an increasingly critical role in not just implementing the technology, but also securing and optimising it for their clients.



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Q ABOUT 60% OF INDIA'S IT SERVICES EXPORTS ARE TO THE US, AND THE BFSI (BANKING, FINANCIAL SERVICES, AND INSURANCE) SECTOR COMPRISES THE LION'S SHARE OF THE REVENUE. HOW CAN THE REVENUE BASE BE DIVERSIFIED TO OTHER COUNTRIES AND VERTICALS?

A The US accounts for 70% of global software spending. So, naturally, that's the biggest market for India as well. The US market easily accepts innovation and new technology, with people willing to use that. The market's openness to new technology drives growth, unlike other regions that have unique challenges.

Japan is cautious and inward-focussed, relying heavily on domestic solutions, which limits the entry of external IT services companies. China's emphasis on its own technology makes it difficult

for foreign firms to gain entry. Europe is opening up. But Europe is complex owing to several countries, legacy systems and multiple languages, thereby requiring a more tailored approach compared with the US.

And BFSI is indeed a major IT spender, But there are other significant sectors such as high-tech, health tech and manufacturing that also invest heavily in software. The potential for growth lies in these sectors. Still, BFSI will continue to dominate because of its substantial and consistent spending on IT.



Q TALENT ACQUISITION AND RETENTION IS A BIG CHALLENGE. HOW DO YOU THINK IT SERVICES COMPANIES SHOULD APPROACH ATTRACTING AND RETAINING TALENT?

A I've been hearing talent attraction and retention is a big challenge since 1994, when I joined Infosys. I've been posed the same question for the past 30 years. Companies must create high-quality workplaces where the work is exciting and pay competitive, and provide a transparent, collegial culture that makes employees feel their futures are intertwined with the company's success. To stay competitive, companies also need to invest heavily in training and upskilling their workforce.

The IT industry has historically responded well to these challenges. For instance, despite predictions in the early 2000s that the industry would face a shortage of 5,00,000 engineers by 2010, it never materialised. Companies addressed potential gaps by going to colleges, hiring fresh talent, and spending billions annually on extensive training programmes to keep their workforce up-to-date.

Today, India has a robust IT ecosystem with 7.0 million professionals working in the software industry. Of these, 5.7 million are in export-focussed work, with the rest employed in startups and domestic companies. India now boasts the second-largest pool of software talent globally, only behind the US. Also, of the 10 million IT professionals working globally for American companies,

4 million are Indians, many of whom contribute to the export sector.

Bengaluru, in particular, has become a global hub, with 2.5 million software professionals. In fact, any global company can come to Bengaluru and hire 1,000 skilled workers in just three months for any technology, or find people who can be quickly trained in IT.

So, while there is often a concern about talent shortage, especially when new technologies such as AI emerge, these concerns are often overstated. The demand for specialised skills such as data science and AI expertise will naturally outpace availability in the early days. But this is temporary. The Indian IT industry is uniquely capable of training large numbers of people quickly and effectively, ensuring that the workforce can meet the demands of any new technology.

In summary, the key to overcoming talent challenges lies in maintaining a dynamic workplace culture, investing in continuous learning, and leveraging India's vast talent pool.

And despite the inevitable shifts in technology and market demands, the Indian IT sector is well-equipped to attract, retain and upskill the talent needed to drive innovation and growth on a global scale.



Q WHERE DO YOU SEE THE CHALLENGES FOR THE IT SERVICES INDUSTRY?

A Looking ahead 3-4 years, several key challenges will shape the IT services industry. First, digitisation will continue to deepen and expand, becoming increasingly dominant. AI will serve as a foundational element of this transformation. Second, advancements in computing, such as 6G and quantum computing, will accelerate data processing, but also pose significant cybersecurity risks. If criminal networks harness quantum computing and AI, they could potentially breach cryptographic security, posing a severe threat to global enterprises.

Also, the nature of work will shift, with the need for traditional rule-based jobs

declining as technology takes over. But the demand for highly skilled roles will increase, benefiting countries such as India, which excel in human capital and rapid training. For instance, Bengaluru, with its large pool of talent in chip design and embedded software, is well-positioned to support new chip factories and innovations, outpacing other countries, excluding China.

Overall, the next five years will see accelerated digitisation driving efficiency and productivity, with India playing a central role in this global transformation.

Q GIVEN YOUR EXPERIENCE AND EXPERTISE IN THIS SECTOR, WHAT IS YOUR ADVICE FOR NEW IT COMPANIES?

A My advice to new IT companies is to focus on specialisation. Deeply specialise in a niche area and use that expertise to expand your offerings to broaden the client base. Also, invest in your people, ensure high-quality

software professionals, and be quick to adapt to market needs. Specialisation, combined with innovation and rapid response, will help you stand out and create significant value in the market.

Q YOU MENTIONED THAT THE GAP BETWEEN THE US AND INDIA IS GOING TO NARROW. WHAT IS YOUR OUTLOOK?

A Bengaluru is only two years behind the latest technology in the US, demonstrating its significant role in global tech. The city exemplifies how remote locations can be integral to global networks. The US and India are closely linked, with the US relying

increasingly on India for talent and project management to implement innovations. While the US excels in funding and research, India provides the engineering expertise to effectively apply and execute these innovations.



CHAPTER 6

PANCHAMRIT: INDIA'S LEAP TOWARDS NET ZERO

The heat is on, literally. Higher emissions of carbon dioxide (CO₂) and other greenhouse gases (GHGs) are raising the surface temperature of the earth.

In an ominous portent, 2023 was the world's warmest year on record. India, the world's third-largest emitter of CO₂, is feeling the heat, too, as mercury hits new highs by the year.

In 2023, India's temperature soared an incremental 0.65°C over the long-term average between 1981 and 2010.

And on May 29, 2024, New Delhi's Mungeshpur recorded 52.9°C – India's highest-ever temperature – amid a fierce heatwave.



**Bringing alive user insights from
Anil Parmar**

Vice President, United Way of Mumbai







NECTAR-FENCING NET ZERO

HOW PANCHAMRIT, INDIA'S FIVE-PRONGED PLAN TO TACKLE CLIMATE CHANGE, IS SHAPING UP

AN IGNOBLE RECORD

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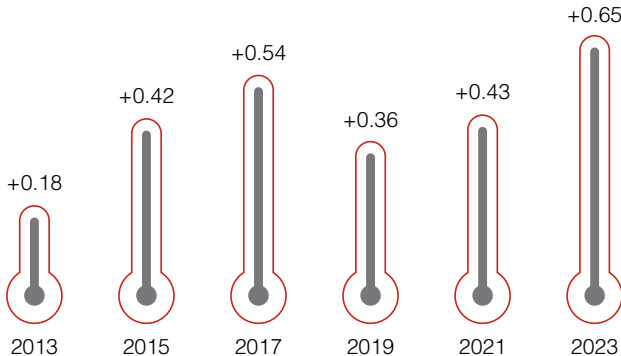
And on May 29, 2024, New Delhi's Mungeshpur recorded 52.9°C – India's highest-ever temperature – amid a fierce heatwave.

The previous high of 51°C was recorded on May 28, 2016, in Rajasthan's Phalodi.

A rise of 1°C is enough to increase the risk of heat-related illness as it intensifies heatwaves and increases their frequency and duration.

As many as 160-200 million people across the country could be exposed to lethal heatwaves annually, according to a World Bank report in 2022. What's more, about 34 million people could lose their jobs due to heat stress-related decline in productivity.

Did you know that 2023 was the warmest year since 1850?



Long-term average (1981-2010): 25.5 degree Celsius



PANCHAMRIT SHOWER TO COOL THE FIRE

In 2023, the increase in India's temperature came amid a 154% spurt in CO₂ emissions, or by 190 million tonne (MT), as strong gross domestic product (GDP) growth and a tepid monsoon led to higher demand for – and generation of – electricity.

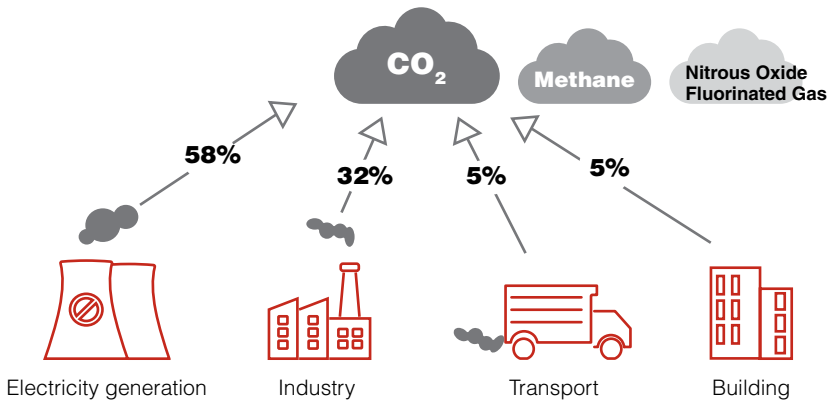
By 2047, India aims to become a \$35 trillion economy, riding on the Production Linked

Incentive scheme and other initiatives. This would lead to a massive increase in demand for energy and, thereby, a surge in emissions, too.

The country needs that growth but is keen to avoid the collateral damage from emissions.

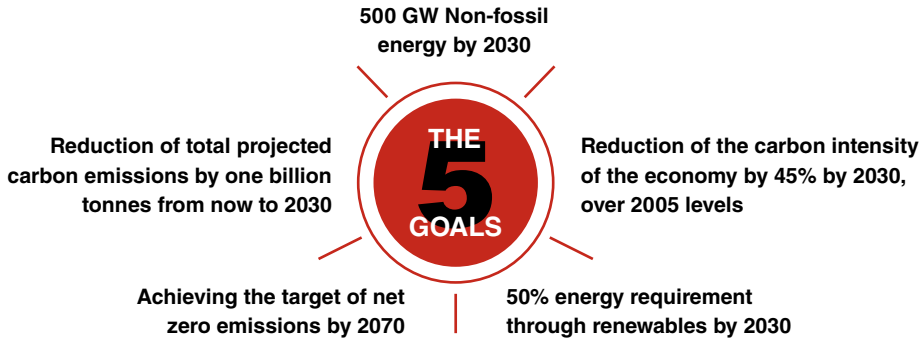
That is the milieu in which the government committed to a five-part Panchamrit pledge at the COP26 summit in Glasgow.

Electricity generation was the largest source of CO₂ emission in 2023



Source: International Energy Agency (IEA)





Source: MNRE, PIB

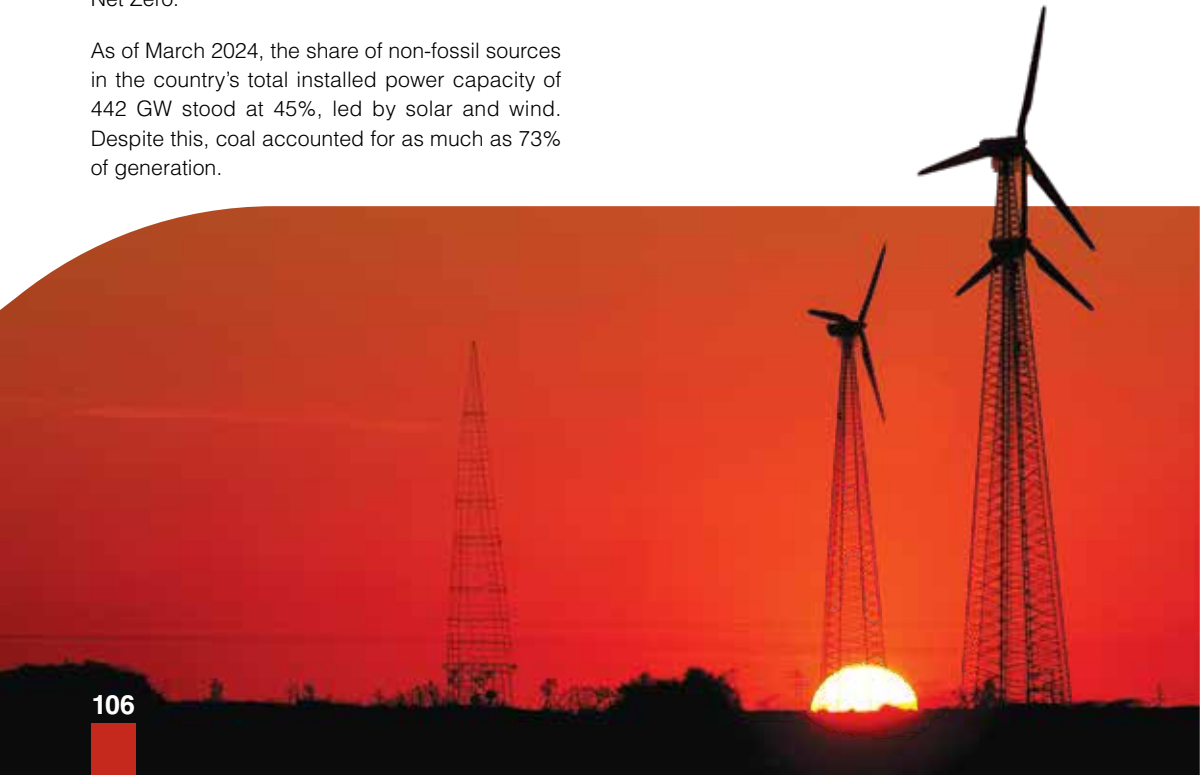
DEMAND RISING, SUPPLY OF RENEWABLE POWER GETTING A RAMP-UP

India's peak power demand rose 13% on-year to 243 GW in fiscal 2024. Rising temperatures, growing industrialisation, and urbanisation are expected to push demand further north.

Meeting the soaring demand will need reinforcements on the supply side. Increasing generation and supply of renewable energy to replace fossil power will be the first step towards Net Zero.

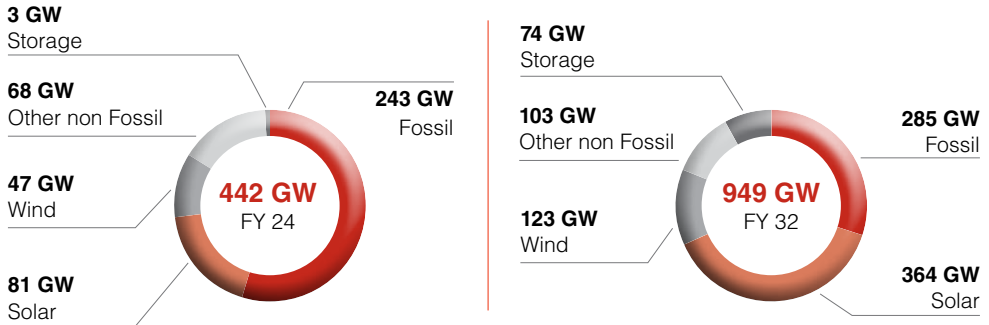
As of March 2024, the share of non-fossil sources in the country's total installed power capacity of 442 GW stood at 45%, led by solar and wind. Despite this, coal accounted for as much as 73% of generation.

By 2032, India's solar and wind energy base is projected to quadruple, riding on natural endowments – the country receives a whopping 5,000 trillion kWh of solar energy every year and its long coastline of 7,516.6 km offers ample opportunity for harnessing wind energy.





Solar and wind capacity to increase 4x by 2032



These are two different charts and have different figure notes.

Chart on left - Data as of 2019

Chart on right - Data as of 2022

DID YOU KNOW?

India aims to add 58 GW of storage capacity by 2032, 17x of March 2024 base

That said, standalone growth in renewable energy will not be enough to meet this demand because renewable sources such as solar and wind cannot produce energy throughout the day. Excess generation from solar and wind can be stored to enable consistent supply during periods of shortage.

To be sure, while manufacturing of equipment for generation of renewable power results in greenhouse gas emissions, generation per se involves none – in fact, it helps offset them.

DID YOU KNOW?

15 GW of solar and wind capacity additions in 2023 helped reduce 98 MT of CO₂ emissions?



DID YOU KNOW ?

The rooftop scheme offers subsidy up to 300 units per month? That's 3x the average electricity consumption.

SOLAR-POWERING THE LAST MILE

Government intervention in the form of the Pradhan Mantri Kisan Urja Suraksha evam Utthaan Mahabhiyan (PM KUSUM) scheme and PM Surya Ghar Yojana are helping reach the last link in the value chain, i.e., consumers.

The versatility and ease of installation of solar energy make it the preferred option over other clean fuels in India. Solar systems on rooftops and agricultural land are the prominent use cases. Rooftop solar systems not only reduce reliance on grid-driven power but also lower electricity bill.

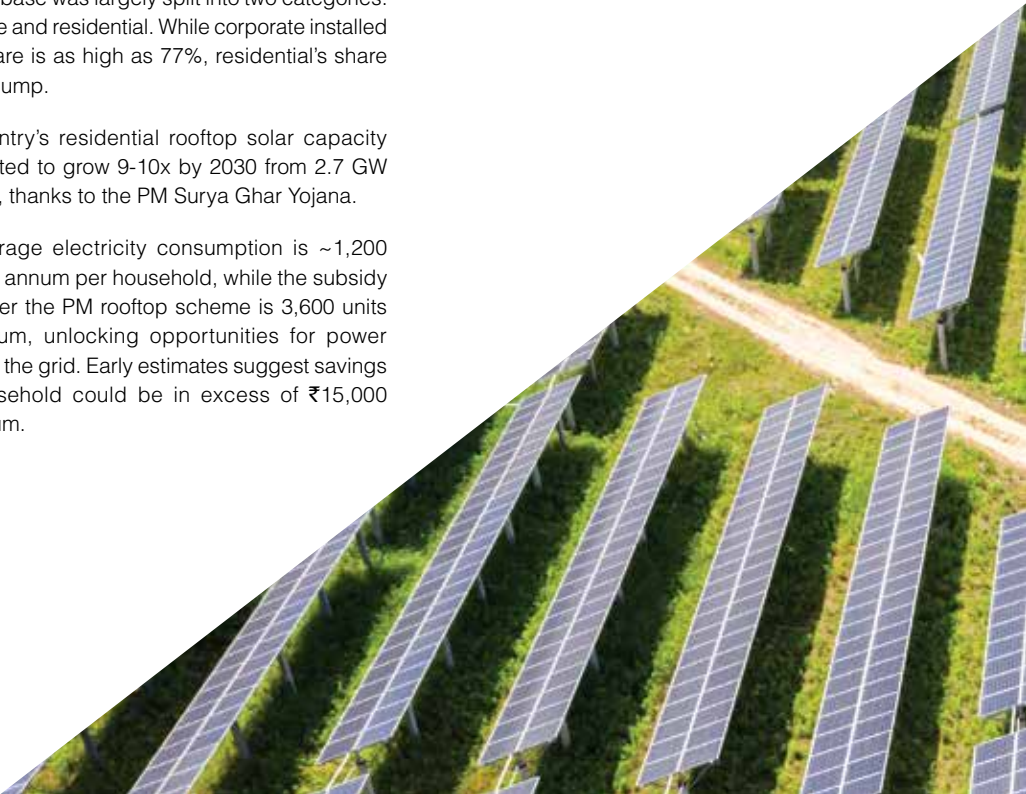
India's solar rooftop energy installed base stood at 11.9 GW in March 2024, equivalent to 1.2% of the country's electricity consumption. The installed base was largely split into two categories: corporate and residential. While corporate installed base share is as high as 77%, residential's share is set to jump.

The country's residential rooftop solar capacity is expected to grow 9-10x by 2030 from 2.7 GW currently, thanks to the PM Surya Ghar Yojana.

The average electricity consumption is ~1,200 units per annum per household, while the subsidy limit under the PM rooftop scheme is 3,600 units per annum, unlocking opportunities for power export to the grid. Early estimates suggest savings per household could be in excess of ₹15,000 per annum.

In the agriculture sector, irrigation is a power-intensive process requiring energy to deliver water to the field or supply the correct operating pressure. Solar energy can be used to power irrigation pumps and drip irrigation systems, helping reduce water waste and increase crop yield.

The PM KUSUM scheme promotes the installation of solar-powered plants and solar pumps to lower cost of such processes for farmers. While the pace on the ground lags the scheme targets, if executed well, the scheme will enable risk-free income for farmers, the ability to check groundwater overexploitation, uninterrupted power supply to farmers, reduced carbon footprint in agriculture, and lighter state burden of farm power subsidy.





DID YOU KNOW ?

Nearly 4 lakh solar pumps out of nearly 14 lakh budgeted have been installed till February 2024





DID YOU KNOW



In China, if producers want to increase their crude steel capacity by 1.0 MT, they must reduce their outdated crude steel capacity by 1.5 MT?

DECARBONISING MANUFACTURING

In manufacturing, which is a key contributor to CO₂ emissions, hard-to-abate sectors such as iron, steel and cement have the largest carbon footprint. Given the projected economic growth and urbanisation, demand for power and fuel from these sectors is expected to grow. Unfortunately, this growth will also mean proportionately higher GHG emissions in the business-as-usual scenario.

About 85% of Indian steel is made from iron ore, with coal (either coking or thermal) as a reducing agent. Deploying low-carbon emission technologies, such as scrap- and hydrogen-based iron ore reduction, or using innovative instruments, such as carbon capture, is essential to achieve Net Zero.

To produce 1 tonne of steel, around 1.65 tonne of iron ore and 700 kg of coking coal are required. The usage of scrap eliminates this requirement. More importantly, it reduces CO₂ emissions by 75-80%. However, India faces a severe shortage of scrap. Only scraps of reasonable quality can produce quality steel.

Use of energy-efficient technologies and best practices helped Indian steel mills reduce emissions from ~3.1 tonne of CO₂ per tonne of steel production in fiscal 2006 to ~2.3 tonne of CO₂ in fiscal 2024.

A switch to low-carbon steel technologies such as electric arc furnace (EAF) can further reduce emissions.

The steel production process can be made efficient and effective by using green hydrogen or biomass injection in the iron-making process, sourcing electricity from renewable sources, using scrap to make steel, and deploying carbon capture, utilisation and storage (CCUS) technologies to convert CO₂ into useful products or chemicals.

Most of the integrated steel companies in India are working towards adopting the best technology to assist in the country's Net Zero target and the steel ministry's vision of reducing emission intensity by 20% by 2030.





In the cement sector, power generation accounts for ~46% of CO₂ emissions. The sector is responsible for 28% of total industrial CO₂ emissions, behind only steel. CO₂ emissions are mainly through two routes: direct and indirect.

Under direct emissions, there are two main activities: fuel combustion and calcination. Fuel combustion is an energy-related emission that occurs when fossil fuels are used to heat a pre-calciner or rotary kiln. It accounts for 30-35% of CO₂ emissions in the cement production process. The other primary source of direct emissions is “process emission”, which involves a chemical reaction in the calciner to decompose limestone (calcium carbonate). It contributes 50-55% of CO₂ emissions.

Under indirect emissions, power/electricity and logistics account for 8-10% and 2-5% of CO₂ emissions in the cement production process, respectively.

CO₂ has the highest share in GHG emissions, at 98-99%. The path to Net Zero for the industry would require three levels of intervention.

Substitution of clinker: In the cement manufacturing process, blended cement (Portland pozzolana cement, Portland slag cement and composite cement) uses waste products such as fly ash and slag to replace the clinker, the main contributor to CO₂ emissions. It reduces the embodied GHG emissions. The higher the cement-to-clinker ratio, the lower the clinker usage in the cement manufacturing process, thereby lowering emissions.

Alternative fuel consumption/energy efficiency: Deploying waste heat recovery systems, reducing use of fossil fuels, and converting fossil fuel-based facilities into renewable biomass fuel-based units can reduce emissions.

Green cement: It is essentially cement produced through various manufacturing techniques that reduce carbon emissions. Compared with ordinary Portland cement, green cement consumes about 60% less thermal energy and has 60% lower carbon-emission intensity.





EVs SHOW THE WAY IN TRANSPORT

India's transport sector accounted for 5% of GHG emissions in 2023. As per India's Biennial Update Report in 2021, road transport is responsible for an estimated more than 90% of CO₂ emissions in the sector. Civil, air and water transport account for the rest.

The automobile market is set to double its sales by 2030, driven by the rising middle class, easy financing and growing consumption.

Electric vehicles (EVs) are the most efficient in reducing the carbon footprint in the transport sector.

Many states in India are promoting EVs and have a dedicated EV policy. Further, initiatives at the central level, such as Faster Adoption and Manufacturing of (Hybrid &) Electric Vehicles (FAME) I and II, production-linked incentive up to 18% for the auto industry, and development of advanced chemistry cells with an outlay of ₹18.1 billion, provide capital support and a manufacturing ecosystem to match demand.

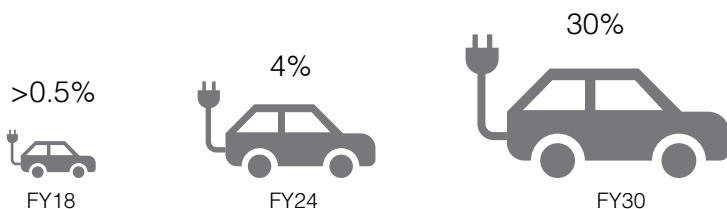
DID YOU KNOW



The first electric vehicle in the modern world dates to 1800s, while that in India dates to 1996 with a launch of model named VIKRAM SAFA

The share of EVs in auto sales expanded from an estimated less than 0.5% in fiscal 2018 to 4% in fiscal 2024. It is projected to surge to 30% by 2030, touching the 1 crore mark.

Share of EV sales to grow over 7 times by 2030



Source: Government of India, CRISIL MI&A Research



THE ROAD AHEAD

Drawing parallels with a traffic signal, we could say renewable energy was in the red zone at the start of the 21st century; moved to the yellow zone, or standby mode, riding on policy measures taken over the decade; and is now in the green zone as it reaps the benefits of past endeavours.

The next six fiscals will see a feat unseen before, as our supply base of solar and wind grows 4x to 478 GW, complemented by an expected 70 GW of storage capacity to ensure consistency in their supply.

The increasing share of renewables makes the road to a \$35 trillion economy much cleaner than it would be with fossil sources.

Implementation and execution of Panchamrit targets will have far-reaching benefits not only for corporates, but also for the residential and agricultural segments. Financing and ease of business will be crucial, though.

The adoption of green energy at scale will, in turn, curb the runaway increase in temperature as the barometers of the economy decarbonise.

It is not an easy ask, but with private participants keen to take the agenda forward hand in hand with policymakers, there is promise.

List of Sources used:

1. <https://iea.blob.core.windows.net/assets/33e2badc-b839-4c18-84ce-f6387b3c008f/CO2Emissionsin2023.pdf>
2. <https://iea.blob.core.windows.net/assets/d718c314-c916-47c9-a368-9f8bb38fd9d0/CleanEnergyMarketMonitorMarch2024.pdf>
3. https://cea.nic.in/wp-content/uploads/irp/2023/05/NEP_2022_32_FINAL_GAZETTE-1.pdf
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STORIES OF CHANGE

RECHARGING THE HINTERLANDS

Q DESPITE FULL-SCALE ELECTRIFICATION, CONSISTENT SUPPLY OF/ ACCESS TO ELECTRICITY HAS BEEN A CHALLENGE IN INDIA, ESPECIALLY IN RURAL AREAS. HOW DOES THIS IMPACT RURAL LIVELIHOODS?

A Consistent supply of electricity is essential for operating irrigation pumps, especially during the dry season. Inconsistent electricity supply hinders the functioning of pumps, thus reducing crop yield and exacerbating water scarcity. Rural cold-storage facilities rely on electricity to help prevent spoilage of food produce, such as fruits and vegetables, which are significant cash crops in states, such as Uttar Pradesh and Karnataka.

Local small enterprises, such as shops, tea stalls, and small-scale industries, often

face challenges due to power outage. These businesses incur extra costs for backup generators or suffer from lower customer traffic due to inconsistent lighting and refrigeration.

In regions such as the northeastern states or the economically lagging areas of Uttar Pradesh, unreliable electricity can deter investment and slow down economic growth. Without stable power, entrepreneurs and businesses are less likely to invest in local ventures, hindering regional economic development and job creation. Also, in rural communities, particularly



Anil Parmar
Vice President, United Way of Mumbai

Q&A



among some tribal communities in Central India or the northeast, it is common for people to live separately, near their fields, rather than together in a village. These areas are often located on hilltops or other remote locations, where electrification has

not reached. Due to non-electrification, there is no facility to lift drinking water at hilltop. Hence, women mostly spend time fetching water for the family, thus limiting the time for other livelihood activities.

Q INSTALLATION OF SOLAR ROOFTOPS, OFF-GRID SOLAR AND SOLAR PUMPS HAS PAVED THE WAY FOR SELF-GENERATION TO MEET THE ENERGY REQUIREMENT OF USERS. HOW MUCH CAPACITY HAS BEEN INSTALLED THROUGH SOLAR ROOFTOPS, OFF-GRID SOLAR AND SOLAR PUMPS ACROSS RURAL INDIA AND IN ANGANWADIS THROUGH YOUR OPERATIONS IN INDIA?

A Over the past three years, we have installed solar units at **30 Anganwadi centres through Future Generali** and **27 Anganwadi centres through other donors**, thus reaching out to **57 Anganwadi centres**. Each of these units supported the following capacity for the centres:

Solar Capacity (Wp)	Estimated energy generation per day (KWh)	Electrical load considered	Backup for 200 W load (hours)	Maximum electrical load to be connected (Watt)
510 Wp	2 KWh	Two ceiling fans and four tube lights (total 200 W)	8 hours	400 W





With the installation of solar units, the Anganwadi centres, which otherwise would have no electricity in the summer months with the temperatures soaring up to 40 degrees C, can affect the sitting tolerance and attention of the child due to discomfort.

Thus, the provision of solar energy units in each centre helps power up the centre, providing sufficient light and cooling and aiding in children's learning.

Parents and Anganwadi teachers expressed their satisfaction with the positive impact on their children's lives. Ever since the solar panels have been installed in the centres,

the number of children coming to the centres has increased and they stay in the centres for longer periods as well. Thus, they spend more time learning.

About 3 KW to 5 KW of solar home lights support the family can help with access to 6-8 hours of lighting to those living in remote terrains.

School-going children get access to light even in the nights and can spend more time on study, and drinking water support is possible in remote hilly terrains for the community through solar-based drinking water facilities.

Q

LOW ENERGY LITERACY IN INDIA HAS BEEN ONE OF THE KEY REASONS FOR LACK OF FASTER ADOPTION OF SOLAR ROOFTOPS, OFF-GRID SOLAR AND SOLAR PUMPS IN THE PAST. HOW WAS THE MOVEMENT TO INSTALL SOLAR DRIVEN?

A

We approached the Integrated Child Development Scheme (ICDS), which is the governing body for the Anganwadi centres. Once they were convinced and agreed to go ahead with such an intervention, we then had a brief session with the Anganwadi teachers and parents of the respective centres on how

they would feel if they had fans and lights in their centres. They were convinced and eager to have such a facility at their centre.

Key reason was higher cost and maintenance were the key challenges, even after the subsidy supported by government.



**Q**

THE HIGH COST OF SOLAR MODULES IN THE PAST HAD DETERRED RURAL RESIDENTS TO GO FOR MASS ADOPTION. NGOS ALONG WITH LOCAL-GOVERNMENT BODIES HAVE PLAYED A ROLE TO PUSH INSTALLATIONS. IN THAT LIGHT, HOW WAS THE FUNDING MOBILISED FOR INSTALLATION OF SOLAR IN ANGANWADIS?

A

All of the funding for these 30 Anganwadi centres was possible through CSR funding and also other individual funding raised through fund-raising events, such as the Tata Mumbai Marathon. As the NGO partner, we managed the installation process of solar units.

NGOs or other agencies source the fund on the basis of cost-benefit analysis and immediate requirement of the activities based on solar.



Solar pumps have reduced operational cost by around 30-50% compared with diesel pumps.

Solar pumps lead to better water availability and reliability, leading to improved crop yield and, consequently, higher incomes in states such as Karnataka and Gujarat.



Q

WHILE THE INSTALLATION OF SOLAR MODULES FOR ENERGY CONSUMPTION HELPS SAVE COSTS OVER TIME, LACK OF ENERGY LITERACY HAS BEEN A DETERRENT FOR ADOPTION IN RURAL INDIA. HAS THE INSTALLATION OF SOLAR ROOFTOPS, OFF-GRID SOLAR AND SOLAR PUMPS RESULTED IN COST SAVINGS FOR FARMERS AND HELPED IMPROVE THE SOLAR ADOPTION?

A

Solar pumps have reduced operational cost by around 30-50% compared with diesel pumps.

Solar pumps lead to better water availability and reliability, leading to improved crop yield and, consequently, higher incomes in states such as Karnataka and Gujarat.

By generating their own electricity, rural households and small businesses reduce their dependence on the grid, leading to lower electricity bills that provide a steady and cost-effective energy source for rural households.

In remote areas, where grid extension is impractical, off-grid solar systems have been beneficial.

Use of solar energy helps rural households avoid the costs associated with diesel generators or kerosene lamps.

The cost savings and benefits for rural farmers notwithstanding, challenges related to energy literacy, maintenance and financing have impacted the adoption rate. Addressing these challenges through education, support programmes and community engagement can further enhance the positive impact of solar technology in rural areas.

**Q**

HAS THE INCREASING FARM-FAMILY INCOMES GIVEN CONFIDENCE TO BANKS AND NBFCs TO FINANCE RENEWABLE-ENERGY PROJECTS OF RURAL HOUSEHOLDS AND FARMLANDS?

A

Yes, because of:

1. Improved financial stability with enhanced creditworthiness

Higher agricultural productivity and savings from renewable energy investments (such as lower fuel costs due to solar pumps) provide financial stability and better family incomes. This enhances their creditworthiness, making them more attractive candidates for loans from banks and NBFCs.

2. Higher investment capacity and increased ability to repay loans

With the increase in incomes due to better agricultural yield and lower expenditure in the form of lower electric bills, more funds are left with families. Financial institutions are more willing to extend credit when they believe borrowers can meet their repayment obligations.

3. Demonstrated success

Success stories where renewable-energy investments have led to higher incomes provide tangible proof of concept. Banks and NBFCs are more inclined to finance projects when there is evidence that such investments lead to financial benefits and improved livelihoods.

4. Government and institutional support through subsidies and schemes

Government schemes, such as the Pradhan Mantri Kisan Urja Suraksha Evam Utthaan Mahabhiyan (PM-KUSUM) and other subsidies encourage financial institutions to support renewable-energy projects. The combination of these schemes with increased farm incomes helps mitigate the risks for lenders.

5. Innovative financing models

The positive impact on farm incomes has led to the development of innovative financing models. For example, some NBFCs and banks now offer specific financial products designed for renewable energy projects, including low-interest loans and leasing options, reflecting increased confidence in the sector.

6. Partnerships and risk mitigation

Financial institutions often collaborate with technology providers and government bodies to reduce risks and improve financing conditions through structuring financial products that are more accessible and attractive to rural households.



CHAPTER 7

HEALING HORIZONS: INDIA'S MEDICAL TOURISM

Expensive treatments and long waiting periods in their home countries have forced patients to look overseas for a wide spectrum of treatments, including elective surgeries, cosmetic procedures, fertility treatments and advanced medical interventions.



Powered by Expert Insights
from **Dr. Naresh Trehan**







IN THE PINK OF HEALTH

INDIA IS EMERGING AS A MEDICAL TOURISM DESTINATION WITH AFFORDABLE, HIGH-QUALITY CARE AND WELLNESS OFFERINGS

Expensive treatments and long waiting periods in their home countries have forced patients to look overseas for a wide spectrum of treatments, including elective surgeries, cosmetic procedures, fertility treatments and advanced medical interventions.

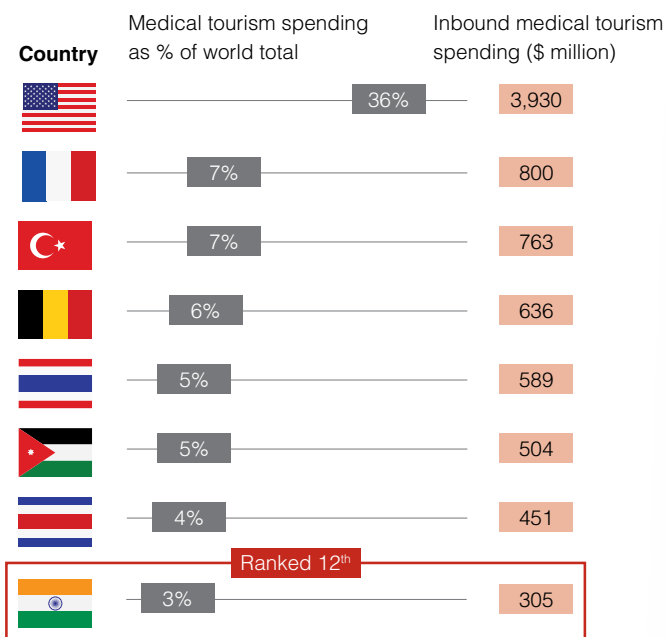
Growing global connectivity and digital platforms have facilitated the exchange of medical records, consultations and follow-up care, enabling seamless communication between patients and healthcare providers across borders.

In the milieu, India is emerging as a leading destination for medical value travel, alongside Thailand, Mexico, the United States, Singapore, Brazil, Turkey and Taiwan, attracting a substantial number of international patients.

Besides transforming the healthcare industry, medical value travel has contributed to cross-cultural exchanges and sharing of medical knowledge and best practices.

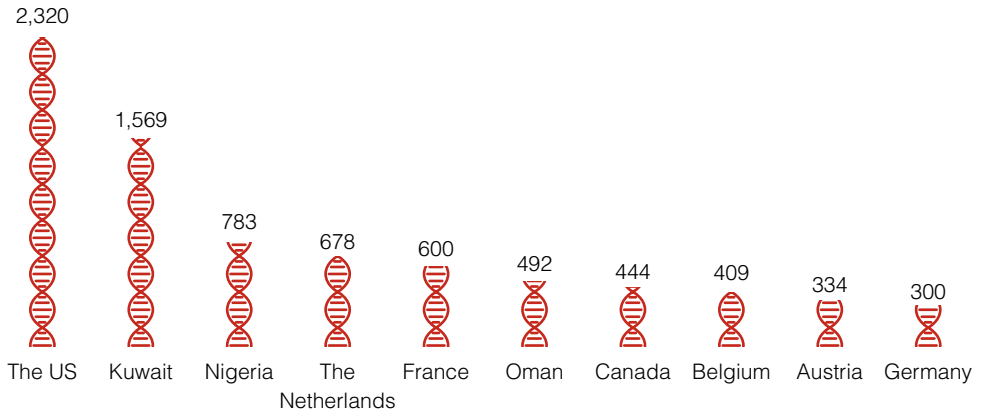
Even as we focus on its enormous potential, this trend raises important ethical and regulatory considerations, including standardisation of medical practices, patient safety, legal frameworks and post-treatment care.

As medical value travel continues to evolve, its impact on healthcare systems, economies, and patient outcomes will undoubtedly remain a topic of interest and exploration for stakeholders worldwide.



Note: Latest available data as of 2017.
Source: World Travel & Tourism Council





■ Outbound medical tourism spending (\$ million)

Note: Latest available data as of 2017.

Source: World Travel & Tourism Council





INDIAN PERSPECTIVE

India is rapidly emerging as a global leader in medical and wellness tourism, driven by its world-class healthcare facilities, skilled medical professionals, and cost-effective treatments. The government, too, is committed to establishing the country as a leading global hub for medical and wellness tourism based on the guiding principles of 'Seva' and 'Atithi Devo Bhava'.

To promote medical value travel and wellness tourism, the government launched the 'Heal in India' brand, highlighting the country's strength in both modern and traditional systems of medicine, including ayurveda, yoga, and naturopathy. It is also considering corporate/institutional arrangements with other countries and introducing specialised medical visas to streamline international patient arrivals.

Inbound medical tourists to India recovered to 4.8 lakh in 2022, after clocking a compound annual growth rate (CAGR) of 13% over 2016-2019 (the pre-pandemic period) to 6.97 lakh, underlining the country's position as a preferred destination for a wide range of medical treatments led by robust healthcare expertise, cost-effective services, and world-class facilities.

India offers a diverse spectrum of healthcare options including complex surgeries, advanced medical procedures, or holistic wellness treatments.

The country's rich cultural heritage and tourist attractions also provide a unique and enriching experience for medical tourists on the road to recovery. This growing influx of inbound medical tourists not only benefits the healthcare industry but also contributes significantly to India's economy and global position in the field of medical tourism.

DID YOU KNOW ?

India was ranked 10th in the 2020-2021 Medical Tourism Index, cementing its position as a promising global medical tourism destination.

With a growing urban population, increasing health consciousness, and exposure to global beauty trends, the wellness tourism sector in India is expected to clock a CAGR of 6.45% over

2024-2029 to \$24-28 billion, led by continued investments in healthcare infrastructure and promotion of traditional wellness practices.





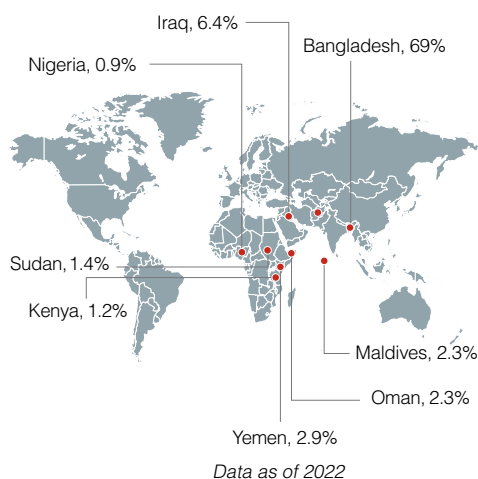
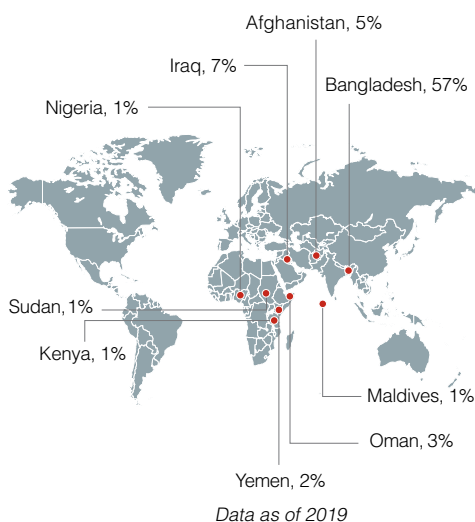
PROXIMITY AND HIGH-QUALITY CARE KEY TO MEDICAL TOURISTS FROM ASIA AND AFRICA

Patients from Bangladesh, Iraq, Yemen, Oman and Maldives accounted for 83% of total inbound medical tourist arrival in year 2022 due to India's proximity, high-quality care, and cost-effectiveness. Patients from African countries, including Nigeria and Kenya, often choose India for advanced healthcare services not readily available in their regions.

India also gets patients from Western countries, such as the United States and the UK, especially those with limited insurance coverage. These

patients also come to India for procedures not covered by their insurance to limit their healthcare costs. Another driver is short waiting times, near immediate appointments for surgeries/elective procedures in contrast to long waiting periods in their home countries.

For instance, the UK has a 119- and 110-day waiting period for knee and hip replacement surgeries. This diversity in the source market highlights India's global appeal as a trusted destination for medical value travel.



Note:

Medical tourism patients were skewed due to limited number of international flight operations in 2022

Source: Ministry of Tourism

Map not to scale.

For illustrative purposes only



DID YOU KNOW ?

Unlike many countries where patients face a long waiting period for surgeries and specialist consultations, India is a leading destination for on-demand medical treatments, with quick access to high-quality healthcare.





UNLOCKING THE POWER OF ANCIENT WISDOM: HOW AYUSH IS REVOLUTIONISING INDIA'S HEALTHCARE LANDSCAPE



India's traditional systems of medicine, collectively known as AYUSH (ayurveda, yoga & naturopathy, unani, siddha, and homoeopathy), have been gaining prominence as alternative treatment options, both within the country and globally. They focus on a holistic approach to healthcare that addresses the mind, body, and spirit in contrast to the compartmentalised nature of modern allopathic medicines.

AYUSH therapies, being largely plant-based and natural, are perceived to have minimal to no side effects, making them an attractive option, especially for the elderly and those with chronic conditions. They are also more affordable compared with conventional allopathic treatments, enhancing their accessibility, especially in rural areas where access to modern healthcare facilities may be limited.

To promote and integrate AYUSH systems into the mainstream healthcare landscape, the government established the Ministry of Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homoeopathy (AYUSH) in 2014, mandated AYUSH coverage in health insurance policies, introduced accreditation and regulatory frameworks such as the National Accreditation Board for Hospitals and Healthcare Providers (NABH) to ensure quality and safety, and made significant investments in research and development to validate the efficacy of AYUSH treatments and integrate them with modern medicine.

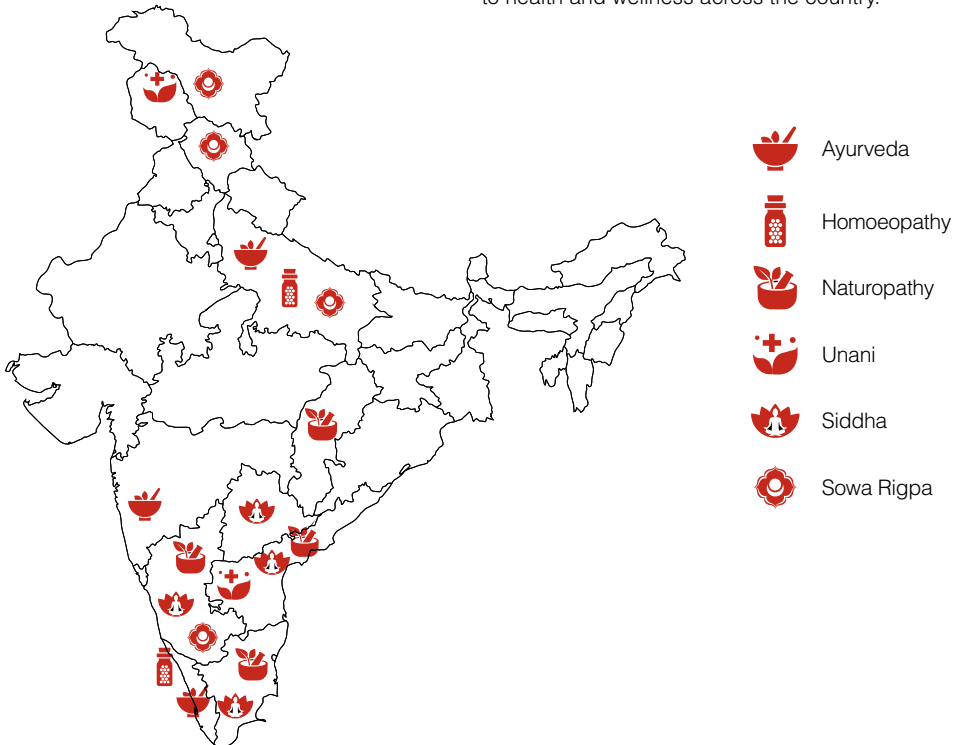
The increasing acceptance and integration of AYUSH treatments is evident from rising demand, the incorporation of AYUSH therapies as complementary treatments in many allopathic hospitals and clinics, and the global recognition



of India's traditional medicine systems. The World Health Organization (WHO) included ayurveda in its International Classification of Diseases (ICD-11) in 2019, positioning AYUSH to play a significant role in the country's healthcare landscape.

AYUSH also offers patients a diverse range of safe, effective, and cost-efficient treatment options as India continues to invest on development and promotion of its traditional healthcare practices.

Several traditional systems of medicine are widely practiced in the country, with each enjoying immense popularity in specific regions. Ayurveda, with a history of over 5,000 years, is prominent in states such as Kerala, Maharashtra, and Uttar Pradesh. Unani medicine is mainly practiced in Andhra Pradesh and Jammu & Kashmir. Homoeopathy is extensively used in Uttar Pradesh and Kerala. Siddha medicine is popular in the southern states, especially Tamil Nadu and Kerala. Sowa Rigpa, a traditional Tibetan system, is prevalent in the Himalayan regions such as Jammu & Kashmir and Himachal Pradesh, with some educational institutes in Uttar Pradesh and Karnataka offering tailor-made courses. These diverse medical systems offer various approaches to health and wellness across the country.



Source: CRISIL MI&A

Map not to scale.
For illustrative purposes only.



KEY DRIVERS OF INDIA'S MEDICAL TOURISM SECTOR

Quality healthcare infrastructure: India boasts a robust network of healthcare facilities, including internationally accredited hospitals and clinics equipped with state-of-the-art medical technology. Renowned healthcare institutions in cities such as Mumbai, Delhi, Chennai, and Bengaluru provide specialised treatments across various medical disciplines.

Number of hospitals under various accreditation systems:



Note: 1. NABL data as on April 30, 2023

2. NABH and JCI data as on August 30, 2023

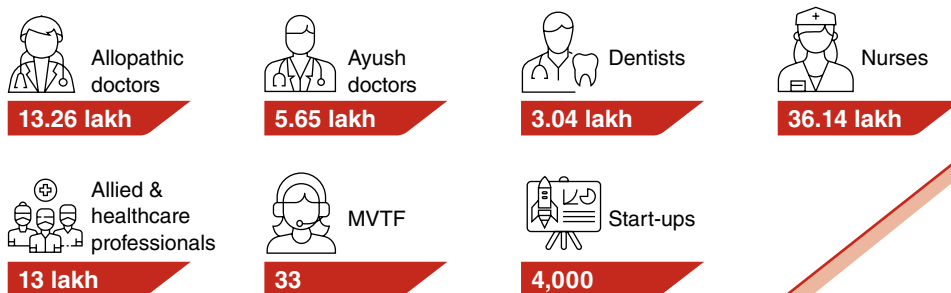
3. JCI data as on August 30, 2023

Source: National Accreditation Board for Testing and Calibration Laboratories (NABL), NABH, Joint Commission International (JCI)

Skilled medical professionals

India is home to a vast pool of highly qualified and experienced medical professionals, including doctors, surgeons, and specialists educated and trained in prestigious global institutions.

Number of skilled professionals in India:



Note: Data as of August 2023

Source: Dental Council of India, National Medical Commission, Rajya Sabha question (1454)

Low cost of treatment

One of the most significant advantages of medical tourism in India is the cost-effectiveness of treatments. Procedures that may be prohibitively expensive in Western countries can often be performed in India at a fraction of the cost without compromising on quality.

In \$	The US	Thailand	Singapore	Turkey	Mexico	Malaysia	India
Hip replacement	\$40,364	\$17,000	\$13,900	\$13,900	\$13,500	\$8,000	\$7,200
Knee replacement	\$35,000	\$14,000	\$16,000	\$12,900	\$13,500	\$7,700	\$6,600
In-vitro fertilisation	\$12,000	\$5,000	\$10,000	\$4,400	\$12,400	\$3,325	\$3,700
Angioplasty	\$28,200	\$4,200	\$17,200	\$13,900	\$10,400	\$8,000	\$5,700
Heart bypass	\$1,23,000	\$15,000	\$17,200	\$13,900	\$27,000	\$12,100	\$7,900
Spinal fusion	\$1,00,000	\$9,100	\$8,200	\$10,000	\$12,000	\$9,100	\$6,500
Gastric bypass	\$33,000	\$16,600	\$15,000	\$10,000	\$11,000	\$9,500	\$5,000
Gastric sleeve	\$28,700	\$13,500	\$15,000	\$18,000	\$10,000	NA	\$5,000
Liposuction	\$9,000	\$2,300	\$3,000	\$3,000	\$2,800	\$2,300	\$2,800
Heart valve replacement	\$1,70,000	\$21,200	\$35,000	\$20,000	\$18,000	\$10,500	\$5,500
Face lift	\$7,000	\$3,500	\$10,000	\$10,000	\$4,000	\$7,000	\$1,900
Breast augmentation	\$11,000	\$8,000	\$7,000	\$3,500	\$3,500	\$4,500	\$2,000
Tummy tuck (Abdominoplasty)	\$7,000	\$3,500	\$2,800	\$3,800	\$3,000	\$5,000	\$2,200

Source: Lyfboat – Medical value travel facilitator (MVTf)





DID YOU KNOW ?

Patients can save between 30% and 80% on medical expenses by seeking treatment in other countries compared with their home country.

Diverse range of treatments

India offers a wide spectrum of medical treatments, including but not limited to cardiac surgery, orthopaedic procedures, organ transplant, fertility treatment, cosmetic surgery, and dental procedures. The country's comprehensive medical offerings cater to a broad array of medical needs.

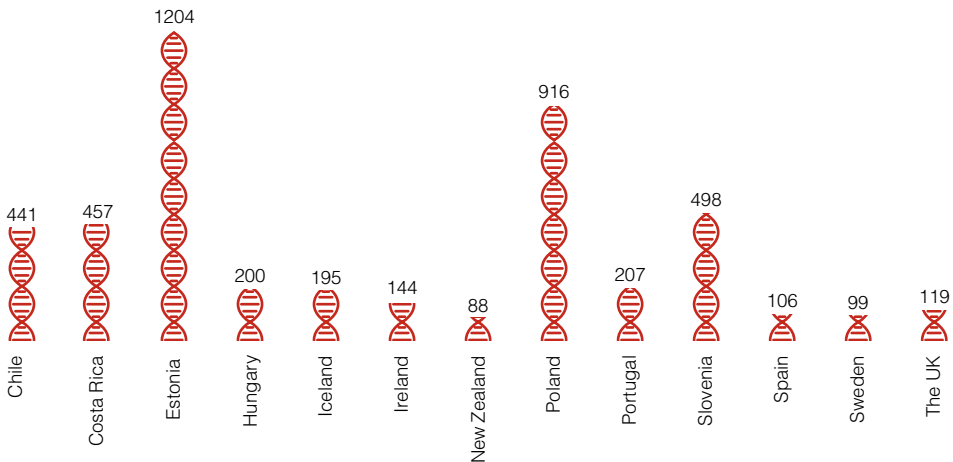
Alternative treatment

The Indian government is actively promoting AYUSH treatments to boost medical tourism. Integrating AYUSH with modern medicine offers a holistic approach that many international patients find appealing. India is estimated to have around 500 NABH-certified Ayurveda treatment centres, primarily in Kerala and Uttarakhand, which are emerging as top wellness hotspots in Asia.

Fast track appointments

Medical tourists often benefit from shorter waiting times for procedures in India compared with their home countries, enabling them to receive timely medical attention and return to their daily lives soon.

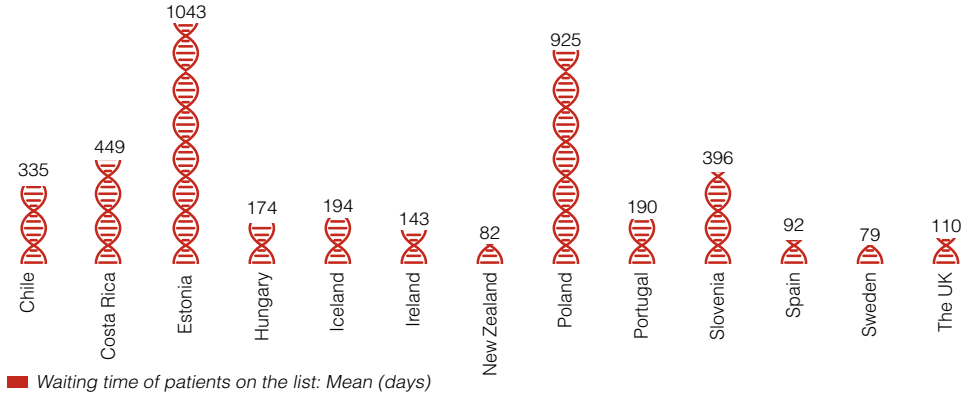
Knee replacement



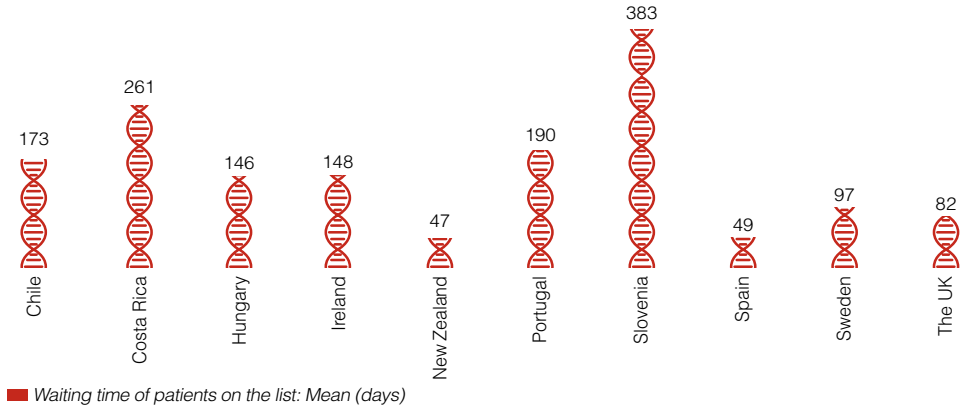
■ Waiting time of patients on the list: Mean (days)



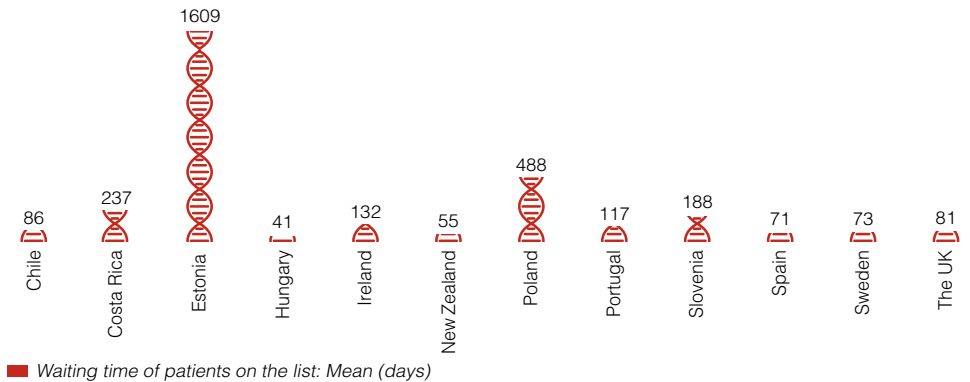
Hip replacement



Coronary bypass



Cataract



Note: Data as of 2019

Source (for all charts): Organisation for Economic Co-operation and Development (OECD)



Cultural and tourist attractions

Beyond healthcare, India's rich cultural heritage, historical sites, and diverse landscape make it an attractive destination for recuperation and tourism. Medical tourists have the opportunity to explore the country's vibrant culture and unique experiences during their recovery period.

Language and communication

English is widely spoken in India, facilitating effective communication between medical professionals and international patients, reducing language barriers and ensuring a seamless experience.

GOVERNMENT INITIATIVES



India has introduced medical visas (e-visas) for international visitors seeking medical treatment, with online applications for a maximum stay of 60 days per entry, and up to three entries per year. Accompanying family members require a separate medical attendant visa. Prerequisites include a valid passport, recent photo, a letter from the hospital, onward travel ticket, and application fees. The e-visa, available to citizens of 156 countries, supports entry through approved immigration check posts, enhancing medical tourism. Additionally, the Ministry of Home Affairs has launched a new Ayush (AY) visa for treatment under Ayush and Indian medicine systems, promoting medical value travel and aligning with the Heal in India initiative to advance traditional healthcare globally.



The National Strategy and Roadmap for Medical and Wellness Tourism is a comprehensive policy to leverage the country's healthcare expertise and facilities to attract international patients. This roadmap encompasses key initiatives to enhance healthcare infrastructure, quality, and accessibility. By aligning various stakeholders and focussing on quality care, innovation, and seamless patient experiences, the strategy aims to drive economic growth and position the country as a global leader in the medical tourism industry.



The Market Development Assistance (MDA) scheme is being revamped to support approved tourism service providers and state tourism departments and promote India abroad through activities such as sales tours, exhibitions, online promotions, and content creation. The scheme aims to enhance brand visibility and boost foreign tourist arrivals while adapting to the changing global tourism landscape.



The "Heal in India" programme aims to enhance global healthcare services by promoting the mobility of health professionals from India worldwide, aligning with the philosophy of 'Vasudhaiva Kutumbakam' (The World is One Family). This initiative also seeks to provide integrated and affordable healthcare solutions within India, leveraging traditional medical systems and AYUSH treatments, including ayurveda, yoga, siddha, unani, and homoeopathy, which have gained global recognition.



The government's newly launched 'One Step' portal aims to elevate the medical tourism experience through features such as a secure platform, multilingual support, online payment gateway, and a feedback rating system. This initiative enhances services for foreign patients, offering streamlined airport coordination, access to medical documents, and quick query resolution.



In the hospital sector, foreign direct investment (FDI) up to 100% is allowed through the automatic route. Similarly, in the AYUSH sector, 100% FDI is permitted specifically for the wellness and medical tourism segment.





A FEW SUCCESS STORIES

Vaidam Health: India's premier medical tourism facilitator connecting patients to world-class healthcare



Partnership with top hospitals

Strategic partnerships with over 100 leading healthcare facilities in India, including NABH and JCI-accredited hospitals. This allows them to offer patients access to world-class infrastructure, cutting-edge technology, and highly skilled medical professionals at competitive prices.



Personalised Patient Care

Each Vaidam patient is assigned a dedicated case manager who acts as a single point of contact, guiding them through every step of the medical tourism process. This personalised approach has been instrumental in building trust and loyalty among international patients.



Comprehensive Service Offerings

One-stop solution for international patients including assistance with medical visas, travel and accommodation, language interpretation, and post-operative care providing seamless experience for patients.



Technology-Driven Platform

Vaidam has embraced digital transformation, developing a user-friendly online platform that enables patients to research treatments, compare costs, and book appointments remotely. The company also utilises telemedicine and virtual consultations enhance accessibility and convenience.



Robust Marketing and Outreach

Vaidam has invested heavily in strategic marketing and outreach initiatives, both domestically and globally. This includes participating in medical tourism exhibitions, forging partnerships with international insurance providers, and leveraging digital channels to reach a wider audience.

List of Source

Sr. No.	Figure and Table	Source
1	Global comparison (Outbound and inbound medical tourism spending)	World Travel and Tourism Council and CRISIL MI&A
2	Source market for India	Ministry of Tourism – Government of India and CRISIL MI&A
3	India's ranking	Medical Tourism Index (MTI)
4	Waiting period comparison	Organisation for Economic Co-operation and Development (OECD) and CRISIL MI&A
5	Cost comparison	Lyfboat – Medical value travel facilitator (MVTF) and CRISIL MI&A
6	AYUSH map	Ministry of Tourism – Government of India and CRISIL MI&A





EXPERT TALK

DR. NARESH TREHAN

Chairman & Managing Director, Medanta

Dr. Naresh Trehan is an Indian cardiovascular and cardiothoracic surgeon. Trehan was the founder, director and chief cardiovascular surgeon of Escorts Heart. He has served as personal surgeon to the President of India since 1991, has received numerous awards, including the Padma Shri, Padma Bhushan, Lal Bahadur Shastri National Award and Dr. B. C. Roy Award. Institute and Research Center.





INDIA'S MEDICAL TOURISM POTENTIAL HUGE, BUT NEEDS ORGANISED EFFORT

Q INDIA HAS AN ADDED ADVANTAGE IN THE FIELD OF MEDICAL TOURISM BACKED BY EXTENSIVE COST ADVANTAGE VIS A VIS OTHER COUNTRIES LIKE THAILAND, SINGAPORE, AND TURKEY AND EARLY AVAILABILITY OF APPOINTMENTS IN COMPARISON TO COUNTRIES LIKE UK. HOW ARE WE LEVERAGING THIS ADVANTAGE TO ATTRACT MEDICAL TOURISTS?

A To unlock the vast potential of medical tourism in India, it is essential to acknowledge the significance of promoting alternative treatments and addressing the existing shortcomings in the industry. India boasts world-class medical facilities, particularly in quaternary care institutes, which consistently deliver outstanding results. Indian doctors are globally recognised for their expertise, and many Indian hospitals meet international standards. Furthermore, the cost of medical treatments in India is significantly lower than in many developed countries.

Despite these advantages, India still lags behind other countries in medical tourism. To bridge this gap, the government must take a proactive role in addressing the following key areas:

1. Simplifying the medical visa process, which is currently cumbersome and can lead to delays that are detrimental to patients seeking urgent medical attention. Countries like Turkey and Thailand offer more efficient visa processes, making them more attractive to medical tourists. Thailand, for instance, does not require a visa, which adds to the convenience of patients. Positive experiences are often shared by patients, and Thailand and Turkey have a 25-30-year headstart in medical tourism, while India has only been focussing on it for 10-15 years.

2. Improving connectivity:

India's connectivity infrastructure, particularly in South Asia, East Asia, Africa, and the Middle East, is underdeveloped compared to other countries, making it more challenging for medical tourists to travel to India.

3. Enhancing patient experience:

Medical tourists often struggle to find suitable accommodation upon arrival. Although hospitals offer assistance, a more comprehensive support system is needed to ensure a seamless experience for patients.

4. Ensuring patient safety and security:

Reports of security breaches can deter medical tourists and compromise patient safety. It is crucial to establish a robust security framework to guarantee patient safety.

To overcome these challenges, we propose the establishment of a dedicated agency or department for medical tourism, which would oversee immigration, tourism, and commerce-related aspects. This would facilitate a more coordinated approach to promoting medical tourism in India.

By leveraging India's strengths in medical tourism, we can not only enhance our global reputation but also drive economic growth and bring about positive change. To achieve this, we must work together to create a cohesive trust for Indian medical tourism abroad, eliminating the need for intermediaries and touts, who often drive up the cost of treatment for patients, and ensuring that patients receive quality care at affordable prices.

By promoting our capabilities and addressing the existing gaps, we can multiply the growth of medical tourism in India and establish ourselves as a leading destination for medical tourists worldwide.

Q HOW IS INDIA SHOWCASING THE STRENGTH OF ITS EXPANSIVE MEDICAL WORKFORCE TO POSITION ITSELF AS A PREFERRED DESTINATION FOR MEDICAL TOURISM? WHAT ARE THE ADDITIONAL AREAS THAT REQUIRE FOCUS TO STRENGTHEN THIS PROPOSITION OF CHOICE?

A In the era of digital healthcare transformation, it is vital for healthcare providers like us to present our high-quality services in a cohesive manner. Collaborating with the government can lend credibility to our efforts, unlike individual private entities trying to attract patients on their own.

A unified approach is essential. We recommend that all major healthcare providers unite under a single umbrella, enabling a grading system to identify top specialties nationwide. However, the government faces a challenge in certifying healthcare providers, as others may seek similar recognition without meeting the required standards.

To overcome this, we propose establishing a national certification program, building upon the existing NABH framework. This program can be modelled after international

standards, such as JCI, which Medanta has successfully maintained for over a decade. By creating a higher level of certification, we can ensure that healthcare providers meet international standards, which are regularly revised and updated.

For example, JCI revises its standards every three years and certifies healthcare providers accordingly. To boost medical tourism, we suggest creating a special standard for healthcare providers that meet these criteria. A dedicated portal can be set up to showcase certified healthcare providers, enhancing India's healthcare industry reputation.

By adopting this strategy, we can effectively promote our high-quality healthcare services both domestically and internationally, while ensuring patients receive the best possible care.



India's connectivity infrastructure, particularly in South Asia, East Asia, Africa, and the Middle East, is underdeveloped compared to other countries, making it more challenging for medical tourists to travel to India.



Q WHEN WE SPEAK ABOUT ALTERNATE MEDICAL FACILITIES SUCH AS AYURVEDA AND AYUSH, HOW CAN INDIA LEVERAGE ITS UNIQUE MEDICAL CAPABILITIES AND ALTERNATIVE TREATMENT OPTIONS UNDER AYUSH, AND IS THE INTERNATIONAL MARKET READY TO ACCEPT IT?

A The global demand for natural and alternative therapies, including naturopathy and ayurvedic practices, is on the rise, offering our country a valuable opportunity to tap into this market. However, the lack of certification poses a challenge, leaving individuals uncertain about where to seek guidance.

To overcome this obstacle, we can harness our existing resources to promote these therapies and provide direction to those interested. Our tourist department's global network can be leveraged to raise awareness

about the benefits of natural and alternative therapies. Furthermore, we can partner with our embassies and organisations like the Tea Board to develop a comprehensive promotional strategy that highlights our offerings.

Through collaborative efforts, we can establish a unified approach that guides individuals seeking natural and alternative therapies, while also showcasing our country's capabilities and expertise in this field.

Q WHAT IS THE NEED FOR A SELF-REGULATORY ORGANIZATION TOWARDS FURTHERING THE GROWTH OF THIS INDUSTRY?

A I strongly concur that establishing an SRO is essential, with its core mandate being to

provide annual evidence that India is fully harnessing its potential in medical tourism.

Q ARE TAX INCENTIVES CRITICAL IN SPEARHEADING THE GROWTH OF MEDICAL TOURISM IN INDIA? ARE THERE LEARNINGS FROM TURKEY THAT CAN BE ADOPTED?

A While exploring different incentives is worthwhile, the core issue persists: can these benefits be successfully allocated to their intended targets? The government's policy framework is vital in assessing the viability of tax cuts. Although these measures are

undoubtedly beneficial in reducing costs, the primary focus should be on establishing a cohesive framework that the government can support and promote. Despite ongoing discussions, tangible progress remains elusive.



Q
A

DO YOU SEE THE NEED TO SET UP AN AIR AMBULANCE SERVICE? WILL IT HELP AID THE GROWTH OF MEDICAL TOURISM IN INDIA?

For two decades, the Medanta Group has been at the forefront of air ambulance services, delivering critical care transportation to patients nationwide and beyond. Our well-established and highly regarded service has proven its effectiveness in swiftly evacuating

patients from hard-to-reach areas to state-of-the-art medical facilities. I firmly believe that our model serves as a shining example for others to emulate, showcasing the viability and advantages of such a service.

Q
A

DO YOU FORESEE THE NEED FOR A UNIFIED APPROACH TO ENHANCE INDIA'S MEDICAL TOURISM SECTOR? WHAT IS THE ROLE OF POLICY MAKERS AND PRIVATE PLAYERS IN THIS?

Despite the government's efforts to provide top-notch facilities, they are frequently strained by local demand. As a result, private hospitals have emerged as the key players in India's medical tourism sector. However, a single adverse incident can have devastating repercussions, tarnishing the industry's image. The middlemen involved in the process are often the primary culprits behind these problems.

To address this issue, I firmly believe that certifying facilities is crucial, enabling India to present a cohesive image in the global medical tourism market. This would allow certified providers to compete on a level playing field, promoting India as a whole and bolstering our reputation in the industry.

Q
A

WHAT SEGMENTS OF MEDICAL TOURISM DO YOU BELIEVE WILL OFFER THE GREATEST GROWTH OPPORTUNITIES FOR INDIA?

In my view, the key drivers of growth for India's healthcare sector will be specialised and complex treatment segments, including cancer care, cardiac care, gastroenterology, diabetes and metabolic disease management, and orthopaedic services. These areas play to India's strengths, allowing the country to showcase its exceptional capabilities and expertise.

our capabilities and reflects the high-quality medical care that India is capable of providing.

Leveraging this strength, I believe India should invest in targeted promotional campaigns to boost its medical tourism industry, similar to the successful "Incredible India" initiative. By highlighting our expertise in specialised medical treatments, we can attract more international patients and establish India as a premier medical tourism destination. This, in turn, will have a positive impact on the industry as a whole, encouraging other healthcare providers to raise their standards and contributing to the sector's overall growth.

As evidence of this, I'd like to mention that Medanta, the hospital I am associated with, has consistently been ranked as India's top private hospital by Newsweek International's annual survey of 28 countries. In fact, we are the only Indian hospital to feature in the global top 200. This recognition underscores



CHAPTER 8

FABRIC FUSION: INDIA'S TRADITIONAL WEAVES GO GLOBAL

India's weaves are not merely textiles — they are a narrative of the country's diverse cultures and traditions. Each region in India boasts unique weaving techniques and styles, contributing to a vast array of handloom products. Indian weaves represent the country's rich cultural heritage and artistic diversity.



Powered by Expert Insights
from **Anita Dongre**





FABRIC FUSION: INDIA'S TRADITIONAL WEAVES GO GLOBAL

THE TAPESTRY OF TRADITION

India's weaves are not merely textiles – they are a narrative of the country's diverse cultures and traditions. Each region in India boasts unique weaving techniques and styles, contributing to a vast array of handloom products. Indian weaves represent the country's rich cultural heritage and artistic diversity.

DID YOU KNOW ?

The history of Indian weaves dates to ancient times, with evidence of weaving found in the Indus Valley Civilisation. Over the centuries, weaving techniques have evolved, influenced by various cultures and dynasties. The Mughal period saw a flourishing of textile arts, with royal patronage leading to the creation of exquisite brocades and jamdani and chanderi fabrics.





FROM OBSCURITY TO GLOBAL RENOWN

The evolution of Indian traditional weaves from being largely overlooked on the international stage to becoming coveted treasures is a tale of cultural endurance and evolving consumer values. Historically, the dominance of mass-produced fabrics overshadowed India's intricate handwoven textiles. Traditional weaves, often deemed outdated or niche, struggled to find their footing in the swiftly modernising fashion landscape.

However, recent years have seen a significant shift towards sustainability and ethical consumption, sparking a renewed interest in Indian weaves. Global consumers now increasingly appreciate products that are not only visually appealing but also ethically made. Handwoven Indian textiles, created using sustainable methods and natural materials, resonate strongly with these values. The

Furthermore, the preservation and promotion of traditional crafts have become a focal point for many cultural and economic development programmes. Various initiatives aimed at revitalising handloom clusters have equipped weavers with the necessary resources and training to modernise their techniques while maintaining their heritage. By aiding weavers in creating products that appeal to modern tastes, these initiatives have successfully integrated traditional weaves into the contemporary fashion scene.

The digital era has also been instrumental in showcasing Indian weaves to a global audience. Social media platforms and e-commerce websites have enabled artisans to present their work to a worldwide market, transcending geographical barriers. Consumers globally can now easily access and purchase these exquisite textiles, fostering greater appreciation for the craftsmanship involved. The narratives behind the weaves, often shared through digital storytelling, have created a deeper emotional connection between weavers and consumers, further enhancing the value of these textiles.

Renowned for their intricate handloom techniques, traditional textiles have achieved global recognition. The growing appreciation for Indian weaves is driven by designers, who play an important role in expanding the appeal of Indian weaves, and a broader movement towards sustainable and ethical fashion. Prominent designers such as Sabyasachi Mukherjee, Manish Malhotra and Anita Dongre have taken Indian weaves to the global stage through their collections. This is supported by government initiatives which help preserve traditional weaving skills while enhancing the industry's sustainability and competitive edge.

slow fashion movement, which prioritises quality and garment longevity over mass production, has further fuelled this interest. Today's consumers are more inclined to invest in unique, story-rich pieces that leave a minimal environmental footprint.



THE INDIAN PERSPECTIVE

DID YOU KNOW?

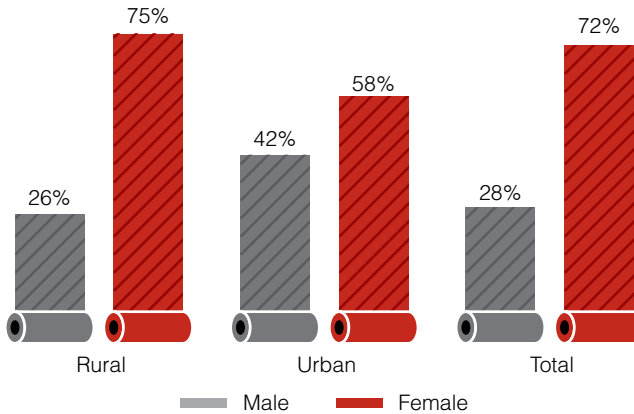
The northeastern states of Assam and Tripura specialise in producing silk sarees and together account for 15% of India's fabric production

CONTRIBUTION TO THE ECONOMY

The handloom sector is one of the largest unorganised economic activities in India, providing employment to millions of weavers and artisans. It plays a vital role in the rural economy, offering a

livelihood to a significant portion of the population. According to the Handloom Census, there are approximately 31.5¹ lakh households engaged in weaving in India, with a majority being women.

Development of handloom sector crucial for women empowerment as women account for higher share of individuals employed in the handloom sector



¹ Source: Fourth All-India Handloom Census, CRISIL MI&A Research

Unorganised sector: The handloom industry is largely unorganised, with most weavers operating on a small scale. This fragmentation leads to issues such as inconsistent quality and limited market reach. Across India, 28.2 lakh handlooms were reported during the Fourth All-India Handloom Census in 2019-20. Of these, 25.2 lakh were in rural areas. Further, over 95% of handlooms are primarily located in handloom weaver households thereby signifying that weaving on handlooms is mainly a household-based activity.



Export market

The export market for Indian handlooms has seen substantial growth in recent years. Major importers include the United States, the United Kingdom, Germany and France. Products such as sarees, scarves, shawls and home textiles are

in high demand. The Indian government has set an ambitious target to increase textile exports to \$100 billion by 2030 and the growing prominence of traditional weaves will contribute to exports over the long term.

INDIAN ARTISANS GOING GLOBAL

Marigold Living, a New York-based home textile brand, collaborates with artisan shops to commission pieces from Indian artisans to create products that translate into a modern-day lifestyle that can be enjoyed by international consumers while preserving heritage Indian aesthetic and craftsmanship.





DID YOU KNOW ?

Prominent Indian designer Sabyasachi collaborated with Christian Louboutin², blending Indian craftsmanship with French luxury, and with Pottery Barn to bring Indian aesthetics to global home décor. In 2019, Sabyasachi collaborated with Disney. Called 'Disney x Sabyasachi Couture', the collaboration fused traditional Indian textiles with Disney's whimsical elements and highlighted the blend of diverse cultural elements, bringing together the worlds of high fashion and popular culture.

DID YOU KNOW ?

Anita Dongre set up training and production centres in Maharashtra in partnership with the local government and village panchayats. Equipped with modern industrial sewing machines to make clothing and accessories as per contemporary designs and styles, these centres are provided with a regular supply of fabrics and tools. Moreover, an organised buy-back of tailored garments at fair rates enables local women to be professionally trained in garment stitching and provides them a sustained livelihood opportunity in their own village





GOVERNMENT INITIATIVES FOR INDIAN WEAVES

The Indian government has implemented several measures to protect and promote the growth of the handloom and weaving segment, recognising its cultural, economic and social significance. Measures such as the National Handloom Development Programme, Handloom Weavers' Comprehensive Welfare Scheme and the Make In India initiative, among others, have been crucial. Initiatives such as Vocal for Local and the India Handloom brand support inclusive growth of the handloom sector.



National Handloom Development Programme

The National Handloom Development Programme (NHDP) aims to provide comprehensive support for the holistic development of the handloom sector. It includes components such as marketing assistance, technology upgradation, capacity building and infrastructure development.



Make in India

The Make in India initiative promotes the manufacturing of goods within the country, including handloom products. It encourages the use of indigenous materials and traditional techniques, boosting the handloom sector's growth and sustainability.



Raw material Supply Scheme

The raw material supply scheme supports handloom weavers by providing high-quality yarn and dyes at subsidised rates, thereby reducing production costs and improving product quality.



Handloom Weavers' Comprehensive Welfare Scheme

The Handloom Weavers' Comprehensive Welfare Scheme focusses on the welfare of weavers by providing health and life insurance, educational support for their children and housing assistance. It aims to improve the overall quality of life for weavers and their families.



Vocal for Local and India Handloom

The Vocal for Local campaign and the India Handloom brand initiatives aim to create awareness and promote the use of locally made handloom products. These initiatives emphasise the quality, authenticity and cultural significance of Indian weaves, encouraging consumers to support indigenous artisans.



Integrated Handloom Development Scheme

The scheme focusses on improving infrastructure and production capabilities by offering financial support to handloom clusters formed. It also includes training programmes to upgrade skills of weavers and introduce weavers to new techniques and technologies.



UNTYING THE KNOTS

The Indian weaving industry faces several challenges, including issues pertaining to the unorganised sector, weak branding and promotion, volatility in cotton prices, limited access to formal credit, and the absence of technological adoption.

Limited access to formal credit

Banking penetration among weavers

	Male	Female	Total
Urban	46.6%	37%	41.8%
Rural	35.5%	15.8%	20.8%

Source: Fourth All-India Handloom Census, CRISIL MI&A Research

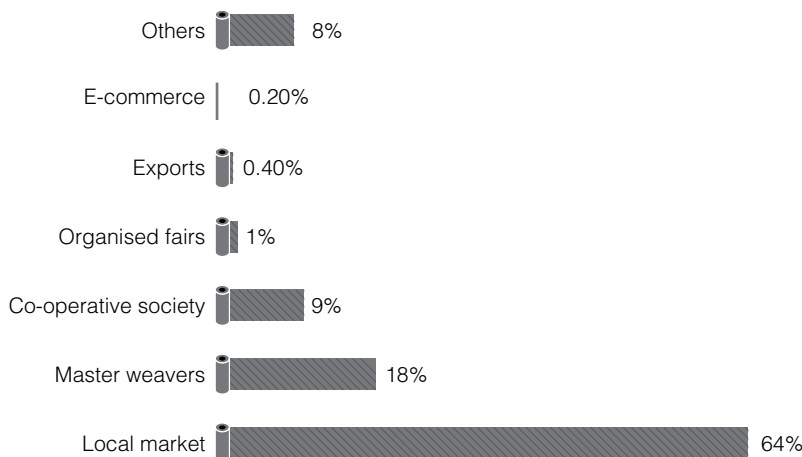
Barely a fifth of weavers from rural areas access banking services, as per the Fourth All-India Handloom Census. Disaggregation of data shows that penetration of banking services across

India is skewed towards the Southern states of Andhra Pradesh, Karnataka, Kerala, Tamil Nadu. States with very low banking penetration include northeastern states of Assam, Arunachal Pradesh, Meghalaya, Tripura and states with lower literacy rates such as Bihar and Haryana. Lack of access to formal credit results in susceptibility to unfair treatment at the hands of moneylenders and restricts sustainable progress.

Weak branding and promotion

Indian handloom products often lack strong branding and marketing strategies. A majority of weavers sell their produce in the local market or to their master weavers from whom they source orders. The use of organised fairs, e-commerce portals or direct exports is not widely adopted by manufacturers. The benefits of greater outreach and visibility are reaped by people sourcing the products from primary producers, resulting in weavers not receiving fair remuneration.

Weavers lack access to fairs, e-comm platforms



Source: Fourth All India Handloom Census, CRISIL MI&A Research

WEAVING A BRIGHTER FUTURE

Microsoft's ReWeave³ Microsoft India initiative, in partnership with Tata Trusts, focusses on digital empowerment, e-commerce, design education and sustainable livelihoods of weavers. ReWeave provides training in digital literacy and business skills, while the ReWeave e-commerce platform connects weavers directly with consumers, increasing their profit margins and showcasing traditional designs. A collaboration with the National Institute of Fashion Technology (NIFT) to introduce a specialised curriculum in CAD and colour theory equips weavers with innovative design skills.

Volatility in cotton prices

Fluctuations in cotton prices affect the cost of raw materials, impacting the profitability of handloom enterprises. Around 60% of weavers surveyed by the Ministry of Textiles requested raw material support which indicates both the problems in raw material availability as well as willingness to keep the weaving tradition going.

Absence of technological adoption

The lack of modern technology such usage of high-speed jacquard machines, network drafting, new and blended raw materials, new designs limits productivity and innovation, hindering the

industry's growth. Limited financial strength reflects in continued usage of outdated machinery by weavers.

Younger generation deterred from pursuing weaving professionally

Younger weavers often avoid taking up weaving as a profession due to unstable incomes, labour-intensive techniques, limited access to modern tools and poor working conditions. Weaving is also perceived as a low-status job and the younger generation, with better access to education, aspires to follow a more prestigious and high-paying career.





A FEW SUCCESS STORIES

FabIndia set up a field office in Chanderi, Madhya Pradesh, in 2005 to directly work with local artisans who were earlier associated with defunct co-operatives. The initiative streamlined supply chain and provided artisans with better market access and support

Artisans initially produced sarees and some home furnishings. FabIndia's intervention resulted in an expansion in the product range to include more home textiles and accessories and provided a platform for weavers to cater to a larger customer base in a streamlined fashion.

Taneira, a Tata Group brand, also collaborates with a vast network of weavers, cooperative societies, NGOs and designers to create authentic handwoven textiles. The company has also set up 12 'weavershalas' across India to modernise weaving techniques by providing weavers with advanced looms and infrastructure to support and enhance craftsmanship.

Support from renowned retailers brings traditional craft to the fore and also provides sustainable livelihoods by promoting fair trade practices and timely payments.

GROWTH DRIVERS

The renewed focus and demand for Indian weaves is crucial from the lens of employment generation and preservation of the weaving tradition.

Financial support, marketing assistance and infrastructure development provided by the Government help make weaving a more viable profession.

Along with cotton, India also holds a prominent position in gold silk production and follows China as the second-largest silk producer in the world. The country's rich silk heritage, superior quality and diversity in producing major varieties of silk continue to drive demand internationally thereby giving an edge of Indian weaves as well.

Indian weaves are handcrafted and require meticulous attention to detail – factors which appeal to the luxury market. Unlike fast fashion, Indian weaves are durable and of high quality. The timeless appeal of traditional patterns ensures that Indian weaves remain fashionable across different eras, setting the stage for sustained interest.

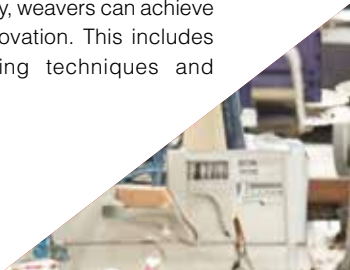
Collectively, these factors create a robust framework for continued success and global recognition of Indian weaves.

STITCHING GROWTH

Indian weaves embody the essence of the country's cultural heritage and craftsmanship. Their journey from traditional handlooms to global fashion icons is a testament to their timeless appeal and adaptability.

The continued support from government initiatives, the increasing global demand for ethical and sustainable fashion, better branding, and the dedication of artisans will contribute to realising sustained growth of the weaving segment.

Innovation and technological integration will play pivotal roles in this growth, enabling the sector to enhance productivity, quality and market reach. By embracing modern techniques while preserving traditional artistry, weavers can achieve greater efficiency and innovation. This includes adopting modern weaving techniques and





using digital tools for design and marketing. Furthermore, strategic marketing and international collaborations will expand their global presence, showcasing the richness of Indian textiles to a wider audience.

Expanding the global presence of Indian weaves requires strategic marketing and collaboration with international designers and brands. Participating in global fashion weeks, trade fairs and exhibitions can showcase the richness of Indian textiles to a wider audience. Establishing e-commerce platforms and leveraging social media can also enhance visibility and accessibility.

Sustainability will remain at the forefront, with ecofriendly practices and fair trade principles

attracting conscious consumers worldwide. The emphasis on sustainable production methods and organic materials will ensure Indian weaves resonate with a global audience that values ethical fashion.

In this evolving landscape, Indian handlooms are set to weave a future that honours their traditional craft while embracing modernity and sustainability. As India aims for the ambitious target of \$100 billion in exports by 2030, the future of Indian weaves looks brighter than ever, promising a blend of tradition, innovation, and sustainability that will endure amongst changing trends and fast fashion for years to come.

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EXPERT TALK

ANITA DONGRE

Chairwoman and Chief Creative Officer of House of Anita Dongre

Anita Dongre is a renowned Indian fashion designer known for her sustainable and inclusive approach to fashion. She is the founder of the House of Anita Dongre, which includes multiple brands like **AND**, **Global Desi**, **Anita Dongre**, and **Grassroot**. Each of these brands caters to different segments of the market, with **AND** focussing on contemporary western wear, **Global Desi** on bohemian styles with Indian influences, and **Anita Dongre** on high-end bridal and occasion wear.

Her designs are often characterised by their vibrant colours, intricate embroidery, and a blend of traditional and modern elements, making them popular both in India and internationally.





HERITAGE IN VOGUE: THE RISE OF TRADITIONAL INDIAN WEAVES IN FASHION

Q INDIAN WEAVES HAVE GAINED ACCEPTANCE AS A LUXURY ITEM GLOBALLY. WHAT DO YOU BELIEVE HAS DRIVEN THIS APPEAL AND INTEREST? ALSO, HOW DID YOU MOULD THE GLOBAL CONSUMER'S TASTE TOWARDS TRADITIONAL INDIAN WEAVES AND THEIR ELEVATION AS LUXURY PRODUCTS?

A The global spotlight on India as a creative and design centre, and not just a manufacturing hub, has been a long time coming. The intricacies of our embroideries and the skill of our artisans set us apart. As designers, it is our duty to ensure the continuity of our cultural heritage.

Q HOW DO YOU BALANCE PRESERVING THE CULTURAL HERITAGE OF INDIAN WEAVES WHILE DESIGNING CLOTHING SUITED TO WESTERN STYLES? IS THE INDIAN DIASPORA INCREASINGLY PURCHASING TRADITIONAL WEAVES GLOBALLY OR IS THIS WELL-COMPLEMENTED BY NON-INDIANS AS WELL?

A Indian crafts have always been celebrated in traditional settings, such as weddings. But now our emphasis is to modernise our exquisite crafts and express those in contemporary silhouettes that are wearable and relatable to the woman of today.

In keeping with this, we make light, effortless garments that are functional for the wearer.

Great things happen when women design for women. We were the first to put pockets in lehengas, and our ankle-length lehengas are designed taking into consideration the modern bride's desire to dance and have fun at her wedding. Also, our clothes are

designed to be paired separately, which allows for re-wearing and re-styling, so that heritage crafts are not just hanging in the wardrobe. We also often see daughters styling their mothers' lehengas in their own unique way.

Both the Indian diaspora and those who are not Indians are showing increased interest in traditional weaves. The diaspora appreciates the cultural connection, while others are drawn to the unique handcrafted quality of our textiles. Interest from both avenues will help sustain and promote Indian weaves at the global stage without compromising on heritage.

Q WHAT INITIATIVES CAN THE FASHION INDUSTRY TAKE TO PROMOTE TRADITIONAL WEAVES?

A The primary goal is to ensure that our artisans are continually employed and have a sustained source of income. Indeed, economics will make the craft a desirable career for future generations as well.

Q **WEAVERS FACE CHALLENGES WITH RESPECT TO THEIR WORKING CONDITIONS AND REMUNERATION, WHICH HAS RESULTED IN THE NEW GENERATION OPTING OUT OF FAMILY-RUN BUSINESSES. HOW CAN THE GOVERNMENT SUPPORT THE WEAVING COMMUNITY TO ENSURE THE PRESERVATION AND PROMOTION OF TRADITIONAL CRAFTS? HOW CAN THEY BE INCENTIVISED TO CONTINUE TO WORK? ALSO, WHAT POLICY SUPPORT OR MEASURES WILL HELP ATTRACT NEW INDIVIDUALS TO TAKE UP WEAVING AS A FULL-TIME JOB?**

A The government can play a pivotal role in ensuring the preservation and promotion of traditional crafts by providing financial aid, training, etc. to artisans. Also, establishing common centres where weavers can access modern tools and technology will improve efficiency and productivity. Supportive policies and initiatives that promote the dignity and importance of the weaving profession can also help significantly retain talent, thereby preserving this age-old tradition.

To attract new generations to weaving, it is essential to improve the industry's working conditions and ensure fair wages for the weavers. We also need to train a whole new generation of artisans through education programmes, as well as inspire the youth to take up craftsmanship as a desirable career option. Providing financial aid and access to markets can make weaving a more viable occupation.

Q **WHAT ADVICE WOULD YOU GIVE TO UPCOMING FASHION DESIGNERS TO HELP PRESERVE INDIAN WEAVES AND MAKE THESE WELL-KNOWN GLOBALLY?**

A It's important for young designers to immerse themselves in our crafts and work with artisans to understand their skillsets, and then design around those. Working with weaves takes patience and has limitations. But don't take shortcuts. The outcome is well worth it!





CHAPTER 9

EMPOWERING MINDS: INDIA'S GIRL CHILD EDUCATION

Education plays an important part in creating strong economies by building skilled workforce, raising income levels and job prospects, encouraging innovation and entrepreneurship, strengthening economic competitiveness, supporting social mobility, improving health outcomes, and contributing to economic stability.

Girl child education in India is a complex subject facing challenges at the individual, community and societal level at large. Historically, girls have faced several obstacles to education, such as cultural norms, insufficient facilities and economic constraints. Over time, focussed actions have been taken to address these challenges and advance gender parity in education.



Bringing alive user insights
from Sangita Patel's parents





EMPOWERMENT AND CONTRIBUTION TO ECONOMIC DEVELOPMENT

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**EDUCATION OF A GIRL CHILD CAN UNLOCK
THE POTENTIAL OF ALMOST HALF OF
THE COUNTRY TO CONTRIBUTE TO ITS
DEVELOPMENT.**





DID YOU KNOW ?

Female literacy rate improved from 64.6% in 2011 to 70.3% in 2017 and further 71.5% in 2021¹

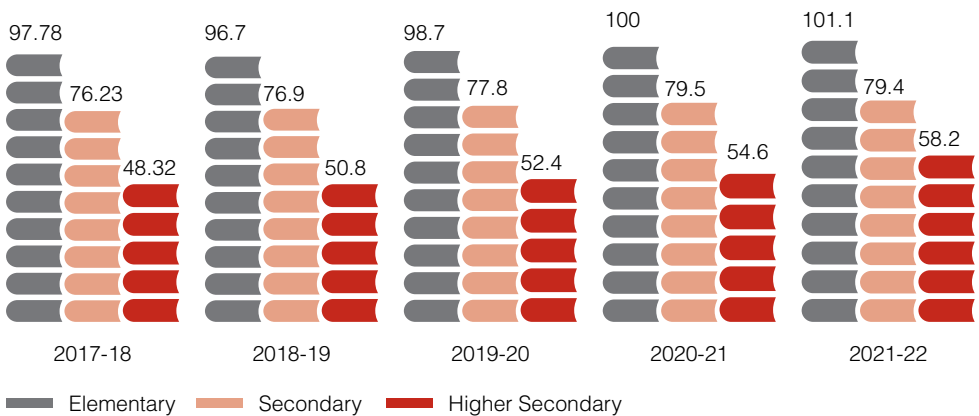
Educated girls are pivotal for societal advancement, promoting gender equality and socioeconomic development. The dedicated efforts towards furthering the enduring advancement in girls' education will always be bolstered by its many inspiring success stories.

FEMALE GROSS ENROLMENT RATIO ON THE RISE

According to the UNESCO Institute for Statistics, gross enrolment ratio or GER is the total enrolment in a specific level of education, regardless of age, expressed as a percentage of the eligible official school-age population corresponding to the same level of education in a given school year.

The GER for girls has consistently improved at all levels of school education, marking significant improvement in the higher secondary level in K-12, with a lower dropout rate.

Gross enrolment ratio (girls) for K-12



Source: Unified District Information System for Education (UDISE+)

Adjusted net enrolment ratio or ANER is the number of children of an official school age for a particular level of education enrolled either in or

higher than that level of education, expressed as a percentage of the total population of children of official school age of that level.

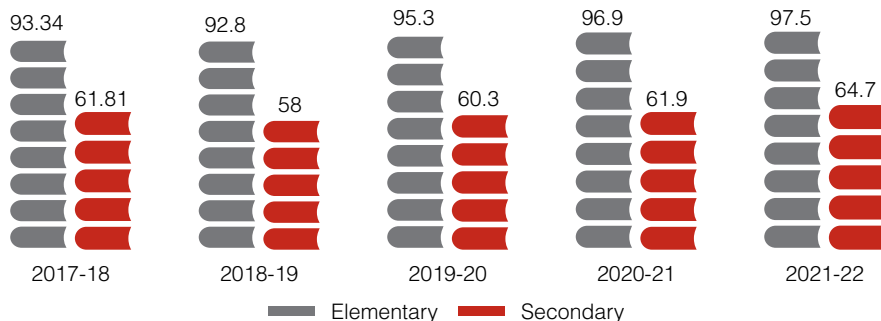
¹ Source: National Family Health Survey (NFHS-5) 2019-21. Refers to women who completed standard 9 or higher and women who can read a whole sentence or part of a sentence



ANER gives a better understanding of the participation of children in the education system, as it considers underage or overage enrolment. This enables policymakers to take better decisions. Data over a period suggests that the ANER of girls has improved.

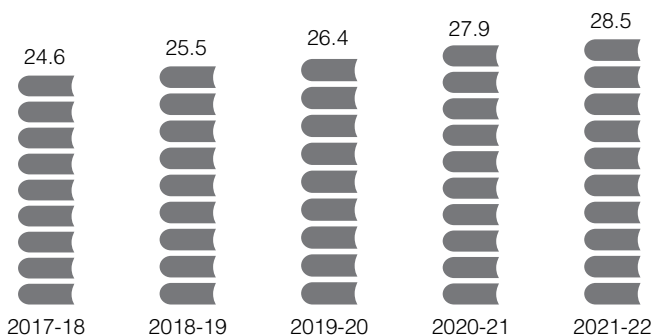
Improvement in GER and ANER of girls is a positive sign towards achieving the universalisation of school education by 2030 as adopted in the National Education Policy (NEP) 2020.

Adjusted net enrolment ratio (girls) for K-12



Source: Unified District Information System for Education (UDISE+)

Gross enrolment ratio (girls) for higher education



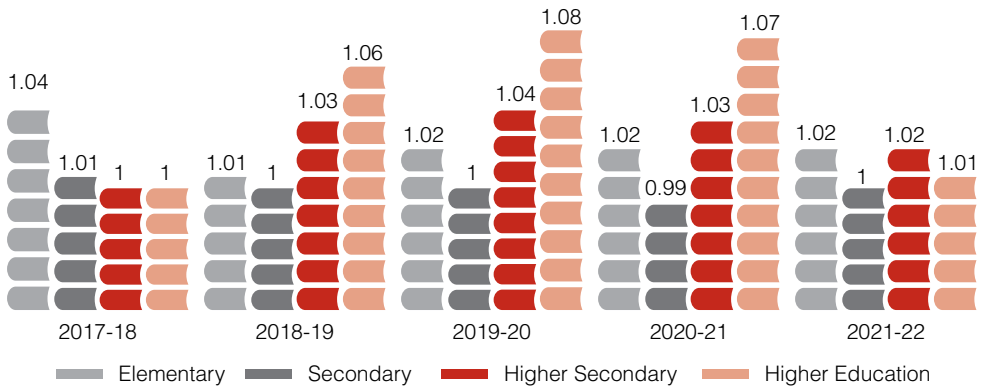
Source: All India Survey on Higher Education 2021-22

NEP 2020 aims to attain a GER of 50% in higher education by 2035. There has been continuous progress in the same, which is expected to grow at a faster pace with the implementation of initiatives under NEP 2020.

Gender Parity Index measures relative access to education of males and females and is applied

to statistics related to education. Gender Parity Index of GER, which measures the disparity between males and females for GER indicates the relative position of girls' participation considering challenges in girl child education in India, historically.

Gender Parity Index of GER



Gender Parity Index of GER has consistently been equal to or greater than one at all levels of education, which implies that girls are on par with or in better position than boys.

Source: Unified District Information System for Education (UDISE+), All India Survey on Higher Education 2021-22

DID YOU KNOW?



Percentage of female population of age six years and above that has ever attended school increased by three points (2016 vs 2021)²





POLICIES HELP IMPROVE STATUS OF GIRLS' EDUCATION

SEVERAL NATIONAL LEVEL SCHEMES WITH DIFFERENT OBJECTIVES ARE IN MOTION TO SUPPORT AND PROMOTE GIRLS' EDUCATION IN INDIA.

The **'Beti Bachao, Beti Padhao'** (BBBP) initiative was launched in 2015 under Ministry of Women and Child Development with a holistic view of women empowerment from birth to adulthood. It currently falls under the 'SAMBAL' sub-scheme of Mission Shakti.

The key objectives of the BBBP scheme are³:

- 📖 Improvement in the Sex Ratio at Birth (SRB) by two points every year
- 📖 Improvement in the percentage of institutional deliveries or sustained at the rate of 95% or above

- 📖 1% increase in the first trimester anti-natal care (ANC) registration per year and
- 📖 1% increase in enrolment at secondary education level and skilling of girls/women per year
- 📖 To check dropout rate among girls at secondary and higher secondary levels
- 📖 Raising awareness about safe menstrual hygiene management

2018-19

All India expansion, multi sectoral intervention - media, advocacy: 244 and outreach: 640

2014-15

BBBP launched in 100 districts in all states/UTs in phase-I

2018-19 to 2021-22

640 districts to (as per census 2011)

2015-16

Expanded to 61 districts from 11 states in phase-II

²Source: National Family Health Survey (NFHS-5)2019-21

³Source: 'Beti Bachao Beti Padhao Operational Manual' by Ministry of Women and Child Development, GOI



Instead of creating capital assets or providing direct benefit transfer, the scheme focusses on bringing about behavioural and social changes to the perception of a girl child. Between fiscals 2019 and 2023, BBBP's total expenditure stood

at ₹538.6 crore. The SRB has improved from 918 in 2014-15 to 933 in 2022-23. GER has also consistently observed positive trend in line with one of the objectives of BBBP.

DID YOU KNOW ?

As many as 3,95,02,712 subscribers benefit from the Sukanya Samriddhi Yojana small deposit scheme, which is exclusively introduced for a girl child and is part of BBBP as of June 2024, earning tax-free interest under section 10 of Income Tax Act.

Samagra Shiksha is an integrated programme launched in 2018 for school education from pre-school to class 12 under the Department of School Education and Literacy, Ministry of Education. It includes three schemes - Sarva Shiksha Abhiyan, Rashtriya Madhyamik Shiksha Abhiyan and Teacher Education.

Some of the key implementations supporting girls' education under this programme include opening of new schools to improve their accessibility for girls, appointment of additional women teachers, development of sanitary infrastructure, gender-sensitisation trainings for teachers, free books till elementary level, self-defence training and provision of Kasturba Gandhi Balika Vidyalayas.

Additionally, NEP 2020 has a provision for setting up a Gender Inclusion Fund (GIF) to support girls and transgender students to provide equitable and quality opportunities. This objective will be realised through Samagra Shiksha 2.0.

The Pradhan Mantri Matru Vandana Yojana initiative under 'SAMARTHYA' sub-scheme of Mission Shakti has one of the objectives as incentivising the positive behavioural changes towards the girl child by providing additional cash incentive of ₹6,000 in case the second child happens to be a girl. As of June 2024, 3.96 beneficiaries have registered under the scheme, of which 3.44 crore have been paid ₹15,401 crore.

Swadhar Greh and Working Women Hostel are two more schemes, which support women with accommodation, occasional childcare services, medical treatment, among other assistance. They have enabled women make better decisions for themselves and their families in the long run, having a positive trickle-down effect on girls' education.





DID YOU KNOW ?

Under the Right to Education Act, 2009, the government has a mandate to provide free and compulsory education to all children between ages 6 and 14 in India.

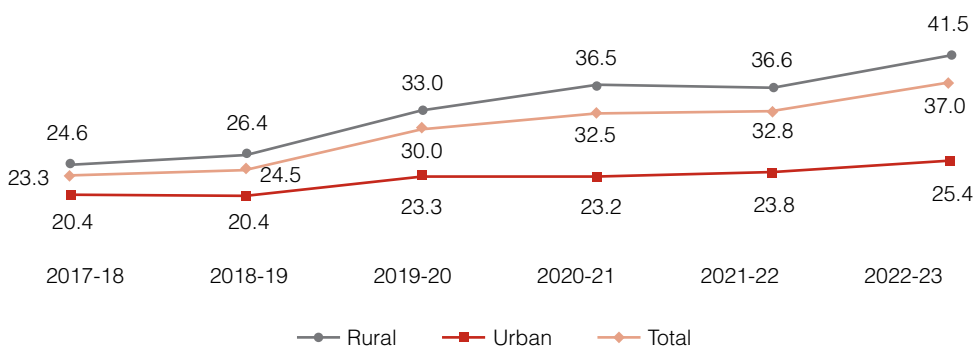
WOMEN'S PARTICIPATION IN LABOUR FORCE UP

Girls' education and female labour force participation (FLFP) share a positive relationship. The trend of FLFP in rural as well as urban India has been positive in accordance with improvement in the status of girls' education. There are times when women are forced to take up employment without having a choice in the type of work due to the need of a household to earn multiple

incomes. The scenario is more evident in rural areas. However, education gives more options and consequently, increases autonomy for women to make an employment choice of their own.

The trend of FLFP is expected to continue, with various government initiatives and the evolving diversity and inclusion practices in the public as well private sector enterprises, realising the immense possibilities of contribution from a skilled and educated female workforce.

Female labour force participation rate (FLFP)



Source: Publications of results by 'Press Information Bureau' of GOI about 'Periodic Labour Force Survey Report 2022-23'



BEST DAYS ARE IN THE FUTURE

We have seen progress in girls' education with improvement in sex ratio at birth, GER and ANER, and ultimately their participation in the workforce. Though, much work remains, these results give hope and encouragement to carry on.

In this era of India's ascend, skilled and determined population is the key to unlocking the potential of the country. Education is

the best way to achieve it and with the past challenges of gender bias, cultural unawareness and lower economic participation of women, improvement in girls' education becomes an important part of the strategy. Education enables a girl to break down barriers to entry and ascend in their professional and personal life, to address gender inequalities, and unlock their potential to contribute to the society.



List of sources:

1. National Family Health Survey (NFHS-5) 2019-21
2. 'Women and Men in India 2022' published by Social Statistics Division, National Statistical Office, Ministry of Statistics and Programme Implementation, GOI
3. Unified District Information System for Education (UDISE+), Department of School Education and Literacy, Ministry of Education, GOI
4. All India Survey on Higher Education 2021-22, Department of Higher Education, Ministry of Education, GOI
5. Annual report for 2022-23 of Ministry of Women and Child Development, GOI
6. <https://wcd.dashboard.nic.in/> - Dashboard for 'Mission Shakti' under Ministry of Women and Child Development, GOI
7. 'Beti Bachao Beti Padhao Operational Manual' by Ministry of Women and Child Development, GOI
8. Parliamentary question and answer session of Rajya Sabha in December 2023
9. Publications of results by 'Press Information Bureau' of GOI about 'Periodic Labour Force Survey Report 2022-23' by released by the Ministry of Statistics and Programme Implementation, GOI



STORIES OF CHANGE

BRIDGING THE GAP: BACKED BY THE GOVERNMENT, FAMILIES CHAMPION GIRL CHILD EDUCATION

Future Generali India Insurance (FGII) had the opportunity to interview the parents of Sangita Patel, a Nanhi Kali supported by FGII in FY 24. Sangita is currently in class 8, studying in Varanasi. The conversation with her parents is detailed below:

Q HOW MANY MEMBERS ARE THERE IN YOUR FAMILY? IN WHICH CLASS/ DEGREE PROGRAMME AND SCHOOL/BOARD/UNIVERSITY ARE THE GIRLS/CHILDREN OF YOUR FAMILY STUDYING?

A There are five members in the family. We have three daughters. First daughter Sangita Patel studies in class 8, second Sunita Patel in class 6 and third Annu Patel in class 3.

Q AS THE HEAD OF THE FAMILY, WHAT ARE YOUR VIEWS ABOUT GIRLS' EDUCATION?

A Being the head of the family, I think girls should get a good education. Owing to the poor financial condition of the family, we are unable to get our girls admitted in a good school and we want them to study further.



Q&A

From left to right: the School Associate, Chandan Patel (Sangita's father), Sangita (Nanhi Kali), and Sarita Patel (Sangita's mother)



Q WHAT KIND OF IMPACT HAS THE EDUCATION OF GIRLS/CHILDREN HAD ON YOU AND YOUR FAMILY?

A The education being provided to girls has had a very positive impact on me and our family.

Q HAVE YOU SEEN ANY CHANGE IN THE BASIC INFRASTRUCTURE AND FACILITIES OF THE SCHOOL IN RECENT TIMES? HAS IT HELPED YOU TO SEND YOUR DAUGHTER TO SCHOOL? ARE YOU AWARE OF ANY SPECIAL INITIATIVE OR SCHEME OF THE GOVERNMENT ON THIS SUBJECT?

A Yes, I know about DBT (direct benefit transfer) and mid-day meal. Through the DBT scheme, the government provides ₹1,200 to children for shoes, socks, dresses, bags, study material etc. Through the mid-day meal scheme, they get lunch in the school.

Q HAVE YOU AVAILED ANY OF THESE SCHEMES? IF YES, WHAT BENEFITS HAVE YOU RECEIVED?

A Yes, we have availed the benefits of DBT and mid-day meal schemes.

Q DID YOU FACE ANY PROBLEMS IN ACCESSING THESE SCHEMES? IF YES, WHAT WERE THOSE PROBLEMS?

A No, I don't have any discomfort accessing these schemes.

Q FROM A PARENTAL PERSPECTIVE, WHAT MORE DO YOU THINK SHOULD BE DONE TO SUPPORT GIRLS' EDUCATION IN INDIA?

A Projects like Nani Kali should be implemented, which paves a new path for girls from economically backward classes, providing clarity on what they should do in future and how to achieve their goals.

Q WHAT ARE THE BARRIERS YOU THINK FAMILIES LIKE YOURS FACE IN SENDING THEIR DAUGHTERS TO SCHOOL? WHAT DO YOU THINK CAN HELP OVERCOME SUCH CHALLENGES?

A Education is important for daughters in a family. There is no awareness about it because of which we face some problems at home.



CHAPTER 10

EVOLUTION OF AGGREGATOR PLATFORMS



India's startup ecosystem, valued at ~\$350 billion¹ as of October 2023, has grown exponentially, transforming into a powerhouse of innovation and economic development.

Now the third-largest globally, the startup ecosystem has expanded at ~90% compound annual growth rate over the past decade, flourishing from 350 startups in 2014 to around 1.4 lakh in July 2024².



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from **Hari Menon**







WAVE MAKERS: HOW INDIAN STARTUPS ARE SHAPING THE FUTURE OF BUSINESS

India's startup ecosystem, valued at \$350 billion¹ as of October 2023, has grown exponentially, transforming into a powerhouse of innovation and economic development.

Now the third-largest globally, the startup ecosystem has expanded at ~90% compound annual growth rate over the past decade, flourishing from 350 startups in 2014 to around 1.4 lakh in July 2024².

DID YOU KNOW?



India is now home to 114 startup unicorns, with one out of every ten unicorns globally originating from the country as of December 2023.

Source: Invest India

The startup ecosystem spans all states and Union territories, covering over 80% of India's districts³, with half of the startups emerging from Tier 2 and 3 cities.

According to the Ministry of Commerce & Industry, startups have generated over 1.25 million direct jobs, averaging 11 jobs per startup as of February 2024. Notably, ~35% of the startup workforce comprises women.

DID YOU KNOW?



Some 18% of the startups are led by women, and 48% of startups have at least one woman director as of December 2023.

Source: Invest India

Source:

¹ Invest India

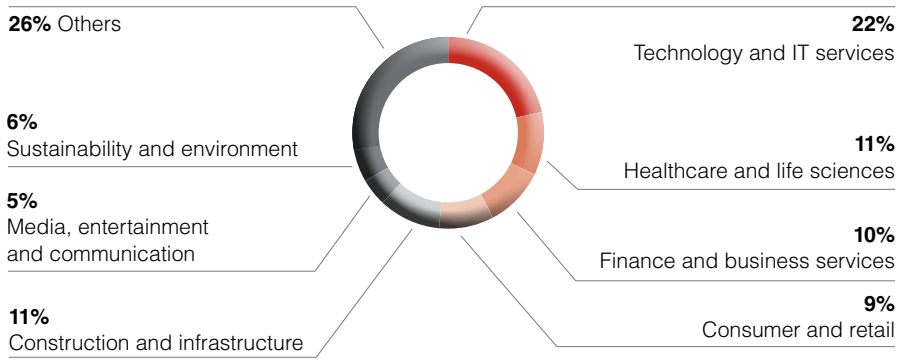
² Invest India

³ Ministry of Commerce & Industry, 2024





Distribution of startups across key industries



Note: Distribution is based on number of units
Source: Ministry of Commerce & Industry, 2023





What is fuelling growth in startups in India?

Incubators and accelerators

The presence of numerous incubators, accelerators and co-working spaces has provided startups with resources, mentorship and networking opportunities, facilitating their growth. Until 2000, India had only about 20 incubators. By fiscal 2024, the number has surged to over 800 incubators and accelerators, significantly boosting startups and fostering innovation.

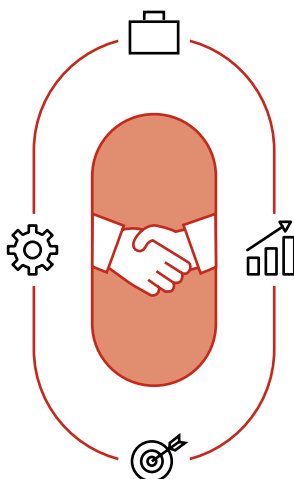
Key events include:

- ✦ Startup Mahakumbh features over 300 incubators and accelerators
- ✦ MeitY Startup Hub supports innovation and entrepreneurship

Skilled professionals

India offers a vast pool of tech talent with strong domain-specific knowledge and continuous learning. Professionals are proficient in cutting-edge technologies, providing high-quality solutions and industry expertise.

India is one of the youngest nations in the world, with a median age of 28. In 2023, 54.6% of India's population is in the workforce age bracket of 20 to 59 years.



Investment and funding

A surge in venture capital, angel investors and private equity funding has provided essential financial support. Both domestic and international investors are increasingly investing in Indian startups.

Indian startups have raised over \$141 billion from 2014 to 2023.

Government initiatives

Government supports startups through various initiatives, including funding schemes, tax exemptions, online platforms and awards to foster growth and innovation across the ecosystem. Key initiatives are:

- ✦ Fund of Funds for Startups (FFS) Scheme
- ✦ Startup India Seed Fund Scheme (SISFS)
- ✦ Income-Tax exemption for three years
- ✦ Startup India Hub and Startup India Showcase
- ✦ Over 20 states and Union territories now have tailored policies designed to boost startups within their regions

Source: CRISIL MI&A Research, industry reports

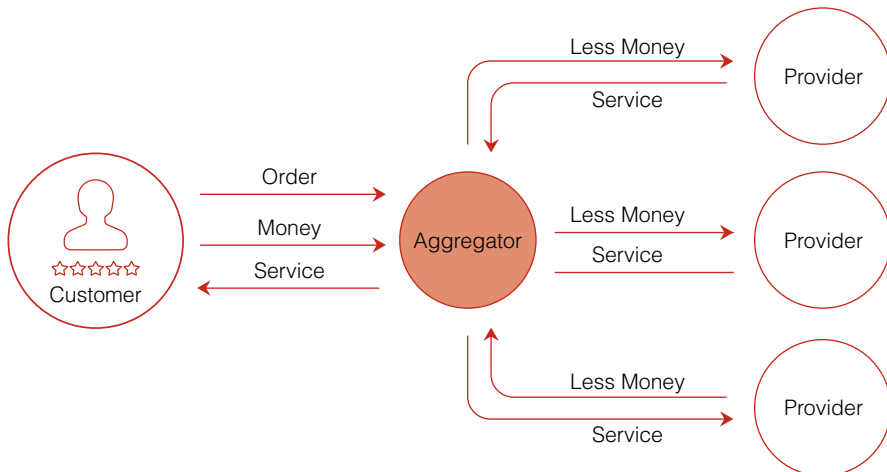


DID YOU KNOW ?

Maharashtra has the highest number of startups, while Delhi boasts the highest startup density in India

Source: Ministry of Commerce & Industry

CRACKING THE CODE: UNDERSTANDING AGGREGATOR MODEL-BASED STARTUPS



An aggregator model startup collects information on goods or services from various providers and sells them under a single platform, controlling prices. This model thrives in unorganised markets and benefits both sellers and consumers.

Companies operating in the ride-hailing sector and food delivery and restaurant discovery space constitute a major share of startups using the aggregator model.



GROWTH ENGINES OF AGGREGATOR MODELS

DID YOU KNOW



Urban towns and settlements are likely to increase to approximately 37% by 2025.

Source: UN population division

Increased urbanisation

More people living in cities create a larger market for quick, convenient services.

Personalised customer experiences

Aggregators use data to tailor recommendations and offers, enhancing user satisfaction and retention.

Discounts and promotions

Competitive pricing, frequent discounts and promotional offers by platforms help attract and retain a large customer base.



Internet penetration

Widespread access to the internet makes it easy for consumers to use online platforms. Over 900 million internet user in India in fiscal 2024.

Rising disposable incomes

Higher incomes allow consumers to spend more on convenient, on-demand services.

Growing consumer preference

People increasingly prefer the ease and convenience of using aggregator services.

Source: CRISIL MI&A Research, industry reports

DID YOU KNOW



India is likely to become the third-largest consumer market by 2030.

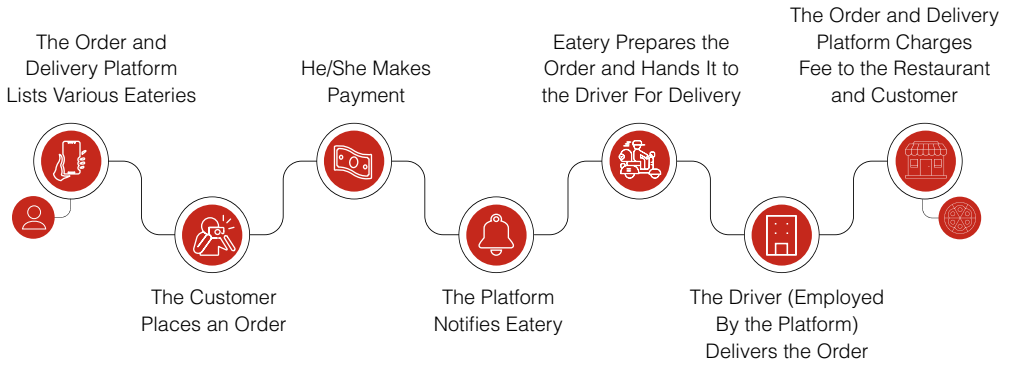
Source: World economic forum



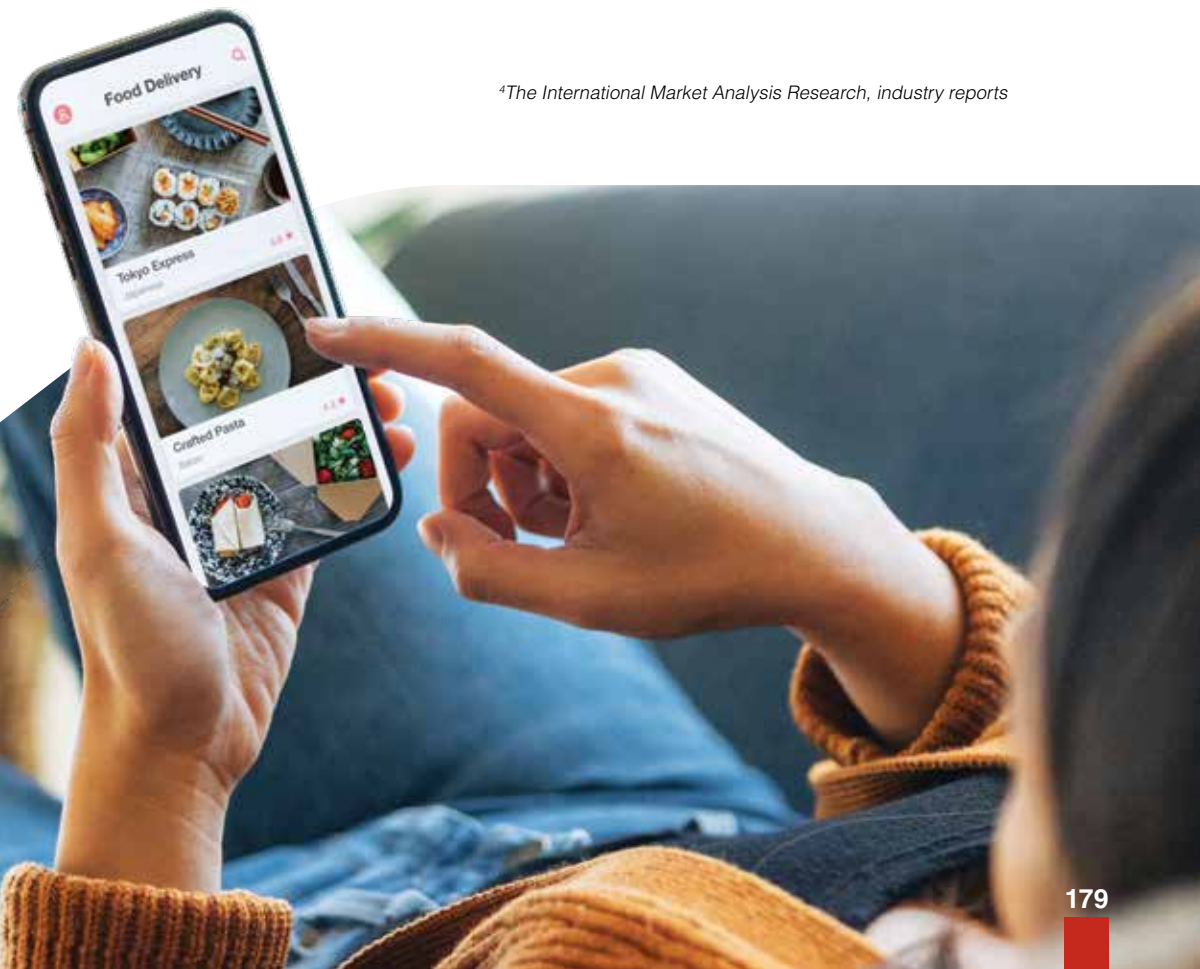
Food at your doorstep

Food delivery and restaurant discovery aggregator

The Indian online food delivery market reached a market size of \$30-35 billion in 2023⁴. According to industry reports, Zomato commands a 50-52% share, followed closely by Swiggy, which holds 40-43%.



⁴The International Market Analysis Research, industry reports





DID YOU KNOW ?

Over 7,00,000 delivery partners worked daily with these food delivery and restaurant discovery platforms in fiscal 2024.

Source: CRISIL MI&A Research, Industry report

- ◆ Companies in the food delivery and restaurant discovery space, such as Zomato and Swiggy, have expanded to over 500 cities in India and plan to reach more than 750 cities in the next few years⁵
- ◆ Startups in this space face unique challenges such as maintaining delivery efficiency during peak times, managing quality control across diverse restaurant partners, navigating intense competition and high customer expectations, and handling logistical complexities related to food safety and timely delivery
- ◆ Additional growth drivers for this sector include leveraging innovative features that boost convenience, such as healthier and more affordable meal options, and expanding into cloud kitchens to reduce operational costs and improve delivery times.





DID YOU KNOW ?

The average per order value for startups in this sector has increased by over 25% from fiscal 2020, reaching ₹350-400 in fiscal 2024.

Source: CRISIL MI&A Research

Smooth journeys, made simple

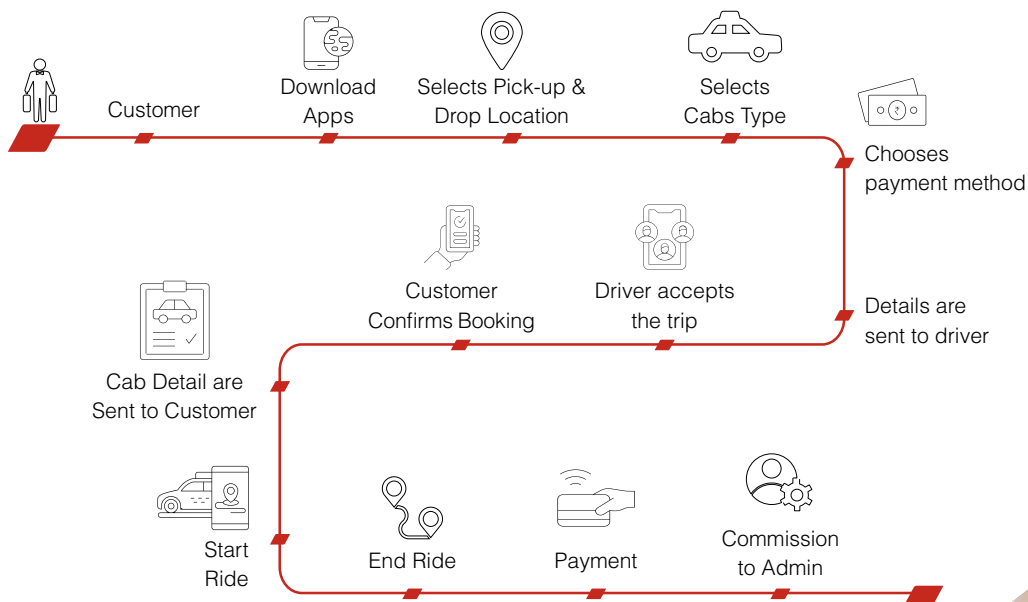
Online cab aggregator

In fiscal 2024, India's organised taxi market reached a market size close to \$18-20 billion. Ola and Uber were the major players in the online cab aggregator sector, contributing 15-17% to the market⁶. Ola remains the dominant player in the space with a 50-55% market share, followed by Uber with 40-43%⁷.

⁵CRISIL MI&A research



Figure: Value chain of online cab aggregators



Source: CRISIL MI&A Research, industry reports

DID YOU KNOW ?

Over 1,00,000 drivers earned their daily livelihood through online cab aggregators in fiscal 2024.

Source: CRISIL MI&A Research,
Industry report



- ✦ Companies in the online cab aggregator space, such as Ola and Uber, have expanded to over 125 cities in India⁶
- ✦ Online cab aggregators face several challenges, such as maintaining driver satisfaction through incentives, balancing competitive pricing with profitability and ensuring safety through robust background checks and safety features. Additionally, they must manage high operational costs and stay ahead of competitors by continually improving service quality and innovation
- ✦ Additional growth drivers in the online cab aggregator space include the adoption of electric vehicles, the introduction of two-wheeler cabs for faster urban commutes, integration of ride-sharing services, and implementation of advanced artificial intelligence for route optimisation. These innovations address environmental concerns, provide convenience and tap into new markets, driving industry growth.

⁶ Mordor Intelligence

⁷ CRISIL MI&A research

⁸ CRISIL MI&A research





EXPERT TALK

HARI MENON

Co-founder & CEO of Bigbasket

Hari Menon is the co-founder and CEO of BigBasket, India's largest online grocery shopping portal, and mobile app. He was also the former Business Head at Wipro.





GUIDING YOUR STARTUP JOURNEY: HARI MENON'S ESSENTIAL ADVICE

Q WHAT ARE THE ESSENTIAL STEPS AND STRATEGIES INVOLVED **A** IN THE EARLY STAGES OF BUILDING A SUCCESSFUL STARTUP?

In the early stages of building a successful startup, the foundation you lay is crucial. Start by validating your idea thoroughly – this means conducting market research, understanding customer needs, and ensuring there's a genuine demand for your product or service. It's tempting to rush, but this groundwork will save you from potential pitfalls later on.

Next, focus on assembling a strong founding team. Trust and alignment among co-founders are more important than skills alone because skills can be hired, but trust is the bedrock that will see you through challenges.

Raising capital is another critical step. My advice is to raise more money than you think you need. Underestimating your financial requirements can severely hamper your growth trajectory. Early investors may ask for significant equity, but securing the necessary funds should be your priority.

Finally, don't overlook the importance of ecosystem readiness. Your business doesn't exist in a vacuum. Ensure the logistics, supply chain, and other critical components are in place. Doing everything from scratch is painful and costly. Building within a well-prepared ecosystem allows you to scale efficiently and sustainably.

Q HOW DO STARTUPS TYPICALLY NAVIGATE THE FUNDRAISING **A** LANDSCAPE, AND WHAT ADVICE CAN BE OFFERED TO THOSE SEEKING FUNDING TODAY?

Fundraising is the most humbling and challenging part of a startup's journey. The key is to be strategic, resilient and prepared.

As I mentioned before, the first principle is to always raise more money than you think you need. This might seem counterintuitive, but in the early stages, it's better to have a financial cushion. It allows you to weather unexpected challenges and gives you the flexibility to scale without constantly worrying about running out of funds.

Next is, don't optimise for valuation too early. It's tempting to chase a high valuation, but the focus should be on securing the necessary capital to build and sustain your business.

A solid foundation is more important than a lofty valuation that might not hold up under pressure.

Lastly, remember that fundraising is not just about the money – it's about building relationships. Not all money is created equal. The right investors can offer more than just capital. They bring expertise, networks, and credibility to your startup. So, choose your partners wisely and ensure they align with your long-term vision.

This approach has worked for us and many others. If you're strategic and prepared, the fundraising landscape becomes much easier to navigate.



Raising capital is another critical step. My advice is to raise more money than you think you need. Underestimating your financial requirements can severely hamper your growth trajectory. Early investors may ask for significant equity, but securing the necessary funds should be your priority.

Q IN WHAT WAYS CAN TECHNOLOGY BE LEVERAGED TO ENHANCE CUSTOMER EXPERIENCE, AND WHICH INNOVATIONS TEND TO HAVE THE MOST IMPACT?

A Technology is a game-changer when it comes to enhancing customer experience. For startups, the key is to integrate technology in ways that solve real problems for customers, making their lives easier and more convenient.

One crucial area is process automation. Automating tasks like day-to-day inventory management ensures efficiency and accuracy, leading to faster and more reliable service. At Bigbasket, for instance, our commitment to robust process and technology was foundational. We spent

a year focussing solely on our back-end processes to ensure that our customers received consistent, high-quality service every time.

Also, seamless integration across platforms is essential. Whether it's mobile apps, payment gateways, or logistics, the entire customer journey should be smooth and interconnected. Innovations like real-time tracking and instant customer feedback loops help in refining and perfecting the customer experience.



Balancing innovation with operational efficiency is one of the most challenging aspects of scaling a startup. People think processes limit innovation but that is not the case. Both can co-exist. The key is to create a structure that supports both.

**Q
A**

WHAT APPROACHES CAN BE EFFECTIVE FOR TALENT ACQUISITION AND RETENTION IN A COMPETITIVE STARTUP ECOSYSTEM?

In a competitive startup ecosystem, attracting and retaining talent is a game of differentiation. Startups must create an environment that resonates with the ambitions and values of top talent.

A compelling company culture is critical. Talented professionals are drawn to workplaces where they feel their contributions will be meaningful and valued. Startups should focus on fostering a culture of innovation, ownership, and transparency. Offering employees the opportunity to have a tangible impact on the company's growth can be a powerful motivator.

Also, while competitive salaries are important, offering equity and performance-based bonuses can align employee incentives with the company's success. This not only attracts top talent but also encourages them to stay invested in the company's long-term vision.

Startups should also invest in professional development. Continuous learning opportunities can be a major draw. Startups that provide avenues for growth – whether through mentorship, training programmes, or lateral moves, are more likely to retain their best employees.



Q HOW CAN STARTUPS PRIORITISE INNOVATION WHILE MAINTAINING OPERATIONAL EFFICIENCY AS THEY SCALE?

A Balancing innovation with operational efficiency is one of the most challenging aspects of scaling a startup. People think processes limit innovation but that is not the case. Both can co-exist. The key is to create a structure that supports both. At Bigbasket, we have had a separate Innovations team for several years now whose charter is specifically to come up with new ideas that can help various aspects of the business, including last-mile delivery (e.g. innovations to maintain the temperature of chilled and frozen items), warehousing and others.

You need to build a strong foundation in your core operations. Before scaling, it's

crucial to have a well-oiled machine in terms of your processes. At Bigbasket, we spent a significant amount of time perfecting our back-end operations before scaling. This allowed us to maintain efficiency even as we grew.

Lastly, prioritise. Not all innovations need to be implemented immediately. Focus on those that will have the most significant impact on efficiency and customer satisfaction. It's a balancing act, but with the right systems and priorities, startups can scale without sacrificing their innovative edge.

Q WHAT STRATEGIES HAVE CONTRIBUTED TO THE SUCCESS OF AGGREGATOR MODEL STARTUPS (SUCH AS OLA, UBER IN RIDE-HAILING OR ZOMATO, SWIGGY INSTAMART IN GROCERY DELIVERY), AND WHAT CHALLENGES DO THEY TYPICALLY ENCOUNTER IN SCALING THEIR OPERATIONS?

A Aggregator model startups have found success by creating platforms that connect supply with demand in an efficient and user-

friendly manner. The key strategies that have driven their growth are rooted in convenience, technology, and network effects.



CHAPTER 11

THE INDIAN SPORTING REVOLUTION

EXPERT TAKE BY BORIA MAJUMDAR

Boria Majumdar, a Rhodes Scholar, completed his B.A. in History from Presidency College, Calcutta University in 1997, and his M.A. in Modern History from the same university in 1999, securing the first position with record marks. Awarded the Rhodes scholarship in 1999-2000, he pursued a D.Phil. on the Social History of Indian Cricket at St John's College, Oxford University, completing it in March 2004. His thesis was published by Penguin-Viking in India as "Twenty-Two Yards to Freedom: A Social History of Indian Cricket" in December 2004. Dr. Majumdar has taught at the Universities of Chicago, Toronto, and La Trobe. He was the first Indian awarded a fellowship at the International Olympic Museum archives in Lausanne, Switzerland. Currently, he is a Senior Research Fellow at the University of Central Lancashire and an Adjunct Professor at Monash University. He was a Visiting Fellow at Trinity College, University of Cambridge, in 2009.

BORIA MAJUMDAR

SPORTS EXPERT







SPORT AS SOFT POWER – TOWARDS A MULTI SPORT NATION AND A MORE SENSITIVE SOCIETY

Close your eyes and ask yourself what's the one thing you want to change in 2023? Almost everyone will have the same answer – we need to bring peace to our world. Be it the war in Palestine and the killing of innocents in the region or the multiple terror attacks across the world, we need a better, more sane and peaceful world going into 2025. Growing intolerance is a disease and the faster we rid ourselves of it, the better it is.

And the one thing that does help in bringing peace is sport. It unites and brings people together. Imagine the current state of relations between India and China. It is anything but pleasant. Tensions are palpable and yet when the Asian Games and the Asian Para Games were held in China, all that we had seen was amicable people to people contact. No animosity but a sense of unity and harmony.

This isn't the first time or the first occasion that sport has been used to bring peace to our world. The Qatar world cup at the end of 2022 was yet another occasion when the world got together in Doha for the first time since Covid. The human

rights issues notwithstanding, Doha was a global melting pot and everyone celebrated the brilliance of Leo Messi and Argentina. That's what it is all about – a celebration of human achievement and extraordinary feats of excellence and in doing so foster a kind of imaginary community that Benedict Anderson had envisaged.

I had serious hopes from 2024. That's because Paris has successfully played host to the greatest show on earth – the Olympic and Paralympic Games. 200 plus countries were on show in Paris and for 2 months it was all about athletic excellence. When the countries marched at the Olympic opening ceremony, they are all part of a global parliament of nations. And there was an Iraq and the United States marching side by side as did India and Pakistan. At the Games village, a Neeraj Chopra and an Arshad Nadeem posed for pictures together and sat down for a casual conversation. That's our world – where it is not all about baying for each others blood. Take the Olympic flame for example. It passed through all of France and finally the flame stayed lit at the Olympic stadium for the duration of the games as a reminder to us all that the Olympics are a platform to get us all together for a cause.



SPORT AS SOFT POWER

Sport is also about leadership. It is about soft power and India, it is evident, has started to look at it as such. In October 2023, for example, India put on a show led by IOC Member Nita Ambani, which witnessed Prime Minister Modi making the public announcement that India will bid for Olympics 2036. But what is most significant is that the PM did not just mention 2036. He also mentioned India will bid Youth Olympic Games 2029 and that's what stood out for me. YOG is part of the process. The stepping stone to organising the games and by bidding for it, India made a strong leadership statement to the Olympic family across the world.

The session was always going to be a Test. India isn't an Olympic leader yet and despite the Asian Games haul of 107 medals, the 6 medals in Paris prove that we are still an Olympic minnow. With the world in Mumbai, India needed to step up. Not just in putting together the best forum for dialogue, but

also in stating to the Olympic world what it stands for. The fact that the Prime Minister was there to inaugurate the session was a statement that India is serious about its role in the Olympic movement. And then when he made the bold assertion about 2029 and 2036, it was a significant advance to how the movement is treated in India. For the longest time the Olympics came every four years and was followed by a lament that a country of a billion wins 2 or 3 medals. That rhetoric is all set to change. With a strong bid for 2029 and 2036, it will stand up to Abhinav Bindra's prophetic words, "An Olympic Games doesn't come every four years. It comes every day." With cricket's inclusion in the games, the expansion of the Olympic market in India is secured. And with a significantly bigger footprint, the Olympic movement will now have a base in the global South that it did not have in the past. It is the perfect match and can only get better going forward.





CASE STUDY



The Odisha story- The Sundargarh

For sport to be able to do all of the above, we need support. Government support to be more specific. And that's what we have seen in India in Odisha in the last few years. Not too long ago, Sundargarh for example was a tribal belt with little or no facilities for sport.

People in Sundargarh played hockey and some like Dilip Tirkey made it to the Indian team from the pebbled fields in the district but such stories were more of 'jugaad' than anything else. Dilip was an aberration and not the norm. And there were a few like him making Sundargarh the cradle of hockey in Odisha. But without a structure in place, you can only go up to a certain point and no more. The Indian hockey story is proof. Once the dominant global force in field hockey, India had not won a major championship for decades and it was only in Tokyo after a gap of 41 years that the Indian team was back on the Olympic podium. Now they have made it back to the podium in Paris and is the only country to win medal at back to back Olympic Games. A degree of credit for this showing goes to what has been done in Odisha in the past few years. In Bengal, a state which is bigger than Odisha, there is one turf pitch for hockey. In fact it isn't there yet and is being installed as this piece is being written. In the Sundargarh district alone, there are 22 artificial turfs with more on the way. Odisha has hosted close to 25 international sports and national events of scale in the last five years. No state has hosted more than half of it. No country has hosted back-to-back hockey World Cups in decades while Odisha managed to do so successfully in 2018 and 2023. More

recently, we have started to see Odisha make a mark on the international stage with a slew of its athletes starting to win medals or producing their personal bests. Kishore Jena in javelin is one such example. With Neeraj Chopra dominating the sport in India, not many had heard of Jena ahead of the Budapest World Championships. Having qualified with a throw of 84 metres, Jena was brilliant at the world championships to make the final and finish fifth. Coming into his own at a relatively mature age of 29, Jena is proof what proper coaching and sports science can do for an athlete.

With 90 multi-purpose indoor stadiums, 25 hockey training centres, 314 rural mini stadiums and 149 urban mini stadiums and a budget of ₹1,300 crore earmarked for sport, the Odisha sports revolution is well and truly underway. With the best of corporate India coming together in partnering with the government in setting up the High Performance Centres across the state, it is now a model that is being emulated in different parts of India. With athletes winning medals and making a mark, things can only get better in the future from here on. From according equal status and prize money to athletes with disability and making sure women aren't left behind in this growth story, Odisha is Indian sport's best-kept secret.

CASE STUDY



The story of empowerment- The Rugby Girls

It was 5:52 am in the morning on September 12, 2023 and the sun was already out in Kolkata. That's when Akshay, who heads marketing for Rugby India, called saying he was waiting at the main gate of the SAI Centre within the Vivekananda Yuva Bharati Krirangan complex in Kolkata. It was a special invite from Rahul Bose, President of Rugby India, to watch the Indian team train just ahead of the Asian Games.

Unlike what I had seen a year earlier, the girls are no longer just 5 feet. A number of them seemed taller and heavier and most of them are now 5 feet 6 or 7. That's when Rahul arrived and gave me an initial introduction.

Just as he was speaking, Hupi Majhi, one of the seniors in the team, performed a fitness drill to perfection. As Coach Ludwig shouted out praise and performance analyst Rasta mentioned how she has continued to improve in the last few months, Rahul started to tell me her story.

"Would you believe it that none in her village knew she played Rugby till 2017. This is because her parents were seriously against her playing and in a conservative village where no woman is allowed to wear shorts, playing Rugby was a far cry. She decided not to tell anyone and just pursued her passion", he said with a wry smile.

Hupi is a lean and strong girl and has a poise about herself.

"I was a very shy girl and did not really know how to speak or interact with people. When I was sent to boarding school in Bhubaneswar in 2007, I was scared. I did not want to expose my weaknesses. That's why in my initial days I did not

attend too many classes. In the school mess, it often happened that I did not ask for food because I couldn't speak. So I went hungry", she said.

By that time, I was all ears and just waited for her to continue.

"It was only after I joined KISS, Kalinga Institute of Social Sciences, the world's first and only tribal university, that I heard of Rugby. It seemed something I could do well in and something where I could be my own self. I don't need to speak much when playing. Shouting out instructions yes but all that came much later. I started playing Rugby because it allowed me to do something without having to speak much", argued Hupi.

So did you tell your parents about your new passion?, I asked.

"I did but they were not willing to let me play. In our village, women aren't allowed to play any form of outdoor sport. Growing up in Dhatika, north of Kendujhar, I was only allowed to go to school as a kind of outdoor activity. Sport was out of the question. So when I mentioned I wanted to play Rugby, my parents were angry. I decided to keep it a secret and just silently continued to pursue my dream", she said.



With each sentence, her voice was turning louder.

"There was no risk till I got picked to play for India. Honestly it was a dream come true. Wearing the national jersey and doing what I always wanted to do, get on an airplane and travel the world, it seemed Rugby was giving me things I had never imagined I could lay my hands on. The truth is Rugby has taught me everything", she stopped for a second.

"The problem arose when we finished runner up in the Asia Rugby Women's Seven's tournament in Laos. When we came back to Odisha the local papers published my pictures. That's when the penny dropped. I went home for a break and my parents were shocked to know that I was a Rugby player. They had seen the pictures and it wasn't pleasant", Hupi said.

"What changed everything was the support from the Govt. The government had announced a reward of a few lakh rupees for each one of us. In our family no one had ever heard of that kind

of money. When the money was transferred to our accounts and I handed over the money to my parents, they were stunned. Initially it was a sense of disbelief. How could I earn so much money playing Rugby. It was not something they had ever imagined and all of a sudden things changed", Hupi was emotional.

What about marriage?, I asked. More so because she is now 28, considered way too old for girls in her village to get married.

"No one now asks me the marriage question. And even if they do, I will say no. I want to play for India for a few more years and there is no question of getting married at the moment."

As Hupi was telling me her story, Mama Naik, Tarulata Naik and Dumuni Marndi, all part of the Asian Games Rugby Seven's national team, were intently listening. Each of them, may I say, have similar stories. Dumuni, all but 5 feet, doesn't even look a Rugby player. India is on the move. These girls are. And that's what sport can help do.





ROHIT SHARMA AND VIRAT KOHLI – FULFILLING A QUEST AND THE ROLE OF LEADERSHIP

Sport teaches us how to lose. It is well known that in sport you will lose more than you will win. That's how sport is and in doing so it gets you closer to success. For Rohit Sharma, leader and legend, this holds true more than anyone. Rohit started as a prodigy in 2007 and won the T-20 World Cup in his very first attempt under the talismanic leadership of MS Dhoni. But thereafter he saw a dip in his career graph and wasn't picked in the team for the 2011 World Cup played on home soil. Such was the heartbreak that Rohit worked like a maniac to turn fitter and more committed and forced his way back into the team for the 2015 World Cup, which yet again ended in a heartbreak in Sydney with a semi final loss to Australia.

Since then he has come close far too many times. The last few times as captain and leader. At home in 2023 he changed the very template with which India played its white ball cricket. Aggressive from the start, it was a very different Rohit. And a very different India. Just when everyone

thought he could go the distance with this team in Ahmedabad, Australia led by Pat Cummins and Travis Head stopped Rohit in his tracks. For a mere mortal it would be the end of the road. Finishing second best wasn't bad and it was time to focus on red ball cricket. Much to everyone's surprise Rohit decided to continue as T-20 captain and silently went about readying himself for one final battle in the US and the Caribbean. This time too the journey wasn't smooth. He was removed as skipper by the Mumbai franchise and did not have a good IPL. His poor form was in focus and few had given him a chance in the world cup. I for one felt this was a team lesser when compared to Australia or South Africa and will find it hard to go the distance. Rohit, however, had other ideas.

From the very start of the competition, it was his leadership that came to the fore. Decisions that were out of the box but well thought out. In the match against Pakistan he pushed Axar Patel to number four, ahead of Surya Kumar Yadav and Hardik Pandya. To everyone's surprise Axar delivered and helped India set up the game. Even with the ball he brought in Axar at the start of the 11th over, straight after the drinks break when





Pakistan seemed to have taken control. Axar picked up Usman with the very first ball and the gates opened for India. Bringing Bumrah back to clean up Rizwan was yet another masterstroke and it was evident that Rohit, the leader, was in the zone.

His efforts with the bat, however, continued to be modest till everything changed in that match against Australia. A team that had hurt him bad on November 19, 2023 in Ahmedabad could have gone the distance in the Caribbean. Rohit, however, had other ideas and despite losing Virat early on, played the innings of the competition. To cart Mitchell Starc all over the park isn't easy and Rohit was doing exactly that. He had answers to everything that was thrown at him and it was an innings comparable to Sachin's 98 against Pakistan at Centurion in the 2003 world cup and Virat's 82 not out also against Pakistan at the MCG. It was an innings from the pages of history and elevated Rohit into cult. He could do no wrong and his success with the bat rubbed off on his leadership as well. Getting Kuldeep into the attack to clean up Maxwell, Rohit was now a man possessed. But then the cup was still a far way away and he couldn't afford a further slip. England, India's nemesis in Adelaide in 2022, was

on the way and Butler was back in form and a looming threat.

In Guyana with rain on the horizon ahead of the semi final, Rohit lost the toss. But then tosses don't win cricket matches, effort does, and he was effort personified. Yet again Virat was dismissed early but Rohit powered on. Shots across the ground, it was a telling statement. A new India was on show and the captain was shaping the narrative himself. It was his innings that set it all up and England just managed to get past 100, losing by 68 runs.

The story isn't fully understood if we don't speak of Rohit the leader. Butler had hit three fours of Arshdeep and England was off to a flier. India needed to get Butler and of all people Rohit turned to Axar. That's when the mistake came. A dreaded reverse sweep and Butler was dismissed. India, all of a sudden, was back in control. A series of inspired bowling changes followed and in no time England was vanquished and Adelaide 2022 redeemed.

But then we had made multiple finals under Rohit and it wasn't something radically new in the annals of our history. A finals defeat would still count as failure and Rohit knew it more than anyone. With





Rahul Dravid in tow, the head coach too would walk into sunset after the final, Rohit had no option but to script history and win. For South Africa the finals was a good showing. For India, it was par. A routine effort and the fans wouldn't be satisfied. You had to go the distance and be world champions. Nothing else mattered and it was the ultimate Test of Rohit the leader.

A final is more often than not won in the mind. It is way more mental than anything else. Skill doesn't really matter and you need to believe you can go the distance. Hold nerve and take the hard calls. At a time when South Africa was cruising and just needed 27 of 28 balls with 5 wickets still in hand, which included Henrik Klassen and David Miller, most teams would have given up. Captains are bound to feel the pressure and Rohit did too. But then he needed to stay calm. Be in the present and not give up. Deal with the adversity and figure out a way. Find a solution to the crisis and keep his boys motivated. 10 minutes of magic is what India needed and Rohit was invested with the responsibility of generating that magic. He went to Hardik and many felt it could cost him dear. Klassen, in red hot form, would attack Hardik and one good over meant it was all but over for India. Rohit, however, felt otherwise. He backed his Mumbai teammate and entrusted him the responsibility when it mattered the most. This is what a true leader does. Against all odds, backs a teammate to deliver. Make him feel special and give him the confidence. Rohit did the same with Hardik and while it was apparent that he was feeling the tension, Hardik delivered with the very first ball. It was a nothing shot from Klassen

and Pant gobbled the edge with glee. Rohit had managed to break open and India could sense a chance. Yes South Africa still held the aces with David Miller out there but the door had just about started to open.

This was the moment that decided the game. Could India and Rohit go in for the kill or could South Africa hold nerve? With three overs still to go it was expected that Rohit would go to Arshdeep, Jasprit Bumrah and Hardik in that order. Bumrah normally bowls the 19th over and always has the task of giving the team the maximum cushion. Not so against South Africa. Rohit went to Bumrah in the 18th over itself and played his trump card. He was on the prowl and wasn't willing to hold back anymore. It was a frontal attack and all he needed was a wicket. Shape the narrative himself and induce the mistake rather than wait for South Africa to commit it. And yet again for Rohit the move paid off. Bumrah bowled a sensational delivery to Marco Jansen who was beaten all ends up and the leg stump bail went for a real long walk. The last recognised batting pair had been dismantled and South Africa had started to feel the pressure. You could see from Rohit's body language that he was doing everything to stay calm. In fact, he was gesticulating after every ball urging his teammates to stay calm and focussed and just follow the process. It was much like the General marshalling his troops and such is his acceptance, everyone was following like clockwork. And it was only when the fifth ball was bowled and the catch taken that Rohit let his emotions come out. The match had been won with a ball to be bowled and the Indian skipper couldn't hold it anymore.



VIRAT KOHLI

It is a debate that was unthinkable a year earlier. The first name in the Indian line-up was that of Virat Kohli. With an average of 50 plus and with a strike rate of 140, Kohli was India's go-to man even in the shortest format of the game. However, with a slump in form and with others like Surya Kumar Yadav and Shreyas Iyer providing interesting alternatives, Kohli's place in the team had become a subject of serious discussion ahead of the World T-20 in the US and the Caribbean.

Does Virat Kohli walk into India's T-20 World cup line-up was the question asked? Virat is just too good a player to be ignored. To say that he hadn't scored at a strike rate acceptable in the IPL wasn't fair. At the same time the approach of Surya was particularly refreshing and with Rohit settled at the top and playing a particular kind of cricket, Virat's position in the playing eleven was under scrutiny.

Frankly, it can never be about Virat in isolation. If we are speaking about Virat the batsman he can and will walk into any team in the world. Having said that it is more about team balance rather than Virat the batsman.

A conservative approach to batting hasn't worked for India in T-20 cricket. And that's what Rohit was determined to change in the US and Caribbean. And that's where he made the bold move of asking

Virat to open with him. If he failed, there will be Virat to take control. For a large part of the world cup, it seemed to be not working with Virat not scoring the way we have seen him do. Many even suggested that he is asked to bat at his usual number 3 for the final. The Indians, however, were determined. They knew what he is capable of and also knew that come the big final, he would certainly step up. It is something skipper Rohit Sharma alluded to in his press conferences time and again and in doing so continued to back his talisman and pied piper.

While Virat has forever been under scrutiny in his career, the T-20 World cup was of huge importance. He needed to win it for India and end the curse of 11 years. And in doing so, play a stellar role in the campaign.

He had his opportunity in the final when India was three down for nothing. They needed him to bat the full distance and take the team to a total they could defend. He did. Exploding after he had reached his 50, his innings of 76 in the final had given India a chance. A lifeline that the bowlers made full use of and won the title. It was an innings that had settled every debate. An effort that got Virat back to the position he had made his own and allowed him to retire from a format as a legend of the sport.

What worked for him is the fact that he knew the team isn't dependant on him anymore. With match





winners all around him, he could ease himself into the role designated for him and do the job assigned without having to think too much about the consequences.

India knew that a Virat in prime form is still better than the best in the world and that's what was evident to us all in the final. It was a retirement like no other and showed what sport can do and that it can indeed be a stuff of dreams.

Towards a multi sport nation

Indian sport has rarely had it as good as in 2024. Make no mistake there will be challenges. Fitness issues and more. There will always be a heartbreak like Vinesh Phogat. How could you ever deal with a situation where you lose out on a possible Olympic gold medal by just being overweight by a meagre 100 grams? Luck, so very important in sport, will always be a factor. But in 2024, India seems ready. Keen and poised to take on the world and make a sporting statement.

Lets be fair. 10 medals in Paris 2024 did not look a pipedream. While we won less, many came close and there was all-round progress. The 2023 world cup failure notwithstanding, hockey under Craig Fulton is on an upward curve and India is the only country to win back to back medals at the Olympics.

The two disciplines where the Indians have started to dream big are shooting and hockey. Shooting has come a long way since the Tokyo debacle and if the 2023 Asian Games are an indication, the future is golden. India now has multiple world champions in the age group of 15-18 and if they are well protected by the NRAI, Suma Shirur and other mentors, they have every reason to deliver in Paris. A strong national championship is always an indication of the depth of a particular sport and the most recent one has seen seriously high scores from India's leading shooters. In Sift Samra, Manu Bhaker, Esha Singh, Aishwary Tomar not to forget Akhil Sheoran, Sarabjot Singh, India has a crop, which can easily be labelled the golden generation of Indian shooting.

The good thing is there is hope in other sports as well. In boxing we continue to have Nikhat Zareen and Lovlina Borgohain and with the brilliant Nishant Dev shaping up well, 2026 Asian should see better results than Paris. In wrestling, the

Vinesh retirement notwithstanding, Antim is at par with the world's best and if she can do what he did at the world championships and the Asian games, she can emulate Sushil and Yogeshwar at LA in 2028. Aman too is a huge hope if handled well.

For the first time perhaps athletics too looks good. Neeraj Chopra is the best in the world and the 4x400 relay team has shown improvement. Avinash Sable too has stepped up and it could well be a strong Indian showing going forward.

With Manika Batra and Sreeja Akula doing the same in Table Tennis, India's dream of becoming a multi sporting nation finally seems possible. And if Rohan Bopanna can make a dream comeback in 2023 at age 43, nothing is impossible anymore.

Cricket, too is back in best shape with the world cup win. In white ball cricket, India is a force to reckon with and has broken the ICC trophy finals jinx. Most importantly, the bench strength, key to continuous success of any sporting unit, is looking good in all formats.

As we look slightly ahead at 2024 and cast a glance on the year end tour to Australia, the team looks all but ready. The core is in place and with Rishabh back in full fitness, the middle order vacuum has been filled. While Rohit and Virat continue to be two of the best players of the red ball game, it will be interesting to see what they do going forward now that they have retired from the T-20 format. If only the players' workloads can be balanced well and if only the fast bowlers get some much needed rest, India will be ready to mount a strong challenge for the WTC title coming at the back of a stellar win in the world T-20 in the Caribbean.

For the women too the story is similar. We are poised to mount a strong challenge for an ICC trophy in October with Harmanpreet leading from the front. Jemimah is clearly the most improved player in the last few months and could be the breakout star. Smriti too is now the most consistent batter in the world and it will help India challenge Australia and England in ICC tournaments.

In sum then, Indian sport in 2024 is on the cusp. A revolution is underway and it is not all talk. We can see action on the ground and that's what gives us hope – that India is turning a new leaf and is no longer just consuming sport but also playing it.



CHAPTER 12

BOX OFFICE AND BEYOND: BOLLYWOOD UNBOXED

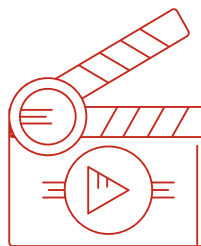
EXPERT TAKE BY KOMAL NAHTA

Komal Nahta is a renowned figure in the Indian film industry. He began his career in the family business, contributing to the publication of the film trade magazine Film Information. Nahta's insights on films and the film business are frequently featured on leading television channels.

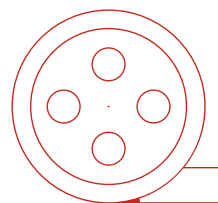
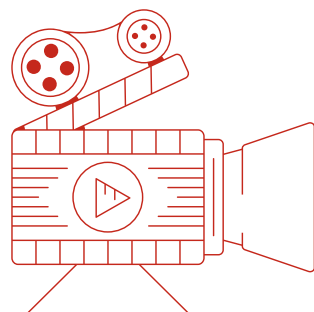
He gained widespread recognition as the host of ETC Bollywood Business, leading the show for a decade. Nahta has served on the advisory boards of many top companies.

He runs a YT Channel 'Komal Nahta Official' where he talks about contemporary movies that are popular among millions of viewers.

KOMAL NAHTA FILM TRADE ANALYST



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BOLLYWOOD: “PICTURE ABHI BAAKI HAI” - THRIVING AGAINST ALL ODDS



COVID-19 changed the movie-viewing habits of people so drastically that they were talking in terms of the demise of cinema as a platform of entertainment. OTT seemed to have completely taken over our lives. But even as obituaries of cinema were being written, the Hindi film industry took giant strides at the box-office last year. Four blockbusters — **Pathaan**, **Gadar 2**, **Jawan** and **Animal** — in one calendar year! What else could one want? Of the aforementioned four, three became the highest-grossing Hindi films of all time, surpassing the domestic business of *Bahubali 2: The Conclusion* (Hindi dubbed version) after six long years! And the fourth – *Animal* – proved to be the biggest ever adult-certified film! While all these films were big-budget extravaganzas, this year's medium-budgeted *Stree 2* is already threatening to join the list of all-time Hindi blockbusters crossing the esteemed ₹500-crore club.

Not just in terms of domestic box-office numbers, India is also making its mark internationally – both, in terms of gate collections and awards – now more than ever. Payal Kapadia's

All We Imagine Is Light won the second-biggest honour at the Cannes film festival this year. Anasuya Sengupta made history by becoming the first Indian to bag the award for the best actress, again at the 77th Cannes film fete. And how can we forget the hysteria which the Oscar-winning *Naatu Naatu* song from S.S. Rajamouli's **RRR** created last year? These awards underline the fact that our once-ignored movies are now the toast of the world. This apart, the genius of our behind-the-scenes technicians may not even be known to the majority of movie buffs. It may surprise many to know that seven Academy Awards for Best Visual Effects given to Hollywood films (**Inception**, **Interstellar**, **Ex Machina**, **Blade Runner 2049**, **First Man**, **Tenet** and **Dune**) rightfully need to be celebrated in India as much because the effects have been the work of an Indian computer graphics company (DNEG, erstwhile Prime Focus, owned by Bollywood's Namit Malhotra). Several BAFTA and Emmy awards to Hollywood films are also thanks to the jaw-dropping work done by the same Indian company.



OVERSEAS REVENUES: “ABHI TOH PARTY SHURU HUI HAI”

In terms of Overseas box-office numbers too, the average grosses of Hindi films abroad have doubled from \$10 million pre-COVID to \$20 million post-COVID. This is no mean achievement for an industry which works with probably 10% of the budgets of Hollywood films and is technologically not half as advanced. Shah Rukh Khan's **Jawan** and **Pathaan** grossed \$45 million and \$50 million respectively in the Overseas territory! Compare this with the \$12.5 million gross of the same actor's **Ra.One** (2011) or the \$5 million of his **Chalte Chalte** (2003) and you will understand how the lure of Bollywood films is increasing with each passing year. Nobody could've imagined these terrific box-office numbers a decade ago! The 25-30% annual growth rate is much higher today than it ever was. That's partly because Bollywood films are now being released in more number of screens and

more markets (read countries) than in the past. Of course, higher ticket prices are also a factor but more than anything else, all of this underlines the fact that the audience for our films abroad have grown in sheer numbers.

Clearly, the Indian film industry has come a long way from the days of *tambu* cinema when technically poor films used to be screened in make-shift tents (*tambus*) as permanent cinemas were few and far between. Today, a silent movie may be a work of art to be marvelled at, but the Indian film industry started in 1913 with the silent Raja Harishchandra not because it was meant to be a style statement but because we did not have the technology to marry sound and moving images. Colour came into our movies almost two decades later but colour films became the norm only from the late 1950s, before which most films were made in Black and White (B&W).





GOVERNMENT SUPPORT “DIL MAANGE MORE”

The rapid progress and growth of the Indian film industry forebodes happy tidings for the country which has one of the largest film industries in the world with an annual production of 1,800 films made in more than 20 different languages! And yet, the total box-office revenue of Bollywood is only ₹120 billion, according to the 2023 FICCI-EY report. No doubt, it is growing but the low number of screens in the country – with less than 10,000 cinemas, India has only 6 per capita – has slowed the rate of growth of Bollywood. Despite all the roadblocks, the fact is that Bollywood is marching from strength to strength. It provides employment to almost 2 million people while also supporting many ancillary industries like food, transport, etc. Considering the contribution of the film industry to the national exchequer and to foreign exchange, the governments over the years have done precious little to uplift the film industry. I don't remember when was the last time the entertainment industry found a mention in the Union Budget for a positive reason. So, it's actually very creditable that Bollywood continues to shine and grow the way it does, not just in India but also the world over.

The day may actually not be far when Tom Cruise and Margot Robbie might envy the international popularity of Ranbir Kapoor or Alia Bhatt. Or when the name of our very own SS (Rajamouli) is taken in the same breath as Hollywood's SS (Steven Spielberg). This is not mere wishful thinking, it may become a reality in the years to come, considering the giant strides Bollywood is taking on the international entertainment map – both, in terms of awards and box-office rewards.

BEYOND BOUNDARIES: “DIL DHADAKNE DO, DESH SE VIDESH TAK”

Till the last decade, the Overseas box-office takings of Bollywood films annually used to be in the region of ₹800 crore (\$100-110 million) but the total in 2023 was ₹2,800 crore (\$350 million), denoting a jump of more than 300% in just 10 years! Of course, our films are consumed almost totally by the Indian diaspora but one hopes, Bollywood films will also appeal to the crossover audience in the years to come. This confidence comes partly because we have had a roaring success Overseas in **The Lunchbox** (2013) on the support of crossover audience – of the film's total gross of ₹100 crore, approximately ₹75 crore came from Overseas – and partly because of the growing popularity of Bollywood songs among foreigners. In fact, the song-dance routines as part of the main narrative is what separates our films from not just Hollywood but also Korean and other cinemas and gives our films a unique identity.

Therefore, although the share of Indian cinema (all languages combined) today at the worldwide box-office is 3-4%, the same might grow to 30-40% in, say, the next two decades. This is because there's a whole breed of young Indian filmmakers who understand what the international audience want and hence are keen to make films to cater to the world at large while keeping the content Indian at heart.





IT'S BOLLYWOOD V/S HOLLYWOOD: BARBIE'S FANTASY VS. PATHAAN'S POWER

Undoubtedly, India still has a long way to go as far as worldwide box-office receipts are concerned, but it is also a fact that Indian films are at the threshold of conquering the imagination of the world. Last year's biggest Hollywood blockbuster, **Barbie**, alone grossed \$1,500 million (₹12,000 crore) whereas the total Indian domestic box-office of 2023 was around ₹12,400 crore. But one can say with utmost confidence that this gap will only reduce in the years to come because alongside the increasing popularity of our films abroad, the business of Indian films domestically is also increasing. The good thing is that in the case of films which appeal to the public in India as well as Overseas, the contribution of Overseas business to the total box-office is increasing. For a film like **Pathaan**, the all-India gross of ₹650 crore compared rather favourably with the Overseas gross of ₹400-425 crore.

OTT KA KAMAAL AND THEATRE KA DHAMAAL

You might wonder how I am so gung-ho about an industry which is losing ground to the OTT industry, what with platforms like Netflix, Amazon Prime, Disney+ Hotstar and our home-grown Jio becoming forces to reckon with. Notwithstanding the significance of these platforms in the total earnings of film producers and technicians now, it is also a fact that our obsession with the box-office is not diminishing. It's because even people, who had started to consume entertainment on digital platforms, have realised that digital platforms may be a more convenient way of watching films/series but they can never replicate the thrill of cinema halls where you watch a film in the dark, surrounded by people who you may never have met earlier and, perhaps, never would meet in the future or, at least, not recognise them if they were to cross your paths someday else. The experience of the collective laughter, the synchronised sobs and sighs in the theatres is being sorely missed by people who had become addicted to the small screens in their homes. They so want to visit the cinemas all over again. And they are doing so! Yes, a small section of the audience may have almost bid goodbye to the big screen but there is still a sizeable chunk which enjoys a film in the movie hall. And till that continues, Bollywood is not dying, whatever the naysayers might predict.



There is a myth about film business that needs to be called out: that only spectacular films will henceforth work at the ticket windows. It is not spectacular cinema per se which will weave its magic at the box-office but entertaining cinema which will do the trick. **Stree 2** in August did not have any spectacular sets or crazy budget outlays but it is still the biggest blockbuster of this year so far. Its entertainment quotient is so high that the sequel had to click with the public.

INDIAN CINEMA: TUJH MEIN 'MUSIC' DIKHTA HAI

In fact, the Indian cinema industry is alive and kicking. But the allied music industry is surely not in the pink of health. And for that, it is only the producers, filmmakers, music composers and lyricists to blame. It is not as if the public is tired of consuming hit songs. Far from it! The thirst for hit music is insatiable but for some strange reason, makers seem to have stopped working hard on their music. There is no rationale behind this but

it's a fact that our movies nowadays don't boast of super-hit songs like they used to till a few years ago. With the exception of some producers like Karan Johar and Dinesh Vijan, who regularly and unfailingly churn out hit and super-hit tunes for their films, producers by and large seem to have forgotten to make great and popular music. Of course, as platforms like Spotify would indicate, the non-film music industry is flourishing and, in fact, doing far better than the film music industry. Frankly, that could be one reason why several big-budget and big star-cast films are not even opening to bumper houses, let alone scoring well in the days following their release. After all, for the Hindi cinema-going audience, the two most important factors which attract them to the theatres are a film's songs and its trailer. If the trailer piques their interest and if the music appeals to the ears, you can bet that the public will at least make a beeline for the cinemas in the initial weekend. After that, of course, it is the content which will stand the film in good or bad stead.



BOX OFFICE KO SAMAJHNA, MUSHKIL HI NAHI NAAMUMKIN HAI

Film business is considered one of the most speculative in the world. No genre, no director, no actor, no writer, no release strategy, no promotional campaign can guarantee success. In that sense, distributors who invest crores of rupees to acquire the distribution rights of films from producers play blind. Most of the time, deals between producers and distributors are struck without the latter being shown the films. Frankly, even if they are shown the film before a deal is struck, the final outcome of the film at the turnstiles depends on how much the public likes or dislikes that film.

It must be said to the credit of the film industry that in spite of such vagaries of the business, Bollywood wields the soft power that it does on the public. The debate on whether films reflect reality or the real world emulates films is a never-ending one, but that aside, it cannot be denied that films can influence people's thinking. Having

said this, it must be added that nobody ever watches a film to be educated. That is the job of our schools and colleges. That is why, when films and film people are dragged to the court day in and day out for "hurting people's sentiments", it's almost a foregone conclusion that victory will be the film people's. But the nuisance value of such mindless litigation can be daunting for the industry people. If films have to contribute to the Viksit Bharat 2047 vision, it would be in the fitness of things for the government to protect the film industry and its people from such frivolous court cases.

After all, the film industry is making its mark rapidly not only on the Indian population but also the world over. Although only 15-20% of the films produced in India cross the shores and hit international screens, it cannot be denied that the share of Overseas revenues which our films are generating has been increasing over the years. More power to films! More power to the film industry!!



EXPERT TALK

SIDDHARTH ROY KAPUR

Founder and MD of Roy Kapur Films

Siddharth Roy Kapur is an Indian film producer and the founder of Roy Kapur Films. He is the former managing director of The Walt Disney Company India and the former president of the Producers Guild of India in a tenure lasting six terms.





FROM STREAMING WARS TO GLOBAL IMPACT: SIDDHARTH ROY KAPUR ON BOLLYWOOD'S NEXT BIG LEAP



“The kind of soft power we wield is immeasurable and that can be taken to the world the way Hollywood has done for the last one century”

Q WITH THE PROLIFERATION OF OTT PLATFORMS, IT WAS FEARED THAT CINEMA BUSINESS MAY BE RELEGATED TO THE SIDELINES. IS THE FEAR BASELESS OR IS THERE TRUTH IN THE STORY?

A With every new technology, there's always been the fear that that will obliterate a past technology. With the advent of cinema, it was feared that radio would be eliminated. Then you had television threatening to eclipse cinema, you had home video, laser discs, now you have streaming. But these are all modes of distribution of content. Finally, it is all about the audience wanting to enjoy

content in different settings and have different experiences. So, I don't believe that the cinematic experience is ever going to go away. I think, any new form of technology will co-exist with the past ones and that is very beneficial to content creators because you have so many more avenues for what you create to be seen. The industry has more avenues of revenue because of that.



Q IS BOLLYWOOD MAKING THE RIGHT KIND OF FILMS TO MAKE INDIA A GREATER FORCE TO RECKON WITH INTERNATIONALLY?

A When talking about our films internationally, let us admit that we've been victims of our own success. For, due to the large audience we've had within India and also the Indian diaspora around the world, we haven't thus far really felt the need to cater to a global audience at all like, say, the other smaller film industries around the world such as French

cinema or Italian cinema have had to do. But now that we have filmmakers who are well-versed in the grammar of story-telling which appeals to Western audience and, simultaneously, are very rooted in Indian themes, I anticipate that in the next decade, you will see a lot more movies crossing over to a global audience than you had in the past.

Q IN WHICH AREAS DOES BOLLYWOOD NEED TO PULL UP ITS SOCKS TO COMPETE WITH HOLLYWOOD?

A As far as the Hindi film industry versus Hollywood debate is concerned, I think, we have gone pretty far when it comes to our craft vis-à-vis the budgets available to us. All the technical aspects of our films are so much superior today than they used to be in the past. We also have the best of technology to help us and we are able to make films in very limited budgets as compared to what is available to a Hollywood film. The area in which we can make the most progress is in

the writing department because Hollywood has enjoyed a culture of structured institutions which have helped writers to hone their craft and skills and has taught writers the art of screen writing. On the other hand, in India, it is raw talent that has to find its way and then come up the hard way without having the benefit of training. If, as an industry, we can come together to provide much more training to our writers, that would be the biggest service to the industry.

Q WHERE IS BOLLYWOOD HEADED? FIVE YEARS FROM NOW, WHERE DO YOU SEE THE HINDI FILM INDUSTRY?

A I think, the Hindi film industry is at a very interesting inflection point right now. After the pandemic, it's clear that the box-office really rewards films that are able to reach out in a deep way to a mass audience. Such films are rewarded with exceptionally higher box-office returns than even what they might have earned prior to the pandemic. Correspondingly, films which are not able to connect with the audience or are not cinematic in their appeal fall flat and are not even given the bare minimum

that they used to get before the pandemic. It is all about survival of the fittest at this point of time and that's probably a good thing for the creative community because we all will be forced to focus on those subjects which have cinematic potential and mass theatrical appeal. Conversely, content which is not in that direction may have to take to streaming platforms. That means, all types of content gets made but only the right kind finds its way to the big screens.



On the taxation level, there has already been some movement, and I think, it is important that we continue to lobby to ensure that the film industry is taxed at lower levels because cinema today provides mass entertainment and brings relief to a huge mass base in their daily lives and hence it is important for it to be encouraged.

Q

WHAT CAN THE GOVERNMENT DO TO HELP BOLLYWOOD IN TERMS OF LAWS, CONCESSIONS AND TAXES?

A

The best thing the government can do is to allow the film industry to create without any risk of censorship with regard to controversial material. We have the Central Board of Film Certification (CBFC) that has, to a large extent, been very permissive in terms of the kinds of content that they have let come on to the screens. The problem really comes from certain elements within civil society, who create a ruckus at the time of a film's release. So, if the government can proactively take measures either in statements they make or in actions they take to ensure that these

elements are not given any confidence that their protests will be encouraged and that films will be allowed to release smoothly even if they deal with subjects that might be more controversial, that would be a big help for the film industry. On the taxation level, there has already been some movement, and I think, it is important that we continue to lobby to ensure that the film industry is taxed at lower levels because cinema today provides mass entertainment and brings relief to a huge mass base in their daily lives and hence it is important for it to be encouraged.



Q IS FILM CENSORSHIP AN UNNECESSARY EVIL, ESPECIALLY TODAY IN THE TIMES OF THE INTERNET?

A I've never been a fan of film censorship. I strongly believe that if someone can cast his vote, can drive, can drink, he can also watch a movie of his own choice and thereafter, choose to like it or not like it. We probably give too much credence to the impact which a film can have on society. Our institutions like families and schools are the ones

which create individuals. Beyond a point, films will not have an impact on changing social mores or the way people behave. It's just that it is a low-hanging fruit which can be easily plucked to be able to make a point. I definitely believe that there should be a light touch when talking about film censorship.

Q HOW WILL BOLLYWOOD CONTRIBUTE TO THE VIKSIT BHARAT 2047 VISION?

A When it comes to what we can do to commemorate Viksit Bharat 2047, the best thing for the industry is to take forward the India story to the world. The kind of soft power we wield is immeasurable and that can be taken to the world the way Hollywood has done for the last one century, and the Korean film industry has done so

sensationally over the last decade or more. I think, in the next decade or two, it is India's turn to do that and to really make an indelible mark while ensuring that the India story in all its richness, colour, beauty and depth is taken out to the world with our music, our art, our culture, our food – all these through our films.

**CHAPTER 13**

POWERING THE INDIAN ASCENT: THE PROMISE OF INSURANCE FOR INDIA

EXPERT TAKE BY ANUP RAU

Anup Rau currently serves as the MD & CEO at Future Generali India Insurance. Anup is an industry veteran with an illustrious career spanning over 26 years. Of this, he has over two decades of rich experience in the insurance industry and has held unique positions to lead companies in both Life and P&C Insurance sectors. An impactful CEO, he is the recipient of multiple accolades and awards. Anup believes in the 'human touch', which explains the reason behind his passion and single-minded goal to make insurance a product accessible to one and all.

ANUP RAU

MD & CEO,

FUTURE GENERALI INDIA INSURANCE CO. LTD.





EMPOWERING ASPIRATIONS, SECURING FUTURES: THE INDIAN INSURANCE LANDSCAPE; 2047 AND BEYOND

**“The future is already here –
it’s just not very evenly
distributed.”**

- William Gibson

India stands as a beacon of hope amid global political and economic turmoil. As the fastest-growing major economy, our key macroeconomic indicators show positive momentum. The recent successful general elections reaffirm our unwavering commitment to democracy, equality, and sustainable development goals.

Today, the world – especially the Global South – looks to India to lead on key issues, from economic and social inclusivity to environmental sustainability. Our emphasis on people-centric and collective growth has paid rich dividends. While many will vehemently disagree, I for one strongly believe that India has a form of “compassionate capitalism”. No other country on the globe offers subsidies to over 800 million people.

As we advance in our growth story, the approach to financial security has also evolved significantly. **The New India is no longer satisfied with mere financial inclusion or standardised, industrial-scale cookie-cutter offerings.** Instead, it seeks genuine financial empowerment through customised products and services tailored to individual needs.

India’s insurance sector is poised for its most significant reforms to date. The Insurance Regulatory and Development Authority of India (IRDAI) has set an ambitious vision of “Insurance for All by 2047”, prompting stakeholders to explore

innovative yet prudent ways to expand affordable coverage. The upcoming Insurance Laws Amendment Bill, expected to receive approval by year-end, is further set to unlock the sector’s full potential.

A virtuous cycle of growth and investment can only gain momentum when there is adequate insurance as a shock absorber against unforeseen events. Insurance serves as a stabiliser, shielding against vulnerabilities. A comprehensive suite of insurance products covers the entire life cycle of individuals and businesses, enhancing resilience. Accessible, comprehensive and affordable insurance & capital at the level of individual households and a stable policy regime foster an environment that attracts foreign capital and strengthens domestic companies.

One of the key challenges, however, for the insurance industry **is to provide affordable products and expand coverage.** Leveraging digital public infrastructure (DPI) can help reduce costs and extend essential insurance products to underserved areas. Initiatives like Bima Sugam, Bima Vistaar and Bima Vahaks will pave the way. Similar to the Jan Dhan-Aadhaar-Mobile or JAM Trinity, it is anticipated that the Insurance Trinity will make Insurance solutions more affordable and, at the same time, more comprehensive and accessible to a broader population.



“But very, very few people or organisations know why they do what they do. And by “why” I don’t mean “to make a profit”. That’s a result. It’s always a result. By “why”, I mean: What’s your purpose?”

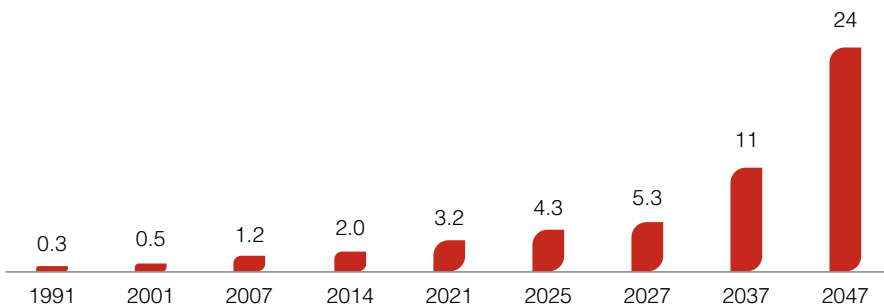
- Simon Sinek

THE GOLDEN CIRCLE

India’s growth story remains robust, with global institutions increasingly looking to India to help lift the world economy. India’s growth projections underscore our institutional strength, effective welfare policies, and political stability. It’s no surprise, then, that the International Monetary Fund (IMF) has upgraded India’s GDP forecast for FY2024-25 by 20 basis points to 7% in its latest ‘World Economic Outlook’ report. This optimism is also mirrored in our stock market indices, which have reached historic highs.

It is worth noting that the Indian economy took 60 years to reach \$1 trillion, with the second and third trillion taking seven years each, while the fourth trillion took just four years. Looking forward, the economy is likely to add over 500 billion dollars annually; averaged between 2027 and 2037 – or a trillion every 2 years. In less than a decade and a half, we will see the compounding fly-wheel effect in full force – India will likely add over 1 trillion dollars per year from 2037 to 2047 – the same trillion, first of which took us 60 years to get to! One can’t overstate the enormity and the magnitude of the impact, and even more importantly, the opportunity, in the coming decades.

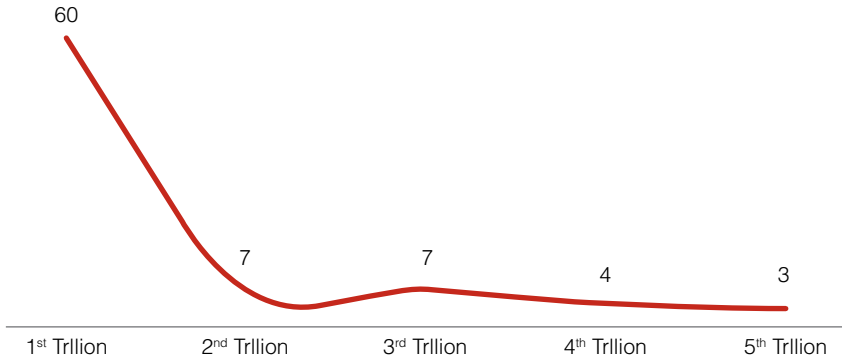
The Fastest Growing Major Economy India GDP (USD Trillion)



Source: IMF and Future Generali; Based on estimates from 2025 onwards



Time taken for GDP to increase by a Trillion USD

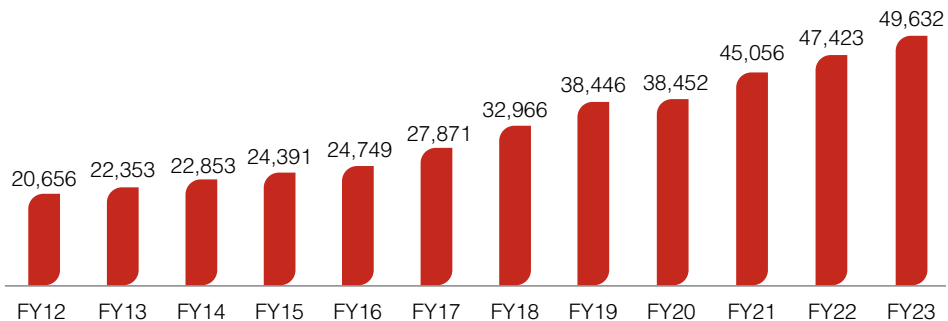


Source: IMF and Future Generali India Insurance; Based on estimates from 2025

This renewed hope and belief has also influenced the investment behaviour of Indian investors. Once known as a nation of savers, India is now embracing greater risk, with individuals investing not just for market gains but also in their dreams and ideas. In the last seven years, mutual fund systematic investment plans (SIP) contribution has seen over a fourfold rise, as per data released

by the Association of Mutual Funds (AMFI). An assessment of data by the Reserve Bank of India, or RBI, indicates that the share of bank deposits in gross financial savings of households has fallen to 29.4% from its long-term average of 33%, whereas the share of mutual funds has risen considerably to 6% from 2%.

Household savings (₹ billion)



Note: The data is for the financial year ending March 31. Source: Ministry of Statistics and Programme Implementation, CRISIL MI&A



In this evolving paradigm, as Indian investors realign their portfolios, where does the insurance industry stand? Are we prepared to offer them the right mix of traditional and innovative products that not only ensure their financial security but also empower them to pursue their ambitions and take risks in new ventures, knowing there's a safety net for the unforeseen.

In a country like India, where the immediate often takes precedence over long-term planning, we must develop solutions that are not only localised but also hyper-personalised. One effective way to achieve this is by leveraging the Digital Public Infrastructure (DPI), which has the potential to significantly boost both insurance penetration and density, enabling us to leapfrog ahead in the industry.

A World Bank report states that the Jan Dhan, Aadhaar, and Mobile, or JAM Trinity, has propelled the financial inclusion rate from 25% in 2008 to over 80% of adults in the last six years, a journey

shortened by up to 47 years thanks to DPIs. The World Bank notes that we have leveraged the 'India Stack' – namely digital ID, digital payments, and data exchange – to improve financial inclusion, increase formalisation in the economy, and improve public and private service delivery.

But before we dive into that, let's assess where we currently stand and what the insurance sector must deliver as **we embark on the Revolutionary Road to achieving financial stability, security, and prosperity for a Viksit Bharat.**

According to the IRDAI 2022–23 Annual Report, India is projected to become the sixth-largest insurance market by 2032. With a premium volume of 131 billion (with 1.9% share USD in global insurance premium), we are currently ranked tenth. In contrast, China's insurance industry, the world's second-largest, had total assets of 29.6 trillion yuan (\$4.1 trillion) by the end of September 2023, according to data from the National Administration of Financial Regulation (NAFR).





Premium Volume by Region in the World 2022

(USD Billions)

Region	Life	Non-life	Total
Advanced Markets	2,140.47 (38.93)	3,356.40 (61.07)	5,496.87 (100)
Emerging markets	672.56 (52.32)	612.80 (47.67)	1,285.35 (100)
Asia-Pacific	1,032.81 (59.87)	692.16 (40.12)	1,724.97 (100)
India	99.50 (75.60)	31.53 (24.40)	131.60 (100)
World	2,813.03 (41.47)	3,969.20 (58.52)	6,782.23 (100)

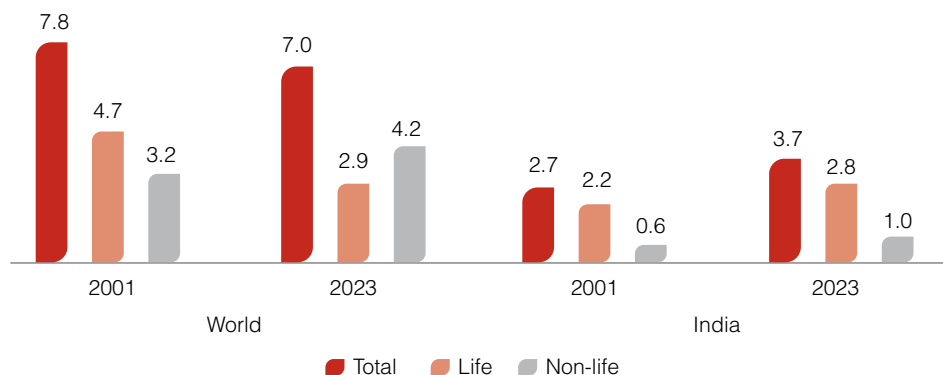
Source: Swiss Re Sigma World Insurance Report (No. 03/2023).

Note: Figures in bracket represent percent to total

A closer look at our data, and we find that the challenges that present themselves are no less daunting. The IRDAI, states that, as per the Swiss Re Sigma Report, penetration of the life insurance sector in India reduced from 3.2% in 2021-22 to 3% in 2022-23, and the same for

the Property and Casualty insurance (P&C), also called Non-Life insurance, insurance sector remained at 1% in both of these years. As such, India's overall insurance penetration reduced to 4% in 2022-23 from the level of 4.2% in 2021-22.

Insurance penetration (%)



Source: Swiss Re, IRDAI Handbook of Indian Insurance Statistics, CRISIL MI&A



In the P&C insurance sector, we see that it is health insurance that is doing the heavy lifting. According to the IRDAI report, health insurance clearly stands out as the largest segment, contributing 38.02% of the total premium, up from 36.48% in 2021-22. This segment experienced a growth of 21.32% compared to 26.27% in the previous year, with premiums rising from ₹805 billion in

2021-22 to ₹976 billion in 2022-23,. Additionally, the P&C insurers issued 302 million policies in the year 2022-23 reflecting an increase of 13.60%. In terms of underwriting, this segment underwrote a total direct premium of ₹2.57 trillion in India during 2022-23, reflecting an uptick of 16.40% from the previous year.

NEAR-TERM POSSIBILITIES

Smartphone shipments in India grew by 8-10% in the March 2024 quarter, according to various reports. A 2023 International Telecommunication Union (ITU) report highlights that India has some of the lowest mobile service prices globally. A basic mobile, voice, and data package—140 minutes, 70 SMS, and 2GB of data—costs around ₹157. In comparison, neighbouring countries like China, Bhutan, Bangladesh, and Nepal have higher prices, ranging from ₹229 to ₹737. In countries such as the United States, Australia, South Africa, the United Kingdom, and Russia, prices are significantly higher, ranging from ₹546 to ₹4,090.

So it comes as no surprise that the Internet and Mobile Association of India (IAMAI) estimates that the number of smartphone users in India is expected to exceed 1 billion by 2025. Their report estimates that 56 percent of all new internet users in India will come from rural areas, and 65 percent of new internet users are expected to be female, reflecting an important step toward greater gender parity in digital engagement. Revenue as a percentage of GDP in India doesn't fully capture the extent of penetration. India has one of the deepest mobile penetration and the fastest internet or data consumption growth rates in the world.

A similar trend is expected in the insurance sector. The insurance regulator has taken steps to boost penetration, and intense competition among insurers has led to

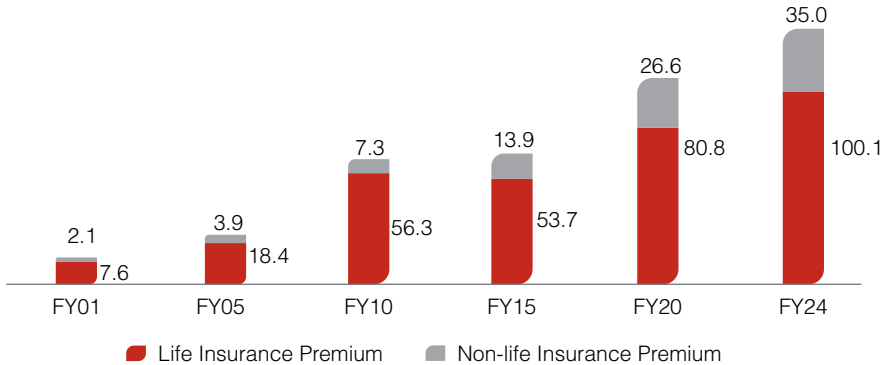
stable or even lower premiums in areas like motor own-damage and crop insurance. Premiums for Term plans have reduced by over 50% over the last 2 decades, even despite the hardening of rates post COVID. Lower premiums coupled with the increased affordability on account of rising per capita income is making insurance more accessible and attractive every passing year. This will significantly increase penetration in terms of protection coverage, but will not reflect in the premium collection figures.

These developments bode well for the Indian consumer, who will benefit from more affordable insurance coverage, just as they currently enjoy some of the cheapest data and phone services in the world. Just like in the case of mobile telephony, premiums as a percentage of GDP may not accurately reflect the true level of penetration.

A robust-free market economy will always deliver equity and equality faster than a controlled economy. The government's revenue, reliant on tax collections, depends on the healthy performance of the private sector. This revenue is crucial for sustaining subsidies and interventions for 800 million Indians, building world-class infrastructure, modernising our defence forces, and establishing institutions of primary and higher learning, hospitals, and essential public goods for even the most remote households.



Insurance Premium (in USD Billion)



Source: Insurance Regulatory and Development Authority of India (IRDAI) Handbook of Indian Insurance Statistics, public disclosure of players, CRISIL MI&A

There's no doubt that the insurance sector has immense potential in India, especially as we focus on expanding infrastructure in areas like roads, special economic zones, aviation, and ports. Besides, as a developing economy, with successive governments prioritising the upliftment of the people, there has been a relentless emphasis on social sector initiatives and healthcare.

Despite this potential, the insurance industry is yet to break free from its constraints and realise its full potential. To successfully navigate and complete the Golden Circle, which ultimately benefits society as a whole, it's crucial that we adopt a more structured and unified approach, focussing on addressing the fundamentals.



PREPARING FOR THE FUTURE: SUPERHUMANS & EMERGING TECHNOLOGIES

'The Answer to the Great Question... Of Life, the Universe and Everything... Is.... Forty-two,' said Deep Thought, with infinite majesty and calm - The Hitchhiker's Guide to the Galaxy.

The assumption that traditional insurance products covering known risks like life, health, accidents, motor, factories, pets, or key management personnel (KMP) will solely drive insurance growth is increasingly out of touch as civilisation continues its relentless march. Will this century see us becoming a multi-planetary species as Elon Musk predicts?

Today, as you're building your fantasy cricket team on one of the many platforms, you probably know that in more evolved markets, insurance products already exist to protect against player injuries, suspensions, or other unexpected events. While it may take some time for these innovative products to gain critical mass in India, in our increasingly globalised world, we'll witness many such intersections that will redefine our perception of insurance. At Future Generali General Insurance, we have this interesting product for Golfers - It pays for drinks for all players on the course if one gets a hole-in-one! (Tradition demands that the ace Golfer pays for the celebration and drinks; and while a hole-in-one is rare, it can seriously dent one's pocket!) As India transitions towards a \$24 trillion economy by 2047, this growth will be driven significantly by our startup ecosystem. Already the world's third-largest with over 1,00,000 startups – a remarkable jump from just 45 in 2016 – the critical question is how insurers can empower these ventures and help them evolve into unicorns.

Instead of offering a generic bouquet of industrial insurance products, the challenge lies in identifying the unique needs of each startup and providing tailored solutions that ensure both safety and productive innovation. A one-size-fits-all product won't

adequately serve the diverse demands of the MedTech, FinTech, or AgroTech sectors, nor will it do justice to the entrepreneurial spirit that drives new ideas and fosters innovation.

Emerging technologies will redefine not only how we buy insurance but also what we buy it for, as new risks arise from their applications. The role of insurance will extend beyond merely spreading and reducing risks; it will also be crucial in ensuring the safe integration of these advanced technologies into our daily lives.

The traditional virtuous cycle in the insurance industry – where insurance solutions promote safe practices that lower the risk of loss – will need to be reimaged. At the recent Berkshire Hathaway AGM, Warren Buffett was asked about the impact of driverless / autonomous cars on Insurers. Wouldn't lower accidents lead to dampening demand for motor insurance? Buffett's response was classic – what's good for people, cannot be bad thing, he said. What the questioner however missed is that the liability in this scenario will now move away from the customer to the manufacturer. In all likelihood, the manufacturer will now have to buy the insurance and add it to the cost of the car now being shipped. So guess who still pays for it?

Coming back – Key challenges arise, such as whether we can trust the data or if new data will render existing information obsolete. As the US troops discovered in the middle-east, Humint or Human Intelligence is still a key ingredient, not at all dispensable. How can we design insurance products for autonomous vehicles that haven't been tested on Indian roads? Similarly, how can we insure home delivery drones that must first navigate the maze of electric poles and wires in our densely packed residential areas? Addressing these challenges will be essential for the future of insurance in an increasingly tech-driven world.



BAHUBALI: THE AGE OF SUPERHUMANS

In April this year, Beijing-based Xinzhida Neurotechnology introduced a brain-computer interface (BCI) implant called Neucyber, successfully tested on a monkey to control a robotic arm with mere thoughts. Meanwhile, in the Western hemisphere, Elon Musk's Neuralink has also made significant strides, with its first human BCI implant deemed a success. Musk envisions hundreds of people with Neuralinks in just a few years, possibly tens of thousands within five years, and millions within a decade.

Are we, as insurers, prepared to provide coverage for these "superhumans"? With some billionaires already experimenting with plasma infusions to reverse ageing and manage cognitive decline, the boundaries of what insurance needs to cover are expanding rapidly. While plasma infusions may seem futuristic, the growing accessibility of advanced medical services and new treatments for managing incurable diseases like cancer demands that we innovate. We must offer our customers simple straightforward insurance solutions for the complexity coming up on the horizon.

Is a simple term life insurance product still sufficient, or would an annuity product that combines protection and investment be more suitable? We already are semi-bionic. Wearables such as ear pods and smart watches, continuous glucose monitoring patches, heart monitoring stickers are a reality today. This century will see human beings enhanced with sub-cutaneous implants. How will insurers treat these products, and more importantly the wearers? Will my health insurance cover the breakdown of these implant and the costs to remedy them?

These are critical questions that require deeper introspection as we navigate the evolving landscape of insurance in an era of unprecedented technological and medical advancements.

Fun Fact: Future Generali General Insurance covered the risks related to the film Bahubali 2 from pre to post-production, and everything in between!



A VIRTUOUS CYCLE OF GROWTH

At the heart of this virtuous cycle is the symbiotic relationship between economic growth, insurance penetration, and investment. Let me elaborate:

1. Economic Growth Drives Insurance Penetration:

- As a country's GDP expands, it naturally leads to an increase in the disposable income and wealth of its citizens.
- This rising affluence creates a heightened demand for financial security and risk management products, fuelling the growth of the insurance industry.
- The insurance sector, in turn, is able to offer a broader range of solutions, from life and health coverage to property and liability protection, catering to the evolving needs of the population.

2. Insurance Penetration Enhances Risk Management:

- As insurance penetration increases, more individuals and businesses gain access to essential risk management tools.
- This enables them to protect their assets, incomes, and livelihoods from unexpected events, providing a critical safety net.

- With this cushion in place, people and enterprises feel more confident in taking calculated risks, pursuing new opportunities, and making long-term investments.

3. Improved Risk Management Boosts Investment:

- When individuals and businesses have the assurance of effective risk mitigation through insurance, they are more inclined to invest in ambitious projects, innovative ventures, and future-oriented initiatives.
- This surge in investment, in turn, fuels economic growth, creating a positive feedback loop that reinforces the virtuous cycle.

Through innovative risk management solutions, the insurance sector serves as a catalyst for investment, innovation, and sustainable development, ultimately contributing to the long-term prosperity and resilience of the global economy.

But this requires challenging the notion that insurance products can continued to be sold like industrial commodities. We need a more nuanced approach to engage with customers, understanding their specific needs, and determining how our insurance solutions can provide the safety cushion that encourages them to take risks confidently.





The world we envision for the coming decades is vastly different from the one we inhabit today. Technological advancements, demographic shifts, and emerging global risks will redefine the operating landscape for insurers. To navigate this volatile environment, the industry must embrace a strategic and adaptable approach that anticipates change and positions the sector for long-term success.

At the heart of this transformation lies a redefinition of the roles played by the government and the private insurance industry. **India's commitment to social welfare and inclusive development will remain a cornerstone, but the traditional welfare state model will need to evolve to ensure sustainability and responsiveness to the diverse needs of the population.**

Harnessing the Power of Data and Emerging Technologies

The key to unlocking the full potential of the Indian insurance industry in 2047 lies in its ability to harness the transformative power of data and emerging technologies. Insurers that can effectively leverage advanced analytics, artificial intelligence, and the Internet of Things will be better equipped to deliver hyper-personalised products and services, enhance risk assessment, and optimise operational efficiency.

Usage-based insurance models, which leverage telematics and real-time data, are already gaining traction in India. These solutions align premiums with individual risk profiles and usage patterns, improving customer experience and incentivising risk-mitigating behaviours.

Furthermore, the integration of insurance within everyday digital platforms, such as e-commerce, mobility, and financial management apps, has the potential to drive greater adoption and engagement.

As insurers embrace these technological advancements, they must address the ethical and regulatory implications, ensuring that the use of data and AI-powered decision-making upholds the highest standards of privacy, fairness, and consumer protection. Proactive engagement with policymakers will be crucial in navigating this evolving landscape and unlocking the full potential of digital transformation.

Building a Resilient and Sustainable Insurance Ecosystem

The insurance industry in India must prioritise the development of a more resilient and sustainable business model to address emerging risks posed by climate change, cyber threats, and other global challenges. This will require a multifaceted approach that encompasses risk diversification, innovative risk transfer mechanisms, and a heightened focus on environmental, social, and governance (ESG) considerations.

Insurers should explore the potential of parametric insurance solutions, which rapidly process, and release claims based on pre-defined triggers, to mitigate the impact of natural disasters and weather-related events. According to Swiss Re estimates, the global parametric insurance market could grow to \$29.3 billion by 2031.¹





Furthermore, insurers must embed sustainability and social responsibility into the core of their operations, aligning their product offerings and investment decisions with the broader environmental and societal goals of the nation.

As the world grapples with the consequences of climate change, the insurance industry in India must be at the forefront of addressing these challenges, leveraging its expertise and resources to mitigate risks, promote climate adaptation, and support the transition to a low-carbon economy.

Redefining the Role of the Welfare State

India's commitment to social welfare and inclusive development will continue to shape its economic and social policies, but the traditional welfare state model will need to evolve. **The government's role should shift towards providing a robust, yet flexible, social safety net that serves as a foundation for the insurance ecosystem.** This could involve targeted assistance programmes and technology-enabled delivery mechanisms to ensure equitable access to essential risk management tools. Public-Private Partnerships (PPP) can accelerate welfare coverage and delivery. Pradhan Mantri Fasal Bima Yojana or PMFBY is a great example of a very successful PPP; in which the state and central governments provide subsidies to farmers and the Insurers compete for clusters to provide coverage.

Vision 2047: Beyond numbers

What is India's vision for 2047? Can we break the middle-income trap and sustain double-

digit growth for the next two decades? The government envisions a \$30 trillion economy with a per-capita income of \$18,000–\$20,000, supported by strong public finances and a robust financial sector. (Even our more modest estimates of a \$24 trillion economy will easily move us into a middle-economy economy on per capita basis.) There is also a target to develop 3-4 global champions in every sector through mergers, restructuring, and fostering indigenous industry and innovation. By 2047, the aim is for India to become a technology-driven, knowledge-based economy with strong public finances and a resilient financial sector.

The insurance industry must play a complementary role, offering customised solutions that cater to the diverse needs and preferences of the expanding middle class and use insurance to drive affluence. By fostering a symbiotic relationship between the public and private sectors, India can harness the strengths of both to create a comprehensive and resilient risk management framework.

The Indian insurance market is likely to have the fastest growing insurance sector within the G20 group over the next five years² and one can consider that the overall growth of the economy will continue to expand the insurance sector at a brisk rate. This growth will be fuelled by not just the rising affluence of the middle class, but equally increasing penetration in underserved areas through our digital stack, and personalised risk management solutions.

Number of Registered Insurers and Reinsurers

Type of Insurer	Public Sector	Private Sector	Total
Life	1	24	25
General	4	21	25
Stand-alone Health	–	5	5
Specialized	2	–	2
Re-insurers	1	11	12
Total	8	61	69

Note: The IRDAI vide order ref. No. IRDA/F&A/ORD/SOLP/200/11/2019 dated November 06, 2019 issued directions to the Reliance Health Insurance Ltd. to stop selling new policies.



The Insurance Laws (Amendment) Bill, 2022 proposes significant changes, including the introduction of a composite license for insurers, allowing them to offer Life, General, and Health insurance under a single entity. The bill also seeks to remove the ₹100 crore minimum paid-up equity capital requirement for conducting life, general, and health insurance business, marking a major overhaul of the insurance framework. This move could open up the sector to more players.

We have too few players for a country and economy of our size. The number of players servicing the Indian market currently is comparable to much smaller emerging markets such as Malaysia and South Africa. Developed markets on the other hand have a much broader and deeper insurance market – the United States has over 5,000 insurers, the United Kingdom around 400, and Singapore over 200. The differential capital requirements proposed in the Bill also aims to attract new entrants of varying scales and sizes, similar to the banking sector. In Banking, private and public sector giants and smaller entities like small finance banks and payment banks co-exist and there is plenty of room for even more! A similar approach in insurance will cater to the diverse geographical and customer segments.

The Future of the Indian Insurance Landscape

According to a latest report from Swiss Re, it is estimated that Asia alone will contribute 91 million people to the global consumer class (defined as those spending at least \$12 per day in purchasing power parity terms), with 81% coming from China and India. Eleven other markets – Bangladesh, Brazil, Egypt, Indonesia, Nigeria, Pakistan, Thailand, Turkey, and Vietnam – will each add 1 million more new consumers to the global shopping population. The same report also points out that **India, one of the key emerging Asian markets, saw a considerable slowdown in 2023, with fading risk awareness** and a change in tax norms for high-ticket policies weighing on new business.

The immediate challenges for insurers, regulators, and the government include building awareness to boost insurance penetration and coverage, expanding cashless facilities, and standardising treatment costs to drive the growth of health insurance.

According to government data, since 2015, when the government liberalised the foreign direct investment, or FDI, norms, and allowed at first 49% FDI in 2015 and increased it to 74% in 2021, **the sector has received close to ₹54,000 crore as FDI.**





The big question now is how to sustain this momentum. We need to find the right mix that addresses the key issues: providing basic insurance solutions, offering innovative products, and encouraging the adoption of insurance to mitigate financial losses. Additionally, we must tackle the shortage of trained manpower in the sector. The government recently highlighted the need to increase the number of professionally trained and certified actuaries from just over 600 to 4,500 by 2025 and 25,000 by 2030.

Several key trends are likely to shape the evolution of the Indian insurance industry in the decades leading up to 2047:

1. **Hyper-personalisation and Embedded Insurance:** The seamless integration of insurance within digital platforms, combined with predictive analytics and AI, will enable insurers to deliver highly customised solutions.
2. **Innovative Risk Transfer Mechanisms:** The industry will explore alternative risk transfer solutions, such as parametric insurance and insurance-linked securities, to enhance its ability to manage emerging risks.
3. **Sustainability and ESG-focussed Solutions:** Insurers will prioritise products and services aligned with environmental, social, and governance objectives, catering to growing consumer demand.
4. **Ecosystem Collaboration and Open Insurance:** Insurers will forge deeper partnerships with InsurTech startups and digital platforms to create a more interconnected, collaborative ecosystem.
5. **Intelligent Automation and Augmented Decision-making:** Advanced technologies will enable insurers to streamline operations, enhance underwriting, and improve the customer experience.
6. **Talent Transformation and Upskilling:** Insurance organisations will invest heavily in reskilling and upskilling their workforce to drive innovation and maintain a competitive edge.

By embracing these emerging trends and adapting their strategies, the Indian insurance industry can position itself as a global leader in risk management, contributing to the country's continued economic and social progress.

Conclusion: Charting the Path to a Secure and Prosperous Future

Will future humans embark on intergalactic journeys, gliding through galaxies and planets? Or will wormholes finally unlock their mysteries, enabling us to traverse vast distances in the blink of an eye? While our imaginations soar with these possibilities, the certainty of such advancements remains elusive. Yet, the rapid progress in computational power and the explosion of data from interconnected devices is already reshaping insurance products with innovations driven by mundane factors such as our daily commute.

As we gaze into the horizon of 2047, the Indian insurance industry stands poised to undergo a remarkable transformation – one that will shape the financial security and dreams of a billion and a half-strong nation. This is no mere evolution, but a revolution in risk management, fuelled by innovation, technology, and an unwavering commitment to empowering the aspirations of the New India.



The next two decades will see the insurance sector emerge as a true partner in progress, seamlessly integrating with the digital fabric of our lives, delivering hyper-personalised solutions, and harnessing the power of data to mitigate emerging

risks. From parametric insurance that rapidly responds to natural disasters, to ESG-aligned products that promote sustainability, the industry will redefine its role as a catalyst for economic growth and social resilience.

**“Big Things Happen
When You Do the Little
Things Right”**

- Don Gabor

The journey ahead is not without its challenges, but the indomitable spirit of innovation that courses through the veins of this industry will see us through. With a laser-sharp focus on expanding access, enhancing customer experience, and cultivating a future-ready workforce, the Indian insurance sector will solidify its position as a beacon of financial security and a driver of national prosperity.

This is our moment to seize, to craft a legacy that will echo through the decades and inspire generations to come. United in our vision, we will transform the insurance landscape, empowering the aspirations of a Viksit Bharat and securing the futures of a billion dreams.

A year ago, in an interview, I spoke about Future Generali's commitment to being a lifelong partner for our customers, standing by them through every stage of their journey. Our goal is not just to help our customers realize their dreams and make them come true, but at the same time protect them from their deepest fears, if they ever come true. In an industry that demands innovation, personalization, and standout solutions, we believe our approach is not only crucial for realizing India's vision for 2047 but also for shaping a brighter, more secure future well beyond that.

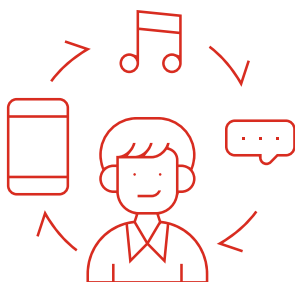
For us, Viksit Bharat in and by the Amrit Kaal is just the beginning. We are judged by the legacy we leave behind, and there has been no better time, there is indeed no better time than this to leave a lasting one.

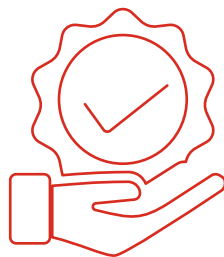
References:

¹ Swiss Re, <https://corporate.solutions.swissre.com/insights/knowledge/evolution-of-parametric-insurance.html>. Accessed on 31/08/2024.

² Swiss Re, <https://www.swissre.com/institute/research/topics-and-risk-dialogues/economy-and-insurance-outlook/india-insurance-market-growing-fast-build-resilience.html>







PARALLELS OF EXCELLENCE





BUILDING INDIA INTO AN INSURANCE SUPERPOWER

ABOUT US

AT FUTURE GENERALI INDIA INSURANCE (FGII), WE EMBODY THE SPIRIT OF INDIA – RESILIENT, DIVERSE, AND FORWARD-THINKING. JUST AS INDIA THRIVES THROUGH ITS RICH CULTURAL HERITAGE, DYNAMIC ECONOMY, AND UNWAVERING PURSUIT OF PROGRESS, FGII THRIVES THROUGH ITS ECOSYSTEM OF PRODUCTS, SYSTEMS, NETWORK, AND MANAGEMENT. OUR COMMITMENT TO ENHANCING LIVES WITH OUR INNOVATIVE INSURANCE SOLUTIONS MIRRORS INDIA'S DEDICATION TO GROWTH AND EXCELLENCE.



OUR COMPANY

Future Generali India Insurance Company Limited, a joint venture between the Generali Group – a 190+ year-old legacy global insurance business with a majority 74% stake, and the Future Group – the game changers in retail trade in India. FGII was set up in 2006 with the objective of providing retail, commercial, personal, and rural insurance solutions to individuals and corporates, in order to help them manage and mitigate risks. FGII broke even in FY 2013-14 – a landmark achievement in just six years of operations.

Leveraging the brand, network, and consumer understanding of the Future Group and the global insurance insights and expertise of the Generali Group, our entire ecosystem of products, systems, network, and management is oriented towards improving people's lives through insurance.

As in the past, our performance in the year under review showcases the continuous efforts of our team to deliver excellence. The resilience of our business model, the robust presence we have across various segments of the insurance sector, and the strength of our relationships with our customers and other stakeholders, are testament to our hard work.

On the strength of our past and our vision for the future, we have been enhancing our digital footprint, innovating with best-in-class insurance solutions and services, building a strong brand connection with customers and progressing with a people-first approach. These remain our key priorities.

Today, with over ₹7,473 crore assets under management in FY 2023-24 and Gross Written Premium (GWP) of ₹5,003 crore, Future Generali India Insurance has firmly established its credentials in the general insurance industry.

Currently amongst India's top ten private general insurance players, Future Generali became a 'Great Place to Work' certified company for the fifth time in a row (October 2023–October 2024) as per the prestigious Great Place to Work® Institute. We have been ranked in the top 100 **India's Best Companies to Work** for 3 years in a row now. FGII is the proud recipient of several awards and recognitions, the most recent being the Golden Peacock Awards 2022 for Excellence in Corporate Governance, Silver Award from ICAI for excellence in Financial Reporting for the year 2022-23 and The Economic Times Best Brands Awards 2022.





OUR AMBITION

VISION

Our vision is to actively protect and enhance people's lives.

MISSION

Our mission is to be the first choice by delivering relevant and accessible insurance solutions.

VALUES

DELIVER ON THE PROMISE

We are bound by a long-term contract of mutual trust with our people, customers, and stakeholders; all of our work is about improving the lives of our customers.

BE OPEN

We are curious, approachable, and an empowered group of people. Our open and diverse mindsets enable us to look at things from a different perspective.

VALUE OUR PEOPLE

We value our people, encourage diversity, and invest in continuous learning and growth by creating a transparent, cohesive, and accessible working environment. We believe that empowering our people will ensure our Company's long-term future.

LIVE THE COMMUNITY

We are proud to belong to a global group with strong, sustainable, and long-lasting relationships in every market in which we operate. Our markets are our homes.





PRODUCTS PORTFOLIO: AS DIVERSE AS INDIA'S CULTURE

PERSONAL



Motor Insurance



Health Insurance



Travel Insurance



Personal Accident



Lifestyle Insurance



Pet Dog Insurance

COMMERCIAL



Property Insurance



Engineering Insurance



Liability Insurance



Marine Insurance



Commercial Insurance



Group Health Products



Event Insurance

SOCIAL/RURAL



Sukshma Hospi-Cash
(Micro-insurance)



Cattle
Livestock Insurance



Farmer's Package



PMFBY



Pradhan Mantri Suraksha Bima Yojana
(PMSBY) Insurance



KEY HIGHLIGHTS - FY 2023-24

₹5,003 crore

Gross Written Premium

₹7,473 crore

Assets Under Management

106%

NCoR*

3.7 MN

Active Customers

36,802

Agents (including Point of Sales Persons)

160

Places of Business

2,625

Employees

3,900+

Corporate Clients

* NCoR is on NWP basis

A FINE INNINGS

A single impactful action can create a lasting legacy, shaping the future and inspiring the next generation. At FGII, the legacy of our parent company continues to inspire us to work with dedication towards sustained excellence, much like how India's rich heritage and history motivate us to strive for continuous growth and progress.

PARENTAGE

Generali is one of the largest global insurance and asset management providers. Established in 1831, it is present in over 50 countries in the world, with a total premium income of € 82.5 billion in 2023. With almost 82,000 employees serving 70 million customers, the Group has a leading position in Europe and a growing presence in Asia and Latin America. At the heart of Generali's strategy is its Lifetime Partner commitment to customers, achieved through innovative and personalised solutions, best-in-class customer experience and its digitalised global distribution capabilities. The Group has fully embedded sustainability into all strategic choices, with the aim of creating value for all stakeholders while building a fairer and more resilient society.

CUSTOMER-CENTRIC APPROACH

We focus on providing clients with value-based solutions by establishing strong and committed relationships, trust, and ensuring continuous improvement and innovation with the desired result. This is why our NPS performance is steadily improving. In FY 2023-24, we exceeded our previous year's results with an impressive NPS score of 66.4.

MULTI-CHANNEL AND MULTI-LOCATION ARCHITECTURE

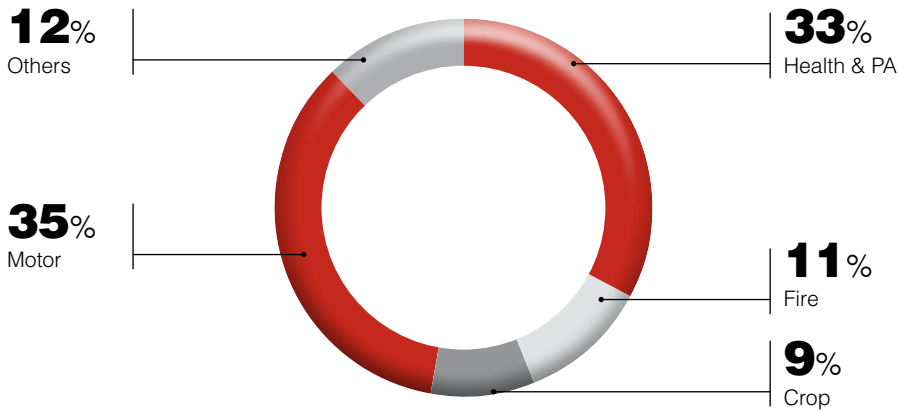
We have a nationwide physical presence, operating in major cities across India. We also have a large pool of individual agents, certified insurance facilitators, and other distributors. At the same time, our digital presence is rapidly growing. Our physical and digital channels work in harmony to provide a differentiated experience to our customers.

DIVERSIFIED PORTFOLIO

Our strong product suite is a well-balanced portfolio, which offers high-quality service and products to individuals. We also offer protection products to businesses in the domains of Property, Engineering, Marine, Liability, Miscellaneous, etc., alongside Group Health insurance plans.

FY 2023-24 - SEGMENT MIX

Percentage based on Gross Direct Premium Income (GDPI)



Strategic Priorities

- Gaining market share profitably and in a capital-efficient manner
- Bringing to market innovative and need-based products that speak to the customers' evolving lifestyle
- Improving ease of doing business by re-engineering processes
- Strengthening our brand funnel through scalable marketing campaigns and a customer-centric approach
- Accelerating digital transformation for sustainable growth
- Continuing to build our retail presence and strengthen our distribution footprint
- Maintaining growth momentum through a 'people-first' approach
- Continuing to provide best-in-class experience to our customers



ROARING AHEAD: INSURING INDIA'S FUTURE

Parveen Kumar Gupta,

**Chairman & Independent Director,
Future Generali India Insurance**

Over the last two decades, the insurance industry in India has experienced impressive growth, driven by greater private sector participation, enhanced distribution capabilities, and significant improvements in operational efficiencies. Then came the Covid-19 pandemic in 2020, bringing with it a heightened risk awareness around personal health and financial security and a sea change in consumer behaviour.

Chairman's Message

These are promising times for the industry. The general insurance industry in India is growing at 13% annually and is expected to reach \$57.3 billion by 2028^[1]

Acclimating to the new norm, by 2022, the insurance industry underwent numerous transformations, including new developments, modified regulations, proposals for amendments, and overall growth. Circa 2024, these changes have opened new avenues for industry growth, ensuring that insurers remain relevant amid changing times and digital disruptions. Today, the industry stands proudly at the forefront of innovation and resilience.

These are promising times for the industry. The general insurance industry in India is growing at 13% annually and is expected to reach \$57.3 billion by 2028^[1]. In fact, India is currently the 10th largest insurance market in the world. And as per the Insurance Regulatory and Development Authority of India (IRDAI), we will be the sixth-largest insurance market within a decade, leapfrogging Germany, Canada, Italy, and South Korea. In January 2024, Swiss Re,



[1] <https://www.insurancebusinessmag.com/asia/news/breaking-news/indias-general-insurance-sector-projected-to-reach-57-3-billion-by-2028-489387.aspx>



Technologies do come with challenges such as data privacy and security concerns, compliance complexities, potential biases, and implementation costs. Nevertheless, they can be addressed through strategic planning and investment.

too, predicted that over the next five years (2024-28), total insurance premiums in India will grow by 7.1% in real terms, well above the global average of 2.4% and the emerging market average of 5.1%. Non-life premiums are forecast to grow by an annual average of 8.3% during the same period. Penetration of general insurance in India is just 1.0% of the GDP. Therefore, bolstered by the vigilant and progressive IRDAI, which is on a mission to introduce 'Insurance for all by 2047', indeed India's insurance industry is poised for a 'Big Roar' in the global insurance landscape.

VIRTUAL ASSISTANTS, REAL IMPACT

In response to the many emerging challenges and disruptions, the insurance industry is increasingly leveraging technology and innovation. The integration of technology and Artificial Intelligence (AI) is pivotal in reducing operational costs and increasing customer satisfaction. AI is rapidly transforming industries worldwide, and India is no exception. India's Artificial Intelligence (AI) market is expected to reach \$7.8 billion

by 2025 growing at a CAGR of 20.2%, as per an International Data Corporation (IDC) report. The adoption of AI, machine learning, and big data analytics allows insurers to refine their risk assessment models and enhance their predictive capabilities.

In keeping with the times, at FGII, accelerated digitisation across various channels has been a key aspect of our strategy since the past few years. Our focus already spans the entire customer value chain, streamlining everything from policy delivery to claims processing to renewals. Our revolutionary chatbot, LEO, is built using advanced automations, Machine Learning (ML), and Natural Language Processing (NLP) and delivers customer engagement that is on par with live agents. LEO also has several features that make it a valuable tool for businesses – such as multilingual capabilities. It can chat in Hindi and English currently, and we aim to add other major Indian languages as well. In FY 2023-24, in a first in health insurance category, we also used AI in our agent films to promote our campaign for a new product, D.I.Y Health Insurance.

Technologies do come with challenges such as data privacy and security concerns, compliance complexities, potential biases, and implementation costs. Nevertheless, they can be addressed through strategic planning and investment. As technology advances, so do the risks associated with frauds, cybercrimes, and deep fakes. Insurers must enhance their protection measures to safeguard their customers. Cyber insurance too is becoming increasingly important as businesses and individuals seek protection against data breaches, ransomware attacks, and identity theft. Insurers need to develop comprehensive cyber risk assessment tools and offer robust policies that cover the evolving landscape of cyber threats.

NAVIGATING GEOPOLITICAL CURRENTS

The interconnectedness of geopolitics and insurance is undeniable – as geopolitical landscapes evolve, so do the risks and opportunities within the insurance sector. For insurers, understanding the implications of these changes is crucial for navigating the immediate impact on policies and coverage, as well as for developing long-term strategies to ensure resilience, adaptability, and competitiveness in an increasingly uncertain world.

The ongoing war in Ukraine, the Israel-Palestine conflict, the turmoil in Myanmar and South Sudan, unrest in the South China Sea, and Houthi missile attacks in the Red

Sea are just a few examples highlighting the extent to which geopolitical developments have been key determinants of global economic performance in 2024. Increased geopolitical fragmentation affects insurers and governments in their strategies for supply chain and energy security. The Covid-19 pandemic already threw light on the vulnerabilities in global supply chains. Geopolitics also has broader implications on food prices, global trade, and inflation.

Another factor that cannot be ignored are the elections around the world, which are also likely to have a significant impact on the direction of the global economy. India's 2024 general election was the biggest the world has ever seen. By the end of 2024, 64 countries around the world – accounting for over 60% of the world's economic output and more than half of its population – would have gone to the polls! And the effect on the economy will be seen not only through potential changes in trade and investment policies but also by increased uncertainty and polarisation. Changes in political leadership and government policies can also lead to shifts in the regulatory environment. For us, at FGII, this means staying compliant with new regulations, which can range from data protection laws to solvency requirements. We continue to keep a close eye on all geopolitical events, be it conflicts, trade disputes, or regulatory changes brought by new governments, to adjust our risk assessment, pricing policy, and management strategies.



WEATHERING THE STORM OF CLIMATE CHANGE

Climate change stands out as a major contributor to the evolving landscape of the current global economy, and therefore, it has profound implications for the insurance sector as well. The increasing frequency and severity of natural disasters, such as hurricanes, floods, and wildfires, have led to a surge in claims, challenging the financial stability of insurers across the world. Governments worldwide are implementing policies to combat climate change. And so are insurers by incorporating climate risk into their models and offering products that promote sustainability.

In FY 2023-24, FGII handled 10 major events; these included Cyclone Michaung in December 2023, floods in July-August 2023 in North India and Sikkim in October 2023. Prioritising climate adaptation and resilience in rebuilding infrastructure projects will significantly reduce financial losses from natural disasters.

In India, we are now dealing with the reality of the escalating frequency of catastrophic climate change events – especially in the hilly states of India – such as the recent incessant rains, landslides, and floods in Kerala, Himachal Pradesh, etc. And this

necessitates that these risks be accurately priced into insurance models, ensuring that the insurance industry has adequate capacity to cover related claims. There is an urgent need to encourage the development of innovative insurance solutions and regulations that support resilience and adaptation. We can facilitate and incentivise structural improvements both pre- and post-disaster through our policies, contributing to a more resilient society. By embracing these strategies in future, I believe FGII will be able to better navigate the challenges posed by climate change and support India's efforts towards a more sustainable future.

The good news is advancements in computing power and AI are driving more sophisticated climate event modelling, allowing for better risk assessment and pricing. Additionally, India is currently seeing a surging interest in sectors like renewable energy and electric vehicles, insurance in these sectors could be priced appropriately to encourage growth and sustainability. By offering their expertise, tools, and experience to actively support disaster risk assessment and management, insurance providers like FGII can help address protection gaps and truly serve as the society's financial safety net.

The Economic Survey of India hinted at the larger role that the private sector could play to drive employment and incomes. Taking cue, the budget focusses on supporting hiring, skilling and internships as an attempt to nudge the private sector to generate employment.

A PILLAR OF ECONOMIC GROWTH

India is expected to become the third-largest economy in the world with a GDP of \$5 trillion in the next three years and touch \$7 trillion by 2030 on the back of continued reforms. As India continues its journey towards becoming a global economic powerhouse, the insurance industry is poised to play a pivotal role in this growth story.

As we work together to contribute to India's growth story, we must acknowledge the new challenges that are emerging, particularly the urgent need to accelerate the transition to a low-carbon economy. This transition is crucial to limit the potentially dramatic consequences of climate change, which could otherwise undermine the progress we aim to achieve. Therefore, our industry must innovate and adapt, developing new strategies and solutions to address these environmental challenges. By doing so,

the insurance sector can not only secure the future for Indian citizens but also play a significant role in promoting sustainability and resilience.

Insurance not only provides a safety net against uncertainties but also supports economic development by mobilising savings, facilitating investments, and mitigating risks. In this transformative era, the insurance sector is set to be a cornerstone of India's growth, driving financial inclusion, supporting new industries, and fostering a resilient economy. Mark my words, in the coming years, armed with a new playbook, the insurance industry will not only successfully secure the future of all citizens of India, but will also drive India towards a more prosperous and sustainable future. And it is my strong belief that armed with our foresight, innovation, and focus on customer service, FGIL will lead the way.



Anup Rau

MD & CEO

Future Generali India Insurance

Over the next two decades, a lot needs to be done, and I am confident a lot will be done. In addition to modernising the agrarian economy, we must focus on transitioning towards a service and knowledge-driven economy – for both manufacturing and services – to achieve our future goals.

Q&A with MD & CEO





Q WHAT IS YOUR VISION FOR INDIA'S ECONOMY IN THE NEXT DECADE? WHAT ARE THE KEY FACTORS THAT WILL DETERMINE INDIA'S JOURNEY TOWARDS BEING A VIKSIT BHARAT?

A For sure, India's economy looks set to grow a lot over the next decade, with numerous indicators suggesting an upward trend. It is eminently possible for India to transition from being a major player in software and other services spanning sectors like BFSI and hospitality to a global leader in advanced manufacturing, technology, and services. For sure, India is work-in-process but has equally demonstrated capability – we pulled over 200 million out of poverty in the last 2 decades, shown a fivefold increase in per capita income in the same period and are well on our way to becoming the 3rd largest economy before the decade is out. India is an enormous consumer market, even excluding the bottom 60% of the households. Our export sector also shows promise, with India's services exports hitting \$ 341.1 billion in FY 2023-24 – reflecting our strong capabilities in IT, business services, and other knowledge-capital-intensive areas¹.

Over the next two decades, a lot needs to be done, and I am confident a lot will be done. In addition to modernising the agrarian economy, we must focus on transitioning towards a service and knowledge-driven economy – for both manufacturing and services – to achieve our future goals. Aside from that, I am particularly enthused about the potential of domestic capital mobilisation. As insurers, we have a unique opportunity to strengthen financial resilience by offering solutions for risk mitigation. This will encourage entrepreneurship and provide the fly-wheel effect to capex deployment, leading to a virtuous cycle.

While public-private partnerships continue to play a vital role, it is imperative that we focus on sustainable development to ensure our progress aligns with our environmental obligations. The India of the future is built on the decisions we make today, and it is our duty to guide these decisions with foresight and responsibility.

Q ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) FACTORS ARE TAKING ON GREATER SIGNIFICANCE IN CORPORATE DECISION-MAKING. HOW CAN CORPORATE INDIA ACTIVELY INTEGRATE ESG PRINCIPLES INTO ITS PRODUCTS AND SERVICES?

A In my opinion, actively integrating ESG principles into our products and services becomes far more achievable when we regard ESG not merely as a compliance obligation but as a strategic opportunity to generate long-term value. To genuinely accomplish this transformative shift, it is crucial to embed ESG considerations into our fundamental business strategies rather than treating them as isolated initiatives. A practical starting point could be our supply chains, focussing on fair wages, ethical sourcing, and safe working conditions. This promotes responsible business practices

and contributes to a sustainable, trained funnel of people and services. It is pertinent to recognise that this, over time, leads to the development of the quaternary sector; I repeat, as a country, we have an edge in the knowledge economy, and we should enable its growth exponentially.

At a fundamental level, underwriting sustainable projects and offering products that encourage environmentally responsible behaviour can lead to meaningful steps toward a greener future.

On the operational front, we are enthusiastic about the transformative potential of cloud adoption in streamlining and enhancing our processes. With 60% of insurers planning to move core systems to the cloud by 2025, we look forward to how this shift will help us manage and mine “big data” more effectively and scale our operations to meet your needs better.

Q

DIGITAL PLATFORMS AND DATA ANALYTICS ARE TRANSFORMING THE INSURANCE INDUSTRY GLOBALLY. HOW DOES DIGITALISATION INFLUENCE THE INDIAN INSURANCE MARKET, PARTICULARLY REGARDING CUSTOMER ENGAGEMENT AND OPERATIONAL EFFICIENCY?

A

There is no doubt whatsoever that digitalisation is truly changing the way we operate in the Indian insurance market. There have been remarkable improvements in both customer engagement and operational efficiency. Leveraging AI and machine learning has significantly improved our capacity to assess risks with precision, detect fraud, and customise our services to more effectively address individual needs. Further, we are brilliantly placed to offer cheap, yet cutting-edge and scalable home-grown solutions to the country and the world.

We've also seen a tighter embrace of chatbots and virtual assistants. For instance, our chatbot, LEO, not only provides support but also cheers you up with a well-timed joke! This is the kind of relationship we are looking to cultivate. With many Indian insurers either having such technologies in place or planning to, we're proud to be at the forefront of delivering faster, more personalised, and engaging customer service. Additionally, by optimising content

for voice search on voice-activated devices, we've further enhanced how we interact with our customers. That said, automation can initially lead to a temporary dip in customer experience – similar to the challenges faced with IVR systems – before improvements are realised. That kink in the experience should be made as brief and minor as possible before it smoothens out, as it always does.

On the operational front, we are enthusiastic about the transformative potential of cloud adoption in streamlining and enhancing our processes. With 60% of insurers planning to move core systems² to the cloud by 2025, we look forward to how this shift will help us manage and mine “big data” more effectively and scale our operations to meet your needs better.

This marks a significant step towards making our services more agile and responsive, and as a company, we are excited to be a part of this transformative journey.



Q HOW DO YOU SEE THE DEMOGRAPHICS PLAYING OUT IN INDIA OVER THE NEXT TWO DECADES?

A It is fascinating to watch how our country is evolving.

The middle class is set to nearly double to 61% by 2046-47³. It's crucial to comprehend the magnitude of this development as we move ahead. This means that India will finally transition to a middle-income economy on a per capita basis. More than that milestone or moment when we finally get to 50% (likely to be around 2040) of the country over the middle-class threshold, it's the journey to that milestone that will be exciting. Do note that next two decades will be the most pivotal in over a century, from the perspective of economic evolution and growth.

As a side note, the number of investors has tripled in just four years – from 31 million in March 2020 to 90 million in March 2024⁴, showing staggering retail house savings growth. This shift means we're not just selling policies anymore; we're becoming lifelong partners with our customers. It invites us to reassess our approach, drive innovation, and customise our offerings to more effectively address their needs.

The challenge for companies is to stay ahead of unexpected changes and provide solutions that customers didn't know they needed or wanted.

Q WHAT KEY TRENDS ARE SHAPING THE INSURANCE INDUSTRY IN INDIA, AND HOW CAN THE REGULATOR AND INDUSTRY PLAYERS DEEPEN THE MARKET?

A First, the good news: India's insurance industry is on the cusp of robust growth, with projections of mid-teens expansion in the coming years, driven by rising awareness and demand for diverse insurance products. In FY 2023-24, the general insurance sector saw a 13% growth, well set to touch \$ 50 billion by 2027. Health insurance, a major growth driver, saw premiums exceed ₹1 trillion, marking a 20.2% increase, while motor insurance, which accounts for about 50% of the P&C insurance business, grew by 12.9% to ₹91,781.3 crore.

The even better news? The P&C business penetration rate is just 1% of GDP in FY 2024, compared to the global average of 4% and the US rate of 9%. So, the prospects of the industry are more than bright for the next two decades or more.

However, some gaps need to be addressed from a social inclusion and protection imperative. Enhancing accessibility and affordability, particularly in rural areas, is critical. And the regulator has taken many measures to remedy this. For instance, Bima Vistaar is an innovative product that covers health, dwelling, and life and is priced affordably. Bima Vahak, another regulatory initiative, will facilitate last-mile delivery.

The rollout of cashless insurance at all hospitals is a pivotal step forward, smoothing out the bumps in healthcare access and building trust. Reforms like lifting age limits and shortening waiting periods in health insurance are widening the coverage lane, making it more inclusive.

As part of the IRDAI's "Insurance for All by 2047" initiative, industry players are actively working to increase penetration in underserved regions. For instance, in Sikkim, we have collaborated with the state government to leverage digital platforms, boost insurance awareness, and expand distribution channels, making insurance more accessible to vulnerable populations.

Product innovation and customisation are equally essential. India's diverse population requires solutions tailored to specific needs. The traditional one-size-fits-all approach is obsolete, and technology is now guiding insurers to understand consumer behaviour more intimately, enabling them to craft products that resonate with individual policyholders. This is where our focus on hyper-segmentation and customer-centric offerings can play a key role in driving adoption.

Lastly, the potential increase of FDI in general insurance to 100% under the draft Insurance Amendment Bill could be a game-changer, opening doors to crucial investments in underwriting large risks and even retail innovative products and peripheral services.

A collaborative approach between industry players, regulators, and the government will be key to achieving the vision of “Insurance for All by 2047”, positioning India as a leading global insurance market.

Q IN A YEAR MARKED BY SIGNIFICANT TRANSFORMATION FOR INDIA'S INSURANCE INDUSTRY, HOW DID FUTURE GENERALI FARE IN FY 2023-24? WHAT WERE THE COMPANY'S STANDOUT ACHIEVEMENTS BESIDES AND BEYOND THE NUMBERS?

A

In FY 2023-24, India's P&C insurance sector surged by 13.2%, propelled by a booming economy and rising disposable incomes. Riding this wave, our Company honed in on strengthening customer relationships, driving digital innovation, and sharpening our segmentation strategies, which solidified our market presence and spurred expansion nationwide. With a vast distribution network – over 21,500 agents, 120 bank partnerships, and strategic alliances – our reach across the country grew stronger than ever.

Our deep understanding of customer needs and an eye for market gaps led to groundbreaking products, pushing our Gross Written Premium (GWP) past a landmark of ₹5,000 crore and boosting net profit by 25.5% to ₹133 crore. Our relentless focus on delivering exceptional customer experiences and superior claims servicing elevated our Net Promoter Score (NPS) from 63.4 in FY 2022-23 to an industry-leading 66.4 in FY 2023-24.

We also reaffirmed our role as a champion of inclusivity. With specially-abled individuals making up 1% of our workforce, women representing over 20%, and ongoing efforts to welcome members of the LGBTQIA+ community, we have solidified our standing as inclusive employers, insurers, and responsible corporate citizens. These efforts earned us the 'Great Place to Work' certification for the fifth year in a row, along with a coveted spot in the Top 100 for three consecutive years.

Innovation remains central to our strategy. Through a thorough analysis of consumer

insights, we uncovered unmet needs and introduced a range of pioneering products. From the customisable D.I.Y Health Insurance, FG Health Absolute and Health PowHer, crafted specifically for women, to pet insurance to address the post-pandemic boom in pet adoptions, Our new offerings have disrupted the market and have contributed approximately 50% of our new business topline in retail health LOB. But our innovation doesn't stop at products; it extends to how we connect with our customers. Through digital media and influencer-driven campaigns like #DontBeAPlus1, we've engaged today's tech-savvy consumers in cost-effective yet impactful ways.

Reinforcing our conviction that technology and operational agility are key to our competitive edge, our AI-powered chatbot, LEO, is already transforming customer interactions. This fiscal, we pioneered AI-driven agent films to promote our D.I.Y Health Insurance, bringing an unprecedented level of hyper-personalisation to the distribution process – a first in the industry – and receiving a tremendous response from our distribution partners. With 56% of our customers embracing digital platforms, our commitment to digitisation is driving operational efficiency and reducing costs.

Recognised as the industry's most innovative brand, we embed innovation into every facet of our operations, setting our sights on a 20% growth in GWP to ₹6,000 crore in the coming fiscal year. At FGII, we're not just riding the wave of industry growth; we're at the helm, steering it forward.

1. <https://www.indiastrategic.in/india-registers-record-778-billion-export-in-2023-24/>
2. <https://www.equisoft.com/insights/insurance/3-major-themes-driving-insurance-technology-change-at-life-insurers>
3. https://www.business-standard.com/economy/news/indian-middle-class-will-nearly-double-to-61-by-2046-47-price-report-123070500864_1.html
4. <https://businessindia.co/magazine/the-rise-and-rise-of-retail-investors>



KEY PERFORMANCE HIGHLIGHTS

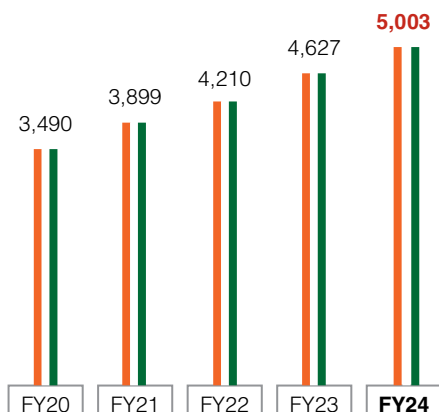
SOLVENCY RATIO

(%)



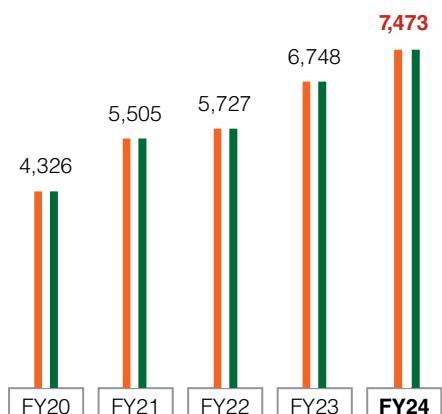
GROSS WRITTEN PREMIUM

(₹ crore)



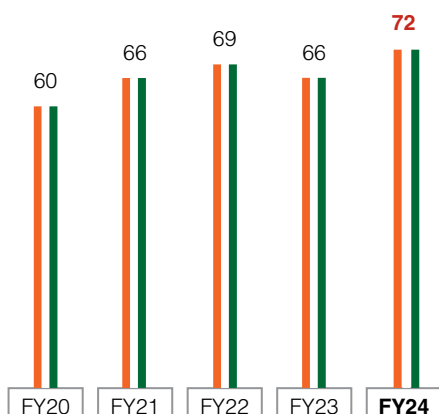
ASSETS UNDER MANAGEMENT

(₹ crore)



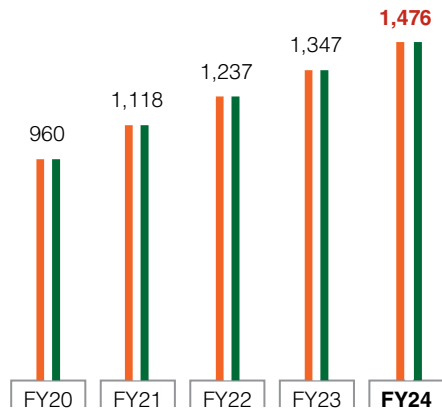
CLAIMS RATIO

(%)



NET WORTH

(₹ crore)



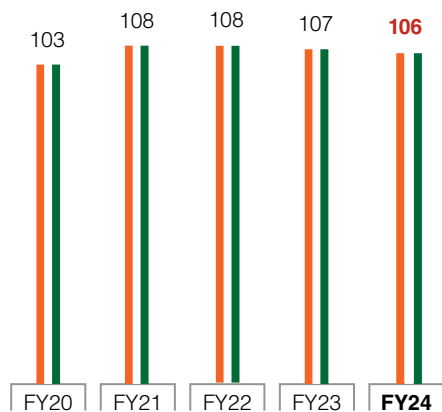
PROFIT AFTER TAX

(₹ crore)



NCoR*

(%)



* NCoR is on NWP basis



BUSINESS SEGMENT REVIEW – MOTOR, HEALTH, NON MOTOR

FROM ACHIEVING LUNAR MILESTONES TO REACHING MARS, INDIA CONTINUES TO AUDACIOUSLY VENTURE INTO UNCHARTED TERRITORY, AND INSPIRED BY THESE REMARKABLE SPACE MISSIONS, FGII IS CONQUERING NEW HEIGHTS ACROSS ALL BUSINESS SEGMENTS



LOOKING UP: ON A MISSION TO PROTECT YOUR DRIVE

INDIA'S SPACE EXPLORATION PROGRAM AND THE INDIAN MOTOR INSURANCE MARKET HAVE SOMETHING IN COMMON: BOTH ARE LOOKING UP!

That's because a vehicle is indispensable for the historic missions to Mars and the Moon. Similarly, a vehicle is one of our most prized possessions. That's why FGIL has made it a mission to keep you secure behind the wheel, every step of the way. With our comprehensive motor insurance policies, you can drive with confidence, knowing that FGIL is committed to protecting your journey, just as India's space missions are committed to exploring new frontiers.

A vehicle is crucial for a smooth ride, whether it is for a mission to Mars or the Moon, or for your daily commute or a fun road trip with family. In today's fast-paced world, ensuring the safety and security of your vehicle is more important than ever. At FGIL, we understand the significance of keeping your vehicle secure. Our comprehensive motor insurance policies provide ultimate peace of mind with extensive coverage, prompt claims processing, and exceptional customer service.

Just as the Mars Orbiter Mission (MOM) and India's Lunar Exploration Program, Chandrayaan, made history with their mission-oriented focus, FGIL has focussed on driving excellence in motor insurance.

In FY 2023-24, motor insurance business played a significant role, constituting approximately 35% of our overall Gross Written Premium (GWP) for the year. Our strategic approach focussed on maintaining controlled growth to uphold the quality of business written and its positive impact on our bottom line. Over the past three years, we've sustained a Compound Annual Growth Rate (CAGR) of 8.8%, demonstrating steady progress. Specifically, we witnessed growth rates of 8.6% in Own Damage (OD) and 9.0% in Third Party (TP) segments over the same period, aligning with our growth targets while ensuring sustainability. More importantly, we successfully managed to maintain the loss ratio at 68% (OD + TP) in spite of catastrophic cyclones in South India.





ON A SMOOTH JOURNEY WITH THE CUSTOMER

This balanced growth strategy reflects our commitment to responsible expansion and prudent risk management practices, ultimately enhancing the overall stability and profitability of our motor business. Continuing our dedication to enhancing customer experience through meticulous underwriting, we've implemented measures to streamline processes and empower our customer representatives to swiftly handle minor endorsements during calls, eliminating the need for escalations to underwriting or operations departments. We've bolstered our underwriting rating processes, incorporating additional parameters to facilitate more detailed analysis. This enhancement allows us to delve into underwriting intricacies on a granular level, ensuring precision and efficiency in our decision-making processes. We've also seamlessly integrated our policy issuance system with the Vahan Database, a move aimed at enhancing the customer journey

during policy issuance. This integration has proven instrumental in optimising Turnaround Time (TAT) while enhancing the quality of data captured. By leveraging this synergy, we're ensuring a smoother and more efficient experience for our customers throughout the policy issuance process.

We have processed 2.47 lakh own damage claims during this year, which is an increase of 19% compared to last year. We achieved a settlement ratio of 96.7% and disposal ratio of 100.7% even with the increased claims count. Our Net Promoter Score has reached 82.7 based on the feedback received from 13,833 customers during the year based on various parameters during the claims process. Over 56% of claim intimation was received through digital modes like OEM Integration, website, portal, and mobile application. Our cashless network has expanded to more than 7,500 workshops across locations in India providing with more options for the customers to avail cashless repairs.



MISSION POSSIBLE: SECURING PEACE OF MIND

AT FGII, WE'VE BEEN ON A MISSION TO ELEVATE CUSTOMER EXPERIENCE, MUCH LIKE INDIA'S SPACE EXPLORATION MISSIONS STRIVING FOR SUCCESS. THIS YEAR, WE NAVIGATED THROUGH 10 CATASTROPHIC EVENTS ACROSS INDIA AND, JUST LIKE THE BRAVE INDIVIDUALS AFFECTED, WE ROSE TO THE CHALLENGE WITH DETERMINATION AND RESILIENCE

Unlike the previous financial year in which there were no Major Natural Catastrophic (NATCAT) events, in FY 2023-24, FGII handled 10 major events. These included Cyclone Michaung in December 2023, floods in July-August 2023 in North India and Sikkim in October 2023. Despite these challenges, we achieved a disposal ratio of 99% and settlement ratio of 96%.

We ensured that customer experience improved, and we received appreciation and accolades from our channel partners during the year. In FY 2023-24, we handled close to 98,000+ claims under Non-Motor Claims as Lead Insurer, which was approximately 2% more than the intimations in FY 2022-23, and ensured a 99% disposal ratio on a reported basis.





REACH FOR THE STARS: ON A MISSION TO REVOLUTIONISE HEALTH PROTECTION

**IN 2023, INDIA BECAME THE FOURTH NATION TO SUCCESSFULLY LAND
A SPACECRAFT ON THE MOON.**

The success of the Chandrayaan-3 mission helped establish India as a capable space power and bolstered our growing space ambitions. Both feats achieved through single-minded focus on the goal. FGII shares this mission-oriented approach with India's space exploration programme.

With an unwavering focus on our mission, we offer enhanced medical insurance policies designed to cater to the diverse medical needs across India. At FGII, our commitment ensures that our customers' health is in good hands. This focussed approach guarantees comprehensive health protection and peace of mind for our clients.

FY 2023-24 marks a significant milestone in the timeline of the health insurance industry. The health insurance sector recorded a Gross Written Premium (GWP) that crossed the 1 lakh crore mark for the first time. This reflects a robust compound annual growth rate (CAGR) of 20%. Needless to say, health insurance remains the largest segment of general insurance.

With the entire industry on an upward trajectory, we, at FGII, are keen to increase market penetration in underserved regions, with a focus on reducing the protection gap. We are deeply committed to meeting the expectations of our customers. Our efforts in this direction include identifying and

removing roadblocks to ensure speedy claim settlement. We ensured seamless claim processing by adjudicating more than 200,000 claims in FY 2023-24. The initiative 'Cashless Everywhere' has been effectively implemented, enabling on-the-spot cashless transactions, even in non-network hospitals. We have strengthened our provider network and established a wide presence throughout India with over 8,637 hospitals. Our NPS of 67.56 is testament to our customer-first approach. We provide complimentary and unlimited teleconsultation, second opinion, nutritional consultations, dental consultations, and fitness sessions (Yoga and Zumba) to all our health insurance customers. Additionally, we offered Online Health Talk and Fitness Webinars regularly throughout the year to empower our customers with knowledge about health and fitness.





BUSINESS SEGMENT REVIEW – HEALTH, PA & TRAVEL

₹**1,628.20** crore

Gross Written Premium

■ GWP for Health, PA & Travel LOB (FY 2023-24)

32.55%

Contribution to overall GWP

■ Contribution to Overall GWP = (Health, PA & Travel GWP / All LOB's GWP)

84.61%

Net Loss Ratio

■ Net Loss Ratio = (NIC / NEP)

2,06,098

Claims Settled

■ Paid + Rejected Claims

93.9%

Settlement Ratio

■ Settled Claims/(Reported + Reopen + OS beg of the year)

67.56

NPS

■ Health, PA & Travel LOB



MULTI-CHANNEL REVIEW – CORPORATE SALES, BANCASSURANCE AND RETAIL SALES

POWER UP: CHANNELLING GROWTH AND EFFICIENCY



JUST AS THE GOVERNMENT OF INDIA'S PANCHAMRIT CLIMATE ACTION STRATEGY IS EFFICACIOUSLY STEERING THE NATION'S RENEWABLE ENERGY JOURNEY, FGII IS LEVERAGING THE PROFICIENCIES OF ITS MULTIPLE CHANNELS TO REACH NEWER HORIZONS

POWERING CORPORATE GROWTH

OUR CORPORATE SALES CHANNEL PLAYS A PIVOTAL ROLE IN CATERING TO THE DIVERSE NEEDS OF THE LARGE AND MID-CORPORATE SEGMENTS IN THE INDIAN MARKET. WITH A STRATEGIC FOCUS ON PROPERTY AND GROUP HEALTH PORTFOLIOS, WE ARE COMMITTED TO DELIVERING TAILORED INSURANCE SOLUTIONS THAT MITIGATE RISKS AND SAFEGUARD THE INTERESTS OF OUR CORPORATE CLIENTS.

Efficiency is a cornerstone of our corporate growth, enabling FGII to optimise resources, reduce costs, and enhance productivity. In the corporate sales arena, efficiency translates into streamlined processes, faster response times, and improved customer satisfaction, all of which are vital for retaining clients and expanding market share. By adopting efficient practices, we allocate resources more effectively, focus on strategic initiatives, and drive innovation, ultimately leading to sustainable growth and profitability.

We are dedicated to excellence in every aspect of our corporate sales operations. Through continuous innovation, strategic partnerships, and a customer-centric approach, we aim to strengthen our position as a trusted insurance provider in the Indian market.

BUSINESS CHANNELS

The majority of our corporate business is facilitated through three primary channels:

Direct Sales: We maintain direct relationships with corporate clients, allowing for personalised service and efficient communication. Our dedicated team of corporate sales professionals works closely with clients to understand their insurance needs and provide timely assistance.

Broker Partnerships: Collaborating with reputable insurance brokers enables us to extend our reach and access a broader client base. We value our partnerships with brokers and strive to offer them comprehensive support, including competitive products, underwriting expertise, and efficient claims processing.

Government Business: We actively engage in government business opportunities as part of our commitment to serving diverse sectors. Our corporate sales channel leverages its expertise to cater to the specific insurance requirements of government entities, contributing to our overall market presence and growth.

NEW METHODS ADOPTED

In addition to traditional sales channels, we have embraced innovative approaches to enhance our corporate sales operations:

- **Digital Platforms:** Leveraging technology, we have developed user-friendly digital platforms that streamline the insurance purchasing process for corporate clients. These platforms offer convenience, transparency, and real-time access to policy information, empowering clients to make informed decisions.
- **Data Analytics:** We harness the power of data analytics to gain insights into market trends, client preferences, and risk profiles. By leveraging advanced analytics tools, we can effectively tailor our insurance offerings, anticipate client needs, and proactively mitigate risks.
- **Customised Solutions:** We recognise the unique requirements of each corporate client and prioritise the development of customised insurance solutions. Our team collaborates closely with clients to understand their specific risk exposures and design bespoke insurance packages that address their needs comprehensively.



- **Market Expansion:** We aim to expand our presence in key geographical regions and industry verticals within the large and mid-corporate segments. We will strengthen our market position and capture new business avenues by identifying emerging opportunities and forging strategic alliances.
- **Customer Experience:** Delivering exceptional customer experience is our top priority. We are committed to enhancing our service delivery mechanisms, leveraging technology to provide seamless interactions, and implementing feedback mechanisms to improve our offerings continuously.
- **Product Innovation:** Innovation is at the core of our corporate sales strategy. We will continue to develop innovative insurance products and services that address evolving client needs and market trends. Our agile product development approach will enable us to stay ahead of the curve and deliver unparalleled value to our corporate clients.
- Maintain a prudent approach to businesses exposed to climate change.
- Leverage the Generali Group's strength in the Indian market through innovative products.

KEY STATISTICS

**Achieved 70%
growth as compared
to last year**

**Per person productivity
the highest in the
industry**

**Per person cost is
among the top 3
in the industry**

BANCASSURANCE

IN FY 2023-24, BANCASSURANCE CONTINUED TO BE A KEY STRATEGIC CHANNEL FOR FGII.

OUR ROBUST PARTNERSHIPS WITH OVER 30 BANKS THAT INCLUDE PROMINENT PUBLIC, PRIVATE, COOPERATIVE AND REGIONAL RURAL BANKS FACILITATE INSURANCE PRODUCT DISTRIBUTION THROUGH A NATIONWIDE NETWORK OF OVER 16,000 PARTNER BRANCHES, THEREBY EXPANDING OUR REACH AND DISTRIBUTION CAPABILITIES.

Through these partnerships, we have effectively targeted a broad spectrum of customer segments. This aligns with our commitment to promoting “Insurance for All” by educating the public on financial wellness and fostering financial inclusion.

Our longstanding bancassurance relationships are built on a foundation of exceptional service quality and a deep engagement with our partners. This collaboration ensures that we can deliver tailored insurance solutions to a wider audience, fostering financial security for all.





THE PARTNERSHIP TIMELINE

KICK-STARTED

Started partnering with smaller banks

Future Capital, Sarva Haryana Bank, Prathama UP Grameen Bank, Almora Urban Co-op Bank, The Lakshmi Vilas Bank, and Punjab Gramin Bank

**2011/12–
2014/15**

2016/17

KEY PARTNERSHIP SIGNUPS

Bank of Maharashtra, Aryavart Bank, Apna Sahakari Bank Ltd and a few others

KEY PARTNERSHIP SIGNUPS

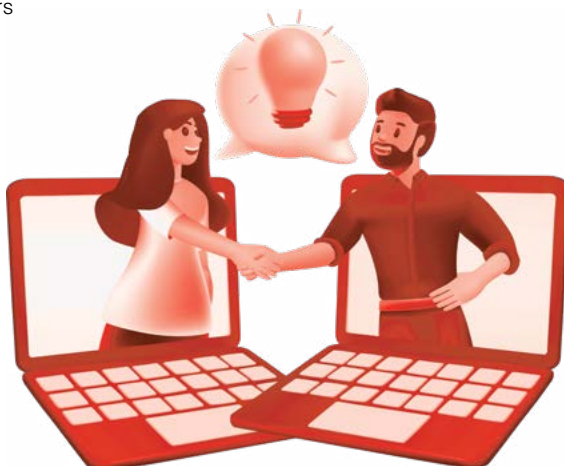
UCO Bank, Nainital Bank, and Paschim Banga Grameen Bank

2017/18

2018/19

KEY PARTNERSHIP SIGNUPS

Himachal Pradesh Gramin Bank, The Abhinav Sahakari Bank Ltd, and IDFC First Bank





KEY PARTNERSHIP SIGNUPS

Bank of India, SIDBI, and
Utkarsh Small Finance Bank

2021/22 –
2022/23

2023/24

KEY PARTNERSHIP SIGNUPS

Suvarnayug Sahakari
Bank Ltd

2019/20

2020/21

KEY PARTNERSHIP SIGNUPS

The Greater Bombay
Co-op Bank Ltd, The
Chembur Nagarik Sahakari
Bank Ltd, and Vidharbha
Konkan Gramin Bank

KEY PARTNERSHIP SIGNUPS

Maharashtra Gramin Bank, State Bank of Sikkim, Kangra
Central Cooperative Bank, Kurmanchal Nagar Sahakari
Bank, Eazy Home Finance

Key Highlights of FY 2023-24:

- Strong growth of 15% exhibited by the public sector bank partnerships while private bank partnerships grew at 12%
- Reposed faith by all existing partners through CA renewals due in FY 2023-24
- More focus on financial inclusion - strategic tie-up with partners who work with customers in Tier 2 and Tier 3 locations to make insurance accessible to all
- Penetration into new bank verticals by introducing sachet products for Self-help groups (SHGs)
- Increased focus on Micro, Small & Medium Enterprises (MSME) products - it contributed 24% to overall bancassurance business in FY 2023-24 and 20% increase over FY 2022-23
- Customised product propositions to partner bank's Assets verticals covering their risks under Consumer Durables and Mobile loans
- Customised products in the micro-insurance segment offering personal accident insurance coverage at affordable rates
- Prompt policy servicing with increasing use of self-service portals by the sales personnel of Public Sector Banks (PSBs)



AMPLIFYING REACH THROUGH MULTI-CHANNEL NETWORK

OUR SUCCESS MANTRA IS DRIVEN BY A PRECISE AND EXPANSIVE MULTI-CHANNEL, MULTI-LOCATION DISTRIBUTION NETWORK THAT KEEPS US AT THE FOREFRONT OF THE INDUSTRY. FGII STRATEGICALLY LEVERAGES THE STRENGTH OF VARIOUS CHANNELS TO AMPLIFY OUR REACH AND INFLUENCE.

Agency Channel

Agency channel, the largest amongst all the retail business, contributed around 17.5% of GWP.

As a channel, it sources business through the distribution franchisee comprising Agents, Point of Sale (POS), Insurance Marketing Firms (IMF), etc.

Agency channel is determined to keep "Ease of Business" at the core of its strategy. This drives us to develop a robust tech-based mechanism ensuring a seamless experience while onboarding intermediaries, and deploy a dedicated team in place to ensure effective training.

A meticulous sales team ensures handholding of new recruits. This enables us to achieve desired productivity at the earliest from these newly recruited intermediaries.

All the distributors are equipped with robust tech platforms for business administration. This ensures timely policy issuance and customer servicing.

An effective distribution network developed by Agency team ensures efficient "Need-based Advisory", thereby providing solution to various general insurance needs of customers round the clock.



For team Agency, the motive is to develop “Lifetime partnership” with the channel partners and move towards a collaborative association rather than merely a transactional relationship.

Agency is a multi-dimensional channel with strong presence in segments like Motor, Health, Non-Motor etc. Agency channel has a strong presence in both retail as well as SME and large corporates.

With strong sales team present at more than 109 locations, Agency channel is self-sufficient and extends services to every corner of the country.

Motor Dealer Direct Selling Agents (DSA)

- Motor dealer DSA is one of the largest channels in FGII and contributes ~13.5% to the company's topline
- This channel primarily caters to the business from Original Equipment Manufacturer (OEM) brokers, automobile dealers, motor-centric agents, direct selling agents etc.

- This channel has two key business units:
 - National Tie-Ups (NTU) (OEM-empanelled business): Our OEM partners currently account for >80% of the market share of the automobile industry in India, including Maruti, Hyundai, Tata, Mahindra, Honda etc.
 - Open market business: Here, we not only do Motor Line of Business (LOB) but also bring in business from non-motor portfolios, especially fire, health, etc.
- The NTU business has been the driving engine for this channel in recent years - it is largely driven by the private car portfolio
- The channel works completely on a digitised format with minimal manual interventions with regard to the entire journey of policy issuance and policy management
- A large set of our claims have also been moved to online including survey and claim settlements

Rural Insurance

- The rural insurance channel deals with the economically weaker sections of the society
- The rural insurance also ensures the social lives are covered for your company as prescribed by the IRDAI
- The channel creates distribution in the following business types:
 - Microfinance institutions [Non-Banking Financial Companies (NBFCs), NGOs]
 - Dairies, tractor dealers
 - Common Service Centre (CSC)
 - Co-operative Societies





Making Way for Innovation

- Paperless enrolments – The channel operates on paperless enrolments and certifications for the enrolled customers
- The policy issuance is 100% digital and we do not incur any cost in providing certifications like printing or courier

Strategy for FY 2024-25

- Increase the distribution from Micro Finance Institutions (MFIs) and other rural-based companies
- Business conversion from prospective customers across sectors like – Dairies, Common Service Centres like companies in the private space

Retail Broking

- Retail broking contributes ~8% to the company's topline
- This channel has national brokers who operate PAN India with multiple branches, and regional brokers, who operate in their particular regions
- The channel has grown by 30% in FY 2023-24 over FY 2022-23 and has business relationship with more than 325 brokers

- Strong synergy built with national brokers for generating business from pan-India
- Digital presence has reached more than 80+ broker web portals and GWP business through web integration has grown by more than 25%
- Channel key focus is to create presence on most of the broker web portals with multiple product lines and build pure digital journey for seamless customer experience

Retail Health Insurance

India's retail health insurance sector is growing rapidly, driven by increased awareness about protection following the COVID-19 pandemic. Today, it is the fastest growing sector in the insurance space. The retail health insurance segment is expected to become a \$25 billion market in the next five years.

The key growth drivers are - Low penetration, rising disposable incomes, and product innovation by insurers are driving growth in the sector. There is a growing focus on preventive care and personalised wellness, driven by technological advancements and changing consumer behaviour. Government initiatives and support are contributing to the growth of the healthcare sector in India.



At Future Generali, we are focussed on expanding our reach and strengthening our market position. We are simplifying our products to make them more accessible and affordable; while ensuring they are clearly defined with easy-to-understand with clear benefits and exclusions. Our products are competitively priced with flexible payment options, tailored to meet specific needs, including those of senior citizens and women. Recognising the importance of wellness, we offer preventive health and wellness services to engage our customers and encourage healthy lifestyles.

Efforts are on towards increasing our distribution footprint by continuously building out agent force and using various digital tools and platforms for ease of sales and operations. We have invested in a dedicated Health sales channel which has been incorporated to build a focussed approach on distribution of health products. The channel has built distribution network of approximately 7,000 intermediaries, across the country. The onboarding of the new agents is managed completely digitally and 100% of the Straight Through Process (STP) cases are now processed using digital tools.

Employee Sales Force

The Employee Sales Force channel, also known as Direct Marketing, is the proprietary distribution channel of the organisation that operates through

Feet on Street model in the form of Sales Officers. This channel comprises Sales Officers, who directly represent the company in front of the customer and sell all lines of business that comprises both retail and group propositions.

With a distribution strength of 500 plus employees, the channel has a widespread footprint at national level and is able to acquire and service customers across the length and width of the country. In addition to having a comprehensive distribution reach, the channel operates with a balanced product mix with primary focus being increase of insurance penetration through retail business lines. While ESF channel sells all range of products, one of its strengths is also adoption of new propositions launched by the organisation and pioneering the distribution of those propositions.

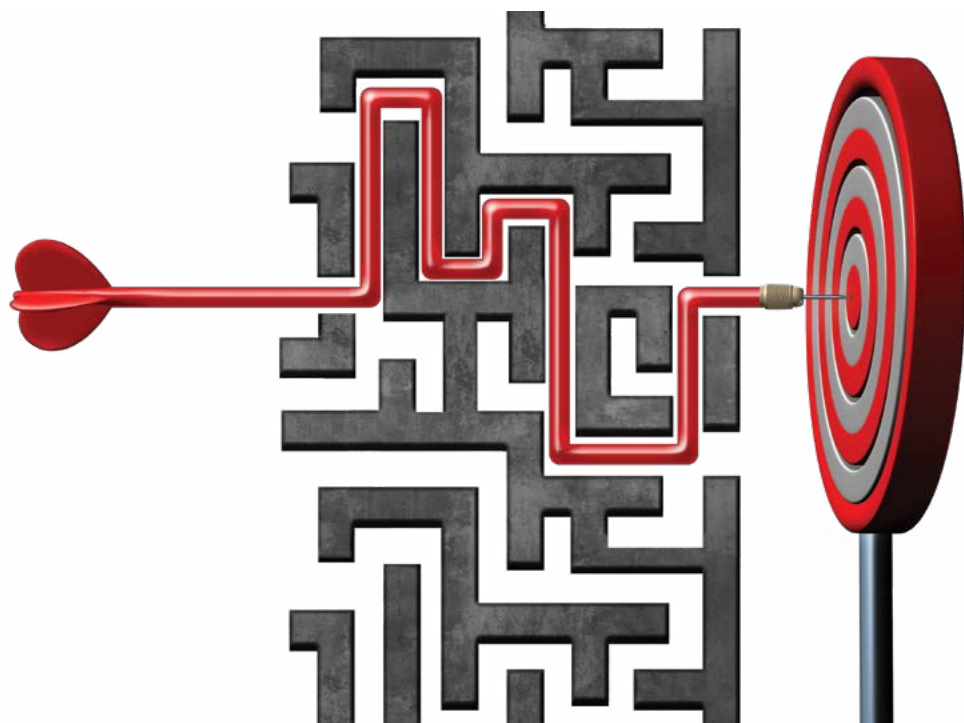
The channel operates through relationship model with our captive customer base, and at the same time conducts activities for lead generation and cross sell opportunities to acquire new customers and enhance insurance penetration. With a robust sales management process and focus on upskilling employees, the channel has demonstrated a consistent and sustainable productivity growth over the years, and become one of the best-in-class in the industry.





STRATEGIC FOCUS AREA

FIT 'N FINE: MAXIMISING OPPORTUNITIES FOR PROGRESSION



EVEN AS INDIA'S HEALTHCARE SECTOR HAS EMBARKED ON THE NEXT PHASE OF ITS PROGRESSIVE JOURNEY BY STRATEGICALLY PRIORITISING MEDICAL TOURISM, FGII HAS ALSO IDENTIFIED THE STRATEGIC AREAS OF ITS GROWTH FOR THE YEARS AHEAD, AND CONTINUES TO INVEST PROACTIVELY IN THE SAME.

STRATEGISING FOR SUCCESS

INDIA'S POSITIVE ATTITUDE TOWARDS HEALTHCARE AND MEDICAL TOURISM HAS SIGNIFICANTLY CONTRIBUTED TO THE COUNTRY'S ADVANCEMENTS IN THE MEDICAL FIELD, FOSTERING INNOVATION AND GROWTH. SIMILARLY, FGII HAS MADE REMARKABLE STRIDES THROUGH ITS UNWAVERING FOCUS ON KEY STRATEGIC AREAS, BE IT A STEADFAST COMMITMENT TO CUSTOMER-CENTRICITY AND INCLUSIVE GROWTH, OR WORKING TOWARDS INNOVATION AND DIGITISATION

Built on the strong pillars of ownership, simplicity, innovation, and the human touch, FGII is among the fastest growing insurance companies in India. With approx. 3,600 employees (including offroll), patronised by over 37 lakh customers and a rapidly expanding portfolio comprising over 250+ innovative products, and a brand new and innovative launch every few months, FGII has a nationwide physical presence, operating across India. Our goal is to expand operations to take insurance to the last mile. Armed with a large pool of individual agents, certified insurance facilitators,

and other distributors, and a strong digital presence, FGII's physical and digital channels work in harmony to provide a differentiated experience to customers. Moreover, we have a well-diversified business mix, with limited concentration risk. Our largest customer accounts for <2% of our topline and our largest distributor accounts for <3.5% of our topline. Similarly, we are not overly reliant on any Line of Business or Channel (our largest LOB - Motor contributes only 35% of our topline and our largest channel contributes ~37% of our topline).





FOCUSSING ON CUSTOMER-CENTRICITY

FGII has a well-balanced portfolio that offers high-quality service and protection products. Customer-centricity has always been at the core of our company. At FGII, our commitment to customer experience is embodied in our motto: Surpassing Expectations. Creating Benchmarks. One Passion, One Mission – Service Excellence. Armed with our innovative Lifetime Partner strategy, we hold the customer's hand throughout their journey, right from offering tailor-made solutions, helping them in their buying decision, to seamlessly processing claims and beyond. It is no surprise then that FGII has gained customers' trust by consistently offering them a superior experience and best-in-class claim servicing across their life journey. Our ever-improving Net Promoter Score (NPS) performance, which was 66.4 in FY 2023-24, is proof of the success of our efforts. It puts FGII on par with renowned global and much celebrated consumer-facing technology companies.

We have also taken several steps to motivate employees to focus on superior customer service. These include initiatives like NPS as KRA for all employees, customer experience calling by support function employees, dedicated training to all employees on Lifetime Partner behaviours, recognition and rewards for employees who improve customer experience, etc.

LEADING WITH INNOVATION

As a brand that stands for innovation and human touch, we pride ourselves on consistently introducing new products and services that challenge the status quo in the industry, and offer value to customers.

Not surprisingly, we are at the forefront of innovation in the industry, leveraging cutting-edge technology and customer insights to develop innovative products.

Our focus is on identifying unfulfilled or partially fulfilled customer needs and creating propositions, keeping the customer requirement at the core of all our products.

We have successfully identified new market segments, such as the younger demographics like millennials and Gen Z, and pet owners, and have introduced innovative insurance products tailored to their needs.

In FY 2022-23, we launched multiple products keeping in mind the changing needs of the customer. We designed multiple innovative propositions like FG Dog Health Insurance, FG Health Elite and FG Health Absolute to cover the needs of various customer segments.

In FY 2023-24, observing the rising demand for customisation, we introduced D.I.Y Health insurance, which allows customers to personalise coverage according to their individual requirements. D.I.Y Health comes with an exhaustive base plan comprising 17 features and 20 optional covers. This plan enables customers to design their personalised tailor-made policy in tune with their health insurance needs.

Most recently, noting the unique health insurance needs of women – who comprise nearly half of the population – often go unaddressed, we developed a comprehensive insurance solution tailored to women across various life stages. FG Health PowHer is specifically designed to address the unique health needs of women across various life stages – from puberty and menopause-related disorders, reproductive issues to cancer treatment.

These innovative industry-first products have not only given FGII the first-mover advantage, but have also enabled the company to establish a unique brand identity.

ENCOURAGING INCLUSIVE GROWTH

We strongly believe our success as a company is rooted in the satisfaction and well-being of our employees. Over the past few years, we, at FGII, have focussed on encouraging a culture of inclusivity, celebrating diversity, and empowering employees, resulting in FGII being recognised as a Great Place to Work for the fifth consecutive year in FY 2023-24. We prioritise work-life balance,



offering paid time off, flexible schedules, and professional development opportunities to ensure our team members thrive both personally and professionally. We also introduced a number of policy interventions that promote the inclusion of women at every level of our organisation like period leave, offering flexible working arrangements for returning mothers, paternity leave, inclusion of fertility treatment and surrogacy under Employee Group Medical Policy, etc.

In this fiscal year, we scaled up efforts, by introducing policy changes and regularly conducting sensitisation programmes, training interventions, and hiring interventions. We also seized every opportunity to celebrate and honour women, the LGBTQIA+ community and the differently abled. We also took the road less travelled by launching innovative products for these cohorts and launched several video and social media campaigns such as #EnableNotLabel, and #SeeThisAbility. Apart from ensuring work-life balance, we also invest in our employees' professional development through training programmes, mentorship opportunities, and support for continuing education.

EMBRACING DIGITAL TRANSFORMATION

FGII was among the first insurers to recognise the importance of embracing digitisation and did so long before the pandemic. Thanks to expedited digital transformation efforts, we have wholeheartedly embraced technology, undergone and adopted the latest IT practices to enhance our operations and improve customer experience.

Our user-friendly mobile applications allow customers to manage their insurance policies, make claims, and access other services on the go. Utilising a suite of digital assets including mobile apps, chatbots, and streamlined processes like expedited KYC verification and automated underwriting, we have made insurance more accessible and convenient for customers. Leo,

our AI-powered Chatbot, is equipped with state-of-the-art features. We use advanced data analytics techniques to analyse large volumes of customer data to gain valuable insights into customer behaviour. Keeping with the changing times, we have also focussed on implementing robust security measures to protect customer data and prevent cyber threats. Not surprisingly, today, FGII is known as an agile, efficient, and customer-focussed insurance company.

ENHANCING EASE OF DOING BUSINESS

When it comes to strategy, one of FGII's top priorities is enhancing ease of doing business, and we do so by ensuring both customers and intermediaries enjoy streamlined processes. Customers benefit from convenient onboarding, efficient claims processing, and hassle-free renewals, while intermediaries receive comprehensive training and access to essential information. Our goal is to minimise customer effort at every step. Therefore, our focus is on simplifying product purchases and enhancing the overall experience of every interaction of our stakeholders at every touchpoint. By continually improving processes and reducing turnaround times, and increasingly using digital tools, we aim to deliver a seamless and effortless experience for everyone involved.

CHASING THE GOAL

FGII's future goal is centred towards building scale, gaining market share in a capital-efficient manner, and improving profitability. Looking ahead, with a steadfast commitment to digitisation, we are poised to continue leading the charge in innovation and customer-centricity in the insurance industry. Determined to achieve the next goal of becoming the most preferred insurance provider in the country, we aim to bring to reality a future where insurance is not just a product, but a seamless and integral part of customers' lives, providing them with peace of mind and financial security every step of the way.



MARKETING & CUSTOMER-CENTRICITY

INNOVATE TO CAPTIVATE: PUTTING CUSTOMERS AT THE CORE

INSPIRED BY THE INNOVATION SPIRIT THAT IS POWERING INDIA'S BANKING INDUSTRY'S GROWTH, FGII IS PIONEERING BREAKTHROUGH OFFERINGS TO ENHANCE CUSTOMER EXPERIENCE WITH THE ORGANISATION.



LEADING THE PACK WITH INNOVATIVE MARKETING FOOTPRINTS

BY CONTINUOUSLY PUSHING BOUNDARIES THROUGH INNOVATION, FGII HAS CARVED OUT A DISTINCT IDENTITY IN THE CLUTTERED INSURANCE MARKET. MUCH LIKE THE TRANSFORMATIVE IMPACT OF DIGITAL PAYMENTS (UPI) IN THE BANKING SECTOR, WHICH HAS REVOLUTIONISED FINANCIAL INCLUSION IN INDIA, OUR INNOVATIVE MARKETING STRATEGIES AT FGII ARE SETTING NEW BENCHMARKS IN THE INSURANCE INDUSTRY. WE HAVE IDENTIFIED NEW SEGMENTS, CHALLENGED CONVENTIONAL NORMS, LEVERAGED TECHNOLOGIES SUCH AS AI, AND EMBRACED INCLUSIVITY AS AN INSURER.

At FGII, our goal is to become India's most preferred insurer and fulfil our brand purpose of being a lifetime partner for our customers. To achieve this, we have created a robust marketing strategy that aligns with our business goals and is deeply anchored in consumer insight. Our Lifetime Partner strategy involves holding the customer's hand at every stage of their lifecycle and journey with us. Therefore, not only are we constantly on the lookout for innovative product propositions to cater to newer and emerging micro segments but we also focus on ensuring that our products meet the varied needs of customers at different points in their lives.

The underpenetrated insurance market and the heightened demand for insurance in the post-pandemic era offer ample room for expansion for players in the industry. We aim to tap into this market with a threefold approach: exploring new segments, fostering innovation in product offerings, and championing inclusivity, all of which offer huge opportunities for growth.

This approach has helped us identify and address hitherto untapped segments – such as the younger demographic comprising millennials and Gen Z, who are tech savvy and have been traditionally hesitant to investing in health insurance. As a

brand that believes in leading with a human touch, and are steadfastly focussed on delivering a brand that stands for innovation and human touch.

YOUR HEALTH, YOUR WAY: D.I.Y HEALTH

In FY 2023-24, FGII launched D.I.Y Health, a powerful product that makes customers the architects of their own protection by enabling them to build customised plans that suit their unique health needs. FGII conducted a survey involving 1,500+ respondents across 14 Indian cities, which indicated that most customers feel current health insurance policies lack customisation. An





overwhelming 94% of those surveyed said they would prefer to customise their health insurance policies if possible. Additionally, 8 out of 10 consumers looking for customisation of health insurance were willing to pay an additional premium for it, rather than paying for something they don't need.

Born out of the need for customisation, this new health insurance plan offers customers unmatched flexibility and the power to choose. D.I.Y Health comes with an exhaustive base plan comprising 17 features and 20 optional covers. This enables customers to design their personalised tailor-made policy in tune with their health insurance needs. What this means is features such as maternity cover, critical illness booster, air ambulance, as also accidental death cover can be available on-demand, as against it being a mandatory feature.

To support the launch of this product, we rolled out #MakeYourChoice, a campaign brought alive through three unique films, each telling a simple story of choice and why it matters.

REVOLUTIONISING INSURANCE FOR WOMEN: HEALTH POWHER

For a country like India, where women comprise roughly half of the nation's population, at around 49 per cent, less than one-third – or only about 30% of them aged 15-49 – were covered under health insurance between 2019-2021 (Source: National Family Health Survey India). In fact, our recent survey among Indian women pointed that only one out of every five women (nearly 21 per cent) bought their health insurance policy independently, only one out of every three women (32 per cent) were aware of the coverage details of their health insurance and a staggering three out of every four women (75 per cent) believe that existing health insurance policies fall short of addressing women-specific needs. To address the needs of the largest underserved group in India – women – FGII launched Health PowHer. What sets it apart is that it is a comprehensive health insurance policy designed specifically for women across the different stages of their lives from puberty to reproductive health to menopause.

It comes with enhanced limits for female cancer treatments, coverage for puberty and menopause-related disorders, OPD focus on physical and mental well-being, coverage for infertility treatment and oocyte cryopreservation, stem cell storage, a comprehensive wellness program, lumpsum benefit for newborn defect, nursing care, senior care covering bone strengthening injections, joint injections etc., enhanced maternity benefits with the inclusion of antenatal cover, and many more.

TWINKLE KHANNA SAYS #DONTBEAPLUS1

FGII's commitment to innovation also extends beyond digital solutions. The launch of Health PowHer was complemented by the unique and

impactful #DontBeAPlus1 campaign featuring celebrity author Twinkle Khanna. With her massive social media following of 7.3 million on Instagram, Twinkle changed her profile picture and referred to herself as "Kumar's +1", even altering her bio to "Move over Mrs. Funnybones, say hi to Kumar's +1". This strategic move created significant buzz on social media, effectively drawing attention to the campaign and the Health PowHer plan. Further amplifying the message, FGII partnered with the Women's Premier League, marking our first-ever association with cricket, to ensure that the message reached a wide and diverse audience.

FUTURE GENERALI
TOTAL INSURANCE SOLUTIONS

Why should a woman be a '+1' in a man's health insurance?

Choose HEALTH POWHER,
designed specifically for women. #DontBeAPlus1

FGIICL | IRDAI Reg. No. 132 | Health PowHER ARN 600001 | UIN FGHLIP24180V012324 | *T&C apply



LEADING WITH INNOVATION

Driven by innovation, FGII consistently pioneers groundbreaking marketing communication that set new industry standards. The company leveraged AI to innovate and drive customisation enabling insurance agents to tailor and include their contact information in the ad, which features celebrities like Aparshakti Khurana and Masaba Gupta. A special microsite was developed to enable agents to create their own personalised ads in a few simple steps.

FGII also launched its unique AI-enabled Chatbot 'LEO' with a view to revolutionise customer experience. LEO Chatbot, which is built using advanced automations, artificial intelligence, and natural language processing (NLP), offers

personalised and real-time assistance across the entire policy cycle, thereby providing an engaging and superior experience to customers.

AN INCLUSIVE EMPLOYER, INSURER, AND CORPORATE CITIZEN

Essaying the role of a responsible insurer, employer and a responsible corporate citizen, FGII has made DEI a strategic priority and has consistently worked towards bringing about a cultural shift, both within the organisation as well as in the society, by being steadfast allies to women, the LGBTQIA+ community and the specially-abled.

As a responsible employer, we have worked towards bringing policy changes, addressing unconscious bias and increasing acceptance by welcoming all to the organisation.

As an inclusive brand, in 2022-23, we interacted with the LGBTQIA+ community (which comprises a population of 104 million Indians) and realised a need: same-sex couples in live-in relationships were excluded from floater health insurance covers as they did not fall under the classic definition of 'family'. This led us to opening up the family definition across all our retail health offerings to include the LGBTQIA+ community and live-in partners. FGII is the first insurance company in India to offer equal rights to





the LGBTQIA+ community. We also stayed authentic by signing real-life LGBTQIA+ couples – Yogi & Kabeer and Adhila & Noora – for our OOH campaign. This was another first in

India, and it kickstarted a series of conversation both online and offline across the nation, further establishing our reputation as a truly inclusive brand.

LEADING THE WAY: FGII'S BRAND EVOLUTION

246%

Increase in monthly website traffic
(2024 vs 2020)

5X

 of category average

Positive brand sentiment for
FY 2023-24

5X

Increase in engagement scores
(2024 vs 2023)

3X

Increase in Brand preference scores
(2024 vs 2020)

Guided by the ambition of becoming a lifetime partner to our stakeholders, we have harnessed innovation to make several bold, industry-first decisions. As we move forward, we remain committed to building a brand that is recognised not only for its innovation but also for its human touch.



CUSTOMER-CENTRIC APPROACH

BANK ON IT: A NEW ERA IN CUSTOMER EXPERIENCE

CUSTOMER-CENTRICITY IS DRIVEN BY INNOVATION, MUCH LIKE HOW INDIA'S INNOVATIVE UNIFIED PAYMENTS INTERFACE (UPI) TRANSFORMED FINANCIAL INCLUSION IN THE COUNTRY.

UPI's seamless digital payments revolutionised banking, offering effortless transactions and seamless digital service at a time when it was most needed during the pandemic. Similarly, our customer-centric approach uses innovation to minimise customer effort and encourage proactive relationship-building. By prioritising customer needs, both UPI and FGII demonstrate that innovation rooted in customer-centricity can redefine experiences, ensuring trust and satisfaction. Through such innovations, FGII aspires to be a lifetime partner, providing caring, personalised, and proactive services deeply embedded in its culture.

Customer-centricity has always been at the core of FGII. We strive to become a Lifetime Partner to our customers and distributors. Our innovative Lifetime Partner Strategy focusses on three broad customer promises – Effortless and caring experiences, Personalised value propositions, and Phygital Advice. Through effortless and caring experiences, we aim to minimise customer effort at every step; through personalised value propositions, we aim to enrich the service ecosystem to prevent, protect and assist the customer, and through phygital advice, we aim to proactively deepen our relationships. Customer-centricity and customer experience are deeply rooted in our culture.

Our motto at FGII is: 'Surpassing Expectations. Creating Benchmarks. One Passion, One Mission – Service Excellence'. We actively listen to our customers' feedback and always strive to better ourselves to make our service experience effortless and caring. This is the reason we are growing and improving in our NPS Performance. We outperformed ourselves from previous year in FY 2023-24 with high NPS performance of 66.4.

The high performance is due to the fact that we have embedded customer-centricity in our culture. Design thinking is used for processes and products improvement on the basis of customer feedback. We have made remarkable progress with our projects that help us drive Lifetime Partner hallmarks and set us to establish best-in-class benchmarks. Needless to say, our continuous focus is to deliver exceptional customer service.

Also, we have taken several steps to motivate employees to focus on superior customer service. These include initiatives like NPS as KRA for all employees, customer experience calling by support function employees, dedicated training to all employees on Lifetime Partner behaviours, recognition on demonstration of these behaviours, recognition and rewards for employees who improve customer experience and access to feedback for all employees.

IMPRESSIVE NPS SCORE

We have witnessed steady growth and high performance on Net Promoter Score (NPS). Our NPS score in FY 2023-24 is 66.4.

TALK TO THE CLOOPERS

We have a team of Cloopers, who are trained to call up customers who may have rated us low, and ensure that their issues are resolved. In

the process of this operational close-loop, they gather invaluable insights that help us to carry out a comprehensive structural close-loop by systemically improvising the processes. We have state-of-the-art infrastructure to capture customer feedback and we continue to innovate on the same by adopting more features.

KEEPING IT SIMPLE

Simplifying communication across all mediums is a priority for us. Through the B1 Simple Language Project, our aim is to make our communication to all our customers direct, dynamic, and likeable. This is to ensure that we reinforce customers' trust in us through our simplified communication. The journey to B1 writing begins by mastering its 21 rules. Using high frequency words, writing in active voice, avoiding ambiguous words and euphemisms, using subheads are some of the key rules. Ever since the programme kickstarted in 2018, we have simplified 500+ documents and we continue to engage in this process.

SUPERIOR SERVICE

We focus on delivering exceptional customer service. Our grievance redressal mechanism is strong. We have a structured and systematic complaint handling procedure. Every complaint we receive is registered and acknowledged through an SMS and email/letter. Through a system-driven approach, this complaint then moves to the respective owner. A centralised POC works with the complaint owner to resolve the complaint. The complaints handling team then communicates the resolution to customers over call, which is then shortly followed by a written email/letter. Through our deep dive analysis, the root cause of the complaint is identified. Wherever an opportunity is identified, system-driven feedback is sent out to the concerned representative and his reporting manager. Our average resolution time and complaints per policy has consistently declined. For FY 2023-24, the average resolution time was 3.9 days, complaints received were 890 and Opportunity per Policy was 0.002 %. We are also governed by an apex level Policy Holder Protection Committee.

THE VOICE OF THE CUSTOMER

I have received prompt response from customer care. I appreciate the fact that they gave very clear instructions about the process, and processing time was minimal. Overall, I had a good experience while getting the insurance policy transferred to my name while purchasing a resale car.

Punit Sattani

I appreciate the post call service. The details of my policy were explained to me in simple language, which made them easy to understand. Though I have not yet applied for insurance, I am convinced my experience will be great.

Ranjan Alok

I have experienced excellent service while facing issues like theft of the vehicle and during renewal of policy. Both times, I received proper guidelines which helped me. Service was excellent and customer service executives were friendly.

Bhatt Hareshkumar Ishwarlal

The claim process was quick and easy. It did not take much of my time. The team is very responsive when asked a question about the policy.

Suresh Sarala Soneja



EMPLOYEE CENTRICITY

WEAVING THREADS OF SUCCESS: TEAM FGII FOR THE WIN

FGII'S 'EMPLOYEE FIRST' PHILOSOPHY HAS EMPOWERED ITS WORKFORCE TO MAKE INFORMED, CUSTOMER-CENTRIC DECISIONS THAT CONTINUE TO 'WOW' OUR CUSTOMERS, ALIKE THE MASTERFUL ARTISANS WHO WEAVE MAGIC, BRINGING GLOBAL RECOGNITION TO INDIAN FABRICS.



WEAVING THREADS OF SUCCESS: EMPOWERING EMPLOYEES TO EXCEL

CREATING AN INTRICATE TEXTILE WEAVE REQUIRES THE SKILL, EXPERIENCE, AND CRAFTSMANSHIP OF ARTISANS. AND JUST AS THREADS ARE METICULOUSLY SEWN TOGETHER BY ARTISANS TO CREATE A BEAUTIFUL FABRIC, A COHESIVE EMPOWERED TEAM WEAVES TOGETHER DIVERSE TALENTS TO CONTRIBUTE TO FGII'S SUCCESS.

Just as India's traditional weaves are making a mark on the global stage, showcasing their rich heritage and intricate craftsmanship, our employees are the talented weavers of our success story. In the highly challenging and dynamic landscape we operate within, our 3,600+ people are like skilled artisans, spinning the threads of innovation and commitment that set us apart in the market. We are dedicated to being an employer of choice, providing a fabric of inclusive workplace experiences and opportunities to

enable our employees to grow and flourish. Our commitment to spinning new ideas and fostering innovation drives our exciting growth journey. We weave a culture of empowerment and employee centricity, where our people can ignite their spark and realise their full potential. By prioritising our employees' well-being, we enable them to tailor exceptional results for our customers, creating a vibrant tapestry of success that mirrors the global impact of India's traditional weaves.

Areas of strategic focus

Strengthen Capacity

to bolster business expansion and profitability

Build Credibility

through best-in-class benefits and employee support programmes and policies

Develop Capability

to address skill-gaps and build a diverse and future-ready talent pool

Foster a Culture

conducive to employee engagement and consistent delivery of the employee value proposition.

To cater the diverse needs of our workforce, we continuously calibrate our benefits and HR policies, ensuring they remain aligned with trends and evolving employee expectations. This ongoing adjustment process helps us address both familial and financial needs, fostering a supportive and inclusive workplace. We champion employee well-being, professional growth, and career development. Our commitment to fostering an inclusive, empowering environment ensures access to comprehensive benefits, strategic career pathways, and a culture that prioritises innovation and collaboration. By driving employee engagement and continuous learning, we cultivate a workplace where employees are empowered to excel and are recognised for their contributions.



PEOPLE-POWERED PERFORMANCE

• Training and Capability building

The training and development initiatives in FY 2023-24 were diverse, addressing the evolving needs of the workforce and reinforcing the commitment to continuous improvement and employee growth. We have adopted a learner-driven training method, which prioritises the learner's needs, preferences, and autonomy. This fosters a more engaging and effective approach to learning and development, thereby increasing the efficacy of training. This approach is also strategically geared towards aligning with business objectives, emphasising Lifetime Partner behaviours integral to all upskilling and skill development programmes.

A few key highlights of the same have been Generative AI & ChatGPT training, Financial Literacy Workshops- on wealth creation & tax planning for all employees to equip our employees with essential knowledge and skills for managing their finances effectively., DEI Awareness and Sensitisation and POSH awareness workshop and Creating the Culture programme. SheConnects - a unique Women's Connect initiative at FGIL, designed to foster meaningful conversations on themes impacting women; providing a platform for female colleagues to connect through shared experiences, offering emotional support, practical advice, and a sense of community with Senior women leaders.

Our AI-enabled LMS platform, “Welearn India”, extends our global learning initiative by offering a centralised hub for all learning resources for seamless professional development. Offering personalised learning paths, interactive content, and certifications, it caters to all employees, from new hires to seasoned professionals. With a user-friendly interface, you can easily access training modules, courses, and assessments tailored to your needs.

Capability building is core to our business and we have in place a scalable framework to identify, develop, and nurture the capabilities critical to our business's success. SHREYA – our inhouse competency assessment tool – with a focus on imparting organisational competencies in alignment with Life Time Partner Behaviours for employees across grades, helps us understand actual competency level for all employees as against desired organisational level and identify employee and organisational gaps for skill development and strengthening our learning culture.



Our ongoing leadership development programmes are targeted at first-time managers, seasoned leaders, successors, key talents, women managers. They equip our workforce to bridge skills gaps, acquire new competencies, improve existing skills, and cultivate a mindset that embraces continuous learning and improvement. **A few career development initiatives such as, First Time Manager Program, 1,000 women leaders programme.**

- **Employee health and well-being**

A key objective of our people strategy is to align employees with strategic business imperatives to facilitate seamless execution of strategy. To support this, we have consistently invested in the growth, development, and overall well-being of our people. Our initiatives are designed to secure their health, safety and well-being through comprehensive wellness programmes. Physical health initiatives and mental well-being components such as stress management workshops, mindfulness training, and access to counselling services are a part of these programmes. Apart from this, we have proactively sought employee declarations for two-wheeler safety, arranged for doctor on call facility for online consultations, conducted health screenings and assessments as part of pre-boarding and annual health checks, workshops and seminars on various health topics such as nutrition, exercise, sleep hygiene, and stress management, flexible work arrangements including remote work options or flexible hours, organised fitness challenges, cycling competitions and team sports activities to promote physical activity and camaraderie among employees.

Our Engagement Index in 2023 is at 98%, which underscores the passion and ownership our employees feel towards their company's success. To drive and sustain higher engagement levels, we invest in initiatives to promote employee communication and engagement, diversity and inclusion, and provide a robust grievance redressal

mechanism to address employee concerns. This commitment ensures that our workforce remains agile, engaged, and aligned with our organisational goals.

- **Key initiatives:**

- a. **On a journey to digitisation**

In order to enhance productivity, we have embraced the digital wave and are integrating it across all functions to ensure a seamless experience for our people. Our strategy is to leverage the digital landscape and enhance employee experience throughout the employee life-cycle.

FGII has enabled a digital, seamless Recruitment Management Tool, an in-house applicant tracking system (ATS), to support onboarding for all new recruits. This tool effectively manages the entire recruitment lifecycle and helps stakeholders to collaborate, share feedback, and communicate with each other within the platform.

Amber, a smart AI Assistant, which excels in gathering feedback, ensuring that employees' voice is valued and appreciated while leveraging AI driven analytics to help us tailor employee experiences and foster a supportive workplace culture.

FG Alumni Portal, "FG Parivar" creates a dynamic platform to strengthen connections with past employees. It fosters professional and personal networking, builds community through shared experiences and events, and cultivates lasting loyalty and affiliation with the organisation.

- b. **Diversity and Inclusion initiatives**

Gender sensitivity and inclusiveness have always been the cornerstone of the company's HR policy. FGII is an equal opportunity employer with zero tolerance for discrimination based on gender, religion, caste, or class. We uphold the culture of an inclusive environment and are committed to promoting the diversity of our workforce.



In FY 2023-24, our gender diversity has improved with women representation at 20%, up from 18% in FY 2022-23. We consciously took a step towards diverse hiring by participating in Diversity Job fairs, which not only helped us increase the number of job applicants from diverse backgrounds but also increased our knowledge about the needs and expectations of the diverse workforce. We participated in disability inclusive hiring drives across the country and specifically in locations like Mumbai, Lucknow, Bengaluru, Delhi, Pune, and Kolkata. This helped us successfully onboard individuals with diverse abilities.

FGII's three Employee Resource Groups (ERGs), World of Women, PRIDE Alliance Group, and Special Ability Alliance Group, drove several initiatives to strengthen our DEI agenda further through the three-pronged approach to educate, advocate, and celebrate.

WEAVING SUPPORT FOR WOMEN

In FY 2023-24, there was increased usage of the initiatives under Motherhood and Family Support programmes and policies launched by us in the previous year. These initiatives include period leave, flexible working arrangements for returning mothers, mental health hotline, extended paternity leave, and travel and conveyance assistance at odd hours, amongst other innovative offerings.

Our dedicated efforts toward hiring more women employees gained traction, demonstrating our commitment to creating a workplace where all employees feel respected, valued, and empowered to bring their authentic selves to work.

STANDING WITH PRIDE

During Pride Month, our commitment to inclusivity took centre stage, manifesting in a celebration extending beyond awareness to foster engagement. A dynamic mural served as a platform for self-expression, while an art workshop helped build empathy and understanding. Pop-up stalls showcased LGBTQIA+ entrepreneurs, intertwining threads of empathy

and support into the fabric of our daily lives. FGII employees received a comprehensive guide on how to actively support their LGBTQIA+ colleagues, providing them with the necessary tools to advocate for equality and stand in solidarity.

DIVERSE-ABILITY IN FOCUS

As part of Diversability Day in December 2023, we launched the #SeeThisAbility campaign to highlight the incredible knowledge and skills that differently-abled individuals bring to the table. The objective was to shift the focus from what society can provide to acknowledging the valuable contributions of differently-abled individuals in our lives and workplaces.

As an integral part of this transformative campaign, FGII hosted a virtual workshop tailored exclusively for recruiters and hiring managers. The workshop kicked off with an informative session on inclusive hiring practices for Persons With Disabilities (PWDs) in India. Participants engaged in interactive disability simulation games, including a treasure hunt using Braille, ISL, and wheelchair, to gain firsthand experience and a deeper insight into the daily life of individuals with disabilities. This fostered empathy and an inclusive mindset. Motivational speeches and inspiring performances enthralled the audience. Additionally, pop-up stalls set up by differently abled artists attracted engagement and appreciation.

c. Campus programme

Growing and building talent from within and offering a long-term career constitute the essence of FGII's employment proposition. We actively focus on building a strong bench of internal successors at all levels, which provides a rich source of tacit knowledge, experience, and alignment of the culture and values of the organisation. Each year, our talent pool is strengthened by fresh graduates from professional institutes and business schools. Additionally, wherever required, capability gaps are bridged by hiring specialist talent laterally. We have a diversified talent mix of fresh graduates, lateral hires with key functional

skills and internally developed talent with valuable experience of processes, systems and relationships across multiple areas. They have helped FGII build a multi-skilled, multi-generational workforce uniquely positioned for successful execution of our business strategy.

d. Employee Communication & Connect

FGII conducted town hall meetings regularly to provide a platform where senior leaders could connect with employees pan-India and share the company's objectives and directions. As part of the last town hall for FY 2023-24 held in February 2024, in addition to the leadership update on business objectives and achievements, a special presentation titled "From Stadium to Boardrooms" by an external guest speaker captured the "Journey to high performance at Future Generali".

Apart from the more comprehensive Global Engagement Survey, we also ran several pulse surveys during the course of the year, seeking feedback on various aspects of work experience. The outcomes of these surveys showed a positive pulse and high engagement levels.

• Hybrid work model

The hybrid work options offered by the company equip our employees with all the necessary skills and tools they need to excel in a cross-breed work environment, while nurturing diversity and fostering meritocracy. Our Smart Working policy supports employees, enhances productivity and focus while allowing them to manage family time effectively. The Smart Working options include, Work from

Home (WFH), Work from Remote Location (WFRL), Flexi Working Hours (FWH) and Work Enablement during Maternity (WEM). The work model is suitably backed by a robust infrastructure, enabling the employees to perform at their best.

• Employee-friendly policies

As an organisation, we are committed to supporting our employees' well-being, promote a positive work culture, and drive employee satisfaction, retention, and productivity. Our flexible work arrangements and employee-friendly policies enable us to maintain a diverse workforce and cater to the varying life-stage needs of our employees.

• FGII is a "Great Place to Work"

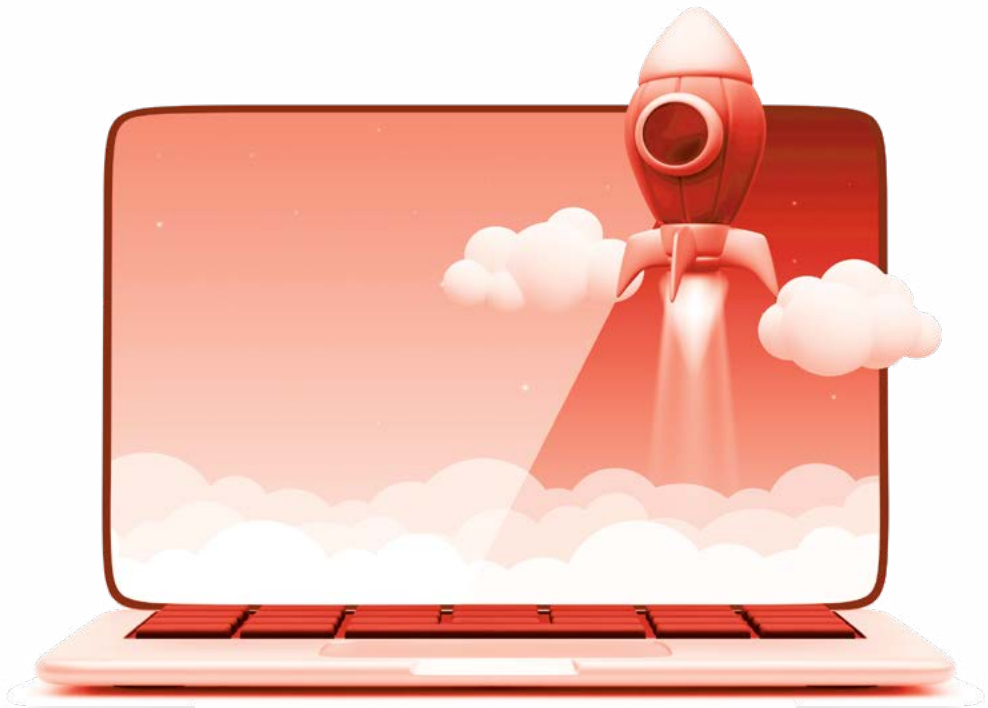
For the **fifth consecutive year now**, we have received the prestigious 'Great Place to Work' certification, the most sought-after 'employer of choice' recognition in 2024. Also, for the third consecutive year, we are in the **Top 100** companies and are recognised as India's **Best Companies to Work For** by **Great Place to Work®** and **Economic Times**. We have also made a mark amongst **India's Best Workplaces™ in BFSI 2024: Top 25**.

This remarkable achievement is a testament to our unwavering commitment to employee-centricity and our continuous efforts to enhance the experience of our team members. At FGII, our employees are the cornerstone of our success. We are dedicated to fostering an environment and implementing processes that not only boost productivity and experience, but instil a deep sense of pride in being a part of the FGII family.



IT & DIGITAL TRANSFORMATION

FLEXING IT: AGILITY IN ACTION



TAKING A LEAF FROM INDIA'S ABILITY TO ADAPT TO THE GLOBAL DIGITAL TRANSFORMATION, FGII HAS TAPPED INTO THIS WINNING FORMULA, SWIFTLY ADOPTING DIGITISATION AND CUTTING-EDGE TECH PRACTICES TO ENHANCE CUSTOMER EXPERIENCES

PIONEERING DIGITAL TRANSFORMATION

TECH AGILITY IN ACTION

AGILITY IS A CRUCIAL QUALITY IN IT, ENABLING ORGANISATIONS TO SWIFTLY ADAPT TO CHANGING MARKET CONDITIONS AND CUSTOMER NEEDS. FGII HAS EMBRACED THIS PRINCIPLE, ADOPTING THE LATEST TECHNOLOGY PRACTICES TO ENHANCE OPERATIONS AND IMPROVE THE CUSTOMER EXPERIENCE. THIS FOCUS ON AGILITY HAS TRANSFORMED THE COMPANY INTO A MORE RESPONSIVE AND CUSTOMER-CENTRIC ORGANISATION. THROUGH DIGITALISATION, DATA ANALYTICS, AND AUTOMATION, FGII HAS ELEVATED ITS SERVICES WITH INCREASED OPERATIONAL EFFICIENCY, AND PROVIDED A SEAMLESS EXPERIENCE TO ITS CUSTOMERS.





Information Technology Initiatives

Customer Information Sheet (CIS)

CIS provides customers with comprehensive insights into the main coverages included in their insurance policies. Implemented across Retail Health, PA, and Travel product giving power to customers with detailed information about key coverages, SI/limits, enhancing their understanding and control over their insurance plans.

Agency Management Tool (AMT)

A digital portal to standardise the agency management processes. This will be used on field by Sales Managers (SM) and Branch Managers (BMs).

API Gateway Integration

FGII embarked on building an enhanced middleware layer that facilitates secure and seamless communication between our various services and applications, promoting interoperability and scalability. This layer also standardised protocol for integration services, leading to faster onboarding of new channels.

Perimeter Firewall (CheckPoint)

Data Centre hosting Business data had single layer of security in the form of perimeter firewall. To protect Data from Sophisticated attack, additional layer of security was implemented by means of NexGen firewall. With this, we were able to reduce risk on Business applications hosted at Internal Network.

Microsegmentation

After implementation of Perimeter Firewall, there was a need to prevent lateral movement of threat from internal as well as external network, this was addressed by implementing "Microsegmentation" to segregate infrastructure by environment, business functions and severity.

QlikSense BI Platform

Driving towards data-driven inputs for decision-making, FGII has upgraded to the latest version of QlikSense platform. This empowers users to view data by various segments and enhances analytical capabilities, fostering deeper insights for informed decision-making. The tool also provides visualisation capabilities to reflect data across geographies.

Data Loss Prevention Measures

The implementation of robust data loss prevention solutions bolsters our data security framework, mitigating risks associated with sensitive information leakage.

Manthan

In recent operational improvements at FGII, we have successfully implemented Manthan, a cutting-edge data extraction tool. The tool is designed to enhance our data management capabilities by minimising adhoc Data Request Forms (DRF) requests, and streamlining manual processes.

Collaborative Bot (COBOT)

Proactive CoBots are software running at endpoints that continuously monitor the system. These CoBots detect issues and fix them proactively. In cases where issues cannot be fixed automatically, a report is sent to the IT team. The IT engineer can invoke these actions from the admin portal without taking remote control of the machine. CoBot guides users' step by step inside live applications and execute technical fixes even those that require Admin rights for installing pre-approved software or failed patches. This way, we could eliminate the system and end-user incidents before these even get logged in your ITSM tool. Agentless and Agent-based CoBot are accessible via multiple channels like ITSM, Self-Service Portal, Chatbot, and Laptops/Desktops.

These initiatives underscore our commitment to innovation, efficiency and enhancing customer experiences in the ever-evolving landscape of the insurance industry.

New Products Launched

- **Disability Income Protection**
- **EV Extended Warranty**
- **Health PowHer**
- **D.I.Y Health**
- **Aarogya Sanjeevani Group**
- **Multinational All Risk**
- **Jet Set Secure**





OPERATING ENVIRONMENT

ARISE, DISRUPT, AND CONQUER: THE INSURANCE REVOLUTION

INDIA'S BURGEONING START-UP ECOSYSTEM HAS UNLEASHED OPPORTUNITIES FOR INDUSTRY GROWTH, ILLUMINATING THE PATH FOR FGII'S TRANSFORMATIVE JOURNEY TOWARDS EVOLUTION IN THE INSURANCE SECTOR



OPERATING ENVIRONMENT

PROUD TO BE INDIAN

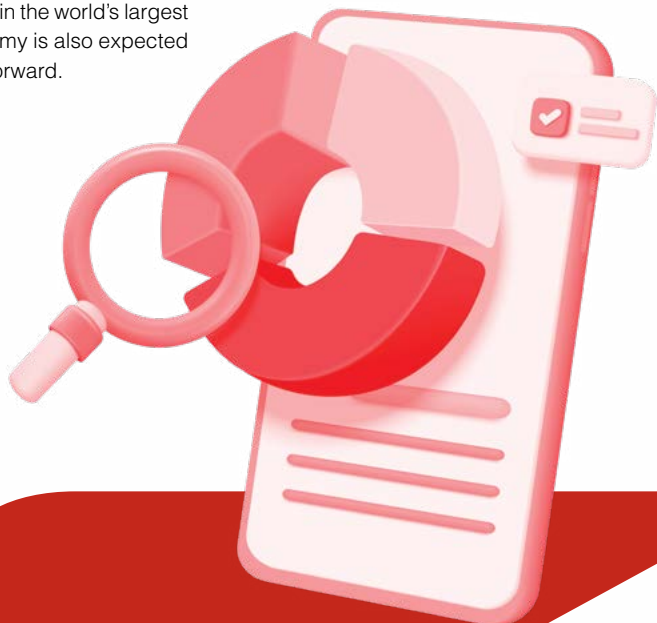
THE PRIDE SHINES THROUGH THE NUMBERS. THE OVERALL INDUSTRY GROWTH RATE IN INDIA IN FY 2023-24 STOOD AT 12.8%, WITH ENGINEERING (26%), HEALTH (20%), AND MOTOR (13%) AMONG THE KEY CONTRIBUTORS.

A ROARING INDIAN ECONOMY

India today stands out as the fastest growing large economy in the world and a key contributor to global growth. The world heard its roar in the robust 8.2% growth of its economy in FY 2023-24, amid the challenges that impacted the global supply chain, including the Russia-Ukraine conflict, the Israel-Hamas war and the Red Sea crisis.

The echo of the roar will continue to be heard during FY 2024-25, with the projected Indian economy growth at a healthy 6.5%-7%. While moderation in inflationary pressures in the western world augurs well for the global economy, high prevailing interest rates in the US has increased the chances of a hard landing in the world's largest economy. The Chinese economy is also expected to see muted growth, going forward.

The India economy, however, will remain on a stable growth path, backed by strong expected growth in Services and Industry. The beginning of the rate cut cycle during the year will help revive the private capex investment cycle. With El Niño conditions abating, monsoons are also expected to be normal, which will support consumption growth, especially in the rural areas. The roar of the Indian giant promises to get louder in this backdrop, with the recent general election results allowing for policy continuity which will further aid its growth.





SUSTAINED INDUSTRY MOMENTUM

Amid the deafening roar of the Indian economy, the nation's insurance industry also thundered through FY 2023-24, leaving a blaze of lightning behind to pave the way for a brighter future. Having grown in the mid-teens over the last decade, India's General Insurance (GI) industry powered ahead during the year. Its growth was driven largely by the Health Insurance segment, which grew by more than 20% YoY, as well as commercial lines like Engineering and Aviation. The growth in the motor insurance industry segments during the year was around 13%, in line with the overall GI industry growth.

OUTLOOK

FY 2024-25 is expected to see the reverberations of the Indian GI industry boom even more solidly. The overall strong economic growth anticipated in the country, coupled with the positive market trends, will aid the GI growth trajectory.

In the motor line of business, passenger vehicle (PV) and commercial vehicle (CV) segments are expected to see muted growth due to the high base effect of the previous years. However, 2-wheelers and 3-wheelers will continue to experience strong growth, supported by growing rural demand on the back of improved physical infrastructure and expectations of a good monsoon.

The Health insurance industry's shining contours will continue to become brighter and sharper with the growing interest and awareness among Indian consumers, who are increasingly becoming keen to safeguard their finances from healthcare related shocks. Commercial lines are expected to see strong demand, driven by the increased government spending in physical infrastructure and the ongoing uptick in real estate sales across the country. Rising corporate profits post the Covid pandemic will ensure the Corporate segment remains resilient.

THE INDIAN STORY CONTINUES TO SHINE

Efforts made by the regulator and the government in boosting awareness will aid the growth of the GI industry and increase insurance penetration in the country, going forward. The Health segment will remain the key engine driving the industry's growth, while the Motor segment will also sustain its growth momentum. India's roar will be heard far and wide, loud and clear, around the world in the coming years.

GROWTH ENABLERS

Demographic advantage

India's demographic dividend is a key driver of the sustained growth momentum in its insurance industry. The country's growing population, particularly in the middle-income group, along with its increasing per capita income will push the propensity to buy insurance among its people. While the population growth will aid volume-based growth, the increase in per capita income will enhance the proclivity to buy insurance. Both these factors augur well for the future of the insurance sector in India, particularly given the current low insurance penetration in the country. The Sigma 3 / 2023 Swiss Re report has forecasted that India will become the 6th largest insurance market in the world by 2032, ahead of Germany, Canada and South Korea.

Product innovation & affordability

India's success in winning the world over with its pioneering offerings has made it a global leader in several segments and industries. The insurance industry is in the midst of a similar innovation-led journey, marked by groundbreaking efforts by Indian insurance players to come out with customised, small-ticket products designed to meet the unique needs of individual retail consumers. This has opened new vistas of growth for the country's insurance industry.

Technology & digitalisation

A mark shift in consumer preference and behaviour, triggered by the Covid pandemic, has led to exponential growth in technological upgradation and digital adoption by Indian insurance companies. Digital lifecycle engagement is making the entire process easier and more seamless not only for consumers but also insurance agents, who are embracing digital tools to connect with their clients and renew their policies, among other engagements. As the industry scales, Robotic Process Automation (RPA) and AI will occupy centre stage in insurance, driven by newer data channels, better data processing capabilities and advancements in AI algorithms.

Government-sponsored schemes

India is all set to take a pride of place in the global insurance industry arena, thanks to the various government-sponsored schemes crafted to support the industry. While the PM Jan Arogya Yojana is the world's largest health insurance plan funded by a government, the Pradhan Mantri Suraksha Bima Yojana (PMSBY) is securing the lives of millions of Indians, especially those from economically disadvantaged backgrounds, providing them with much-needed financial protection. The Pradhan Mantri Jeevan Jyoti Bima Yojana, the Atal Pension Yojana (APY) and the PM Fasal Bima Yojana are some of the other schemes that underscore the government's commitment to protecting the lives and assets of its people.

Regulatory developments

In line with the Indian government's 'Insurance for all by 2047' vision, the Insurance Regulatory and Development Authority of India (IRDAI) has been making changes in its insurance framework with the aim of increasing insurance penetration, promoting innovation and ease of doing business within the industry. Key amendments introduced by IRDAI during FY 2023-24 related to flexibility in insurance management expenses, including commission; reinsurance amendment regulations; inclusion of AYUSH in all health insurance policies to broaden the consumer's treatment choice; establishment of women-centric dedicated distribution channel to enhance insurance inclusion and awareness in villages, among others.





RISK MANAGEMENT

THE BLUEPRINT FOR SUCCESS: BALANCING RISK AND REWARDS

FGII'S EFFORTS TOWARDS STRENGTHENING ITS RISK MANAGEMENT FRAMEWORK REFLECTS ITS STRONG FOCUS ON ENABLING FUTURE GROWTH, SIMILAR TO THE NATION'S THRUST ON INFRASTRUCTURE DEVELOPMENT AS THE KEY TO ENHANCING ITS GLOBAL REPUTATION AS AN EMERGING ECONOMIC GIANT.



FROM RISK TO REWARD: THE BLUEPRINT FOR ENABLING GROWTH

FGII'S COMPREHENSIVE RISK MANAGEMENT FRAMEWORK IS NOT JUST A SHIELD AGAINST UNCERTAINTIES BUT IS ALSO AN ENABLER FOR GROWTH AND DEVELOPMENT. JUST AS INDIA'S INFRASTRUCTURE DEVELOPMENT IS DRIVING THE ECONOMY, FGII HAS RISK APPETITE FRAMEWORK (RAF) WHICH SUPPORTS THE EFFECTIVE SELECTION OF RISKS BY ESTABLISHING THE RISKS THAT THE COMPANY WISHES TO TAKE, AVOID, RETAIN OR MITIGATE, ALONG WITH THE MONITORING AND ESCALATION PROCEDURES. THE PATH TO ACHIEVING DREAMS LIES IN EMBRACING RISKS AND FOCUSING ON STRATEGIES THAT ALIGN WITH THE BROADER GOALS OF GROWTH AND STABILITY.

The risk management function at FGII sets key principles and processes to identify, assessment, monitoring and reporting, measure, manage, control, and report current and future risks from our activities.

The risk governance structure at FGII is based on three lines of defence:



The risk management function supports the Board of Directors (BoD) and the senior management in granting the effective implementation of the risk management system, as required by law, Generali Group, and internal regulations. The function supports the BoD and senior management in the definition of risk management strategies and provides tools for risk identification, monitoring, management, and measurement. Risk management also provides, through an adequate reporting system, the elements for assessing risk exposures and monitoring key risk drivers to ensure complete implementation of the risk management framework. FGII has a Risk Management Sub-committee at the management level and a Risk Management Committee at the Board level.

As a part of risk, assessment, monitoring and reporting, the team carries out below activities:

1. OVERALL RISK ASSESSMENT (ORA):

This is a qualitative structure process, steered by the Chief Risk Officer (CRO) annually. ORA provides clarity on those risks that may arise in the current scenario and also in a forward-looking perspective. The assessment is performed considering Control System Adequacy, evaluated based on internal/external regulations and a set of key indicators, reputational impact, potential risk exposure, etc. ORA is a bottom-up approach, which helps risk owners to define appropriate actions to bring the risks within the defined risk tolerance.



2. Top Risk Workshop: An annual exercise, the top risk workshop typically focusses on below main areas:

a) Deep diving into high-impact risks:

These workshops bring together key decision-makers and subject matter experts to specifically analyse the organisation's most critical risks. The goal is to gain a deeper understanding of these top risks, including:

Scenario planning: Exploring various ways each risk could manifest and its potential consequences.

Mitigation strategies: Brainstorming and collaboratively developing effective plans to prevent, reduce, or control the impact of these top risks.

b) Strengthening Risk Management Practices:

The Top Risk Workshop also aims to improve the organisation's overall risk management approach. This might involve:

Identifying gaps and weaknesses:

Uncovering any shortcomings in existing risk identification, assessment, or mitigation processes.

Enhancing communication and collaboration:

Facilitating open communication about risks and fostering collaboration among stakeholders for effective risk mitigation.

By focussing on both a deep dive into top risks and strengthening overall risk management practices, a top risk workshop aims to proactively address the organisation's most critical threats and ensure a more robust risk management framework.



3. **Main Risk Self-Assessment (MRSA):** FGII relies on a group-wide process called Main Risk Self-Assessment, according to which CRO liaises with business functions to ensure the main risks are identified and assessed based on their likelihood of occurrence and severity, along with a list of potential mitigating actions. The MRSA leverages on the interaction between Risk Owners and CRO to ensure comprehensive risk identification at both levels. The assessment includes all significant risks irrespective of Solvency Capital Requirement (SCR), risks that may occur over the horizon of the plan and have the potential of jeopardising the achievement of the Strategic Plan targets, emerging and sustainability risks, risks associated with new products and new markets, etc. In terms of frequency, the MRSA is performed once a year and, unless significant changes in the strategy, operations, or environment in which FGII operates significantly impact the risk profile.
4. **Own Risk and Solvency Assessment (ORSA):** The ORSA report is prepared annually. An ORSA serves two main purposes for insurers:
 - a. **Strengthening Enterprise Risk Management (ERM):** ORSA helps embed a strong ERM culture within the company. It ensures a systematic approach to identifying, assessing, prioritising, and reporting on all the significant risks that could impact the insurer's solvency. This allows for more informed decision-making regarding risk management strategies.
 - b. **Assessing Capital Adequacy:** By analysing potential future scenarios and stresses, ORSA helps assess whether the insurer holds enough capital to meet its obligations to policyholders. This ensures the company maintains sufficient financial reserves to stay solvent even under challenging circumstances.





Overall, ORSA is a forward-looking process that helps insurers proactively manage risks and ensure their long-term financial stability. It's an ongoing assessment, not a one-time exercise, and should be integrated with the insurer's overall business strategy.

5. Risk Register & Scenario Analysis (RRSA):

Qualitative assessment is carried out using the RRSA tool by the risk management team. The team maps business processes of various teams, discusses with functional heads and risk champions, and identifies the risks which form part of the risk profile of the company. It lists probable risks scenarios along with its cause, impact on solvency, inherent risk, control, recommendations, residual risks, control type, control design, control performance, and mitigation for each identified risk. All risk scenarios have a unique risk code and are mapped with the company risk profile. The dashboard of the RRSA tool depicts an overview of the risk profile of the company. It also generates various dynamic reports.

Risk Appetite Framework – As an insurance company, FGII has to navigate multiple risks related to its business. Additionally, there are also numerous uncertain yet probable risks. FGII's Risk Appetite Framework (RAF) supports the effective selection of risks by defining which to take, avoid, retain, or mitigate, and outlines monitoring and escalation procedures. The RAF encompasses Risk Appetite Statement (aligned to strategic objectives), risk preferences, risk metrics, risk appetite and tolerances, risk monitoring and escalation, integration into business processes, and the roles and responsibilities of stakeholders. RAF is approved by FGII's Board of Directors on an annual basis.



Objectives of RAF

The Risk Appetite Framework serves several key objectives for the organisation:

■ Strategic Alignment

It helps align risk tolerance with overall business strategy. The framework clarifies the level of risk the organisation is willing to accept in pursuit of its strategic goals. This ensures risk-taking is measured and contributes to achieving the desired outcomes.

■ Informed Decision-making

By setting clear risk appetite levels, the framework provides guidance for decision-makers at all levels. They can make informed choices about resource allocation, project approval, and risk mitigation strategies, all within the established risk tolerance parameters.

■ Effective Risk Management

The framework establishes a structured approach to risk management. It defines the types and extent of risks the organisation is comfortable with, allowing for better identification, assessment, and prioritisation of risks.

■ Stronger Risk Culture

A well-defined risk appetite framework fosters a more open and transparent risk culture. Employees understand the organisation's risk tolerance and feel empowered to discuss potential risks without fear of reprisal.

■ Regulatory Compliance

Regulations require organisations to have a documented risk appetite framework. Having a framework demonstrates compliance and helps ensure the organisation is operating within acceptable risk boundaries.

■ Improved Communication

The framework facilitates clear communication about risk tolerance across the organisation. It ensures everyone, from senior management to front-line employees, understands the organisation's approach to risk.

Overall, the risk appetite framework provides a vital roadmap for navigating risk and achieving strategic objectives. It promotes informed decision-making, effective risk management, and a strong risk culture within the organisation.



DIVERSITY, EQUITY AND INCLUSION

ALL ARE WELCOME: EMBRACING DIVERSITY

JUST AS OUR NATION REVELS IN ITS RICH DIVERSITY, FGII ACKNOWLEDGES THE PROFOUND IMPACT OF A DIVERSE WORKFORCE. GUIDED BY OUR PHILOSOPHY OF LEADING WITH A HUMAN TOUCH AND EMBEDDING THE PRINCIPLES OF DIVERSITY, EQUITY, AND INCLUSION INTO OUR ORGANISATIONAL ETHOS, WE ARE COMMITTED TO FOSTERING AN INCLUSIVE WORKPLACE

CELEBRATING UNIQUENESS



OUR uniqueness is our COLLECTIVE strength

At FGII, we are passionate about creating an inclusive culture that supports and promotes diversity. We are committed to fostering an environment in which employees recognise their uniqueness and feel comfortable, respected, appreciated, and valued. We believe that this uniqueness and diversity makes for a more creative, innovative, and successful workplace.

At FGII, everyone is welcome.

UNITY IN DIVERSITY: A DEI REVOLUTION

Embracing diversity is crucial for the progress of our nation, as it ensures equitable opportunities for all and drives economic growth. At FGII, we understand the power of DEI and have embedded it into our core strategy. Just as DEI is crucial for India's progress, FGII's DEI agenda ensures a workplace that is representative, equitable, and inclusive, enabling the company to serve a diverse customer base and drive growth in a rapidly evolving market.

India, with its myriad cultures, languages, religions, and traditions, stands as a prime example of diversity. However, alongside this diversity, deep-rooted social inequalities persist, highlighting the need for an inclusive culture. As a socially responsible organisation, we believe that we have a moral and societal responsibility to provide a level playing field to all our stakeholders. We also understand that fostering a diverse and inclusive workforce is not only the right thing to do

but also beneficial for the bottom-line and long-term success.

Therefore, in 2022, we embarked on a journey towards inclusivity by designing our strategic roadmap for DEI. It is a decision that has not only changed the DNA of the organisation but also sent a positive message about equal rights to society at large. Armed with the philosophy of leading with a human touch, over the past two years, FGII is one of the few organisations to have embraced inclusivity, not only as an employer but also as an insurer and a responsible corporate citizen.

We set the ball rolling by launching our DEI statement, which helped define the company's commitment to DEI and our path forward. Next, we created a DEI Core Committee, to work on a comprehensive DEI strategy. Having identified focus areas to further participation of women, LGBTQIA+ and specially-abled employees, we





then set up three Employee Resource Groups (ERGs): World of Women, PRIDE Alliance Group, and Special Ability Alliance Group, and an active volunteering support network. To bring about a cultural shift within the organisation, we adopted a three-pronged approach: educate, advocate, and celebrate.

In FY 2023-24, we intensified and expanded our efforts by solidifying and implementing policies and processes to create an inclusive environment. Throughout the year, we worked on creating a cultural shift through education and sensitisation programmes as well as training interventions, enhancing our policies. We have introduced a change in our hiring process by incorporating blind interviews, where personal information about candidates is not probed, allowing us to focus solely on evaluating their skills during interviews and assessments. Additionally, all our job descriptions and application forms adhere to DEI guidelines and use inclusive language.

A. EMPOWERING WOMEN: BRIDGING THE GENDER GAP

Several studies have shown that more women in the workforce is key to India becoming a \$5 trillion economy. At FGII, we have been at the forefront of the movement to empower women in the workforce through our DEI initiatives over the past few years. In FY 2023-24, we scaled up our efforts, with a special focus on women and fixing the 'leaky pipeline' – a trend where women employees exit the workforce upon entering middle management due to familial responsibilities.

FGII's Visionary Women-friendly Policies & Programmes

In FY 2023-24, we introduced a number of women-centric policies, with the aim of boosting the presence of women in the workforce.

Policies

- One-day period leave every month
- Flexible working arrangements for returning mothers
- Paternity leave for a month
- Mental health helpline
- Inclusion of fertility treatment and surrogacy under Employee Group Medical Policy
- Travel assistance at odd hours

Programmes

- Motherhood support program
- Women and Development program
- Second Careers program
- Family forming assistance

‘She Leads’ the way

FGII’s commitment to furthering the career of women extends beyond hiring to include mentoring them on topics critical for their progress in the organisation. We have a specially-curated 12-week long mentorship programme for women called ‘She Leads’. This fiscal year saw 191 women employees being mentored by 13 women leaders, through Community Building, Continuous Engagement and Concentrated Learning on various topics.

Putting women’s health first

FGII is one of the few organisations that has embraced inclusivity not only as an employer but as an insurer. On International Women’s Day 2024, we launched Health PowHer, the most comprehensive women’s health insurance plan designed specifically to meet the unique needs of women across the different stages of their lives. For a country like India, where women comprise roughly half of the nation’s population, less than one-third or only about 30 per cent of women aged 15-49, were covered under health insurance between 2019-2021 (Source: National Family

Health Survey India report). Additionally, findings from our #PowHer Survey, also shed light on the lack of engagement by Indian women in health insurance decisions. Health PowHer aims to close the gap between what women need in their insurance policy and what is currently being offered.

FGII Marks Women’s Day

On International Women’s Day 2024, we organised a diverse array of activities including sessions and workshops on financial literacy, self-defence, car care, and health by eminent personalities at FGII head office in Vikhroli. A panel discussion involving celebrity guests such as actress Sonali Bendre, a survivor of Stage 4 Metastatic Cancer, Dr. Kiran Coelho, a senior obstetrician and gynaecologist, and Swarnima Bhattacharya, co-founder of Gytree and a health practitioner was organised. Additionally, Shaili Chopra, Founder of Gytree and SheThePeople, business journalist and entrepreneur, conducted a workshop on financial literacy for women. We also facilitated health check-up sessions for our women employees.





B. LOUD AND PROUD: BEING AN ALLY TO THE LGBTQIA+ COMMUNITY

India is home to a significant LGBTQIA+ community – as per 2018 estimates, they constitute 8% of the population – or 104 million Indians. And yet, this large population has long been marginalised and underrepresented. Despite legal advancements like the decriminalisation of Section 377 in 2018, societal acceptance and inclusion of LGBTQIA+ individuals is yet to become the norm. Embracing inclusivity for this community is crucial for fostering a society where everyone can live with dignity and respect.

At FGII, our commitment to inclusivity inspired us to become allies of the LGBTQIA+ community. We are proud to state that FGII is one of the few organisations that has embraced DEI not only as an employer but as an insurer. In 2023, we introduced LGBTQIA+ friendly employee policies, and equipped our workplace with inclusive infrastructure like gender-neutral washrooms to welcome people from the community into the FGII family. In addition to the celebratory activities, we implemented focussed

education, sensitisation, and training programmes throughout the year, extending the scope of Pride celebrations beyond just a day or month. We re-examined every aspect of the company's hiring processes, including application forms, job descriptions, and career website, to reflect our commitment to being an equal opportunity employer. We are already seeing a significant increase in the number of candidates from the LGBTQIA+ community on our career site. During the year, FGII also sponsored many LGBTQIA+ community-led initiatives to offer support like the Goa Pride Festival.

Celebrating Pride All Through the Year

In 2023, we got bigger and better, consciously deciding to celebrate Pride Month in July – to throw light on the fact that celebrating pride should be a year-long effort. Based on the theme of Assuring, Ensuring, and Insuring Inclusion, FGII's Pride Day in 2023 included performances and a parade led by LGBTQIA+ icon Sushant Divgikar. Author and DEI consultant Parmesh Sahani gave an insightful speech on workplace inclusion. An engaging panel discussion followed, in which Karnataka's first trans-woman doctor





Dr. Trinetera Halder, digital creators and the faces of FGII's 'Redefining Family' campaign, Yogi and Kabeer, shared their experiences. We also organised mural painting on FGII's gender-neutral restroom walls, a theatre act, and interactive workshops. Rainbow colors and pop-up stalls by artists from



the LGBTQIA+ community gave the office premises a celebratory atmosphere.

Campaign Alert: #RedefinedFamily

Our interactions with the LGBTQIA+ community brought the challenges faced by them to our attention. A major hurdle in their right to access insurance solutions was the fact that same-sex couples in live-in relationships were excluded from floater health insurance covers as they did not fall under the classic definition of 'family'. Therefore, in January 2023, we took the industry-first step towards offering equal rights – we redefined the term "family" across Future Generali's health insurance products to include LGBTQIA+ community members and live-in partners. In the same vein, FGII's new D.I.Y HEALTH Insurance product, for the very first time, covers gender reassignment surgery.

We also kick-started a nationwide conversation around the subject with a bold OOH campaign – another first in the insurance industry – that featured real-life LGBTQIA+ couples on billboards across India. With a single tweak in the terms and



conditions of our policies, we became the first insurers to bring about a monumental shift by kickstarting a nationwide conversation around the subject.

BREAKING BARRIERS: EXPANDING OPPORTUNITIES FOR THE SPECIALLY-ABLED

While estimates vary, there is growing evidence that specially-abled people comprise between 4 and 8 percent of the country's population – around 40-90 million individuals. As an innovative and inclusive organisation, our goal is to break inherent biases in the workplace and bridge the gap between our diverse employees in a healthy and innovative way. Therefore, in 2023, through regular interactions, we zeroed in on the need gaps, and made a start by creating infrastructure readiness at identified locations, with the aim of making our offices more accessible. We then mapped

roles and locations suitable for specially-abled candidates. Lastly, we introduced inclusive hiring practices and invested in training and awareness to address unconscious biases.

In 2023, we also took a significant leap forward by broadening our endeavours nationwide, partnering with various NGOs across India to conduct recruitment drives focussed on specially-abled individuals in cities like Chennai, Kochi, Pune, Mumbai, Hyderabad, etc. Starting off with 7 specially-abled employees in 2022, our year-long efforts in 2023 have helped us hire 27 specially-abled candidates - our goal is to ensure that specially-abled individuals comprise 1% of FGII's workforce by December 2024. To achieve this, we aim to continue to increase accessibility and identify suitable roles for specially-abled individuals, and encourage them to join the FGII family.





Campaign Alert: #SeeThisAbility

In keeping with our commitment to make sure FGII is an equal opportunity employer, we also celebrated Divers'Ability' day. To commemorate the start of the celebration, the company released a short video as part of the #SeeThisAbility campaign, which urged viewers to appreciate the unique abilities of the specially-abled. The campaign encourages viewers to notice the unique abilities that specially-abled employees bring to the table. It exemplifies how everyone should learn to look past someone's disability and appreciate them for who they are and what they can do.

To inspire FGII employees to "see this ability," we also invited Arunima Sinha, first woman amputee to climb Mt. Everest, specially-abled actress and dancer Sudha Chandran and international drummer and percussionist Saurabh Gadhvi who was born without his left hand, to showcase how they have used their passion to break barriers and thrive. Additionally, Vineet Saraiwala, founder and CEO, Atypical Advantage, gave a talk to sensitise FGII employees about the challenges faced by the specially-abled.

A CULTURAL SHIFT AT FGII

Our commitment to diversity is evident in the rise of women employees at FGII, rising to 20%, up from 18% in FY 2022-23. We have also almost quadrupled the number of specially-abled employees in a year, and have seen a rise in CVs from the LGBTQIA+ community on our career site. The positive feedback from employees and the enthusiastic participation in our celebrations reflect a cultural shift within FGII. Our employee-friendly approach that nurtures a diverse workforce has resulted in getting FGII the 'Great Place to Work' award for the fifth consecutive year now, as well as the 'Best Workplace in the general insurance industry'. FGII is now recognised as an inclusive employer, insurer and corporate citizen, enhancing our brand value and attracting a diverse range of customers. Our endeavour is to continue to set new standards in creating an environment where every individual feels valued and empowered.



AWARDS

SHINING BRIGHTER

FGII SHONE BIGGER AND BRIGHTER DURING FY 2023-24, WITH A MULTITUDE OF AWARDS MIRRORING THE BIG WINS THAT INDIA HAS BEEN NOTCHING ON THE GLOBAL TURF ACROSS ALL THE MAJOR ARENAS, EXTENDING FROM BUSINESS, INNOVATION AND TECHNOLOGY, TO SCIENCE, SPORTS AND ENTERTAINMENT.



AWARDS & ACCOLADES



ORGANISATION

15th Global Insurance Summit & Awards by Assocham

Overall Achievement Award in the General Insurance Category

Great Place To Work

"Great Place to Work" for the 5th Time in a row

India's Best Workplaces in BFSI 2023 - Top 25

India's Best Companies to Work for 2023 - Top 100

Organisation with Inclusive Practices Certified 2023-24

India's Best Workplace in General Insurance in 2023



DEI

The Progressive Places to Work Conclave 2023 by Global DEI Alliance and The Times Group

Certified DEI Crusader

Impressa Awards 2023

Community building and social inclusion

AccelHERate & DivHERsity Awards 2024 by HerKey

Top 20 companies in DivHERsity (Large Enterprises)

Bombay Chamber DEI Awards 2023

Disability Confidence & Inclusion Award



INTERNAL AUDIT

4th Edition Audit and Risk Summit 2023

Best Audit Innovation of the Year 2023



CSR

Indian CSR Awards 2023

Best CSR project of the Year - 2023 (Education)



CUSTOMER EXPERIENCE

4th Digital Customer Experience Awards 2024

Best Contact Centre of the Year

The CX Transformation Conclave 2023

Chosen as one of the 'Masters of CX 2023-24'

Stevie Awards

Gold Award for Customer Service Complaints Team of the Year

Silver Award for Customer Service Department of the Year

Bharat BFSI Leadership Summit & Awards 2024

CX Leader in Insurance

5th Annual India CX Summit & Awards

'Best Employee Engagement'

Bharat Insurance & Fintech Summit Awards 2023

'CX Team of the Year'



HUMAN RESOURCES

4th L&D and HR Confex & Awards 2024

Best L&D team of the year

Best L&D technology transformation

3rd CHRO Confex & Awards

Excellence in Culture Evolution

Best Implementation of HR Technology

Best Blended HR Strategy

Great Manager Awards 2023 by People Business

Company with Great Managers, 2023



BRANDING AND COMMUNICATIONS

E4M Pitch BFSI Marketing Awards 2023

Gold for Most effective launch / relaunch campaign
Gold for Most effective traditional media (Print, OOH)

e4m ICMA 2023

Gold and Bronze Award for Content marketing by sector - BFSI category

CMO Asia Awards for Excellence in BFSI

Award for Social Inclusion category

Effies 2024

Bronze in Insurance and Related Products category
Bronze in Positive Change: Social Good (Diversity, Equity, Inclusion) category

IDIA - Impact digital influencers awards 2023

"Best celebrity driven campaign
Best use of static media"

e4m Indian Digital Marketing Awards 2023

Gold for Best Use of Social Networks/Social Media

e4m Health and Wellness Marketing Award

Gold for Best Static Media in BFSI
Silver for Best New Product Launch in BFSI
Bronze for Best Integrated Campaign in BFSI



FINANCE

ICAI Awards

Excellence in Financial Reporting for the year 2022-2023



SALES AND DISTRIBUTION

10th Annual ET Now Insurance Summit and Awards

Sales Champion (Non Life Insurance - Compact category) for 2023



CORPORATE SOCIAL RESPONSIBILITY (CSR)

UNITED BY PASSION

FGII'S SINGLE-MINDED PASSION TO INVEST IN HOLISTIC SOCIETAL DEVELOPMENT IS AKIN TO THE POWER OF PASSION THAT TRANSFORMS EVEN THE MOST ORDINARY OF SPORTING EVENTS INTO A FORCE THAT UNITES THE NATION.



PASSION FOR PROGRESS: TRANSFORMING INDIA THROUGH CSR

MUCH LIKE HOW PASSION FUELS ATHLETES TO EXCEL IN SPORTS, AT FGII, WE ARE DRIVEN BY PASSION. AND JUST AS A SPORTSPERSON'S DEDICATION AND PASSION LEAD TO REMARKABLE ACHIEVEMENTS, OUR COMMITMENT AND PASSION FOR SOCIAL RESPONSIBILITY ARE GUIDING US IN MAKING A POSITIVE DIFFERENCE IN THE LIVES OF NUMEROUS PEOPLE.

As part of the Corporate Social Responsibility arm of FGII, we have always believed in giving back to the society by engaging with and supporting the community. Our projects focus on benefiting marginalised communities, particularly in the healthcare and education sectors, where we work to provide tangible solutions.

At FGII, passion isn't just a value; it's the driving force behind everything we do. Much like how athletes are driven by passion to excel in sports, our dedication and passion fuel our commitment to social responsibility. We understand that just as sports require dedication, perseverance, and passion to achieve greatness, so does our mission to make a positive impact on society. Compassion is deeply ingrained in our culture. We recognise that by giving back to our community, we're not only nurturing society's future but also

fostering our business's growth. This is why, at Future Generali, we're committed to creating enduring change.

Guided by our ethos of leading with empathy, we understand the transformative power of philanthropy. CSR isn't just about giving; it's about creating lasting change for our communities and our nation. At FGII, we believe that investing in the well-being of our communities strengthens our bond with consumers and yields substantial dividends over time.

Our focus on education and healthcare reflects our dedication to making a meaningful difference. Through our partnerships with NGOs, we strive to impact the lives of countless underprivileged individuals. Together, we're building a brighter future for all.





The Human Safety Net Anganwadi Project - I



The THSN Anganwadi Project prioritises Early Childhood Care and Education, focussing on three main pillars:

School Readiness, Anganwadi Centre Infrastructure Enhancement, and Community Engagement. Its goal is to ensure that children aged 3–6 attending Anganwadi Centres are adequately prepared for formal schooling. Additionally, the project extends support to parents and caregivers of children up to six years, equipping them with knowledge related to maternal health, hygiene, and nutrition, and resources to facilitate their child's preschool journey.

At FGII, we've collaborated with United Way Mumbai, our NGO partner, to adopt and nurture 19 Anganwadi Centres in our insurance districts of Ranchi (Jharkhand) and Khammam (Telangana) through the THSN Anganwadi Project.

Outlined below are the activities implemented within the project

a. Infrastructure Enhancement of Anganwadi Centres:

Our efforts have focussed on transforming 19 centres into vibrant learning spaces. Through comprehensive refurbishments, including colourful murals, improved storage facilities, and age-appropriate learning materials, we aim to create an environment conducive to children's learning and development.

b. School Readiness Initiatives:

Our approach to school readiness encompasses a variety of activities aimed at achieving key developmental milestones in children. Facilitators utilise interactive teaching materials to engage children in skill-building

activities. For example, interactive flashcards are utilised to enhance language skills and expand vocabulary. Additionally, home visits are conducted to educate parents about the significance of early childhood education and care, fostering their active involvement in their child's development.

c. Community Engagement Efforts:

Our team actively engages with families in the vicinity of the centres to gauge parental involvement in their children's development. Through door-to-door interactions, we identify and connect with children residing in the community, establishing relationships with beneficiaries, and introducing them to the project's initiatives.

The Human Safety Net Anganwadi Project - II



Through our joint endeavour with Bal Raksha Bharat (Save the Children) in Jodhpur, Rajasthan, we're working to nurture children's growth and development. Our collaborative efforts span across 18 Anganwadi Centres, focussing on tailored learning activities, infrastructural enhancements, training sessions for Anganwadi personnel, and active involvement of parents through home visits.

4,000+

Beneficiaries
catered to by both
the Anganwadi
projects

Outlined below are the activities implemented within the project

- a. **Building Learning Environment (BLEs) in Anganwadi Centres:** This initiative introduces an innovative approach to enhance the visual appeal and learning atmosphere within Anganwadi centres. Through interior upgrades, including vibrant paintings depicting fundamental learning concepts and displaying key messages on centre walls, each Anganwadi Centre is transformed into an engaging and education-friendly space. The rooms are adorned with colourful depictions of animals, alphabets, Hindi letters, numbers, cartoons, fruits, vegetables, and more. This not only fosters self-learning but also cultivates a conducive environment for children's holistic development.
- b. **On-site Assistance for Anganwadi workers:** The project team conducts regular visits to Anganwadi Centres, providing hands-on support to the workers there to enhance their skills and knowledge. Through interactive sessions, they demonstrate various engaging activities such as singing rhymes, incorporating

physical exercises, and utilising training and learning materials effectively.

- c. **Establishing Learning Corners in Anganwadi Centres with Age and Grade-Appropriate Resources:** A designated "Learning Corner" is introduced within each Anganwadi Centre, housing carefully selected learning materials tailored to different age groups and grades. This physical space is purposefully designed to encourage independent or collaborative learning among children. The learning kit provided is systematically arranged in this corner, enticing children to engage in educational activities spontaneously.
- d. **Intersectoral Collaboration Meetings:** Recognising the pivotal role of parents in fostering the holistic development of young children, it's imperative to engage them actively in early childhood education. These convergence meetings serve as a vital link between Anganwadi workers, school teachers, and parents.



Mental Healthcare

In partnership with Poddar Foundation, our mental healthcare project has been instrumental in addressing mental health issues in diverse communities in Pune, Maharashtra. The initiative is centred on raising awareness about crucial topics like suicide prevention, domestic abuse, stress management, and anxiety. Following WHO guidelines, the project conducts screenings to identify individuals in need, offering personalised one-on-one counselling and tailored support services. A mobile van initiative has been launched, extending these vital services to rural pockets of the city. Through 718 awareness sessions and over 150 counselling sessions, we've provided

More than **1.80 lakh**

Individuals impacted

invaluable support and fostering resilience within our communities.



Access to computer labs for visually impaired students

We've worked towards establishing computer labs tailored for students with visual impairment to enhance their skill sets. The project was implemented across five schools in the state of Madhya Pradesh in cities like Bhopal, Indore, and Jabalpur, in collaboration with Samarthanam Trust for the Disabled. Our focus is on delivering fundamental computer training to visually impaired students in an accessible lab and equipping them with essential computer skills to prepare them for their professional journey.

The computers have screen reading software, speech recognition tools, and adaptable hardware, catering to various needs. Screen reader programmes like JAWS SOFTWARE were installed, ensuring seamless compatibility with diverse devices and educational software. Additionally, customised furniture was provided, tailored to accommodate different requirements. This included adjustable desks and chairs, promoting ergonomic comfort during computer usage.

638

Students impacted



Supporting the Girl Child

The project in partnership with KC Mahindra Education Trust aims to **educate and empower primary and secondary Nanhi Kalis** in Varanasi, Uttar Pradesh, to complete their schooling by offering them comprehensive support. This includes daily afterschool academic assistance provided through centres known as Academic Support Centres (ASCs), which are located within government school premises. Additionally, every girl receives an annual school supplies kit containing essential items such as a school bag, stationery, pullover, raincoat, and feminine

hygiene materials. This support ensures that each girl has the resources needed to pursue her education effectively.



The outcomes include

1. The Academic Support Centres (ASCs) achieved successful operation throughout the academic year of 2023-2024.
2. On average, 60-64% of Nanhi Kalis consistently attended the support centres.
3. Consistent community engagement to improve the retention rate and improved attendance of Nanhi Kalis.

400

Nanhi Kalis impacted

4. Nanhi Kalis showed interest in sports and took part in their own sports day, participating in the four events – long jump, shuttle run, endurance, 50-metre race for secondary and 30-metre race for Primary Nanhi Kalis of the Toofaan Games.

Enhancing the Infrastructure of the Existing Public Healthcare Centres

The project in collaboration with Bhavishya Bharat focussed on enhancing healthcare infrastructure in Sikkim. Focussed efforts were directed towards strengthening Primary Health Centres (PHCs), Urban Primary Health Centres (UPHCs), and a Community Health Centre (CHC) in Gangtok and Pakyong districts. Essential medical equipment, including oxygen concentrators, dental chairs, examination tables etc., were supplied to elevate the capacity of five PHCs, two UPHCs, and one CHC. In tandem, minor civil works, encompassing the refurbishment of crucial medical facility rooms and the construction of essential infrastructure, were undertaken to fortify the overall healthcare landscape. Equipped with advanced resources, health centres can now provide a comprehensive

2 lakh

People directly and indirectly benefited

array of medical services, spanning from routine check-ups to advanced treatments.





"I am in the seventh grade and embarked on my educational journey with Project Nanhi Kali in 2023. I am the oldest child in my family and I live with my parents, grandparents, and my younger brother who is in the fifth grade.

My parents were keen on ensuring that we received quality education, however, we faced financial issues which made it difficult to study in school. Initially, we relied on support from neighbours, relatives, and even government schoolteachers, who provided textbooks for us.

One day, I noticed Community Associates visiting my school to enrol girls who regularly attended classes in Project Nanhi Kali. I immediately told my parents about it, and with the encouragement of my school teachers, I successfully enrolled in Project Nanhi Kali, where I got access to free tuition sessions and study materials.

I am able to use the tablet to study. I take notes and always do my homework on time.

I am proficient in Hindi and English, and am good at reading and writing in both languages. Beyond academics, I also participate in various sports. I am very grateful to Project Nanhi Kali for enabling me to pursue my educational dream with confidence."

Ayushi

a student part of the Project Nanhi Kali in 2023



"My daughter, Mahira Praveen, used to resist going to the Anganwadi earlier, but now she eagerly wakes up early in the morning to get ready, thanks to the Ankur Project. The Anganwadi didi (sister) educates the children and keeps them actively engaged. I too attend and participate in the meetings held two to three times a month, where I learn valuable skills such as budgeting and money-saving techniques. I am grateful to Future Generali and United Way Mumbai for their support in educating not only my children but also women like me."

Nusrat Khatun

mother of Mahira Praveen, Mesra Anganwadi Centre/Village



My four-year-old twins Dhinesh and Dhivija have been going to the Gokinepalli Anganwadi Centre since August 2023. Initially, I used to bring them to the school and wait there till evening as I was worried about leaving my kids alone. The facilitator from United Way Mumbai assured me that my children would be safe and asked me to leave them in the Anganwadi centre.

I attended all the caregivers' meetings and learnt a lot about how to raise children from those sessions. This helped me engage with my children more effectively. When my kids would come home from the Anganwadi centre, at night I would ask them about the stories and rhymes they had learnt. I am very grateful to Future Generali and United Way Mumbai for adopting Gokenapalli village and helping to transform me as a parent.

Sravani

mother of four-year-old twins Dhinesh and Dhivija,
Gokinepalli Anganwadi Centre/Village





BOARD OF DIRECTORS



MR. PARVEEN KUMAR GUPTA

Designation:

Chairman & Independent Director

Age: 64

Strengths: Expertise in Financial Services,

Retail Banking, Digital Initiatives, Treasury,
International Banking, Risk, Compliance,
Investment, Banking & Private Equity

Qualification: B.Com, ACS, C.A.I.I.B



DR. DEVI SINGH

Designation: Independent Director

Age: 71

Strengths: Expertise in International Finance
& Management

Qualification: PhD in International Finance -
IIM, Ahmedabad





MR. SHAILESH HARIBHAKTI

Designation: Independent Director

Age: 68

Strengths: Expert Witness and Valuer in both Domestic and International jurisdictions, Corporate Governance and Sustainability

Qualification: C.A, C.M.A, CIA, Certified Financial Planner and Fraud Examiner



MR. ROBERTO LEONARDI

Designation: Non-Executive Director

Age: 60

Strengths: Wide experience in Life & Health Insurance Business across Asia, Europe, and South Africa

Qualification: C.A.(SIACA)



MR. LUIS ROSET SUCAR

Designation: Non-Executive Director

Age: 61

Strengths: Extensive Strategic and Technical expertise in P&C Business, including Health, Accident and Life

Qualification: Industrial Engineer





BOARD OF DIRECTORS



MS. VALENTINA SARROCCO

Designation: Non-Executive Director

Age: 44

Strengths: Expertise in Corporate Governance Matters, M&A and Divestitures, General Commercial, Cross-Border Transactions, Insurance and Project Financing

Qualification: Bachelor's in Law, Senior Manager Program and Executive Program on M&A transactions (Italy)



MR. AJAI KUMAR

Designation: Non-Executive Director

Age: 71

Strengths: Over 40 years of experience in the Public Sector Banking industry, including significant roles in both India and Overseas

Qualification: MSc (Physics), LLB, C.A.I.I.B





MR. K B VIJAY SRINIVAS

Designation: Non-Executive Director

Age: 65

Strengths: Close to four decades of experience in the Insurance industry

Qualification: BSc (Honors), LLB, MBA, AIII



MR. ANUP RAU

Designation: Managing Director & Chief Executive Officer (MD&CEO)

Age: 50

Strengths: Wide experience in working with various Life and General Insurance companies

Qualification: BEc (Hons), M.B.A



COMMITTEE

	Chairperson	Member
Investment	C	M
Policyholders' Protection, Claims Monitoring and Grievance Redressal	C	M
Risk Management	C	M
Ethics and Compliance	C	M
Nomination and Remuneration	C	M
Audit	C	M
Corporate Social Responsibility	C	M
Debenture Allotment	C	M
Banking Affairs	C	M



Mr. Deepak Prasad
Chief Operating Officer



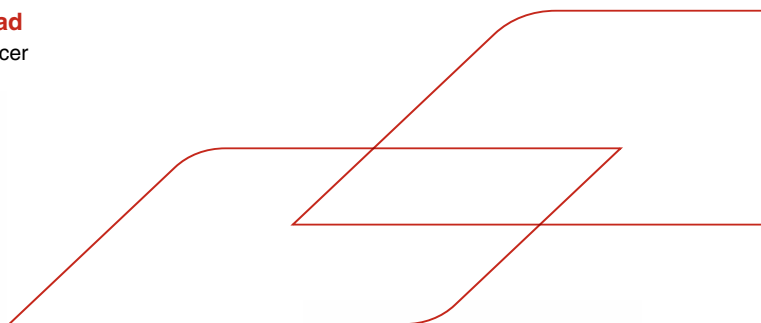
Mr. Devi Dayal Garg
Chief Financial Officer



Mr. Ramit Goyal
Chief Distribution Officer



Mr. Anup Rau
Managing Director & CEO



Mr. Akshaya Kashyap
Chief People Officer



Ms. Ritu Sethi
Chief Internal Audit Officer



Mr. Abhishek Singh
Chief Bancassurance Officer



Mr. Ashish Lakhtakia
Chief Legal & Compliance
Officer and Company Secretary



Ms. Smita Tibrewal
Chief Insurance Officer



Mr. Milan P. Shirodkar
Chief of Investments

LEADERSHIP TEAM



Ms. Ruchika Varma
Chief Marketing,
Customer & Impact Officer



Mr. Jatin Arora
Appointed Actuary



Mr. Ajay Panchal
Chief Risk Officer



CORPORATE INFORMATION*

BOARD OF DIRECTORS

Mr. Parveen Kumar Gupta

Chairman &
Independent Director

Dr. Devi Singh

Independent Director

Mr. Shailesh Haribhakti

Independent Director

Mr. Roberto Leonardi

Non-Executive Director

Mr. Luis Roset Sucar

Non-Executive Director

Ms. Valentina Sarrocco

Non-Executive Director

Mr. Ajai Kumar

Non-Executive Director

Mr. K B Vijay Srinivas

Non-Executive Director

Mr. Anup Rau

Managing Director &
Chief Executive Officer
(MD&CEO)

KEY MANAGEMENT PERSONS

Mr. Anup Rau

MD&CEO

Mr. Abhishek Singh

Chief Bancassurance Officer

Mr. Ajay Panchal

Chief Risk Officer

Mr. Akshaya Kashyap

Chief People Officer

Mr. Ashish Lakhtakia

Chief Legal & Compliance
Officer and Company Secretary

Mr. Deepak Prasad

Chief Operating Officer

Mr. Devi Dayal Garg

Chief Financial Officer

Mr. Jatin Arora

Appointed Actuary

Mr. Milan P. Shirodkar

Chief of Investments

Mr. Ramit Goyal

Chief Distribution Officer

Ms. Ritu Sethi

Chief Internal Audit Officer

Ms. Ruchika Malhan Varma

Chief Marketing, Customer &
Impact Officer

Ms. Smita Tibrewal

Chief Insurance Officer

INVESTMENT COMMITTEE

Mr. Roberto Leonardi - Chairman

Mr. Parveen Kumar Gupta - Member

Mr. Luis Roset Sucar - Member

Mr. K B Vijay Srinivas - Member

Mr. Anup Rau - Member

Mr. Devi Dayal Garg - Member

Mr. Jatin Arora - Member

Mr. Ajay Panchal - Member

Mr. Milan P. Shirodkar - Member

POLICYHOLDERS' PROTECTION, GRIEVANCE REDRESSAL AND CLAIMS MONITORING COMMITTEE

Mr. Parveen Kumar Gupta - Chairman

Ms. Valentina Sarrocco - Member

Mr. Luis Roset Sucar - Member

Mr. K B Vijay Srinivas - Member

RISK MANAGEMENT COMMITTEE

Mr. Luis Roset Sucar - Chairman

Mr. Parveen Kumar Gupta - Member

Ms. Valentina Sarrocco - Member

Mr. K B Vijay Srinivas - Member

Mr. Ajay Panchal - Member

* as on May 08, 2024



ETHICS AND COMPLIANCE COMMITTEE

Ms. Valentina Sarrocco - Chairperson

Mr. Parveen Kumar Gupta - Member

Mr. Luis Roset Sucar - Member

Mr. Ajai Kumar - Member

NOMINATION AND REMUNERATION COMMITTEE

Dr. Devi Singh - Chairman

Mr. Parveen Kumar Gupta - Member

Mr. Shailesh Haribhakti - Member

Mr. Roberto Leonardi - Member

Ms. Valentina Sarrocco - Member

Mr. Ajai Kumar - Member

AUDIT COMMITTEE

Dr. Devi Singh - Chairman

Mr. Parveen Kumar Gupta - Member

Mr. Shailesh Haribhakti - Member

Ms. Valentina Sarrocco - Member

Mr. Roberto Leonardi - Member

Mr. Ajai Kumar - Member

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Dr. Devi Singh - Chairman

Mr. Parveen Kumar Gupta - Member

Ms. Valentina Sarrocco - Member

Mr. Luis Roset Sucar - Member

Mr. Ajai Kumar - Member

DEBENTURE ALLOTMENT COMMITTEE

Mr. Parveen Kumar Gupta - Member

Mr. Roberto Leonardi - Member

Mr. K B Vijay Srinivas - Member

BANKING AFFAIRS COMMITTEE

Mr. Ajai Kumar - Chairman

Mr. Roberto Leonardi - Member

Ms. Valentina Sarrocco - Member

Mr. Anup Rau - Member

Mr. Deepak Prasad - Member

Mr. Devi Dayal Garg - Member

REGISTRAR & SHARE TRANSFER AGENT

Link Intime India Private Limited

C-101, 247 Park, L.B.S. Marg,
Vikhroli (West), Mumbai - 400083

Tel: +91 22 4918 6000

Email: rnt.helpdesk@linkintime.co.in

Website: www.linkintime.co.in

CORPORATE IDENTIFICATION NUMBER

U66030MH2006PLC165287

IRDAI REGISTRATION NUMBER

132

REGISTERED OFFICE & CORPORATE OFFICE

Unit No. 801 & 802, 8th Floor, Tower C,
Embassy 247 Park, LBS Marg, Vikhroli (West),
Mumbai - 400083, Maharashtra, India

Telephone: 022 - 4097 6666

Fax: 022 - 4097 6900

Email: fgcare@futuregenerali.in

Website: <https://general.futuregenerali.in>

JOINT STATUTORY AUDITORS

M/s. Khandelwal Jain & Co.

Chartered Accountants

M/s. Chhajer & Doshi

Chartered Accountants

SECRETARIAL AUDITOR

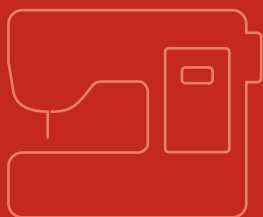
M/s. Aashish K. Bhatt & Associates,

Company Secretaries





STATUTORY REPORTS





Board's Report

Dear Shareholders,

Your Directors are pleased to present the 18th (Eighteenth) Annual Report of your Company along with the Audited Financial Statements for the financial year ended March 31, 2024 (hereinafter referred to as the "year under review" or "FY 2023-24").

1. FINANCIAL RESULTS

The highlights of the financial results of the Company for the financial year ended March 31, 2024, as compared to the previous financial year ended March 31, 2023, is summarized below:

Particulars	(₹ in million)	
	For the year ended 31 st March 2024	For the year ended 31 st March 2023
Gross direct premium	49,108.97	45,462.36
Gross written premium	50,028.00	46,268.02
Net written premium	35,857.73	29,109.81
Net earned premium	33,382.16	27,393.06
Net incurred claims	23,985.70	18,053.41
Net commissions	6,227.68	668.46
Management expenses	6,625.92	11,656.33
Income from investment	5,245.14	4,417.55
Profit before tax	1,788.00	1,432.41
Profit after tax	1,333.12	1,062.58
Number of policies issued	27,85,105	34,18,454
Number of employees	2,625	2,353

2. OPERATIONAL REVIEW

Industry Overview

The Gross Direct Premium of the industry for the year under review increased from ₹2,569,120 million to ₹2,897,380 million on a year-on-year basis, constituting a growth of about 12.78%.

Company Overview

Your Company has completed its sixteenth full year of operations. During the year under review, your Company achieved a Gross Direct Written Premium of ₹49,108.97 million against ₹45,462.36 million in the previous year, registering a growth of 8.02%. The Company earned a net profit of ₹1,333.12 million against a net profit of ₹1,062.58 million in the previous year.

During the year under review, the Company has not changed its nature of business and continued the business of General Insurance as its core activity.



Regional and Branch Office Network

During the year under review, your company has opened 10 places of business, closed 3 places of business and 5 places of business were relocated to alternate optimized premises to have better infrastructure facilities and deliver cost efficiency and productivity. Your Company had a network of 166 places of business across the country as on March 31, 2024. Your Company is focused on expanding its geographical reach in order to increase its penetration in retail and rural business segments across the country as per business plan.

Solvency Ratio

Your Company has been continuously monitoring its solvency margins in accordance with the requirements of the Insurance Regulatory and Development Authority of India (Assets, Liabilities and Solvency Margin of General Insurance Business) Regulations, 2016 and has maintained the required solvency margin as on March 31, 2024, at 226%, which is above the requirement of 150% prescribed by the Insurance Regulatory and Development Authority of India (hereinafter referred to as "IRDAI").

Investments and Investment Income

The Investment Philosophy of the Company is 'Safety, Liquidity and Sustainable Returns'. All the investments are made in accordance with the IRDAI Regulations and the Investment Policy of the Company. Against the book value of investments of ₹74,732.96 million, the market value of the investments as on March 31, 2024, was ₹74,060.67 million. The weighted average return on Investments for the year ended March 31, 2024, was 7.37% p.a. The Company earned total Investment income (after impairment provision) of ₹5,172.50 million during the FY 2023-24.

Human Capital

Your Company makes continuous efforts to strengthen its people processes and practices with an intent to improve efficiency and accountability within the organisation. It has followed a structured approach incorporating its business strategies with a clear focus on Human Capital. This has always

been led from the top, incorporating feedback from all layers of the organization, extending to employee families, vendors and customers.

Your Company, to understand employee engagement levels and expectations, continues to conduct regular dipstick and engagement surveys, coming up with fresh initiatives to continually improve its culture. Based on the findings, people strategies were reviewed, and appropriate people initiatives were commenced to align with the Company objectives, thereby creating a holistic collaborative environment. Employee Wellbeing and Assistance program (EWAP) offers support to all employees facing workplace challenges that may affect their well-being and performance.

Your Company believed and actively encouraged hybrid working by extending help to employees to manage their work-life balance smoothly and effectively, and has utilised every opportunity to connect with employees through interventions like Townhall, Reach-HR, Engagement surveys, celebrations, etc. Focused initiatives on employee wellness and mental health continue to engage with employees beyond defined areas of work.

Digitization of Learning and Employee Communication benefited and empowered the larger population of employees. Your Company looks at the holistic development of its employees with effective potential mapping, capability building and career planning. Modern learning delivery vehicles like mobile applications, gamification and bite size modules with learning validation were extensively used for effective learning. Talent Mapping was done across the organization to identify and nurture HiPos for focused development and to create a robust talent pipeline for future readiness. Performance and Life Coaching were facilitated to help maximize HiPos' capabilities.

Your company is focused on building an inclusive culture by emphasizing on Diversity, Equity and Inclusion (DEI) in a large way. The formulated DEI Policy was emphasized into action by reviewing people practices and creating new benchmarks. Education on inclusiveness, unconscious

bias and work enablement were extended to managers and employees. The Committees and Employee-Resource-Groups led by Leaders were aggressively involved in creating allies to various dimensions of diversity in the company.

Your company focuses on staying ahead of the curve and equipping the leaders with necessary skills to implement innovative technologies. Generative AI & ChatGPT training program was organized with an objective to streamline the processes enhancing customer experiences and contributing to FGII's continued growth. Other than this the company invests in catering to various training needs of employees throughout employee lifecycle. A total of 1,600 sessions were conducted during FY 23-24 wherein 40,723 participants (17% higher than last financial year) were trained. Few such interventions are Prarambh - Employee Induction, role-based upskilling and career linked programs. Moreover, agents are trained (21,419 new and existing agents were trained in FY 23-24) on need-based advisory and behaviors that are customer-oriented (through Specified Phygital Distribution strategy of Generali) as well as products & process oriented. Sessions on focused topics are organized for Banks, Brokers and other Channel partners (12,401 employees of partner banks were trained in FY 23-24). All employees go through mandatory learning as per local regulations and Generali group requirements.

As on March 31, 2024, your Company stood strong with a workforce of 2,625 managing the challenging times effectively, strengthening its Distribution Network and Customer Retention.

Operations

During FY 2023-24, we continued to focus on leveraging new-age technologies to achieve key business objectives of providing superior customer experience and enhanced productivity. Some of the key changes that were implemented to ensure ease of servicing our customers, are as under:

- Post implementation of TCS Bancs System in the previous financial year for Motor LOB, this year we have added more complex products

like Health and Fire. More products where testing is at an advanced level, will get added in TCS Bancs shortly.

- In our efforts to building economies of scale, and achieve more efficiencies, we have created centralised team for processing motor endorsements. This has helped eliminate multiple layers in the process journey. We have enabled Retail Brokers now to directly approach a centralized team in Head Office which pass these endorsements and share the endorsement copies directly with the broker. This has been accepted well by the brokers and hence, we are extending this facility to select agents across India. This has significantly helped us reduce TAT and has helped service IMDs better. As of now, close to 95% of endorsements are getting passed within 2 days.
- With a mission to provide effortless and caring experiences to customers, we have revamped our refund process by empowering zones to authorise refunds upto a certain amount. Moreover, more powers are delegated within the organisation to expedite refund approval. This is helping us improving on the TAT of refund processing.
- During the year under review, the Company was successfully accredited with ISO Certification, ISO 9001-2015 for the core functions of Operations, Underwriting, Claims, Facility & Administration, Contact Centre & Customer Services and Health Processes.
- During FY 2023-24, we continued our efforts in increasing digital footprint and further simplifying processes to make it more agile. In FY 2023-24, 89% of the policies issued were in digital form as compared to 76% in FY 2022-23.
- During the FY 2023-24, at Operations level, we have advanced the renewal notice generation time from 45 days to 60 days. This gives sufficient time to our sales team and agents to follow-up with customers for their renewals.



Claims

Health insurance premiums have been the main driver of the non-life insurance industry since the commencement of the COVID-19 pandemic. During the year under review, we enhanced our digital claims portal and corporate HR portal for self-registration of claims & member data management for faster processing. We also launched chat bots to answer customer queries. We promoted Pocket Clinic on the mobile app to help customers in taking second opinion remotely without having to go for physical doctor consultations.

Anytime cashless facility (100% cashless initiative) was made live, empowering our customers to avail cashless option in non-network hospitals. We increased our network strength to 8600+ Hospitals. We also partnered with Cashless OPD providers to cater to OPD claims.

Going forward, we plan to enhance customer experience via WhatsApp chat interface, dedicated call lines and customised service propositions.

Our claim settlement ratios and operational efficiency in health claims have also shown an improving trend. We focus on our consumers and our NPS scores, which have been consistently high and have improved further in FY 2023-24. We launched multiple new products which provided our customers with a unique value proposition.

During the year under review, your Company handled 10 major Natural Catastrophic (NATCAT) events compared to last financial year in which there were no major NATCAT events. Cyclone Michaung in December 2023, Flood Events in July-August 2023 in North India and Sikkim event in October-2023 were major NATCAT events. Despite these challenges, your Company achieved disposal ratio at 99% and settlement ratio at 96%.

Your Company ensured that the customer experience became better during the year under review, and we received various appreciations from our channel partners during the year. In FY 2023-24, your Company handled close to 98,000+ claims under Non-Motor Claims as the

Lead Insurer which was approx. 2% more than the intimations compared to FY 2022-23 and ensured a 99% disposal ratio on a reported basis.

During the year under review, your Company's third-Party claim cases increased by 17% as compared to the previous year. Your Company has managed to keep the disposal ratio to 83%.

In FY 2023-24, Motor LOB contributed around 35% to the overall GWP. We maintained steady growth in the private car and selective commercial vehicle class to ensure the quality of business being underwritten and to better impact on bottom line. We grew about 2.3% over previous financial year. We ensured on settling of third-party claims amicably to help claimants to get better and faster benefit of claim settlement.

In our endeavour to provide superior and swifter customer experiences, we empowered call centre executives and operations teams to process minor endorsements promptly, without requiring intervention from the underwriting team. Additionally, our underwriting processes were improved based on an enhanced underwriting rating module developed with additional parameters, enabling more effective risk assessment and management.

During the year under review, your company has serviced more than 2 lakh own damage claims which was 19% more than previous year, with settlement ratio of 97% and disposal ratio of 101%. Around 56% of the claims were reported through digital modes like portals, website, and mobile application. Your Company received a Net Promoter Score of 82.8 which is highest so far based on the feedback on the various claims process parameter from its customers. The cashless workshop network got extended to over 7,500 workshops across all locations in India.

Information Technology

In its journey to fortify its ecosystem, your company has embarked on several ground breaking IT initiatives:

- **Customer Information Sheet:** CIS provides customers with comprehensive insights into the main coverages included in their insurance policies. It was implemented across health and travel giving power in the hands of customer about key coverages.
 - **QlikSense BI Platform:** Driving towards data-driven decision-making, your company has upgraded to latest QlikSense platform. This gave the power to see data by different cuts across segments and enhancing analytics capabilities, fostering deeper insights for informed decision-making. This tool also gave visualisation capabilities to see data across geography.
 - **Agency Management Tool (AMT):** A toolkit to digitize and standardize the agency management processes and will be used by Field Sales Managers (SM) and Branch Managers (BMs).
 - **API Gateway Integration:** Your Company embarked on building enhanced middle layer facilitating secure and seamless communication between our various services and applications, promoting interoperability and scalability. This layer also standardized the protocol for integration services leading to faster onboarding to new channel.
 - **Account Aggregator:** Your Company implemented Account Aggregator (AA) technology to enhance their services and streamline processes. This technology, regulated by the RBI under the NBFC-AA license, allows secure and digital access to financial information through integration and sharing between financial institutions, with customer consent.
 - **Data Loss Prevention Measures:** Implementation of robust Data Loss Prevention solution bolsters our data security framework, mitigating risks associated with sensitive information leakage.
 - **Security Operations Centre (SOC):** The establishment of a Security Operations Centre strengthens our cybersecurity posture, enabling proactive threat detection and effective incident response.
 - **Internet Proxy Solution Deployment:** Optimizing network traffic management and enforcing security policies, the deployment of an Internet Proxy solution enhances protection against malicious online activities.
 - **Multi-factor Authentication for Office 365:** Fortifying our email and collaboration platform, Multi-factor Authentication enhances overall security and protects against unauthorized access and establishes accountability.
 - **Disaster Recovery (DR) Drill:** Successful completion of Disaster Recovery drills ensures our readiness to swiftly recover critical systems with point-in time data during event of unforeseen catastrophes, minimizing downtime and safeguarding business continuity.
- In addition to these significant milestones, the Company has embarked on a transformational journey, including phase-wise Core System Replacement. Phase 1 (Motor) went live in November 2022, Phase 2 (Health Retail) in December 2023, and Fire & Travel from Phase 3 in March 2024. Moreover, the Digital Portal for Motor new business was launched in January 2024 and renewals in March 2024.
- These initiatives underscore our commitment to innovation, efficiency, and enhancing customer experiences in the ever-evolving landscape of the insurance industry.

Reinsurance

The Reinsurance program of your Company is formulated in accordance with the Reinsurance strategy approved by the Board of Directors and pursuant to the IRDAI (Reinsurance) Regulations, 2018. The Reinsurance program aims to adhere to the objectives of increasing retention and building automatic capacity with adequate risk coverage. Every year the program is structured considering the business plans of the Company. There is adequate protection for the retained risk against catastrophic loss. Further, the company also protects its exposure through facultative support as and when required.



Rural and Social Business

Your Company has overachieved the rural and social obligation during FY 2023-24, like the preceding year. In the rural sector, your Company received a total premium of ₹3,552.44 million as compared to ₹10,743.51 million in the previous financial year. In the social sector, your Company has provided coverage to 25.76 lakh people as against the regulatory target coverage of 1.70 lakh.

IRDAI notified the Obligations of Insurers pursuant to Rural and Social Sectors Regulations, 2015 on August 24, 2015, which was applicable from FY 2016-17. The said Regulation specifies the minimum business commitment to be achieved by a general insurance company in the rural and social sectors depending upon the period of operation of the Insurance Companies. This gradual business penetration would help your Company effectively expand into the rural markets, which will progressively increase the micro insurance business of your Company over the next few years. The total business for the said regulations is the total policies issued for individual insurance and the number of lives covered in the case of group insurance. In particular, health insurance in the rural sector could also play a major role in the development of this line of business considering the frequency of people visiting hospitals in rural

areas is much lesser compared to urban areas and most importantly the overall cost may be lower than costs incurred at multi-specialty hospitals.

Further to the development of Rural Products "Personal Accident Group", "Alpa Bima" and "Future Poorna Suraksha", your Company has enrolled 25.76 lakh members in FY 2023-24 under all above products. The product offers multiple coverages to further penetrate the Micro Finance Institutions, Insure-tech partner and Non-Government Organizations. Your Company has 22 rural partners to distribute the products in the rural markets and the rural distribution is expanding further.

Share Capital

The Authorized Share Capital of the Company as on March 31, 2024, was ₹14,000 million divided into 1,400 million equity shares of ₹10/- each. During the year under review, the Company allotted 30,16,01,235 (Thirty Crores Sixteen Lakh One Thousand Two Hundred Thirty Five) equity shares of ₹10/- each as bonus shares to the existing shareholders of the Company aggregating to ₹3,016.01 million paid out of free reserves of the Company in the ratio of 3:9 i.e. 3 (three) equity shares of nominal value of ₹10/- each for every 9 (nine) equity shares of nominal value of ₹10/- each held by the existing Shareholders.

The shareholding pattern of the Company as on March 31, 2024 was as follows:

Sr. No.	Promoters / Shareholders	Number of shares	Percentage of Shareholding
1.	Generali Participations Netherlands N.V.	60,93,06,396	50.506
2.	Future Enterprises Limited*	61,09,261	0.506
3.	Shendra Advisory Services Private Limited ("Shendra")*	59,09,89,283	48.988
Total		1,20,64,04,940	100

*6 Shares held by Future Enterprises Limited jointly with individuals.

*under voluntary liquidation- the assets of Shendra i.e. 99.99% equity shares held in the Company shall be distributed to the shareholders of Shendra (i.e. Future Enterprises Limited, Future Corporate Resources Private Limited and Generali Participations Netherlands N.V.) in specie in proportion to their shareholding in Shendra.

Note: The ultimate shareholding of Generali Group is 74% and Future Group is 26%.

During the year under review, the Company did not issue any equity shares with differential voting rights or sweat equity shares, or equity shares under the Employees Stock Option Scheme. Hence, the disclosure under Section 43(a)(ii) of the Companies Act, 2013, (hereinafter referred to as “the Act”), read with Rule 4(4) of the Companies (Share Capital and Debenture) Rules, 2014, Section 54(1)(d) of the Act read with Rule 8(13) of the Companies (Share Capital and Debenture) Rules, 2014, and Section 62(1)(b) of the Act read with Rule 12(9) of the Companies (Share Capital and Debenture) Rules, 2014 is not required to be furnished.

Issuance of Subordinated Debt

During the year under review, the Company issued unsecured, unlisted, subordinated, redeemable and fully paid-up Non-Convertible Debentures (NCDs) on private placement, pursuant to the Insurance Regulatory and Development Authority of India (“IRDAI”) (Other forms of Capital) Regulations, 2022, the Act, Foreign Exchange Management Act, 1999 and RBI circular on Voluntary Retention Route (VRR) for Foreign Portfolio Investors (FPIs) investment in debt read with Press release dated February 10, 2022 on Statement on Developmental and Regulatory Policies. The NCDs were issued and allotted as below:

Sr. no.	Name of the Debenture holder	No. of NCDs allotted	Face value (in ₹)	Date of allotment
1	Generali Horizon B.V.	2,064,000	1,000/-	May 08, 2023
2		650,000	1,000/-	March 15, 2024

The Company has granted 27,94,568 *ESOP* (*Phantom Shares*) to eligible employees under the Long-Term Employee Stock Ownership Plan (*ESOP*) – 2023.

The issued share capital of the Company as on March 31, 2024 and as on the date of signing of this report stood at ₹12,065.95 million and the subscribed and paid-up share capital stood at ₹12,064.05 million.

Corporate Governance

Your Company has taken various initiatives towards Corporate Governance standards and its practices are valued by various stakeholders. Your Company continuously strives to adapt to better Corporate Governance practices in order to comply with the established rules and principles, in letter and spirit. A detailed report on Corporate Governance in accordance with the Guidelines for Corporate Governance for insurers in India issued by the IRDAI vide circular dated May 18, 2016 (hereinafter referred to as “IRDAI Corporate Governance Guidelines, 2016”), is annexed and forms part of this report as “**Annexure - I**”.

Certification for Compliance of Corporate Governance Guidelines

The Certificate for compliance of Corporate Governance Guidelines, as required under the IRDAI Corporate Governance Guidelines, 2016 is annexed and forms part of this Report as “**Annexure – II**”.

IRDAI Registration

The Certificate of Renewal of Registration issued to the Company by IRDAI on February 25, 2014, continues to remain valid and in force from April 01, 2015, onwards pursuant to the provisions of Section 3 read with Section 3A of the Insurance Act, 1938, as amended by the Insurance Laws (Amendment) Act, 2015.

3. FUTURE OUTLOOK

Despite the challenges impacting the global supply chain including conflicts in Ukraine, the Israel – Hamas war and the Red Sea crisis, the Indian economy grew robustly by about 8.2% in FY 2023-24. Thus, India is the fastest growing large economy in the world and a key contributor to global growth.



Moderation in inflationary pressures in the western world and reduced risk of a hard landing in the US augurs well for the global economy. However, the Chinese economy which was a key driver of global growth for several years is expected to see muted growth in the near future. Against this global backdrop, India's GDP is projected to grow in the range of 6.6-7.0% in FY 2024-25. Services and Industry are expected to experience robust growth in FY 2024-25. The beginning of the rate cut cycle during the year will help revive the private capex investment cycle. With El-Nino conditions abating, monsoons are also expected to be normal this year which shall support consumption growth, especially in the rural areas.

The General Insurance (GI) industry in India has grown in the mid-teens over the last decade. In FY 2023-24, industry growth was supported by the Health segment which grew by more than 20% YoY and commercial lines like Engineering and Aviation. Motor segment's growth was in-line with the GI industry's overall growth in FY 2023-24 (i.e. around 13% YoY).

The GI Industry in India is expected to grow robustly in FY 2024-25, supported by the strong overall economic growth anticipated in the country. In the motor LOB, PV and CV segments are expected to see muted growth due to the high base effect of prior years, however 2W and 3W will continue to experience strong growth supported by growing rural demand on the back of improved physical infrastructure and expectations of a good monsoon. Health segment will continue to maintain its growth momentum of prior years due to increased consumer awareness. Indian consumers are now increasingly keen to safeguard their finances from healthcare related shocks. Commercial lines are expected to see strong demand driven by the increased government spending in physical infrastructure and the ongoing uptick in real estate sales across the country. Rising corporate profits post the Covid pandemic will ensure the corporate segment remains resilient. Efforts made by the regulator

and the government in increasing awareness will also help support GI industry growth and increase insurance penetration in the country.

Your Company has made significant progress in its key IT transformation projects in FY 2023-24 and we will push towards completion of these key projects in the coming fiscal (FY 2024-25). Once completed, these projects will significantly improve the ease of doing business and increase our operational efficiency. We are also upgrading our digital platforms to ensure a seamless experience for our customers and intermediaries. We have made significant progress in the revamp of our renewal journeys and expect to complete the same during the current fiscal.

Your Company has launched several new and innovative products and these products have been well received by our customers. We will continue to make progress in our product innovation journey during the current fiscal and ensure that the changing lifestyle needs of our customers are adequately met by our bouquet of products. We will also continue to invest in innovative and scalable marketing campaigns which will help increase our brand awareness and support sales. Our marketing campaigns have been well recognised by industry and have won multiple prestigious awards in the recent past.

We will continue to maintain a strong focus on our customers. Our NPS scores which were already high continued to show an improvement in FY 2023-24. Our operational metrics have shown an improving trend over the last few years, and we will continue to re-engineer our processes in order to improve the ease of doing business and to meet the increasing expectations of our customers.

Our solvency has improved significantly due to investments by our shareholders, and we are well capitalised to capture growth opportunities in the year ahead. We remain confident of maintaining our growth momentum and gaining market share in a capital efficient manner.

4. COMMITTEES OF THE BOARD

Your Company has constituted the following Committees of the Board under the IRDAI Corporate Governance Guidelines, 2016 and the Act:

- Audit Committee;
- Nomination and Remuneration Committee;
- Corporate Social Responsibility Committee;
- Risk Management Committee;
- Policyholders' Protection, Grievance Redressal and Claims Monitoring Committee (erstwhile Policyholders' Protection Committee);
- Ethics and Compliance Committee;
- Investment Committee;
- Banking Affairs Committee;
- Debenture Allotment Committee;
- Product Management Committee; and
- Outsourcing Committee.

The Committees of the Board function in accordance with the Board approved terms of reference. The Committees also make recommendations to the Board of Directors on matters wherever the oversight of the Board is required.

The terms of reference, composition, the number of meetings held during FY 2023-24 and the attendance of the members of the above Committees are provided in the Corporate Governance Report forming part of this report.

5. MANAGEMENT REPORT

Pursuant to the provisions of Regulation 3 of the IRDAI (Preparation of Financial Statements and Auditors' Report of Insurance Companies) Regulations 2002, the Management Report forms part of the Financial Statements of the Company which forms part of this Annual Report.

6. ANNUAL RETURN

Pursuant to the provisions of Section 92(3) read with Section 134(3)(a) of the Act, the Annual Return in Form MGT-7 is hosted on the website of the Company at <https://general.futuregeneral.in/about-us/financial-information#annualReport>.

7. MEETINGS OF THE BOARD

During the year under review, the Board of Directors met four (4) times. The intervening gap between the meetings was within the timelines prescribed under the provisions of the Act and the IRDAI Corporate Governance Guidelines, 2016. The details of the Board Meetings and the attendance of the Directors are provided in the Corporate Governance Report which forms part of this Report.

8. DIRECTORS' RESPONSIBILITY STATEMENT

To the best of the knowledge and belief and according to the information, explanations and certifications obtained from the Management, your Directors make the following statements in accordance with the provisions of Section 134(3) (c) of the Act and confirm that:

- a) In the preparation of the annual accounts for the financial year ended March 31, 2024, the applicable accounting standards have been followed along with proper explanation relating to material departures (if any);
- b) such accounting policies have been selected and applied consistently and have made judgments and estimates that are reasonable and prudent so as to give true & fair view of the state of affairs of the Company as on March 31, 2024, and of the profit and loss of the Company for the year ended on that date;
- c) proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of your Company and for prevention and early detection of fraud and other irregularities;
- d) the annual accounts have been prepared on a going concern basis;
- e) proper systems are devised to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively; and



- f) had laid down internal financial controls to be followed by the company and that such internal financial controls are adequate and were operating effectively.

9. DECLARATION BY INDEPENDENT DIRECTORS UNDER SECTION 149(6) OF THE COMPANIES ACT, 2013 AND STATEMENT ON COMPLIANCE OF CODE OF CONDUCT

The Company has received declarations from Mr. Parveen Kumar Gupta (DIN:02895343), Dr. Devi Singh (DIN:00015681) and Mr. Shailesh Haribhakti (DIN:00007347), Independent Directors of the Company pursuant to Section 149(7) of the Act, stating that they meet the criteria of independence laid down in Section 149(6) of the Act.

The Code of Conduct for Independent Directors prescribed vide Schedule IV of the Act provides for an evaluation mechanism for the Board/Chairperson/Non-Executive Directors which needs to be done by the Independent Directors at a separate meeting, without the attendance of Non-Independent Directors and members of management. The Independent Directors of the Company met on March 21, 2024, to review the performance of Non-Independent Directors and the Board as a whole, the performance of the Chairman of the Company and assessed the quality, quantity and timeliness of the flow of information between the Company management and the Board.

10. POLICY FOR SELECTION AND APPOINTMENT OF DIRECTORS AND REMUNERATION

The Nomination and Remuneration Committee of the Company have adopted a Nomination and Remuneration Policy which, inter alia, deals with the nomination, remuneration and performance evaluation of the Directors, Key Managerial Personnel (KMP) and members of core management team including functional heads one level below Managing Director & Chief Executive

Officer (MD & CEO). The policy is placed on the Company's website and can be viewed at <https://general.futuregeneralii.in/policies>.

Objectives of the Nomination and Remuneration Policy

The primary objective of the Policy is to provide a framework and set standards for the nomination, remuneration and performance evaluation of the Directors and KMP including MD/CEO and Executive Director. The Company aims to achieve a balance of merit, experience and skills amongst its Directors and KMPs. The policy also aims to strengthen the remuneration structure of the Board of Directors of the Company and ensure that all Directors are appropriately compensated based on the recognized principles of sound remuneration practices by financial institutions i.e.

- Effective governance of compensation – active Board oversight
- Effective alignment of compensation to prudent risk-taking
- Effective supervisory oversight and engagement by stakeholders

10.1 Criteria for selection of Non-Executive Directors and KMPs.

➤ Enhancing the competencies of the Board and attracting as well as retaining talented employees for role of KMPs/a level below KMP are the basis for the Nomination and Remuneration Committee to select a candidate for appointment to the Board. When recommending a candidate for appointment, the Nomination and Remuneration Committee has regard to:

- Assessing the appointee against a range of criteria which includes but not be limited to qualifications, skills, regional and industry experience, background and other qualities required to operate successfully in the position, with due regard for the benefits from diversifying the Board;

- The extent to which the appointee is likely to contribute to the overall effectiveness of the Board, work constructively with the existing Directors and enhance the efficiencies of the Company;
 - The skills and experience that the appointee brings to the role of KMP and how an appointee will enhance the skill sets and experience of the Board as a whole;
 - The nature of existing positions held by the appointee including directorships or other relationships and the impact they may have on the appointee's ability to exercise independent judgment;
- Personal specifications: Degree holder in relevant disciplines:
- Experience of management in a diverse organization;
 - Excellent interpersonal, communication and representational skills-Demonstrable leadership skills;
 - Commitment to high standards of ethics, personal integrity and probity, commitment to the promotion of equal opportunities, community cohesion and health and safety in the workplace;
 - Having continuous professional development to refresh knowledge and skills.

10.2 Remuneration of Directors and Key Managerial Personnel

- The Non-Executive Directors of the Company shall be entitled to remuneration (excluding remuneration for attending meetings as prescribed under Section 197(5) of the Companies Act, 2013 read with Schedule V to the said Act, subject to compliance with IRDAI Remuneration Guidelines and approvals, if any, required) including in the form of profit related commission subject to the Company making profits. It is clarified that such remuneration shall not exceed an

amount of ₹20 lakhs per annum (Rupees Twenty Lakhs) for each such Director (excluding Chairman and Executive/Whole Time Directors). The remuneration may be recommended by the Nomination and Remuneration Committee and approved by the Board of Directors or Shareholders in the General Meeting, as required under the Companies Act, 2013. If the Chairperson of the Company is a Non-Executive Director, the remuneration may be decided by the Board of Directors of the Company.

- Non-Executive Directors shall not be eligible for any equity-linked benefits.
- In addition to the above, the Company shall pay sitting fees to the Non-Executive Directors and also reimburse expenses incurred by them for participating in the Board and other Committee Meetings, subject to compliance with the provisions of Companies Act, 2013.
- Any remuneration paid to Non-Executive Director for services rendered which are professional in nature shall not be considered as part of the remuneration for the purposes of clause above, if the following conditions are satisfied:
- the services are rendered by such Director in his capacity as a professional; and
 - in the opinion of the Committee, the Director possesses the requisite qualification for the practice of that profession.

11. AUDITORS

11.1 Statutory Auditors and their Report

The Shareholders of the Company at the Fifteenth Annual General Meeting ("AGM") held on September 23, 2021, approved the appointment of M/s. Khandelwal Jain & Co., Chartered Accountants (Firm Registration No. 105049W) as the Joint Statutory Auditors of the Company for a term of five years until the conclusion of the Twentieth AGM. At the Sixteenth AGM of the Company held on



August 26, 2022, the Shareholders approved the appointment of M/s. Chhajed & Doshi, Chartered Accountants (Firm Registration No. 101794W) as the Joint Statutory Auditors of the Company for a term of five years until the conclusion of the twenty-first AGM.

The observation(s) made in the Auditor's Report are self-explanatory and therefore, do not call for any further comments under Section 134(3)(f) of the Act.

The Statutory Auditors Report for FY 2023-24 does not contain any qualifications, reservations, or adverse remarks, or disclaimers. The Joint Statutory Auditors have not reported any incident of fraud to the Audit Committee or the Board of Directors under Section 143(12) of the Act, during the year under review.

11.2 Secretarial Auditor and their Report

Pursuant to the provisions of Section 204 of the Act, read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company appointed M/s. Aashish K. Bhatt & Associates, Practicing Company Secretaries (FCS:19639/COP No. 7023) as the Secretarial Auditor of the Company to conduct the Secretarial Audit for FY 2023-24.

The Secretarial Audit Report in Form MR-3 for FY 2023-24, as received by M/s. Aashish K. Bhatt & Associates, Company Secretaries, is annexed and forms part of this report as "Annexure – III".

The Secretarial Audit report for FY 2023-24 does not contain any qualifications, reservations or adverse remarks or disclaimers.

During the year under review, there was no fraud reported by the Secretarial Auditor to the Audit Committee or the Board of Directors under section 143(12) of the Act.

11.3 Internal Auditors

The Company has in place an internal audit framework to monitor the efficacy of internal controls with the objective of providing to the Audit Committee and the Board of Directors,

an independent, objective and reasonable assurance on the adequacy and effectiveness of the organisation's risk management, control and governance processes. Pursuant to the IRDAI Corporate Governance Guidelines, 2016, the Audit Committee is required to oversee the efficient functioning of the Internal Audit Department of the Company. The Chief Internal Audit Officer of the Company reports to the Audit Committee and the Internal Audit report is submitted to the Committee on a quarterly basis.

11.4 Concurrent Auditors

Pursuant to the provisions of the IRDAI (Investment) Regulations, 2016, the Company had appointed M/s. AMK & Associates (FRN: 327817E) as the Concurrent Auditors to conduct the audit of the Investment functions of the Company for FY 2023-24.

The observation(s) made in the Auditor's Report are self-explanatory and therefore, do not call for any further comments.

The Concurrent Audit Report does not contain any reservations or adverse remarks or qualifications or disclaimers.

12. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

Pursuant to the provisions of sub-section 11 of Section 186 of the Act, as amended by the Companies (Removal of Difficulties) Order, 2015 dated February 13, 2015, issued by the Ministry of Corporate Affairs, the provisions of Section 186, except sub-section 1 is not applicable to your Company.

13. DIVIDEND & RESERVES

In order to conserve the resources of your Company, the Directors do not recommend any dividend for the financial year ended March 31, 2024.

The Company proposes to carry forward the undistributed profits of ₹2,700.05 million in the Profit & Loss Account.

14. TRANSFER OF AMOUNTS TO INVESTOR EDUCATION AND PROTECTION FUND

Your Company did not have any funds specified under section 125 of the Companies Act, 2013, lying unpaid or unclaimed. Accordingly, there were no funds that were required to be transferred to the Investor Education and Protection Fund (IEPF).

15. MATERIAL CHANGES AND COMMITMENTS, IF ANY, AFFECTING THE FINANCIAL POSITION OF THE COMPANY

There were no other material changes or commitments affecting the financial position of the Company between March 31, 2024 and the date of signing of this report, except for the changes covered under the share capital.

16. PARTICULARS REGARDING CONSERVATION OF ENERGY AND TECHNOLOGY ABSORPTION

Considering the nature of the business of your Company, the provisions of Section 134(3)(m) of the Act, read with Rule 8(3) of the Companies (Accounts) Rules, 2014, relating to the conservation of energy and technology absorption does not apply to the Company. Your Company has, however, taken extensive steps pertaining to the below:

(A) Conservation of energy

(i) The steps taken or impact on the conservation of energy:

- Electricity connection of our Head Office is converted from Thermal Power to Green Power. From February, 2024 your company is at 100% Green Energy at the Head Office.
- Apart from our internal electricity connection, the Head Office building has installed Solar Power which generates 525 kw per day power, which is utilized across common areas & functioning of lights, pumps, lifts, etc. This has also resulted in controlled expenses on Common Area Maintenance charges.

- At certain places of business which has frequent power failure, instead of installing Diesel Genset, your Company has installed inverters, thereby avoiding use of Diesel.

(ii) The steps taken by your Company for utilizing alternate sources of energy:

- Using LED Light fittings across new offices/during renovation/during replacement of faulty light fixtures.
- Controlling temperature & regularly monitoring of operating hours of Air Conditioner/Air Handling Units (AHU) at offices. e.g. at Head Office the AC temperature is kept at 24/25 degrees which results in optimum power consumption.
- Replacement of old wiring and capacitors is done at many places of business which consumed higher power due to ageing.
- Planning is underway for converting other places of business into Green Energy.
- Replacement of old air-conditioners is also underway.

(iii) The capital investment in energy conservation equipment:

- Use of LED light fixtures.
- Replacement of old ACs and ACs which are using R-22 refrigerant.

17. FOREIGN EXCHANGE EARNINGS AND EXPENDITURE

Earnings in foreign currency - ₹980.42 million

Expenditure in foreign currency - ₹1,393.98 million

18. DEVELOPMENT AND IMPLEMENTATION OF RISK MANAGEMENT POLICY

The Company's risk management approach is guided by a Board-approved Risk Management Policy and Operational Risk Management Policy. These policies comprise principles, strategies, and processes for identifying, evaluating, and monitoring potential risks that could impact FGII business. The Risk Management System relies on the following pillars:



Risk Identification

The risk identification process aims at identifying material risks to which the Company is exposed to. Your Company relies on a group-wide process called Main Risk Self-Assessment (MRSA). According to this process, Chief Risk Officer's function liaises with business functions at organization level to ensure the main risks are identified and assessed based on their likelihood of occurrence and severity, along with a list of potential mitigating actions.

Risk Management (RM) function has developed an in-house tool known as Risk Register and Scenario Analysis (RRSA). It consists of all probable risk scenarios of the company mapped with Risk types. The tool also shares results of risk scenarios' severity, probability, inherent risk, cause, controls, residual risk, etc. RM function and risk owners discuss jointly the risks incorporated in the RRSA Tool. The risk map comprises of Financial Risks, Credit Risks, Operational Risks, Insurance Risks, and Non-Quantifiable Risk consisting of Liquidity Risks, Strategic Risks, Emerging Risks, Reputational, Contagion and Sustainability Risks. These risks are further classified (Risk Level 2) to map risks with risk scenarios appropriately. The Company risk profile is prepared based on the severity and probability of risks. The Company risk profile depicts high, medium-high, medium-low and low levels of risks. This helps to set priorities for risk mitigations.

Quantifiable Risks are included in the solvency capital requirement calculation.

The Solvency Capital Requirement (SCR) calculation incorporates the following prescribed risks:

- a. Financial risk includes risks deriving from unexpected movements in interest rates, equity, property, and exchange rates or increasing in interest rate and equity volatility that may have an adverse impact on the economic or financial results. Moreover, it considers losses arising from an excessive concentration in a single counterparty.

- b. Credit risk refers to possible losses arising from the default or failure of third parties to meet their payment obligations (credit default and counterparty default risks), or from the widening of the credit spreads (spread widening risk);
- c. Non-life insurance risk derives from the uncertainty of the occurrence, amount and timing of insurance liabilities, including:
 - reserving risk relating to the uncertainty of the claims reserves run-off around its expected value, in a one-year time horizon. In other words, this covers the risk that actuarial reserves are not sufficient to cover all the liabilities related to the incurred claims;
 - lapse risk relating to the uncertainty of the lapse option exercise rates in the calculation of technical provisions for Non-Life obligations;
 - pricing risk and the catastrophe risk covering the risk that the premium earned in the following year is insufficient to cover actual future claims, expense and extreme events;
- d. Health insurance risk includes operating risks embedded in Health policies operational risks including risks of losses arising from inadequate or failed internal processes, personnel and systems or from external events.

Non-Quantifiable Risks included in the solvency capital requirement calculation.

Liquidity risk

Liquidity risk is defined as the uncertainty, emanating from business operations, investment, or financing activities, over whether the insurer will have the ability to meet payment obligations in a full and timely manner, in a current or stressed environment, without incurring excessive costs due to forced asset sales or to access to credit market at unfavourable conditions. Risk Management

monitors Company Liquidity Ratio (CLR) semi-annually and Company's Investment Illiquidity Ratio (CIIR) quarterly.

Other risks

Other risks are however identified to ensure they are properly assessed, managed, and reported, in particular:

- **Strategic risk** referring to current or forward-looking decline in earnings or business sustainability over time, including the non-capacity to generate adequate return on capital given the risk appetite defined, as a consequence of external changes and/or internal decisions, inadequate decision making or improper contagion risk management as well as inadequate adaptation to market environment.
- **Reputational risk** referring to potential losses arising from a deterioration or a negative perception of the FGII's or Group's image in respect to its customers as well as other counterparties.
- **Emerging risks**, due to their cross-cutting nature, are characterized by a long-term time span and may also impact on the other Group risk categories:
- **Emerging risks** characterized by major uncertainty in terms of future development, referring to trends deriving from internal or external environment changes and that may lead to increased exposures to risks already identified or new risks.

Risk Measurement

The company cannot avoid risks which are intrinsically tied to the nature of its insurance business. However, properly recognizing, measuring, and setting limits to these risks is fundamental to ensure the company's resilience in adverse circumstances and to maximize value for the shareholders. In this context, the Risk Appetite Framework (RAF) supports the effective selection of risks by establishing the risks that the company wishes to take, avoid, retain or mitigate, along with the monitoring and escalation procedures. Prior

to the renewal of the reinsurance program, the catastrophic risk is modelled after considering the proposed strategic plan.

The technical reserves are estimated using various actuarial models and considering premium deficiency reserve, outstanding claims, unearned premium and IBNR (Incurred But Not Reported).

The Overall Risk Assessment (qualitative) exercise provides clarity on those risks that may affect, also in a forward-looking perspective, the business planning, and strategies, to support risk-informed decisions at the Senior Management level and to enable proper risk oversight by the Board. This exercise allows the Risk Owners to define proper actions to bring the risks within the defined risk tolerance. The Overall Risk Assessment should be performed at least on an annual basis.

Risk Management & Control

The Company has an independent Risk Management ("RM") function, which is headed by the Chief Risk Officer. The Company monitors and controls the risk evolution at different levels of the operating structures. Risk & Compliance functions support Risk Takers and Risk Owners in their monitoring activities. The limits defined in the Delegation of Authority document are incorporated in respective standard operating procedures and guidelines. Some critical limits are inbuilt into the system to ensure proper compliance. Monitoring reports (MIS) are generated from systems and reported to the concerned authority regularly. The limits/indicators defined for monitoring or operating objectives of the strategic plan and solvency position are monitored by the management on a monthly/ quarterly basis.

Embedding in Business Processes

- Incorporated limits in IT systems i.e., reinsurance retention and treaty, underwriting authority limits in Policy Asia, Performance measurement, evaluation for employees, etc.
- Operating limits approved by the Board of Directors are incorporated in Standard Operating Procedures.



- Risk Champions nominated by business units are trained in various risk management activities.
- Risk assessment of outsourced vendors is carried out according to the IRDAI outsourcing guidelines.
- Periodical trainings are conducted on Risk Management.

Risk Reporting

The Risk Governance structure of the Company is based on Three Lines of Defense: The operational structures (Risk Owners) are the first line of defense. Risk Management and Compliance represent the second Line of Defense and finally, Internal Audit is the third Line of Defense.

The Company has Risk Management Sub-Committee at the Management level and Risk Management Committee at the Board level. The Chief Risk Officer presents the risk profile of the Company, Risk Assessment results, monitoring status, other risk management activities like Solvency Capital estimation, Liquidity ratios monitoring, Operational and Digital Risk Management Activities, Fraud Analysis, Information & Cyber Security monitoring status, etc., to both these Committees on a quarterly basis. The Committees review the risk profile and recommend necessary actions for improvements.

CRO Function needs to prepare the ORSA (Own Risk & Solvency Assessment) Report on an annual basis or upon any significant change in Risk profile of FGII and it is presented to Risk Management Committee.

The Loss Data Collection process triggers different escalation process for losses that occurred above pre-defined thresholds (backwards perspective), to manage the root cause, identify and implement managing actions.

19. DETAILS OF THE DIRECTORS & KEY MANAGERIAL PERSONNEL APPOINTED/ RESIGNED/CEASED

A] Directors

As at March 31, 2024, the Board of Directors of your Company consisted of Nine (9) Directors comprising of Three (3)

Non-Executive Independent Directors, Five (5) Non-Executive Directors and One (1) Executive Director as the MD & CEO. Out of the total 9 Directors, the Board comprised of One (1) Non-Executive Woman Director.

None of the Directors of the Company are disqualified from being appointed as Directors as specified in Section 164(2) of the Act. Further, all the Directors of the Company have confirmed that they fulfill the criteria of 'fit and proper' as laid down under the IRDAI Corporate Governance Guidelines, 2016.

Directors Retiring by Rotation

Pursuant to Section 152(6) of the Act, Mr. Luis Roset Sucar (DIN: 09540988), Non-Executive Director of the Company retire by rotation at the ensuing AGM and being eligible, offers himself for reappointment.

Appointments

During the year under review, the following appointments were made pursuant to Section 152 and Section 161 of the Act read with the applicable rules and regulations and the IRDAI Corporate Governance Guidelines, 2016:

- **Mr. Shailesh Haribhakti-Independent Director (Additional)**
Mr. Shailesh Haribhakti (DIN: 00007347) was appointed as the Independent Director (Additional) of the Company w.e.f. May 17, 2023.
- **Mr. K B Vijay Srinivas-Non-Executive Director (Additional)**
Mr. K B Vijay Srinivas (DIN: 08171566) was appointed as a Non-Executive Director (Additional) by the Board of Directors w.e.f November 08, 2023.
- **Mr. Ajai Kumar-Non-Executive Director (Additional)**
Mr. Ajai Kumar (DIN: 02446976) was appointed as a Non-Executive Director (Additional) by the Board of Directors w.e.f November 08, 2023.

The appointment of Mr. K B Vijay Srinivas and Mr. Ajai Kumar is subject to the approval of the Shareholders. Mr. K B Vijay Srinivas and Mr. Ajai Kumar holds office up to the date of the ensuing AGM of the Company. As per the provisions of Section 160 of the Companies Act, 2013, the Company has received a notice in writing from a Shareholder of the Company signifying its intention to propose the appointment of Mr. K B Vijay Srinivas and Mr. Ajai Kumar, as Directors of the Company. The resolution seeking shareholders' approval for their appointment forms part of the notice of the AGM.

Resignation/Cessation

- **Mr. Vijay Biyani-Non-Executive Director**
Mr. Vijay Biyani (DIN: 00005827) resigned from the Board of Directors of the Company w.e.f April 01, 2023.
- **Mr. Pankaj Jaju-Non-Executive Director**
Mr. Pankaj Jaju (DIN: 02219575) resigned from the Board of Directors of the Company w.e.f November 08, 2023.

Your Directors place on record their appreciation for the invaluable contribution made by the Directors during their respective tenure as a Director of the Company.

B] Key Managerial Personnel

During the year under review, the following Key Managerial Personnel were appointed/ have resigned as per the Act and the IRDAI Corporate Governance Guidelines, 2016:

Appointment

- **Ms. Smita Tibrewal-Chief Insurance Officer**
Ms. Smita Tibrewal was appointed as the Chief Insurance Officer w.e.f February 08, 2024.
- **Mr. Ramit Goyal-Chief Distribution Officer**
Mr. Ramit Goyal was appointed as the Chief Distribution Officer w.e.f April 01, 2024.

Resignation/Cessation

During the year under review, none of the Key Management Personnel (KMP) resigned from the Company. However, the following KMP ceased to be a KMP because of his superannuation:

- **Mr. Raghavendra Rao-Chief Distribution Officer**

Mr. Raghavendra Rao superannuated as the Chief Distribution Officer of the Company w.e.f March 31, 2024.

Resignation of the Expert Representative of Customers

Mr. Sandip Tarkas resigned as Expert Representative of Customers w.e.f May 17, 2023.

20. SUBSIDIARY COMPANIES, JOINT VENTURE OR ASSOCIATE COMPANIES

During the year under review, there were no Companies which have become/ceased to become a Subsidiary/Joint Ventures/Associate Companies.

21. PUBLIC DEPOSITS

During the year under review, your Company did not accept any deposits from the public within the meaning of Section 73 of the Act read with the Companies (Acceptance of Deposits) Rules, 2014.

22. DETAILS OF SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS/ COURTS/ TRIBUNALS IMPACTING THE GOING CONCERN STATUS AND THE COMPANY'S OPERATIONS IN FUTURE

During the year under review and up to the date of signing of this report, no significant and material orders were passed by the Regulators/Courts/ Tribunals impacting the going concern status and the company's operations in future.



23. INTERNAL FINANCIAL CONTROLS AND COMPLIANCE SYSTEM

Based on the framework of internal financial controls and compliance systems established and maintained by your Company, work performed by the internal, statutory and secretarial auditors and external consultants specially appointed for this purpose, including an audit of internal controls over financial reporting by the specialized third party professional consultants across functions, and the reviews performed by management and the relevant Board Committees, the Board is of the opinion that your Company's internal financial controls were adequate and effective in FY 2023-24.

The key components of the Internal Financial Control framework include Entity Level Controls (ELC), Process Level Controls and Review Controls. The Company undergoes a review of internal controls by specialized third-party professional consultants across functions.

There is no qualification, reservation, adverse remark or disclaimer made by the joint statutory auditors in their report on Internal Financial Controls.

Adequacy of Internal Financial Controls

Internal Financial Controls with reference to the Financial Statements were adequate and operating effectively.

24. CORPORATE SOCIAL RESPONSIBILITY POLICY

Your company holds a strong belief in giving back to society and contributing to the growth and development of marginalized groups. It focuses on cultivating meaningful relationships with partners, devising effective and sustainable solutions for pressing issues, and aiding communities in accessing and maximizing available resources.

The inspiration for the company's Corporate Social Responsibility (CSR) initiatives stems from one of its core values: "Live the community." Recognizing that the community forms the social, economic, and environmental fabric of society, the company

embraces a global perspective inherited from the Generali Group. This perspective is evident in its approach and conduct.

The company's vision statement, "to actively protect and enhance people's lives," underscores its commitment to making a positive impact on communities and improving people's quality of life. Its purpose is to create societal change by addressing critical issues with solution-oriented approaches.

Aligned with this vision, employees actively engage in:

- Volunteering their skills and expertise for community development.
- Investing time and effort in building connections with the most vulnerable members of society.
- Supporting partner organizations in creating opportunities to serve the underprivileged.
- Leveraging the company's skills and resources to assist those in need.
- In essence, the company and its employees are dedicated to making a difference in society by addressing societal challenges and extending a helping hand to those most in need.

Pursuant to the Companies (Corporate Social Responsibility Policy) Rules, 2014 and in line with the Companies (Corporate Social Responsibility Policy) Amendment Rules, 2021, the Board amended the Corporate Social Responsibility Policy of the Company. The composition of the CSR Committee, policy and projects approved by the Board for FY 2023-24 are displayed on the website of the Company at <https://general.futuregenerali.in/about-us/corporate-social-responsibility/project-23-24>.

The Chief Financial Officer of the Company has certified that the funds disbursed have been utilised for the purpose and in the manner approved by the Board for FY 2023-24.

The Annual Report on Corporate Social Responsibility ("CSR") activities of the Company pursuant to Section 134 and Section 135 of the Act

and the IRDAI Corporate Governance Guidelines, 2016 is annexed and forms part of this report as “**Annexure - IV**”.

25. RELATED PARTY TRANSACTIONS

Pursuant to Section 177 read with Section 188 of the Act, the Audit Committee of the Board of Directors approves the estimated Related Party Transactions (“RPT”) of the Company at the beginning of every financial year. The Related Party Transactions entered during the year under review were in the ordinary course of business and on an arm’s length basis, thus not requiring Board/Shareholders approval. However, as a good corporate governance practice, your Company places the estimated related party transactions for the financial year for omnibus approval of the Board, as recommended by the Audit Committee.

During the year under review, there were no material contracts or arrangements or transactions which were not in the ordinary course of business and not on an arm’s length basis that needs to be disclosed in Form AOC-2 as required under the Act.

As per Accounting Standard 18 on ‘Related Party Disclosures’, the details of Related Party Transactions entered into by the Company are included in the Notes to Accounts of the Financial Statement, which forms part of this Annual report.

26. PARTICULARS OF EMPLOYEES

Details as required under Section 197(12) of the Act, read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, with respect to particulars of employees of the Company is set out in “**Annexure-V**” to this Report. Pursuant to the provisions of Section 136(1) of the Act, the Report and Accounts, as set out herein, are being sent to the Shareholders of the Company excluding the aforesaid Annexure. Any Shareholder interested in obtaining a copy of the said Annexure may write to the Company Secretary at the Registered & Corporate Office of the Company.

27. IMPLEMENTATION OF INDIAN ACCOUNTING STANDARDS (IND-AS) IN THE INSURANCE SECTOR

The IRDAI vide its circular dated June 28, 2017, on “implementation of IND-AS in the Insurance Sector” had deferred the implementation of IND-AS to FY 2021. However, the insurers were required to submit the proforma IND-AS financial statements on a quarterly basis.

The above circular has been withdrawn by the IRDAI vide its circular dated January 21, 2020. Also, the requirement of submitting the Pro-forma IND-AS financial statements on a quarterly basis to the IRDAI has been dispensed.

Now, it has been decided by IRDAI vide its circular no. IRDAI/F&A/CIR/ACTS/023/01/2020 dated January 21, 2020, to implement IND-AS 109 “Financial Instruments” and IND-AS equivalent of IFRS 17 “Insurance Contracts” simultaneously, along with all other applicable IND-AS. The effective date of implementation shall be decided after the finalization of IFRS 17 by the International Accounting Standards Board.

28. SECRETARIAL STANDARDS

During the year under review, the Company has complied with the applicable Secretarial Standards issued by the Institute of Company Secretaries of India. The same has also been confirmed by the Secretarial Auditor of the Company in the Secretarial Audit Report.

29. MANAGING THE RISK OF FRAUD, CORRUPTION AND UNETHICAL PRACTICES

Whistle Blower Policy/Vigil Mechanism

In compliance with the provisions of Section 177(9) of the Act read with Rule 7 of the Companies (Meetings of Board and its Powers) Rules, 2014, the Company has put in place, a Whistle Blower policy where employees can raise concerns internally, about any possible irregularities, governance weakness, financial reporting issues and other



matters. The details of the Whistle Blower Policy are given in the Corporate Governance Report which forms part of this report.

Code of Conduct

Your Company has adopted the code of conduct for all the employees including members of supervisory and management bodies. The Company conducts business in compliance with the law, internal regulations and professional ethics.

Anti-Fraud Policy

Your Company has Board approved Anti-Fraud Policy in place in line with the IRDAI guidelines, which is placed on the Company's website and can be viewed at <https://general.futuregenerali.in/policies>. As per the policy, the risk of fraud can be reduced through a combination of prevention, deterrence and detection measures. Strong emphasize on fraud prevention reduces opportunities for fraud to take place and strong deterrence persuades individuals not to commit fraud because of the likelihood of detection and punishment.

The three fundamental elements to prevent, deter and detect fraud are listed below:

- a. Tone at the Top.
- b. Create and maintain a culture of honesty and high ethics, including via the understanding and awareness of risks and controls.
- c. Identify and assess the risks of fraud and implement the processes, procedures and controls needed to mitigate the risks and reduce the opportunities for the various types of fraud.
- d. Develop an appropriate oversight process.

Your Company follows a zero tolerance policy that means Company does not tolerate any unethical or dishonest behavior, even if the result of the action benefits the Company itself. Violators will be prosecuted and may be terminated and referred to appropriate authorities.

The Ethical Code and the Code of Business Conduct, as well as a commitment to fraud risk management, are communicated to all personnel

in an understandable fashion. They are clearly communicated to all officers and staff members of the Company. Individuals from throughout the organization with different knowledge, skills and perspectives e.g. accounting/finance, non-financial business units and operations personnel, legal & compliance, risk management, internal audit, etc. shall be involved in the fraud risk assessment.

The Fraud Control Unit shall be responsible for maintaining a centralized external fraud database where incidents of external fraud are duly and timely recorded, capture information such as fraud incident description, fraud perpetrator details, estimated fraud loss and recovery amounts (if any), control implications and resolution.

Under the supervision of the Chief Executive Officer of the Company, the Risk Management Function have established a Fraud Control Committee ('FCC') with the following responsibilities:

- Laying down procedures for internal reporting from/to various departments;
- Creating awareness among employees/intermediaries/policyholders to counter insurance frauds;
- Furnishing various reports on frauds to the Authority as stipulated in this regard; and
- Furnish periodic reports to the Board of Directors of the Company.

Based on different types of Risk Categories, Risk department has designed an extensive program on fraud indicators. As per the defined key fraud indicator, FCU carries out preventive, detective and initiate Seeding & Mystery Shopping activities depending on case to case basis.

Based on frequent claims of fraudulent nature, FCU keeps the track of concerned employees/agent/garage/external source. In depth investigation from source of business to claim payment helps us identify the culprit. Legal action to curb the frauds plays vital role.

30. DISCLOSURE OF UNCLAIMED AMOUNT ON THE WEBSITE

Your Company has provided a facility to the policyholders, enabling them to find out whether any amount due to them is lying unclaimed with the Company for any reason whatsoever. This information is regularly updated on the website of the Company.

31. POLICY ON PREVENTION OF SEXUAL HARASSMENT OF WOMAN EMPLOYEES AT THE WORKPLACE

Your Company is committed to creating a healthy working environment in which all women employees can work together free from sexual harassment. The Company has adopted a Policy on Sexual Harassment (POSH) in accordance with the provisions of the Sexual Harassment of Woman at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Your Company has also set up an Internal Complaints Committee (under POSH) to consider and address the complaints of its employees as and when received under the sexual harassment policy. The committee is spearheaded by a woman leader to ensure a safe and secure work environment for women employees across the organization so that they are free to bring forth their grievances and seek resolution. The Company believes that all women employees and other persons dealing with the Company have a right to be treated with dignity. Sexual harassment is an offense and is punishable under law. The existence of this mechanism is communicated regularly to all through various means of delivery.

During the year under review, 1 (one) complaint was received under the Policy. The complaint was investigated and thereafter closed appropriately.

32. AWARDS AND ACCOLADES

During the financial year under review, your Company has been felicitated with awards and recognition across various functional areas which have been elaborated under the Awards section in this Annual Report.

33. DISCLOSURES UNDER THE COMPANIES ACT, 2013/RULES THEREUNDER

- The Company has not filed any application, or no such proceeding is pending under the Insolvency and Bankruptcy Code, 2016.
- The Company is not required to maintain cost records pursuant to section 148 of the Companies Act, 2013 read with the rules thereunder.

APPRECIATION AND ACKNOWLEDGMENT

Your Directors express their sincere appreciation for the co-operation and assistance received from the IRDAI, Insurance Information Bureau, Reserve Bank of India, the Registrar of Companies, General Insurance Council and other regulatory authorities for their support and advice. The Directors also place on record their sincere thanks for the support and co-operation extended by the Policyholders, Reinsurers, Bancassurance partners, Insurance Agents and Brokers.

Your Directors express their sincere appreciation for the commitment, co-operation, active involvement and dedication displayed by all the employees in the growth of the Company.

Your Directors thank you for your continued support, trust and confidence reposed in them.

**On behalf of the Board of Directors
Future Generali India Insurance Company Limited**

Parveen Kumar Gupta

Chairman

DIN: 02895343

Registered Address:

Unit No. 801 & 802, 8th Floor,
Tower C, Embassy 247 Park,
L.B.S Marg, Vikhroli (West),
Mumbai – 400 083
Maharashtra, India.

Dated: May 08, 2024

Place: Mumbai



Annexure - I

Report on Corporate Governance

1. INTRODUCTION

Corporate Governance is about commitment to values and ethical business conduct. It is also about how an organization is managed vis-à-vis the corporate and business structures, its culture, policies and the manner in which it deals with various stakeholders. Timely and accurate disclosure of information regarding the financial position of the Company, its performance and ownership forms part of effective corporate governance.

2. PHILOSOPHY ON CORPORATE GOVERNANCE

Good governance practices stem from the culture and mindset of the organization. It is therefore not merely about enacting regulations and procedures but also about establishing an environment of trust and confidence among various stakeholders. It is about demonstrating a high level of integrity, transparency, accountability and disclosures across the Company's operations and in its interaction with its stakeholders, including shareholders, customers, employees, the regulatory authorities and the society.

The Corporate Governance philosophy of the Company is driven by the following fundamental principles:

- Conduct the affairs of the Company in a transparent and ethical manner;
- Ensure transparency in all dealings;
- Ensure the highest level of responsibility and accountability;
- Ensure compliance with all laws and regulations; and
- Ensure accurate and timely dissemination of material information & matters of interest to stakeholders.

The Company through effective dissemination of information to the Directors and active interaction of the Board Members with the senior management ensures effective oversight of the Company's businesses and activities.

Through the robust governance mechanism in the Company, the Board along with its Committees endeavours to strike the right balance with various stakeholders' interests.

3. BOARD OF DIRECTORS

The Board has been constituted in a manner that results in an appropriate mix of Executive and Non-Executive Directors to ensure proper governance and management.

The Corporate Governance Principles of the Company ensure that the Board remains informed, independent and actively involved in the Company. The Company ensures its best efforts towards better Corporate Governance to mitigate "Non-business" risks.

The Directors of the Company possess the highest personal and professional ethics, integrity and values and are committed to representing the long term interest of the stakeholders. The Company's business is conducted by its employees under the direction of the MD & CEO and under the overall supervision of the Board.

The Company's commitment to ethical and lawful business conduct is a fundamental shared value of the Board of Directors, the Senior Management and all employees of the Company.

3.1 Role of Board of Directors

The Company's Board of Directors plays a primary role in ensuring good governance, smooth functioning of the Company and in the creation of stakeholders' value.

The Board's role, functions, responsibility and accountability are clearly defined. As the Board's primary role is fiduciary in nature, it is responsible for ensuring that the Company runs on sound ethical business practices and that the resources of the Company are utilized in a manner so as to create sustainable growth and value for the Company's members and the other stakeholders and also fulfil the aspirations of the society and the communities in which it operates.

The Board is duly supported by the Management in ensuring effective functioning of the Company. The Board monitors the Company's overall performance, directs and guides the activities of the Management towards the set goals and seeks accountability. The Board also sets standards of corporate behavior, ensures transparency in corporate dealings and compliance with the laws and regulations. As a part of its function,

the Board periodically reviews all the relevant information, which is required to be placed before it and in particular, reviews and approves financial statements, corporate strategies, business plans, annual budgets, projects (including CSR projects) and capital expenditure.

3.2 Composition of the Board

As on March 31, 2024, the Board of Directors of your Company consisted of nine (9) Directors comprising of three (3) Non-Executive Independent Directors, five (5) Non-Executive Directors and one (1) Executive Director as the MD & CEO. Out of the total 9 Directors, the Board comprised of one (1) Non-Executive Woman Director. The Directors are appointed based on their qualifications and experience in related fields of the Company's business needs including expertise in fields of insurance, marketing, management, finance, etc.

3.3 Information on Directors

Sr. No.	Name of the Director	DIN	Nature of Directorship	Qualifications	Expertise
1	Mr. Parveen Kumar Gupta	02895343	Chairman & Independent Director	B.Com, ACS, C.A.I.I.B	Financial Services, Retail Banking, Digital Initiatives, Treasury, International Banking, Risk, Compliance, Investment, Banking & Private Equity
2	Dr. Devi Singh	00015681	Independent Director	PhD in International Finance -IIM, Ahmedabad	International Finance & Management
3	Mr. Shailesh V Haribhakti	00007347	Independent Director	C.A, C.M.A, CIA, Certified Financial Planner and Fraud Examiner	Expert Witness and Valuer in both Domestic and International Jurisdictions, Corporate Governance and Sustainability
4	Mr. Roberto Leonardi	01804888	Non-Executive Director	C.A. (SIACA)	Wide experience in Life & Health Insurance Business across Aisa, Europe and South Africa
5	Mr. Luis Roset Sucar	09540988	Non-Executive Director	Industrial Engineer	Extensive Strategic and Technical expertise in P&C Business, including Health, Accident and Life



Sr. No.	Name of the Director	DIN	Nature of Directorship	Qualifications	Expertise
6	Ms. Valentina Sarrocco	10048733	Non-Executive Director	Bachelor's in Law, Senior Manager Program and Executive Program on M&A transactions (Italy)	Corporate Governance Matters, M&A and Divestitures, General Commercial, Cross-border Transactions, Insurance and Project Financing
7	Mr. Ajai Kumar	02446976	Non-Executive Director	M.Sc (Physics), LLB, C.A.I.I.B	Global and Domestic Banking Operation, Risk Management Treasury, Investment and Money Marketing Operations, Human Resources Management, Business Process Re-engineering, Retail Banking Operations, Project Management and Banking Information Technology
8	Mr. K B Vijay Srinivas	08171566	Non-Executive Director	B.Sc (Honors), L.L.B, MBA, AIII	Foreign operations, Crop & Rural insurance and other Miscellaneous Insurance, Publicity, CSR, Estate, Administration
9	Mr. Anup Rau Velamuri	06511806	Managing Director & CEO	BEc (Hons), M.B.A	Wide experience in working with various Life and General Insurance Companies

3.4 Status of Directorships in other Companies

Sr. no.	Name of the Director	Directorships held in other Companies as on March 31, 2024
1.	Mr. Parveen Kumar Gupta	India Shelter Finance Corporation Limited Bank of India Investment Managers Private Limited Protium Finance Limited National Securities Depository Limited Midland Microfin Limited Utkarsh Small Finance Bank Limited
2.	Dr. Devi Singh	Future Generali India Life Insurance Company Limited Munjal Showa Limited Energy Infratech Private Limited National Institute of Food Technology Entrepreneurship & Management* Goveva Private Limited



Sr. no.	Name of the Director	Directorships held in other Companies as on March 31, 2024
3.	Mr. Shailesh Haribhakti	Future Generali India Life Insurance Company Limited Bharat Clean Rivers Foundation Torrent Pharmaceuticals Limited L&T Finance Holdings Limited Blue Star Limited Protean E-Gov Technologies Limited Stair Digital Private Limited Adani Total Gas Limited Brookprop Management Services Private Limited Planet People and Profit Consulting Private Limited GovEVA Private Limited Cnergys Infotech India Private Limited IBS Fintech India Private Limited Epigeneres Biotech Private Ltd Gaja Trustee Company Private Limited Dscovr Journeys Private Limited Bennett Coleman And Company Limited YCWI Green Solutions Private Limited Bajaj Electricals Limited Bundl Technologies Private Limited
4.	Mr. Roberto Leonardi	Future Generali India Life Insurance Company Limited
5.	Mr. Luis Roset Sucar	Future Generali India Life Insurance Company Limited
6.	Ms. Valentina Sarrocco	Future Generali India Life Insurance Company Limited
7.	Mr. Ajai Kumar	Indiabulls Investment Management Limited Satyadevi Institute for Financial Learning Private Limited National Urban Co-Operative Finance and Development Corporation Limited Aamr Ujala Limited Can Fin Homes Limited HFCL Limited Adani Krishnapatnam Port Limited
8.	Mr. K B Vijay Srinivas	Future Generali India Life Insurance Company Limited
9.	Mr. Anup Rau	Future Generali India Life Insurance Company Limited The Indo-Italian Chamber of Commerce and Industry

**Under liquidation*



4. ANNUAL EVALUATION OF THE BOARD

The evaluation of the Board and its Committees is governed by the performance evaluation policy adopted by the Board of Directors. This Policy has been formulated to ensure that the Directors in their individual capacity and the Board as a whole work effectively and efficiently in achieving their functions towards attaining the overall organizational goals.

The performance evaluation of the Independent Directors, Non-Independent Directors, Chairman, MD & CEO is done by the Board of Directors excluding the Director being evaluated along with evaluation of working of the Committees. A structured questionnaire was prepared, covering various aspects of the Board's functioning. Various parameters are considered for evaluation of the Board and its Committees such as the varied background of the members, their areas of expertise and knowledge, frequency of the meetings and attendance, quality of inputs, follow-up of actions, etc. The Board also reviews and assesses the performance of each Director by way of a peer-to-peer review i.e. each of the Director is assessed by the other Directors based on the criteria prepared by the Board of Directors from time to time. The Chairman updates the Nomination & Remuneration Committee and the Board at its respective Meetings and also shares the findings of the performance evaluation with the Independent Directors and discusses and analyses the areas for improvement.

The performance evaluation of the Board is carried out by the Independent Directors on a yearly basis. The Independent Directors decide on the criteria to assess the performance of the Board. The Independent Directors meet annually to review and assess the performance of the Board of Directors.

The performance evaluation of the Independent Directors was carried out by the entire Board. The Directors expressed their satisfaction with the evaluation process, which reflected the overall engagement of the Board and its Committees with the Company.

5. DETAILS OF SITTING FEES & REMUNERATION

The details of sitting fees paid to the Directors of the Company for attending the Meetings of the Board of Directors and its Committees during FY 2023-24 are as follows:

Name of the Director	Amount (₹ in million)
Mr. Parveen Kumar Gupta	1.19
Dr. Devi Singh	1.03
Mr. Vijay Biyani ¹	-
Mr. Shailesh Haribhakti ²	0.96
Mr. Roberto Leonardi	-
Mr. Luis Roset Sucar	-
Ms. Valentina Sarrocco	-
Mr. Pankaj Jaju ³	0.83
Mr. Ajai Kumar ⁴	0.32
Mr. K.B. Vijay Srinivas ⁴	0.13
Mr. Anup Rau	-

¹Resigned as the Non-Executive Director w.e.f April 01, 2023.

²Appointed as an Independent Director (Additional) w.e.f May 17, 2023

³Resigned as the Non-Executive Director w.e.f November 08, 2023.

⁴Appointed as the Non-Executive Director (Additional) w.e.f November 08, 2023.

The Directors were paid sitting fees of ₹10,000 per Committee Meeting, ₹25,000 per Audit Committee and Nomination & Remuneration Committee and ₹50,000 for every Board Meeting that they attend. During the year under review, the sitting fees limit was revised as under:

Particulars	Fees per meeting (Amount in ₹)
Board Meeting	1,00,000
Audit Committee	1,00,000
Nomination & Remuneration Committee	1,00,000
Other Committee(s) Meeting	10,000

Pursuant to Section 34A of the Insurance Act, 1938 and other applicable regulations, if any, as may be applicable to an Insurance Company in terms of the Insurance Act, 1938 and amendments

thereof, the Guidelines on Remuneration of Non-Executive Directors and Managing Director/Chief Executive Officer/Whole-time Directors issued by the IRDAI, the applicable provisions of the Act read with Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, and subject to the approval of the IRDAI and the shareholders of the Company, the Managing Director & Chief Executive Officer ("MD & CEO") of the Company is entitled to a remuneration as stated in "**Annexure-V**" of the Board's Report.

Further, pursuant to section 197 of the Companies Act, 2013 read with the rules framed thereunder

and to the extent applicable to the Company, Guidelines on Remuneration of Non- Executive Directors and Managing Director/Chief Executive Officer/Whole-time Directors of Insurers and Circular no. IRDAI/F&I/CIR/MISC/183/9/2022 dated September 02, 2022 and Circular no. IRDAI/F&I/CIR/MISC/26/01/2023 dated January 30, 2023, the Independent Directors of the Company receive remuneration in the form of Profit related commission, as approved by the Board of Directors and Shareholders of the Company.

During the year under review, remuneration paid to the Independent Directors was as under:

Sr. no.	Name of the Director	Designation	Amount (₹ in million)
1	Mr. Parveen Kumar Gupta	Independent Director	4.00
2	Dr. Devi Singh	Independent Director	1.00
3	Mr. Shailesh Haribhakti	Independent Director	1.00

Besides payment of sitting fees and remuneration to the Independent Directors, the Company has no other pecuniary relationship either with the Non-Executive Directors or with the Independent Directors of the Company.

6. ATTENDANCE RECORD OF THE DIRECTORS

During the year under review, Four (4) Meetings of the Board of Directors of the Company were held on May 17, 2023, August 02, 2023, November 07, 2023 and January 24, 2024. The maximum time gap between any two consecutive Meetings during this period did not exceed an interval of one hundred and twenty (120) days at any point in time.

The details of the Board Meetings held and attended by the respective Directors are given below along with their attendance at the Seventeenth Annual General Meeting (AGM) of the Company held on September 20, 2023:



Name of the Director	Nature of Directorship	Designation in the Board	Board Meeting dated				AGM dated
			17-May- 23	02-Aug-23	07-Nov-23	24-Jan- 24	
Mr. Parveen Kumar Gupta	Independent Director	Chairman					
Dr. Devi Singh	Independent Director	Member					
Mr. Vijay Biyani ¹	Non-Executive Director	Member	-	-	-	-	-
Mr. Shailesh Haribhakti ²	Independent Director	Member					
Mr. Roberto Leonardi	Non-Executive Director	Member					
Ms. Valentina Sarocco	Non-Executive Director	Member					A
Mr. Luis Roset Sucar	Non-Executive Director	Member					
Mr. Pankaj Jaju ⁴	Non-Executive Director	Member				-	A
Mr. K B Vijay Srinivas ⁵	Non-Executive Director (Additional)	Member	-	-	-		-
Mr. Ajai Kumar ⁵	Non-Executive Director (Additional)	Member	-	-	-		-
Mr. Anup Rau	MD & CEO	Member					

: Present, **A**: Leave of Absence, - : Not Applicable, : Video Conference

¹Resigned as the Non-Executive Director w.e.f April 01, 2023.

²Appointed as an Independent Director (Additional) w.e.f May 17, 2023.

³Attended as a Director-Designate.

⁴Resigned as the Non-Executive Director w.e.f November 08, 2023.

⁵Appointed as the Non-Executive Director (Additional) w.e.f November 08, 2023.

The Chief Financial Officer, Appointed Actuary and the Chief Risk Officer of the Company are invited to attend all the Meetings of the Board of Directors.

7. AUDIT COMMITTEE

The Audit Committee of the Board of Directors of the Company provides advice to the Board on the adequacy of the internal control & risk management system and financial disclosures.

The Terms of Reference ("ToR") of the Audit Committee, inter-alia, includes the following:

- Define the guidelines for the internal control;
- Assess the adequacy and effectiveness of the internal control & risk management system of the Company on a regular basis;
- Assess the reliability of the financial statements and disclosures of the Company;
- Oversee the independence, qualifications and performance of the appointed external auditor and the performance of the internal audit activity;
- Oversee the efficient functioning of the internal audit department and review its reports and also monitor the progress

- made in the rectification of irregularities and changes in processes wherever deficiencies have come to notice;
- f. Oversee the identification and management of main corporate risks faced by the Company;
 - g. Make recommendations and proposals for upgrading and further strengthening of the enterprise risk management, internal control and governance processes of the Company;
 - h. Oversee the financial statements, financial reporting, and statement of cash flow and disclosure processes of the Company, both on an annual and quarterly basis;
 - i. Examine the contents of the Audit Opinions and any Reports issued by the appointed external audit firm which has been engaged to audit the financial statements of the Company and discuss with the statutory auditors before the audit commences, about the nature and scope of audit as well as have post-audit discussions to address areas of concern;
 - j. Directly responsible for the recommendation of the appointment, remuneration, terms of appointment, performance and oversight of the work of the Auditors (Internal/Statutory/ Concurrent);
 - k. Consider and approve the Related Party transactions of the Company pursuant to the Related Party Transaction Policy and Procedures of the Company and/ or any subsequent modification of transactions including according of omnibus approval for applicable related party transactions of the Company;
 - l. Have the oversight on the procedures and processes established to attend to issues relating to maintenance of books of account, administration procedures, transactions and other matters having a bearing on the financial position of the insurer, whether raised by the auditors or by any other person;
 - m. Act as a Compliance Committee to discuss the level of compliance in the Company and any associated risks and to monitor and report to the Board on any significant compliance breaches;
 - n. Ensuring that any additional work other than statutory/internal audit entrusted to the auditor or any of its associated persons or companies is specifically approved by the Board keeping in the necessity to maintain the independence and integrity of the audit relationship and such work is disclosed in Notes to Accounts;
 - o. Scrutinize inter-corporate loans and investments;
 - p. Evaluate the valuation of undertakings or assets of the Company, wherever necessary; and
 - q. Monitor the end-use of funds raised through public offers and related matters.
- Apart from the above ToR, the Audit Committee expresses its opinion on:
- a. The adequacy and effectiveness of the internal control & risk management framework of the Company;
 - b. The adequacy of the Internal Audit Department of the Company;
 - c. The Annual Internal Audit Activity Plan and the quarterly summary report on Internal Audit Activity are prepared and proposed by the Internal Audit Department before they are submitted to the Board of Directors for its approval; and
 - d. Corrective actions to be undertaken by management to address weaknesses and resolve any shortcomings which are identified during the audits and highlighted in the internal audit reports.
- The Audit Committee also makes proposals in relation to:
- a. Changes or amendments to the internal control & risk management framework of the Company in order to reduce the occurrence



of significant negative events which could impair the assets and/or negatively affect the reputation of the Company and/or the Group, taking into consideration the overall implementation cost of such changes and corresponding benefits; and

- b. Changes or amendments to the Policy on Related Party Transactions of the Company.

The ToR and other functions of the Committee as mentioned above are in addition to the scope of the Committee as determined under Section 177

of the Act read with the relevant rules, the IRDAI Corporate Governance Guidelines, 2016 and any other guidelines, rules, or regulations as may be prescribed.

7.1 Composition and Attendance at Meetings

The Audit Committee is constituted pursuant to the provisions of Section 177 of the Act and the IRDAI Corporate Governance Guidelines, 2016.

The details of the composition, categories and attendance at the Meetings are as under:

Name of the Director	Nature of Directorship	Designation in the Committee	Meeting dated			
			17-May-23	02-Aug-23	07-Nov-23	24-Jan-24
Dr. Devi Singh	Independent Director	Chairman				
Mr. Parveen Kumar Gupta	Independent Director	Member				
Mr. Shailesh Haribhakti ¹	Independent Director	Member	 ²			
Mr. Roberto Leonardi	Non-Executive Director	Member				
Ms. Valentina Sarrocco	Non-Executive Director	Member				
Mr. Ajai Kumar ³	Non-Executive Director (Additional)	Member	-	-	-	
Mr. Pankaj Jaju ⁴	Non-Executive Director	Member				-

: **Present**, **A**: **Leave of Absence**, **-** : **Not Applicable**, : **Video Conference**

¹Inducted as a member of the Committee w.e.f May 17, 2023.

²Attended as a member- Designate.

³Inducted as member of the Committee w.e.f November 08, 2023.

⁴Ceased to be a member of the Committee w.e.f November 08, 2023.

The Statutory Auditors, Internal Auditors and Senior Management are invited to attend the Meetings of the Audit Committee. The minutes of the Audit Committee Meetings are noted by the Board of Directors at its Meetings. In addition, the Chairman of the Audit Committee appraises the Board Members about the significant discussions at Audit Committee Meetings.

8. INVESTMENT COMMITTEE

The Investment Committee has been constituted to assist and provide advice to the Board of Directors in discharging its duties with respect to the investment operations. The primary responsibility of the Investment Committee is to provide general direction for the management of the investment funds and other related responsibilities as may be delegated by the Board of Directors.

The Investment Committee constituted by the Board of Directors is responsible for laying down an overall investment policy and operational framework for the investment operations of the Company. The decisions of the Investment Committee shall constitute recommendations to the Board of Directors and top management.

The ToR of the Investment Committee, inter-alia, includes the following:

- a. Assess the liquidity for smooth operations;
- b. Compliance with prudential regulatory norms on investments;
- c. Risk management/Mitigation strategies to ensure commensurate yield on investments;
- d. Protection of Policyholder's funds;
- e. Review of investment manager selection;
- f. Establishment of investment benchmarks;
- g. Review of investment performance; and
- h. Risk exposures deriving from the investment operations of the Company.

The Investment Committee also discusses, reviews and makes recommendations on the following:

- a. General direction for the management of investment funds and investment strategies;
- b. Overall implementation of investment policy, guidelines and operational framework for the portfolio and the investment operations of the Company;
- c. Internal control system supporting the investment policy of the Company, including but not limited to investment mandates, schedules of delegations to management, allowable investments, investment benchmarks, empanelment of brokers, the appointment of the custodian and investment managers and risk control limits;
- d. Policies and guidelines involving the use of derivatives and structured products;
- e. Any large and/or non-standard investment transactions upon completion of the review

and comments by the Risk Management Department and the Investment Department;

- f. The degree of attention given to prudential Asset-Liability Management (ALM) in the investment policy and the models used to steer efficiently in the direction pointed out by the Board;
- g. Risks that the investment activity brings to the portfolios of the Company;
- h. Performance of investments made by or on behalf of the Company or the policyholders and its impact on the Company's finances;
- i. Evaluation of dynamic market conditions, including the future outlook and its impact on the investment policy of the Company;
- j. Quality of investment-related assessments by the Investment Department and the advice of third parties supported by the findings of the due diligence process and the credit ratings provided by external agencies;
- k. Quality and performance of the financial intermediaries and other financial service providers that the Company employs to carry out its investment operations;
- l. Effective standalone reporting systems (i.e. independent from any audit mechanisms, either internal or concurrent) to ensure compliance with the investment policy for a sustained and ongoing monitoring of investment operations;
- m. The details and analysis of non-performing assets of investments on a quarterly periodicity; and
- n. On investment in debt instruments carrying a rating of not less than "A+" or equivalent, after its full satisfaction.

8.1 Composition and Attendance at Meetings

The Investment Committee is constituted pursuant to the IRDAI Corporate Governance Guidelines, 2016.



The details of the composition, categories and attendance at the Meetings are as under:

Name of the Director	Nature of Directorship	Designation in the Committee	Meeting dated			
			16-May-23	02-Aug-23	07-Nov-23	24-Jan-24
Mr. Roberto Leonardi	Non-Executive Director	Chairman				
Mr. Parveen Kumar Gupta	Independent Director	Member				
Mr. Luis Roset Sucar	Non-Executive Director	Member				
Mr. K B Vijay Srinivas ¹	Non-Executive Director (Additional)	Member	-	-	-	
Mr. Anup Rau	MD & CEO	Member				
Mr. Milan P. Shirodkar	Chief of Investments	Member				
Mr. Ajay Panchal	Chief Risk Officer	Member				
Mr. Jatin Arora	Appointed Actuary	Member				
Mr. Devi Dayal Garg	Chief Financial Officer	Member				
Mr. Pankaj Jaju ²	Non-Executive Director	Member				-

: Present, **A**: Leave of Absence, - : Not Applicable, : Video Conference

¹Inducted as a member of the Committee w.e.f November 08, 2023.

²Ceased to be a member of the Committee w.e.f November 08, 2023

The minutes of the Investment Committee Meetings are noted by the Board of Directors at its Meetings.

9. POLICYHOLDERS' PROTECTION, GRIEVANCE REDRESSAL AND CLAIMS MONITORING COMMITTEE (ERSTWHILE POLICYHOLDER'S PROTECTION COMMITTEE)

The Board of Directors of the Company pursuant to the IRDAI (Corporate Governance for Insurers) Regulations, 2024 dated 20th March, 2024 effective from 22nd March, 2024, changed the nomenclature of the Policyholder's Protection Committee to Policyholder Protection, Grievance Redressal and Claims Monitoring Committee and appointed Mr. Parveen Kumar Gupta as the Chairman of the Committee.

The Policyholders' Protection, Grievance Redressal and Claims Monitoring Committee ("PPGR&CM Committee") assists and provides advice to the Board of Directors in relation to the protection of the interests of policyholders. The PPGR&CM Committee puts in place systems to ensure that policyholders have access to redressal mechanisms and establish policies and procedures to deal with customer complaints and resolve disputes expeditiously.

The PPGR&CM Committee lays special emphasis on the protection of policyholder's interests and on the adoption of sound and healthy market conduct practices.

The ToR of the PPGR&CM Committee, inter-alia, includes the following:

- a. Ensuring that policyholders are kept well informed of and educated about insurance products and internal complaint-handling procedures;
- b. Putting in place proper procedures and effective mechanisms to address customer complaints and grievances of policyholders including misselling by intermediaries;
- c. Ensuring compliance with the statutory requirements as laid down in the regulatory framework;
- d. Recommend policy on customer education for approval of the Board and ensure proper implementation of the same;
- e. To adopt standard operating procedures to treat the customer fairly including time-frames for policy and claims servicing parameters and monitoring implementation thereof;
- f. Put in place a framework for review of awards given by Insurance Ombudsman/Consumer Forums. Analyze the root cause of customer complaints, identify market conduct issues and advise the management appropriately about rectifying systemic issues, if any;
- g. Review all the awards given by Insurance Ombudsman/Consumer Forums remaining unimplemented for more than three (3) months with reasons therefore and report the same to the Board for initiating remedial action, where necessary;
- h. Review the measures and take steps to reduce customer complaints at periodic intervals;
- i. Provide details of grievances at periodic intervals in such formats as may be prescribed by the Authority;
- j. Review of Claims Report, including the status of outstanding claims with the ageing of outstanding claims;
- k. Reviewing Repudiated claims with analysis of reasons;
- l. Status of settlement of other customer benefit payouts like surrenders, loan, partial withdrawal requests, etc.;
- m. Review of unclaimed amounts of Policyholders, as required under the Circulars and guidelines issued by the Authority;
- n. Review the internal complaint-handling and redress mechanism of the Company at periodic intervals;
- o. Ensure adequacy of disclosure of "material information" to the policyholders. These disclosures shall, for the present, comply with the requirements laid down by the Authority both at the point of sale and at periodic intervals;
- p. Review the periodic report on policyholders' complaints prepared by the appointed Complaints Officer on a quarterly basis and review the measures and take steps to reduce customer complaints at periodic intervals;
- q. Monitor on a regular basis the progress made in the rectification of identified shortcomings wherever deficiencies in processes, products or services have come to notice; and
- r. Provide details of the insurance ombudsman to the policyholders.

9.1 Composition and Attendance at Meetings

The PPGR&CM Committee is constituted pursuant to the IRDAI Corporate Governance Guidelines, 2016.



The details of the composition, categories and attendance at the Meetings are as under:

Name of the Director	Nature of Directorship	Designation in the Committee	Meeting dated			
			16-May- 23	02-Aug-23	07-Nov-23	24-Jan-24
Ms. Valentina Sarrocco	Non-Executive Director	Chairperson ¹				
Mr. Parveen Kumar Gupta	Independent Director	Chairman ²				
Mr. Luis Roset Sucar	Non-Executive Director	Member				
Mr. K B Vijay Srinivas ³	Non-Executive Director (Additional)	Member	-	-	-	
Mr. Pankaj Jaju ⁴	Non-Executive Director	Member				-
Mr. Tarun Mathur	Expert Representative of Customers	Invitee	-		-	-
Mr. Manoj K Nambiar	Expert Representative of Customers	Invitee	-	-		
Mr. Sandip Tarkas ⁵	Expert Representative of Customers	Permanent Invitee	-	-	-	-

: **Present**, **A**: **Leave of Absence**, **-** : **Not Applicable**, : **Video Conference**

¹Chairperson of the Committee up to May 08, 2024.

²Chairman of the Committee w.e.f May 08, 2024.

³Inducted as a member of the Committee w.e.f November 08, 2023.

⁴Ceased to be a member of the Committee w.e.f November 08, 2023.

⁵Resigned as the Expert Representative of Customers w.e.f May 16, 2023.

The minutes of the PPGR&CM Committee Meetings are noted by the Board of Directors at its Meetings.

10. ETHICS AND COMPLIANCE COMMITTEE

The Ethics and Compliance Committee assists and advises the Board of Directors in relation to ethical and compliance matters and monitors the risk profile of the Company related to compliance with external laws and regulations and internal policies. The ultimate responsibility for ethics and compliance matters rests with the Board of Directors and top management.

The ToR of the Ethics & Compliance Committee, inter-alia, includes the following:

- Advice and help the Board to set the correct "tone at the top" by communicating, or supporting the communication throughout the Company, of the importance of ethics and compliance and promoting an organizational culture that encourages law-abiding and ethical conduct;
- Monitor and review the adequacy and effectiveness of the Company's ethics, business conduct and compliance standards and training programs and their adherence by the employees and officers of the Company and recommend enhancements to the Board and management;
- Supervise, monitor and evaluate the procedures for the receipt, retention, treatment and investigation of protected

- disclosures involving alleged misconduct, unethical behaviour or potential conflicts of interest and any other matters reported using the Whistle Blowing Policy of the Company or other confidential mechanisms for employees and others to report ethical and compliance concerns or potential breaches or violations;
- d. Review and evaluate the Company's policies and procedures addressing the identification and resolution of conflicts of interest involving the Company, its employees, officers and Directors, including the establishment of safeguards whenever necessary;
 - e. Monitor the Company's policies and practices in the areas of corporate responsibility and with respect to contributions to charitable and educational organizations and government relations;
 - f. Review and recommend to the Board of Directors for approval of the codes and standards of conduct that apply to the Directors, Officers and Employees of the Company and to the Company's vendors and other business associates;
 - g. Review the procedures established by the Board of Directors to resolve conflicts of interest and handle related party transactions, including techniques for the identification of potential conflict situations and for restricting the use of confidential information;
 - h. Periodically (at least annually) assess the adequacy and effectiveness of the Compliance Function of the Company and its compliance risk management system;
 - i. Review and recommend the appointment, removal, evaluation and compensation of the Principal Compliance Officer for the approval of the Board of Directors;
 - j. Review the Annual Compliance Activity Plan;
 - k. Review the compliance programs of the Company which are intended to foster compliance with applicable laws and regulations, and review their effectiveness on a regular basis;
 - l. Receive and review periodic reports from the Compliance Function; and
 - m. Make recommendations to the Board of Directors and to the management with respect to the interpretation and enforcement of ethics policies.
- The Ethics and Compliance Committee also undertakes and carries out any additional duties and responsibilities as the Board of Directors may prescribe from time to time.

10.1 Composition and Attendance at Meetings

The Ethics and Compliance Committee is constituted pursuant to the provisions of the IRDAI Corporate Governance Guidelines, 2016.

The details of the composition, categories and attendance at the Meetings are as under:

Name of the Director	Nature of Directorship	Designation in the Committee	Meeting dated			
			16-May- 23	02-Aug-23	07-Nov-23	24-Jan-24
Ms. Valentina Sarrocco	Non-Executive Director	Chairperson				
Mr. Parveen Kumar Gupta	Independent Director	Member				
Mr. Luis Roset Sucar	Non-Executive Director	Member				
Mr. Ajai Kumar ¹	Non-Executive Director (Additional)	Member	-	-	-	
Mr. Pankaj Jaju ²	Non-Executive Director	Member				-

: Present, **A**: Leave of Absence, - : Not Applicable, : Video Conference

¹Inducted as a member of the Committee w.e.f November 08, 2023.

²Ceased to be a member of the Committee w.e.f November 08, 2023.



The minutes of the Ethics & Compliance Committee Meetings are noted by the Board of Directors at its Meetings.

11. RISK MANAGEMENT COMMITTEE

The Risk Management Committee assists and provides advice to the Board of Directors in relation to the risk management system of the Company. The ultimate responsibility for enacting and implementing adequate and effective risk management and asset-liability management system rests with the Board of Directors.

The ToR of the Risk Management Committee, inter-alia, includes the following:

- a. Establish an effective Risk Management framework and recommend to the Board of Directors, the Risk Management Policy and processes of the Company;
 - b. Assist the Board of Directors in its decision-making process by helping to outline the risk profile of the Company across various lines of business of the Company and develop a strong risk management system and sound mitigation strategies;
 - c. Lay down the risk management strategy and risk tolerance limits of the Company through policies that will address diverse risk areas and assess the cost and benefits associated with risk exposure; and
 - d. Assist the Board of Directors to formulate, monitor and revise strategies related to assets and liabilities to achieve the financial objectives of the Company, given its risk appetite, risk tolerances and business profile.
- The Risk Management Committee also discusses, reviews and makes recommendations on the following:
- a. The existing risk profile of the Company with special regard to solvency, capital allocation, asset allocation, insurance risks, operational risks and products;
 - b. The enterprise risk management policies, guidelines and limits of the Company;
 - c. The risk-taking criteria to be adopted by management within the Company;
 - d. Review the Company's risk-reward performance to align with overall policy objectives;
 - e. Discuss and consider best practices in risk management in the market and advise the respective functions;
 - f. Advise the Board with regard to risk management decisions in relation to strategic and operational matters such as corporate strategy, mergers and acquisitions and related matters;
 - g. Report to the Board, details on the risk exposures and the actions taken to manage the exposures; review, monitor and challenge where necessary, risks undertaken by the Company;
 - h. Review the Annual Risk Report and the overall risk profile of the Company for all categories of risk;
 - i. Periodically review the summary report on Enterprise Risk Management Activities prepared by the Enterprise Risk Management Department;
 - j. Periodically review the adequacy of the Enterprise Risk Management Department of the Company;
 - k. Review and recommend the appointment, removal, evaluation and compensation of the Chief Risk Officer;
 - l. Regularly review and evaluate the optimal ALM strategies at the enterprise level, in order to meet risk/reward objectives;
 - m. Review and monitor the solvency position of the Company, business continuity, fraud monitoring; and
 - n. Any proposal to alter the risk-reward profile of the Company.

11.1 Composition and Attendance at Meetings

The Risk Management Committee is constituted pursuant to the provisions of the IRDAI Corporate Governance Guidelines, 2016.

The details of the composition, categories and attendance at the Meetings are as under:

Name of the Director	Nature of Directorship	Designation in the Committee	Meeting dated			
			16-May- 23	02-Aug-23	07-Nov-23	24-Jan-24
Mr. Luis Roset Sucar	Non-Executive Director	Chairman				
Mr. Parveen Kumar Gupta	Independent Director	Member				
Ms. Valentina Sarrocco	Non-Executive Director	Member				
Mr. K B Vijay Srinivas ¹	Non-Executive Director (Additional)	Member	-	-	-	
Mr. Ajay Panchal	Chief Risk Officer	Member				
Mr. Pankaj Jaju ²	Non-Executive Director	Member				-

: **Present**, **A**: **Leave of Absence**, **-** : **Not Applicable**, : **Video Conference**

¹Inducted as a member of the Committee w.e.f November 08, 2023.

²Ceased to be a member of the Committee w.e.f November 08, 2023.

The minutes of the Risk Management Committee Meetings are noted by the Board of Directors at its Meetings.

12. CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

The Corporate Social Responsibility ("CSR") Committee has been constituted with an advisory and oversight role for supporting and guiding the Company towards accomplishing its responsibilities towards CSR Activities.

The ToR of the CSR Committee, inter-alia, includes the following:

- Formulate and recommend to the Board, a CSR Policy which enumerates the activities to be undertaken by the Company and to monitor the same from time to time;
- Recommend the amount of expenditure to be incurred on the CSR activities;
- Regularly monitor and supervise the CSR activities initiated/supported by the Company;
- Ensuring that the funds are strictly utilized for the purposes of the CSR activities as approved by the Board;
- CSR expenditure to be audited independently for a better level of transparency;
- Evaluating the CSR Activities undertaken by the Company on an annual basis;
- Prepare the Annual CSR Report to be filed by the Company upon obtaining approval of the Board;
- Ensure that the expense incurred on CSR shall not be included for the purpose of calculation of ceilings on Expenses of Management under Section 40B or Section 40C, as the case may be; and
- Ensure that the expenses incurred on CSR activities is not charged to the Policyholders' Account.



12.1 Composition and attendance at Meetings

The CSR Committee is constituted pursuant to the provisions of Section 135 of the Act and the IRDAI Corporate Governance Guidelines, 2016.

The details of the composition, categories and attendance at the Meetings are as under:

Name of the Director	Nature of Directorship	Designation in the Committee	Meeting dated	
			16-May-23	24-Jan-24
Dr. Devi Singh	Independent Director	Chairman		
Mr. Parveen Kumar Gupta	Independent Director	Member		
Mr. Ajai Kumar ¹	Non-Executive Director (Additional)	Member	-	
Ms. Valentina Sarrocco	Non-Executive Director	Member		
Mr. Luis Roset Sucar	Non-Executive Director	Member		
Mr. Pankaj Jaju ²	Non-Executive Director	Member		-

: **Present**, **A**: **Leave of Absence**, **-** : **Not Applicable**, : **Video Conference**

¹Inducted as a member of the Committee w.e.f November 08, 2023.

²Ceased to be a member of the Committee w.e.f November 08, 2023.

The minutes of the CSR Committee Meetings are noted by the Board of Directors at its Meetings.

13. NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee of the Company performs an advisory and oversight role on the remuneration and compensation policy of the Company with respect to the Key Management Person and the Executive & Non-Executive Directors of the Company.

The ToR of the Nomination and Remuneration Committee, inter-alia, includes the following:

- Assist and provide advice to the Board of Directors in relation to the succession planning and development of senior-level positions and executives and the integrity of Directors;
- Determine the insurance Company's policy on remuneration packages and any compensation payment, for the Key Management Person and the Executive Directors;
- Review and recommend the Company's remuneration and compensation policy;
- Ensure that the remuneration packages are closely connected with the performance objectives laid down for the Key Management Persons and as per the Nomination and Remuneration Policy of the Company and are approved by Board;
- Verify that the Directors of the Company meet the "fit and proper" criteria, in line with international and domestic norms;
- Ensure that the proposed appointments/re-appointments of Key Management Persons or Directors is as per the directions provided under the IRDAI Corporate Governance Guidelines, 2016 and are in conformity with the Board approved policy on retirement/ superannuation;
- On an annual basis, review and recommend the corporate goals and objectives relevant to the remuneration and compensation of the Chief Executive Officer and the Executive Directors of the Company and review and evaluate the performance in line with the goals;

- h. Regularly review, evaluate and make recommendations with respect to the Company's long-term incentive compensation plans, equity-based plans and pension plans, including but not limited to the use of stock option plans and other equity-based plans, review policies concerning fringe benefits;
- i. On an annual basis, review the Company's compensation disclosures in its annual financial report; and

- j. Scrutinize the various declarations to be obtained from the proposed candidate as per the applicable Laws.

13.1 Composition and Attendance at Meetings

The Nomination and Remuneration Committee is constituted pursuant to the provisions of Section 178 of the Act and the IRDAI Corporate Governance Guidelines, 2016.

The details of the composition, categories and attendance at the Meetings are as under:

Name of the Director	Nature of Directorship	Designation in the Committee	Meeting dated			
			16-May-23	02-Aug-23	07-Nov-23	24-Jan-24
Dr. Devi Singh	Independent Director	Chairman				
Mr. Parveen Kumar Gupta	Independent Director	Member				
Mr. Shailesh Haribhakti ¹	Independent Director	Member	-			
Mr. Roberto Leonardi	Non-Executive Director	Member				
Ms. Valentina Sarrocco	Non-Executive Director	Member				
Mr. Ajai Kumar ²	Non-Executive Director (Additional)	Member	-	-	-	
Mr. Pankaj Jaju ³	Non-Executive Director	Member				-

: **Present**, **A**: **Leave of Absence**, **-**: **Not Applicable**, : **Video Conference**

¹Inducted as a member of the Committee w.e.f May 17, 2023.

²Inducted as a member of the Committee w.e.f November 08, 2023.

³Ceased to be a member of the Committee w.e.f November 08, 2023.

The minutes of the Nomination and Remuneration Committee Meetings are noted by the Board of Directors at its Meetings.

14. DEBENTURE ALLOTMENT COMMITTEE

The Board of Directors of the Company have constituted the following two Committees as the Debenture Allotment Committee for the purpose of allotting Non-Convertible Debentures and such other matters incidental thereto and either of the Committees have the right to exercise the powers as approved and granted by the Board:



Committee of Directors:

Name of the Director	Designation
Mr. Parveen Kumar Gupta	Independent Director
Mr. Roberto Leonardi	Non-Executive Director
Mr. K B Vijay Srinivas ¹	Non-Executive Director (Additional)
Mr. Pankaj Jaju ²	Non-Executive Director

¹ Inducted as a member of the Committee w.e.f November 08, 2023.

² Ceased to be a member of the Committee w.e.f November 08, 2023.

Committee of Key Managerial Personnel (KMP):

Name of the KMP	Designation
Mr. Anup Rau	Managing Director & CEO
Mr. Ashish Lakhtakia	Chief Legal & Compliance Officer and Company Secretary
Mr. Devi Dayal Garg	Chief Financial Officer

The Committee exercises the following powers as granted by the Board of Directors:

- modifying the term sheet, including the rate of interest;
- the tenor of the Debenture or any other terms and conditions; and
- allot such NCDs.

14.1 Attendance at Meetings

The details of the Composition, Categories and attendance of the KMPs are as under:

Name of Member	Designation	Designation in the Committee	Meeting dated	
			08-May-23	15-March-24
Mr. Anup Rau	Managing Director & CEO	Member		
Mr. Ashish Lakhtakia	Chief Legal & Compliance Officer and Company Secretary	Member		
Mr. Devi Dayal Garg	Chief Financial Officer	Member		

15. BANKING AFFAIRS COMMITTEE

The Banking Affairs Committee was constituted to exercise oversight of the operations and processes of the Company's banking and finance relationships and also consider approval of opening\closure\operations of bank accounts and change in authorized signatories, as per the business needs.

The Committee exercises the following powers as granted by the Board of Directors:

- Approve the proposals presented by the Management for opening\closure of bank/ Demat accounts and to grant requisite

authorities to the Directors/Executives of the Company for operations of Bank accounts including change, if any required, in the authorized signatories for operation of the Bank/Demat accounts.

- Fix authority limits for operations of the Company's Banking/Demat Accounts and modify them, from time to time.
- Avail Credit Card Facility or any other facility from the bank.
- Any other banking related to matters but shall not include any matter which is to be approved by the Board of Directors of the Company as per applicable laws.

15.1 Composition and Attendance at Meetings

The details of the composition, categories and attendance at the Meetings are as under

Name of Director	Designation in the Committee	Meeting dated 16-May-23
Mr. Ajai Kumar ¹	Chairman	-
Mr. Pankaj Jaju ²	Chairman	
Mr. Roberto Leonardi	Member	A
Ms. Valentina Sarrocco	Member	
Mr. Anup Rau	Member	
Mr. Deepak Prasad	Member	
Mr. Devi Dayal Garg	Member	

: **Present**, **A**: **Leave of Absence**, **-**: **Not Applicable**, : **Video Conference**

¹Inducted as a member & chairman of the Committee w.e.f November 08, 2023.

²Ceased to be a member & Chairman of the Committee w.e.f November 08, 2023.

16. OTHER COMMITTEES CONSTITUTED UNDER THE IRDAI REGULATIONS

16.1 PRODUCT MANAGEMENT COMMITTEE

The Product Management Committee ("PMC") is constituted in accordance with the provisions of the Guidelines on Product Filing Procedures for General Insurance Products, 2016 (File & Use Guidelines) issued by the IRDAI to ensure proper due diligence of product construction, design & implementation, thereby protecting the policyholders' interests and also to review and recommend all the products that are in existence

and new products proposed to be filed with the Authority and carry out a due diligence process and record its concurrence on various products related risks for all products falling under File and Use and Use and File procedures.

The Product Management Policy was revised in order to align with the provisions prescribed in the IRDAI (Insurance Products) Regulations, 2024 and IRDAI (Protection of Policyholders' Interests, Operations and Allied Matters of Insurers) Regulations, 2024. The revised policy was approved by the Board of Directors of the Company at its meeting held on 8th May, 2024.

As on the date of signing of this Report, the PMC consisted of the following Members, in accordance with the IRDAI Regulations:

Name of the Member	Designation	Designation in the Committee
Mr. Deepak Prasad	Chief Operating Officer	Chairman
Mr. Abhishek Singh	Chief Bancassurance Officer	Member
Mr. Ajay Panchal	Chief Risk Officer	Member
Mr. Amitabh Sharma	Senior Vice President-Products & B2D2C & Direct Marketing	Member
Mr. Ashish Lakhtakia	Chief Legal & Compliance Officer and Company Secretary	Member
Mr. Devi Dayal Garg	Chief Financial Officer	Member
Mr. Jatin Arora	Appointed Actuary	Member
Mr. Ramit Goyal	Chief Distribution Officer	Member
Ms. Ruchika Malhan Varma	Chief Marketing, Customer & Impact Officer	Member
Ms. Smita Tibrewal	Chief Insurance Officer	Member

Note: The Product Management Committee is constituted pursuant to the Product Management Policy of the Company.



During the year under review, the PMC met seven (7) times on May 08, 2023, July 24, 2023, July 29, 2023, August 16, 2023, September 18, 2023, December 21, 2023 and March 29, 2024.

16.2 OUTSOURCING COMMITTEE

The Outsourcing Committee is constituted in accordance with the provisions of Outsourcing of Activities by Indian Insurers Regulation, 2017, issued by the IRDAI to ensure that prudent practices are followed by the Company on the

management of risks arising out of outsourcing with a view to prevent negative impact and to protect the interests of the policyholders.

During the year under review, the Outsourcing Committee met on April 12, 2023 and December 20, 2023.

The Outsourcing Committee consisted of the following Members as on March 31, 2024, in accordance with the IRDAI Regulations:

Name of the Member	Designation	Designation in the Committee
Mr. Deepak Prasad	Chief Operating Officer	Chairman
Mr. Ajay Panchal	Chief Risk Officer	Member
Mr. Alok Srivastava	Vice President-Head Administration and Procurement	Member
Mr. Anup Rau	MD & CEO	Member
Mr. Ashish Lakhtakia	Chief Legal & Compliance Officer and Company Secretary	Member
Mr. Devi Dayal Garg	Chief Financial Officer	Member
Mr. Manoj Kumar Shrivastava	Chief Information Security Officer	Member

17. WHISTLE BLOWER POLICY

Your Company values the demonstration of integrity, honesty and fairness from its employees in all their transactions. It has a policy of encouraging openness and preventing malpractice or any cover-up of malpractice. Any actual or alleged illegality or ethical lapse would be a matter of serious concern for the Company. The Policy also aims at providing necessary safeguards for the protection of employees from victimization for raising concern in good faith.

The policy provides a mechanism for employees to raise concerns on matters that can have a grave impact on the performance of the Company. The policy aims to encourage employees to report to the Board any misconduct or any legal or regulatory violation, etc.

The whistle blower policy inter alia covers the following:

- Fraud;
- Criminal offences, non-compliance with legal obligations or miscarriage of justice;

- Illegal or unethical accounting practices and/or controls and accounting irregularities (such as falsification of documents, audit issues, inflated assets or accounting records, underestimated liabilities etc.);
- Safety & security issues (such as environmental and health issues; threats or reference of physical threats to employees, customers or facilities, I.T. security issues or breaches, etc.);
- Unethical or illegal behaviour (such as bribery, corruption, inappropriate giving or receiving of gifts, theft of cash, goods and services, illegal use of proprietary information, non-compliance with laws or regulatory policies, etc.);
- Conflicts of interest and issues that could harm the reputation of the Company; and
- Any deliberate cover-up of the above.

The policy is placed on the Company's website and can be viewed at <https://general.futuregenerali.in/policies>.

During the year under review, no complaints were received under the Policy.

18. GENERAL BODY MEETINGS

The details of the Annual General Meetings held for the past three (3) years are as follows:

Year	No. of AGM	Date and Time of AGM	Venue
2020-21	15 th	September 23, 2021 at 11.00 a.m.	Video Conferencing/ Other Audio-Visual Means ("OAVM") pursuant to General Circular No. 20/2020 dated May 05, 2020 issued by the Ministry of Corporate Affairs.
2021-22	16 th	August 26, 2022 at 11.00 a.m.	Video Conferencing/ Other Audio-Visual Means ("OAVM") pursuant to General Circular No. 20/2020 dated May 05, 2020 issued by the Ministry of Corporate Affairs.
2022-23	17 th	September 20, 2023 at 3:00 PM	Video Conferencing/ Other Audio-Visual Means ("OAVM") pursuant to General Circular No. 20/2020 dated May 05, 2020 issued by the Ministry of Corporate Affairs.

18.1 Extraordinary General Meeting

During the year under review, one (1) Extra-Ordinary General Meeting of the Shareholders of the Company was held on December 15, 2023 at 3.00 P.M. IST.

DISCLOSURES

i) Related Party Transactions

Pursuant to the IRDAI Corporate Governance Guidelines, 2016, the Company is required to put in place adequate systems, policies and procedures to address actual and/or potential conflicts of interest with Related Parties, including Board level review of key transactions and disclosures of any conflicts of interest to manage and control such issues.

All the Related Party Transactions have been disclosed and forms part of the Financial Statement.

ii) Penalty or strictures

During the year under review and up to the date of signing of this report, the following material order was passed by:

- GST Authority imposed a penalty of ₹0.03 million during GST Audit and Return Scrutiny, in routine course.

iii) Onsite Inspection

During the year under review, no onsite inspection was conducted.

iv) Disclosure of accounting treatment

In the preparation of the financial statements, the Company has followed the Accounting Standards issued by the Institute of Chartered Accountants of India to the extent applicable.

v) Disclosures on Risk Management

The Company has implemented the Risk Management Group Policy, Operational Risk Management Group Policy, Liquidity Risk Management Policy and Risk Appetite Framework Policy, Risk Concentration Management Group Policy – Reinsurance and Underwriting, Tax Absorption Capacity of Deferred Taxes Group Policy, Risk Concentration Management Group Policy – Investment Exposures that are periodically reviewed by the Risk Management Committee and the Board.

vi) Reappointment of Director

Pursuant to Section 152(6) of the Act, Mr. Luis Roset Sucar (DIN: 09540988), Non-Executive Director of the Company retire by rotation at the ensuing AGM and being eligible, offers himself for reappointment.



Pursuant to Section 152 of the Act, the Independent Directors of the Company have been excluded from the total number of Directors for the purpose of determining the number of Directors whose period of office will be liable to retirement by rotation.

vii) Actual solvency margin details vis-à-vis the required margin as on March 31, 2024

Particulars	Amount (₹ in million)
Available Assets	83,732.40
Liabilities	65,256.60
Available Solvency Margin (ASM)	18,475.80
Required Solvency Margin (RSM)	8,193.20
Solvency Ratio	226%

viii) Financial performance including growth rate and current financial position of the Company.

The Company has a gross written premium of ₹50,028.00 million against ₹46,268.02 million in the previous year.

The issued capital of the Company as on March 31, 2024, was ₹12,065.95 million and the subscribed and paid-up share capital was ₹12,064.05 million and Net worth of the Company was ₹14,764.10 million.

ix) Risk Management

The Risk Governance structure of the Company is based on Three Lines of Defense: The operational structures (Risk Owners) are the first line of defense. Risk Management and Compliance represent the second Line of Defense and finally, Internal Audit is the third Line of Defense.

The governance structure oversees the risks and controls as an integrated and synergic whole, identifying and stressing on interactions. The structure is based on accurate identification of the responsibilities of the various players involved and, most of all, on the implementation of suitable and safeguard mechanisms to ensure compliance with the strategies set by the Board of Directors in this area.

x) Details of the number of claims intimated, disposed of, and pending

Particulars	Total no. of Claims
Outstanding at the beginning of the year	34,472
Reported during the year	6,26,219
Settled during the year	6,21,073
Outstanding at the end of the year	39,618

xi) Details of all pecuniary relationships or transactions of the Non-Executive Directors vis-à-vis your Company

During the year under review, there has been no pecuniary relationship or transactions with the Non-Executive Directors vis-à-vis the Company except the payment of sitting fees and remuneration to Independent Directors, as approved by the Board of Directors.



Annexure - II

Certification for compliance of the Corporate Governance Guidelines

I, Ashish Lakhtakia hereby certify that Future Generali India Insurance Company Limited has complied with the Corporate Governance Guidelines for Insurance Companies as amended from time to time and nothing has been concealed or suppressed.

For Future Generali India Insurance Company Limited

Ashish Lakhtakia

Chief Legal & Compliance Officer and Company Secretary
FCS: 5884

Date: May 8, 2024

Place: Mumbai



Annexure - III

FORM MR-3

Secretarial Audit Report

FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2024

[Pursuant to section 204(1) of the Companies Act, 2013 and rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Future Generali India Insurance Company Limited

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate governance practice by **Future Generali India Insurance Company Limited** (hereinafter called "the Company"). The Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

Based on my verification of the Company's books, papers, minutes books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has, during the audit period covering the financial year ended 31st March, 2024, complied with the statutory provisions to the extent applicable to the Company and listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company, for the financial year ended on 31st March, 2024, according to the provisions (to the extent applicable to the Company) of:

- i. The Companies Act, 2013 (the Act) and the rules made thereunder;
- ii. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- iii. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder – Not Applicable;
- iv. 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 are not applicable to the Company for the year under review;
- v. The following regulations and guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act') were not applicable to the Company, by virtue of the Company not being listed on any Stock Exchanges in F.Y. 2023-24:
 - a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
 - d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

- e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2021;
- f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993;
- g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021;
- h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;
- i) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Further, I report that, based on the compliance mechanism established by the Company, which has been verified on test check basis and the Compliance certificate submitted to and taken on record by the Board of Directors of the Company, I am of the opinion that the Company has complied with the provisions of the Insurance Act, 1938 and the rules, regulations, circulars, guidelines, instructions, etc. issued by Insurance Regulatory and Development Authority of India from time to time.

During the financial year under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards etc. mentioned above.

I have also examined compliances with applicable clauses of the Secretarial Standards issued by the Institute of the Company Secretaries of India;

I further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Director, Non-Executive Directors and Independent Directors. Further, the changes in the composition of the Board of Directors that took place during the year under review were carried out in compliance with the provisions of the Act.

Adequate notice, agenda and detailed notes have been given to all Directors to schedule the Board Meetings at least seven days in advance or on a 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.

The decisions at Board Meetings and Committee Meetings are carried out and recorded in the minutes of the Board of Directors and Committees of the Board accordingly.

Based on the representation made by the Company and relied upon, I report that there are adequate systems and processes in the company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

I further report that during the year under review, the following events/actions occurred having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards, etc.

- i. Issue and allotment of 20,64,000 – 9.04% unsecured, unlisted, subordinated, redeemable and fully paid-up Non-Convertible Debentures for a face value of ₹1,000/- each for an amount not exceeding ₹206.40 crore on private placement basis under the voluntary retention route;
- ii. Issue and allotment of 6,50,000 – 8.99% unsecured, unlisted, subordinated, redeemable and fully paid-up Non-Convertible Debentures for a face value of ₹1,000/- each for an amount not exceeding ₹65 crore on private placement basis under the voluntary retention route;
- iii. Resignation of Mr. Vijay Biyani as Non-Executive Director of the Company w.e.f. April 1, 2023;
- iv. Appointment of Mr. Shailesh Haribhakti as an Additional Independent Director of the Company w.e.f. May 17, 2023;



- v. Appointment of Mr. Ajai Kumar as an Additional Non-Executive Director of the Company w.e.f. November 8, 2023;
- vi. Appointment of Mr. K B Vijay Srinivas as an Additional Non-Executive Director of the Company w.e.f. November 8, 2023;
- vii. Resignation of Mr. Pankaj Jaju as Non-Executive Director of the Company w.e.f. November 8, 2023;
- viii. Re-constitution of various committees;
- ix. Issue and allotment of 3,016,012,35 Bonus Shares;
- x. Member's approval for the following:
 - a. Appointment of Mr. Parveen Kumar Gupta as an Independent Director (Chairman) for a term of 5 years w.e.f. August 9, 2022 to August 8, 2027 and payment of profit related commission of ₹40 lakhs per annum;
 - b. Appointment of Mr. Shailesh Haribhakti as an Independent Director for a term of 5 years w.e.f. May 17, 2023 to May 16, 2028 and payment of profit related commission of ₹10 lakhs per annum;
 - c. Payment of profit related commission of ₹10 lakhs per annum to Dr. Devi Singh, Independent Director of the Company;
 - d. Appointment of Ms. Valentina Sarrocco as Non-Executive Director of the Company;
 - e. Revision in remuneration paid to Mr. Anup Rau, Managing Director & Chief Executive Officer of the Company for calendar year 2023;
 - f. Increase in the Authorised Share Capital of the Company from ₹10,00,00,00,000 (Rupees One Thousand Crores Only) divided into 1,00,00,00,000 (One Hundred Crores) equity shares of ₹10/- each to ₹14,00,00,00,000 (Rupees One Thousand Four Hundred Crores Only) divided into 1,40,00,00,000 (One Hundred Forty Crores) equity shares of ₹10/- each;
 - g. Issuance of Bonus Shares by capitalisation of ₹3,016,012,350/- (Rupees Three Hundred One Crores Sixty Lakhs Twelve Thousand Three Hundred Fifty Only) out of free reserves of the Company.

For Aashish K. Bhatt & Associates
Company Secretaries
(ICSI Unique Code S2008MH100200)

Aashish Bhatt

Membership No.: 19639, COP No.: 7023

Place: Mumbai UDIN: A019639F000289007

Date: 08.05.2024 Peer review no.: 2959/2023

This Report is to be read with our letter annexed as Appendix A, which forms integral part of this report.



APPENDIX A

To,
The Members,
Future Generali India Insurance Company Limited

My report of even date is to be read along with this letter.

1. The responsibility of maintaining Secretarial record is of the management and based on my audit, I have expressed my opinion on these records.
2. I am of the opinion that the audit practices and process adopted to obtain assurance about the correctness of the secretarial records were reasonable for verification on test check basis.
3. I have not verified the correctness and appropriateness of financial records and books of accounts of the Company.
4. The management is responsible for compliances with corporate and other applicable laws, rules, regulations, standards, etc. My examination was limited to the verification of procedure on test basis and wherever required, I have obtained the Management Representation about the compliance of laws, rules and regulations, etc.
5. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For Aashish K. Bhatt & Associates
Company Secretaries
(ICSI Unique Code S2008MH100200)

Aashish Bhatt

Membership No.: 19639, COP No.: 7023
UDIN: A019639F000289007
Peer review no.: 2959/2023

Place: Mumbai
Date: 08.05.2024



Annexure - IV

Report on Corporate Social Responsibility

1. A brief outline on CSR policy of the Company:

The Company's CSR policy is in alignment with its vision to work for the most underprivileged section of society by contributing effectively towards two key areas of intervention that include healthcare & education. The CSR policy covers the methodologies for selecting projects and implementing them within a stipulated period by collaborating with partners that qualify as organisations to execute CSR projects. The CSR Policy defines the roles and responsibilities of the CSR Committee and the Board of Directors in monitoring the CSR annual action plan.

2. Composition of CSR Committee:

Sl. No.	Name of the Director	Designation/ Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Dr. Devi Singh	Independent Director & Chairman	2	2
2	Mr. Parveen Kumar Gupta	Independent Director	2	2
3	Ms. Valentina Sarrocco	Non-Executive Director	2	2
4	Mr. Luis Roset Sucar	Non-Executive Director	2	2
5	Mr. Ajai Kumar ¹	Non-Executive Director (Additional Director)	2	1
6	Mr. Pankaj Jaju ²	Non-Executive Director	2	1

¹Inducted as a Member w.e.f November 08, 2023.

²Resigned as the Non-Executive Director w.e.f November 08, 2023.

3. Web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company:

<https://general.futuregenerali.in/about-us/corporate-social-responsibility>

4. 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 – Not Applicable

5. (a) Average net profit of the company as per sub-section (5) of section 135 –

₹1,616.28 million.

(b) Two percent of the average net profit of the Company as per Section 135(5) –

₹32.33 million.

(c) Surplus arising out of CSR Projects or programs 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)]** – ₹32.33 million.
6. (a) **Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project)–**
₹26.61 million.
- (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)]** – ₹26.61 million.
- (e) **CSR amount spent or unspent for the Financial Year:** ₹5.72 million.

Total Amount Spent for the Financial Year. (₹ in million)	Amount Unspent (₹ in million)				
	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 (₹ in million)	Date of transfer	Name of the Fund	Amount (₹ in million)	Date of transfer
26.61	5.72	12 th April 2024	NA	NA	NA

(f) Excess amount for set-off, if any:

Sl. No.	Particulars	Amount (₹ in million)
(1)	(2)	(3)
(i)	Two percent of average net profit of the company as per section 135(5)	32.33
(ii)	Total amount spent for the Financial Year	26.61
(iii)	Excess amount spent for the financial year [(ii)-(i)]	Nil
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	Nil



7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years:

Sl No	Preceding Financial Year.	Amount transferred to Unspent CSR Account under section 135 (6) (₹ in million)	Balance Amount in Unspent CSR Account under subsection (6) of section 135 (₹ in million)	Amount spent in the Financial Year (₹ in million)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to subsection (5) of section 135, if any		Amount remaining to be spent in succeeding financial years (₹ in million)	Deficiency, if any
					Amount (₹ in million)	Date of transfer		
1.	2022-23	NA	NA	NA	-	-	-	-
2.	2021-22	6.11	NA	6.11	-	-	-	-
3.	2020-21	NA	NA	NA	-	-	-	-

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

☒ Yes
 ☐ No

If Yes, enter the number of Capital assets created/ acquired

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Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sl. No	Short particulars of the property or asset(s) (including complete address and location of the property)	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent (₹ in million)	Details of entity/ Authority/beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
1	Mic	400013	04.12.2023	0.04	CSR000004628	Poddar Foundation	Poddar Foundation, Unit No. 6, Neeru Silk Mills, Mathuradas Mills Compound, Lower Parel, Mumbai
2	Laptop	400013	04.12.2023				
3	Hardisk	400013	27.03.2024				
	Address						
	Poddar Group Building unit 3-5 Mathuradas milli compound neeru silk mill compound 126 Nm Joshi Marg lower parel west -400013						
4	(i) 1 Bedside Locker at PHC Machong	737106	27.12.2023	0.01	CSR000000035	Bhavishya Bharat	657D, H.No. C-5, First Floor, Nai Basti, Devli Khanpur, New Delhi - 110065
	(ii) 3 Bedside Lockers at PHC Sang	737134	29.12.2023	0.02			
	(iii) 6 Bedside Lockers at PHC Pakyong	737106	26.12.2023	0.04			
	(iv) 2 Bedside Lockers at PHC Samdong	737107	29.12.2023	0.01			
	(v) 2 Dental autoclaves 9*11 at UPHC Ranipool	737135	28.12.2023	0.02			
	(vi) 1 stretcher trolley at UPHC Gangtok	737101	29.12.2023	0.02			
	(vii) 2 stretcher trolleys at UPHC Ranipool	737135	28.12.2023	0.04			
	(viii) 2 stretcher trolleys at CHC Rhenock	737133	27.12.2023	0.04			
	(ix) 1 stretcher trolley at PHC Machong	737106	27.12.2023	0.02			
	(x) 3 stretcher trolleys at PHC Sang	737134	28.12.2023	0.06			
	(xi) 2 stretcher trolleys at PHC Rongali	737133	27.12.2023	0.04			
	(xii) 2 stretcher trolleys at PHC Pakyong	737106	26.12.2023	0.04			
	(xiii) 1 stretcher trolley at PHC Samdong	737107	29.12.2023	0.02			
	(xiv) 3 Wheelchairs at UPHC Gangtok	737101	29.12.2023	0.04			
	(xv) 3 Wheelchairs at UPHC Ranipool	737135	28.12.2023	0.04			
	(xvi) 1 Wheelchair at CHC Rhenock	737133	27.12.2023	0.01			
	(xvii) 1 Wheelchair at PHC Machong	737106	27.12.2023	0.01			



Sl. No	Short particulars of the property or asset(s) (including complete address and location of the property)	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent (₹ in million)	Details of entity/ Authority/beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
(xviii)	2 Wheelchairs at PHC Sang	737134	29.12.2023	0.02			
(xix)	2 Wheelchairs at PHC Rongali	737133	27.12.2023	0.02			
(xx)	2 Wheelchairs at PHC Pakyong	737106	26.12.2023	0.02			
(xxi)	3 Wheelchairs at PHC Samdong	737107	29.12.2023	0.04			
(xxii)	2 autoclav sterilizers 9*11 Heav at UPHC Gangtok	737101	29.12.2023	0.02			
(xxiii)	1 Multiparameter monitor at PHC Pakyong	737106	26.12.2023	0.06			
(xxiv)	1 Oxygen Concentrator at CHC Rhenock	737133	27.12.2023	0.11			
(xxv)	1 Oxygen Concentrator at PHC Machong	737106	27.12.2023	0.11			
(xxvi)	1 Oxygen Concentrator at PHC Sang	737134	29.12.2023	0.11			
(xxvii)	3 Multiseaters at UPHC Gangtok	737101	29.12.2023	0.04			
(xxviii)	3 Multiseaters at UPHC Ranipool	737135	28.12.2023	0.04			
(xxix)	4 Multiseaters at CHC Rhenock	737133	27.12.2023	0.05			
(xxx)	2 Multiseaters at PHC Machong	737106	27.12.2023	0.02			
(xxxi)	3 Multiseaters at PHC Sang	737134	29.12.2023	0.04			
(xxxii)	4 Multiseaters at PHC Rongali	737133	27.12.2023	0.05			
(xxxiii)	1 Multiseater at PHC Pakyong	737106	26.12.2023	0.01			
(xxxiv)	1 Multiseater at PHC Samdong	737107	29.12.2023	0.01			
(xxxv)	3 Bedside screens at UPHC Ranipool	737135	28.12.2023	0.02			
(xxxvi)	1 Bedside screen at CHC Rhenock	737133	27.12.2023	0.01			
(xxxvii)	1 Bedside screen at PHC Machong	737106	27.12.2023	0.01			
(xxxviii)	4 Bedside screens at PHC Sang	737134	29.12.2023	0.02			
(xxxix)	3 Bedside screens at PHC Rongali	737133	27.12.2023	0.02			
(xl)	3 Bedside screens at PHC Pakyong	737106	26.12.2023	0.02			



Sl. No	Short particulars of the property or asset(s) (including complete address and location of the property)	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent (₹ In million)	Details of entity/ Authority/beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
(xii)	2 Bedside screens at PHC Samdong	737107	29.12.2023	0.01			
(xiii)	1 examination table at UPHC Gangtok	737101	29.12.2023	0.01			
(xiv)	2 examination tables at UPHC Ranipool	737135	28.12.2023	0.02			
(xv)	1 examination table at PHC Machong	737106	27.12.2023	0.01			
(xvi)	1 examination table at PHC Sang	737134	29.12.2023	0.01			
(xvii)	1 examination Table at PHC Rongali	737133	27.12.2023	0.01			
(xviii)	1 examination table at PHC Samdong	737107	29.12.2023	0.01			
(xix)	11 examination table at PHC Pakyong	737106	26.12.2023	0.01			
(i)	1 Oxygen Cylinder Kit at UPHC Ranipool	737135	28.12.2023	0.01			
(ii)	1 Oxygen Cylinder Kit at CHC Rhenock	737133	27.12.2023	0.01			
(iii)	4 oxygen cylinder kits at PHC Pakyong	737106	26.12.2023	0.06			
(iv)	2 patient beds at PHC Machong	737106	27.12.2023	0.04			
(v)	2 patient beds at PHC Pakyong	737106	26.12.2023	0.04			
(vi)	2 patient beds at PHC Samdong	737107	29.12.2023	0.04			
(vii)	3 footstep single at PHC Sang	737134	29.12.2023	0.01			
(viii)	2 footstep single at PHC Rongali	737133	27.12.2023	0.00			
(ix)	4 footstep single at PHC Pakyong	737106	26.12.2023	0.01			
(x)	1 labour table at UPHC Gangtok	737101	29.12.2023	0.03			
(xi)	1 labour table at CHC Rhenock	737133	27.12.2023	0.03			
(xii)	1 labour table at PHC Machong	737106	27.12.2023	0.03			
(xiii)	1 labour table at PHC Samdong	737107	29.12.2023	0.03			
(xiv)	1 labour table at PHC Rongali	737133	27.12.2023	0.03			
(xv)	9 mattresses at PHC Samdong	737107	29.12.2023	0.04			



Sl. No	Short particulars of the property or asset(s) (including complete address and location of the property)	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent (₹ In million)	Details of entity/ Authority/beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
	(xiv) 1 suction machine at UPSC Gangtok	737101	29.12.2023	0.01			
	(xv) 2 suction machines at CHC Rhenock	737133	27.12.2023	0.02			
	(xvi) 1 suction machine at PHC Machong	737106	27.12.2023	0.01			
	(xvii) 1 suction machine at PHC Sang	737134	29.12.2023	0.01			
	(xviii) 1 suction machine at PHC Rongali	737133	27.12.2023	0.01			
	(xix) 1 suction machine at PHC Samdong	737107	29.12.2024	0.01			
	(xx) 1 suction machine (ped) at PHC Pakyong	737106	26.12.2023	0.01			
	(xxi) 1 Dental Chair with accessories at UPHC Gangtok	737101	29.12.2023	0.13			
	(xxii) 1 oil free compressor at CHC Rhenock	737133	27.12.2023	0.02			
	(xxiii) 1 scaler woodpacker Nz Led at UPHC Ranipool	737135	28.12.2023	0.02			
	(xxiv) 11 Xray machine wall	737133	27.12.2023	0.03			
	(xxv) 1 Erba Chem 7 Biochemistry An at UPHC Gangtok	737101	29.12.2023	0.26			
5	(i) 10 computers	Bhopal - 462001 & 462043 Indore - 452006 & 452010 Jabalpur - 482003	05.12.2023	3.88	CSR000000063	Samarthanam No. 11, Samarthanam Trust for the Bhavan, 1 st Cross, 17 th Disabled A Main, JP. Nagar, 2 nd Phase, Bengaluru, KA - 560078	



Sl. No	Short particulars of the property or asset(s) (including complete address and location of the property)	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent (₹ In million)	Details of entity/ Authority/beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
(ii)	17 JAWS installation	Bhopal - 462001 & 462043 Indore - 452006 & 452010 Jabalpur - 482003	04.12.2023				
(iii)	10 computer tables	Bhopal - 462001 & 462043 Indore - 452006 & 452010 Jabalpur - 482003	05.12.2023 & 24.11.2023				
(iv)	10 cushion chair with arm rest	Bhopal - 462001 & 462043 Indore - 452006 & 452010 Jabalpur - 482003	05.12.2023 & 24.11.2023				
(v)	10 APC UPS	Bhopal - 462001 & 462043 Indore - 452006 & 452010 Jabalpur - 482003	05.12.2023 & 24.11.2023				



Sl. No	Short particulars of the property or asset(s) (including complete address and location of the property)	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent (₹ in million)	Details of entity/ Authority/beneficiary of the registered owner		
					CSR Registration Number, if applicable	Name	Registered address
(vi)	1 electrical and cabling connection	Bhopal - 462001 & 462043 Indore - 452006 & 452010 Jabalpur - 482003	05.12.2023 & 24.11.2023				
1.	Govt. Deaf and Blind Higher Secondary School, Bhopal, Kesar Banglow, Pari Bazar, Idgah Hills, Bhopal, 462001						
2.	National association for the Blind, NAB Bhopal, 127 Priyadarshni Housing Society phase -3 Bagmugaliya, Bhopal, 462043						
3.	The principal Govt. Higher Secondary School for the Blind, Near Bhedaghat Bypass, Jabalpur, Madhya Pradesh 482003						
4.	M.P. Welfare Association of the Blind, Indore, Address: 33 B/D Kila Maidan, Indore (M.P.), 452006						
5.	Maresh Drishtiheen kalyan Sangh, Atamlochan parisar, Scheme No. 54, Behind Bombay Hospital ,Indore(M.P.), 452010						

(All the fields should be captured as appearing in the revenue record, flat no, house no, Municipal Office/Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries)



9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per subsection (5) of section 135 – An amount of ₹5.72 million has been earmarked and parked in the CSR unspent account for the usage towards insurance awareness activities.

For and on behalf of the Board of Directors

Future Generali India Insurance Company Limited

Devi Singh

Chairman CSR Committee

DIN: 00015681

Date: May 08, 2024

Place: Mumbai

Anup Rau

Managing Director & CEO

DIN: 06511806



Management Report

With respect to the operations of Future Generali India Insurance Company Ltd. for the year ended 31st March 2024 and results thereof, the Management of the Company confirms and declares that:

1. The Company obtained Regulatory approval to undertake General Insurance business on 4th September 2007 from the Insurance Regulatory and Development Authority of India ('IRDAI') and holds a valid certificate of registration.
2. We certify that all dues payable to the statutory authorities have been paid to the extent they have fallen due.
3. The shareholding pattern is in accordance with the statutory and regulatory requirements as required under the Insurance Act, 1938 (as amended thereafter) and the IRDAI (Registration of Indian Insurance Companies) Regulations.
4. The Management has not invested directly or indirectly outside India any funds of its policyholders in India.
5. We confirm that the required solvency margin has been maintained.
6. We certify that the values of all the assets have been reviewed on the date of Balance Sheet and in Management's belief, the assets set forth in the Balance Sheet are shown in the aggregate at amounts not exceeding their realizable or market value under the headings – "Loans", "Investments", "Agents balances", "Outstanding Premiums", "Interest, Dividends and Rents outstanding", "Interest, Dividends and Rents accruing but not due", "Amounts due from other persons or bodies carrying on insurance business",

"Sundry Debtors", "Bills Receivable", "Cash" and the several items specified under "Other Accounts" except debt securities which are shown at amortised cost as per IRDAI Regulations.

7. The Company is exposed to a variety of risks associated with its insurance business and the investment portfolio. The Company strives to maintain a diversified portfolio of insurance products across various lines of business and between personal and commercial lines of business. The Company is also adequately covered by Reinsurance including a "Catastrophe Excess of Loss Insurance". The limits of the reinsurance treaty are set based on estimated accumulations of risk and business projection.

The Company has adopted an integrated approach to risks management and has constituted Risk Management Committee with the members of the Board of Directors with an objective to outline the risk profile of the Company and develop a strong risk management system and sound mitigation strategies. The Risk Management Committee assists the Board of Directors to formulate, monitor and revise strategies to achieve the financial objectives of the Company.

8. The Company does not have insurance operations outside India.
9. In the Financial Year 2023-24 a total of 626,219 claims were reported and 621,073 were settled with an overall settlement ratio of 94%. The average claims settlement time during the preceding five years are given in Annexure 1 and the ageing analysis of claims registered and not settled during the same period is given in Annexure 2.

10. We certify that the values, as shown in the Balance Sheet, of the investments which consists of fixed income securities, equities and Infrastructure Investment Trust (INVIT) units have been valued as per accounting policies prescribed by IRDAI. Fixed income securities are valued at historical cost adjusted for amortisation of premium/ discount. The investments in INVIT as well as equities listed and actively traded are valued at the last quoted closing prices on the National Stock Exchange of India Limited (NSE). For those securities which are not listed on NSE, the prices available on Bombay Stock Exchange (BSE) shall be taken for valuation.

11. The Company follows the Investment philosophy of 'Safety, Liquidity, and sustainable Returns'. Accordingly, the portfolio is primarily composed of high-quality assets i.e. Government securities, high quality Corporate Bonds, Commercial Papers, Bank Deposits, Equity and Units of INVITs. The focus is to provide good and consistent risk adjusted returns on our investment portfolio. 93% of the Investment Assets are invested in Government Securities and AAA rated companies.

As reported last year, your Company has an exposure of ₹21.31 crores (net of interim receipt amounting to ₹1.34 crores) i.e., 0.28% of Investment Assets, to the ILFS group. Further, company has made 100% provision on such securities till March 31, 2024 in accordance with extant regulatory guidelines (IRDAI and RBI). The Company has stopped accrual of interest on all these NCDs held.

Similarly, in case of Reliance Capital, your Company has an exposure of ₹6.80 crores i.e. 0.09% of Investment Assets. Provisioning to the extent of ₹6.80 crores have been done till March 31, 2024 in accordance with extant

regulatory guidelines (IRDAI and RBI). The Company has stopped accrual of interest on all these NCDs held. We are continuously monitoring the situation on above two investments and working with the concerned entities to recover our dues.

12. The investment portfolio is monitored on a dynamic basis to optimize returns while keeping the risk at the minimum. Based on the past track record, the Management is confident of the quality and performance of the investments, in line with the investment philosophy.

13. The Management of Future Generali India Insurance Company Limited certifies that:

a. The financial statements of Future Generali India Insurance Co. Ltd. have been prepared in accordance with the applicable accounting standards, principles and policies with no material departures;

b. The management has adopted 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 at the end of the financial year and of the operating profit and of the net profit of the Company for the year;

c. The management has taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the applicable provisions of the Insurance Act, 1938 (as amended thereafter) and Companies Act, 2013, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;



- d. The financial statements have been prepared on a going concern basis;
 - e. The management has set up an internal audit system commensurate with the size and nature of the business and the same is operating effectively.
14. The schedule of payments, which have been made to individuals, firms, companies and organizations in which the Directors of the Company are interested is given in Annexure 3.

For and on behalf of the Board of Directors**Parveen Kumar Gupta**

Chairman
DIN: 02895343

Ajai Kumar

Non-Executive
(Additional) Director
DIN: 02446976

Anup Rau

Managing Director & CEO
DIN: 06511806

Devi Dayal Garg

Chief Financial Officer
Membership No. 091767

Ashish Lakhtakia

Chief Legal & Compliance
Officer & Company Secretary
Membership No. F5884

Place: Mumbai

Date: 8th May 2024

Annexure 1

Average Claims Settlement Time during preceding five years

Line of Business	2023-24		2022-23		2021-22		2020-21		2019-20	
	No of Claims	Average settlement Time (days)	No of Claims	Average settlement Time (days)	No of Claims	Average settlement Time (days)	No of Claims	Average settlement Time (days)	No of Claims	Average settlement Time (days)
Aviation	130	461	216	207	233	0**	82	51	0	0
Marine Cargo	16,798	39	11,847	42	16,021	101	3,635	120	4,358	111
Engineering	1,348	166	1,011	151	1,280	235	544	248	502	203
Fire	4,057	178	2,310	165	2,798	133	2,880	136	3,848	102
Health	202,630	9	134,784	14	139,165	11	92,479	23	92,145	20
Liabilities	114	574	109	518	49	443	23	228	41	271
Motor-OD	249,459	24	207,108	26	164,314	26	119,992	28	124,460	25
Motor-TP	6,358	591	5,424	633	5,584	871	2446	829	3,106	805
Personal Accident	3,244	21	2,932	19	2,275	17	3063	115	2,785	126
Overseas Medical	224	70	177	42	69	38	528	161	817	126
Workmen Compensation	1,366	188	1,684	185	1,632	190	1159	195	1,226	146
Others	135,345	17	120,497	29	134,241	14	40,837	79	27,223	152
Grand Total	621,073	26	488,099	32	467,661	33	267,668	46	260,511	50

**Coinsurance & Reinsurance inward claims



Annexure 2

Ageing analysis of Claims registered and not settled for the preceding five years

AS AT 31ST MARCH 2024

(₹ in lakhs)

Line of Business	Aviation		Marine Cargo		Engineering		Fire	
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims
0 - 30 days	-	-	693	336	112	422	178	1,740
30 days – 6 months	-	-	500	1,994	201	1,684	542	13,435
6 months – 1 year	17	2	95	470	38	1,873	262	10,711
1 year – 5 years	69	73	245	1,464	111	1,609	478	12,270
More than 5 years	-	-	99	1,774	47	206	98	2,870
Grand Total	86	75	1,632	6,039	509	5,793	1,558	41,026

AS AT 31ST MARCH 2024

(₹ in lakhs)

Line of Business	Health		Liabilities		Motor-OD		Motor-TP	
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims
0 - 30 days	1,815	3,824	7	16	5,274	4,858	1,867	16,548
30 days – 6 months	9,828	956	20	58	2,540	1,247	1,477	13,223
6 months – 1 year	862	544	30	204	161	232	1,909	19,077
1 year – 5 years	62	44	20	192	247	473	3,848	49,584
More than 5 years	31	62	5	42	258	1,045	1,729	21,582
Grand Total	12,598	5,430	82	513	8,480	7,854	10,830	120,013

AS AT 31ST MARCH 2024

(₹ in lakhs)

Line of Business	Personal Accident		Overseas Medical		Workmen Compensation		Others		Total No of Claims	Total Amount of Claims
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims		
0 - 30 days	397	985	13	12	98	210	855	444	19,328	28,605
30 days – 6 months	95	246	52	46	337	932	854	2,106	8,439	36,415
6 months – 1 year	96	231	12	44	110	578	206	1,248	3,790	34,730
1 year – 5 years	44	257	7	88	42	321	358	4,139	5,529	71,489
More than 5 years	55	136	2	36	34	147	176	1,383	2,532	29,255
Grand Total	687	1,855	86	226	621	2,187	2,449	9,320	39,618	200,494

Annexure 2

Ageing analysis of Claims registered and not settled for the preceding five years

AS AT 31ST MARCH 2023

(₹ in lakhs)

Line of Business	Aviation		Marine Cargo		Engineering		Fire	
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims
0 - 30 days	19	0	348	774	56	429	190	4,000
30 days – 6 months	40	3	223	444	55	420	257	2,271
6 months – 1 year	31	0	120	1,447	85	1,020	199	11,391
1 year – 5 years	42	16	201	1,812	122	1,188	534	16,613
More than 5 years	-	-	87	1,332	57	306	130	9,829
Grand Total	132	19	979	5,809	375	3,363	1,310	44,105

AS AT 31ST MARCH 2023

(₹ in lakhs)

Line of Business	Health		Liabilities		Motor-OD		Motor-TP	
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims
0 - 30 days	7,874	5,065	7	46	6,203	2,978	728	6,526
30 days – 6 months	104	191	16	88	3,185	3,911	2,235	19,428
6 months – 1 year	116	245	2	3	148	312	1,402	15,010
1 year – 5 years	74	165	52	364	197	401	3,131	37,768
More than 5 years	-	-	9	70	290	1,070	1,778	19,051
Grand Total	8,168	5,666	86	571	10,023	8,673	9,274	97,783

AS AT 31ST MARCH 2023

(₹ in lakhs)

Line of Business	Personal Accident		Overseas Medical		Workmen Compensation		Others		Total No of Claims	Total Amount of Claims
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims		
0 - 30 days	550	1,652	53	220	98	236	1,842	8,091	17,968	30,017
30 days – 6 months	6	125	-	-	308	841	461	1,136	6,890	28,860
6 months – 1 year	2	1	-	-	65	316	241	1,396	2,411	31,140
1 year – 5 years	1	11	-	-	65	413	275	1,324	4,694	60,074
More than 5 years	-	-	-	-	34	139	124	1,424	2,509	33,221
Grand Total	559	1,788	53	220	570	1,945	2,943	13,371	34,472	183,312



Annexure 2

Ageing analysis of Claims registered and not settled for the preceding five years

AS AT 31ST MARCH 2022

(₹ in lakhs)

Line of Business	Aviation		Marine Cargo		Engineering		Fire	
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims
0 - 30 days	-	-	205	598	44	59	77	589
30 days – 6 months	-	-	330	863	120	2,230	228	6,017
6 months – 1 year	20	0	133	683	94	1,088	307	9,099
1 year – 5 years	3	3	147	1,308	105	2,258	474	27,163
More than 5 years	-	-	72	802	55	355	86	1,325
Grand Total	23	3	887	4,253	418	5,989	1172	44,191

AS AT 31ST MARCH 2022

(₹ in lakhs)

Line of Business	Health		Liabilities		Motor-OD		Motor-TP	
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims
0 - 30 days	7,433	4,553	2	3	4,553	2,481	431	4,260
30 days – 6 months	156	234	28	70	2,789	4,038	1,650	15,057
6 months – 1 year	56	120	39	180	305	441	773	7,245
1 year – 5 years	30	56	69	267	162	464	3,206	34,136
More than 5 years	-	-	6	64	325	1,756	1,809	17,252
Grand Total	7,675	4,963	144	584	8,134	9,179	7,869	77,950

AS AT 31ST MARCH 2022

(₹ in lakhs)

Line of Business	Personal Accident		Overseas Medical		Workmen Compensation		Others		Total No of Claims	Total Amount of Claims
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims		
0 - 30 days	478	1370	45	111	132	164	1308	488	14,741	14,689
30 days – 6 months	-	-	-	-	364	826	3255	1,374	9,133	37,074
6 months – 1 year	-	-	-	-	118	530	431	931	2,306	20,606
1 year – 5 years	-	-	-	-	67	349	137	979	4,534	67,275
More than 5 years	-	-	-	-	27	125	88	795	2,468	22,473
Grand Total	478	1370	45	111	708	1,993	5219	4,567	33,182	162,117

Annexure 2

Ageing analysis of Claims registered and not settled for the preceding five years

AS AT 31ST MARCH 2021

(₹ in lakhs)

Line of Business	Aviation		Marine Cargo		Engineering		Fire	
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims
0 - 30 days	7	4	214	499	74	229	154	1,831
30 days – 6 months	0	-	329	1,169	158	971	150	12,543
6 months – 1 year	1	1	164	331	70	831	391	8,486
1 year – 5 years	0	-	178	1,578	135	2,119	345	13,810
More than 5 years	0	-	54	796	618	753	52	762
Grand Total	8	5	939	4,372	1055	4,903	1292	37,431

AS AT 31ST MARCH 2021

(₹ in lakhs)

Line of Business	Health		Liabilities		Motor-OD		Motor-TP	
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims
0 - 30 days	3,574	2,734	7	154	4,100	2,247	424	3050
30 days – 6 months	1,431	990	29	90	2,590	4,290	1,163	9012
6 months – 1 year	-	-	33	29	213	648	427	2860
1 year – 5 years	-	-	43	226	261	881	4,726	43,355
More than 5 years	-	-	2	6	211	1,129	2,015	16,764
Grand Total	5,005	3,724	114	505	7,375	9,136	8,755	75,040

AS AT 31ST MARCH 2021

(₹ in lakhs)

Line of Business	Personal Accident		Overseas Medical		Workmen Compensation		Others		Total No of Claims	Total Amount of Claims
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims		
0 - 30 days	290	988	15	38	160	238	792	1,039	9,811	13,051
30 days – 6 months	90	365	21	87	374	534	557	1,565	7,092	31,555
6 months – 1 year	-	-	-	-	91	224	233	1,323	1,623	14,732
1 year – 5 years	-	-	-	-	104	501	359	1,776	6,151	64,246
More than 5 years	-	-	-	-	15	54	115	848	3,082	21,110
Grand Total	380	1,353	36	125	744	1,551	2,057	6,550	27,759	144,695



Annexure 2

Ageing analysis of Claims registered and not settled for the preceding five years

AS AT 31ST MARCH 2020

(₹ in lakhs)

Line of Business	Aviation		Marine Cargo		Engineering		Fire	
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims
0 - 30 days	-	-	154	284	38	228	139	977
30 days – 6 months	-	-	351	594	112	1,066	238	6,391
6 months – 1 year	-	-	177	347	114	1,741	236	3,074
1 year – 5 years	-	-	388	1,925	432	1,697	385	16,358
More than 5 years	-	-	38	598	302	249	28	283
Grand Total	-	-	1,108	3,747	998	4,982	1,026	27,084

AS AT 31ST MARCH 2020

(₹ in lakhs)

Line of Business	Health		Liabilities		Motor-OD		Motor-TP	
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims
0 - 30 days	2,572	1,196	5	8	3,534	1,920	349	2,381
30 days – 6 months	1,955	857	17	57	2,231	3,704	1,302	8,427
6 months – 1 year	1,618	149	14	43	242	604	1,086	7,546
1 year – 5 years	1,165	223	16	89	277	1,068	3,961	35,509
More than 5 years	7	11	2	6	190	997	1,736	12,077
Grand Total	7,317	2,435	54	203	6,474	8,292	8,434	65,941

AS AT 31ST MARCH 2020

(₹ in lakhs)

Line of Business	Personal Accident		Overseas Medical		Workmen Compensation		Others		Total No of Claims	Total Amount of Claims
Period	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims	No of Claims	Amount of Claims		
0 - 30 days	71	89	34	58	81	77	680	1,251	7,657	8,468
30 days – 6 months	304	373	84	109	281	383	644	1,681	7,519	23,641
6 months – 1 year	72	190	38	150	83	181	166	369	3,846	14,393
1 year – 5 years	161	439	14	88	113	473	2,974	1,499	9,886	59,368
More than 5 years	24	269	1	26	10	35	85	599	2,423	15,150
Grand Total	632	1,359	171	431	568	1,149	4,549	5,398	31,331	121,020

Annexure 3

Schedule of payments, made to individuals, firms, companies and organizations in which the Directors of the Company are interested.

(₹ in lakhs)

Sr. No	Entity in which Director is interested	Name of the Director	Interested As	Payment during the Year
1	Future Generali India Life Insurance Company Limited	Valentina Sarrocco Roberto Leonardi Luis Roset Sucar Anup Rau Devi Singh G.N. Bajpai* Kishore Biyani* Vivek Biyani* Pankaj Jaju* Bhavna Doshi* A.K. Jain* Jennifer Sparks* Gurpreet K. Grewal*	Director	Operating Expenses :112.54 (PY :130.14) Deposits: 0.06 (PY: 0.56) Settlement Paid: Nil (PY:40.00) Insurance Claim Paid: Nil (PY: 2.05) Insurance Premium Paid: 120.17 (PY: 151.64)
2	Future Retail Ltd	Kishore Biyani	Director	Claim Paid: Nil (PY: 102.42)
3	Shendra Advisory Services Private Limited	Vijay Biyani Jennifer Sparks Pankaj Jaju Gurpreet K. Grewal	Director	Operating expenses paid on behalf of : 57.95 (PY: 7.00)
4	Future Enterprises Limited	Vijay Biyani Kishore Biyani	Director	Claim Paid: Nil (PY: 11.99)



Independent Auditor's Report

To,
**The Members of
Future Generali India Insurance
Company Limited**

Report on the Audit of the Financial Statements

OPINION

We have audited the accompanying financial statements of **Future Generali India Insurance Company Limited** (the "Company") which comprise the Balance sheet as at March 31, 2024, the Revenue Accounts of Fire, Marine and Miscellaneous Insurance Business (collectively known as the 'Revenue account'), the Profit and Loss account and the Receipts and Payments Account for the year then ended, the schedules annexed there to, a summary of significant accounting policies and other explanatory notes thereon (hereinafter referred to as the "financial statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements prepared in accordance with the requirements of Accounting Standards as specified under Section 133 of the Companies Act, 2013 (the 'Act'), the Insurance Act, 1938 read with Insurance Laws (Amendment) Act, 2015 (to the extent notified) (the "Insurance Act"), the Insurance Regulatory and Development Authority Act, 1999 (the "IRDA Act"), Insurance Regulatory and Development Authority (Preparation of Financial Statements and Auditors' Report of Insurance Companies) Regulations, 2002 (the "IRDA Financial Statements Regulations") and orders / directions / circulars issued by the Insurance Regulatory and Development Authority of India ("IRDAI"/ "the Authority") and the Companies Act, 2013,

as amended (the "Act"), to the extent applicable, give a true and fair view in conformity with the accounting principles generally accepted in India, as applicable to insurance companies:

- in the case of the Balance Sheet, of the state of affairs of the Company as at March 31, 2024;
- in the case of Revenue Account, of the operating profit in so far as it relates to Fire Insurance, Marine Insurance and Miscellaneous Insurance Revenue Account for the year ended on that date;
- in the case of Profit and Loss Account, of the profit for the year ended on that date; and
- in the case of the Receipts and Payments Account, of the receipts and payments 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 SAs are further described in the Auditor's Responsibilities for the Audit of the 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 together with the ethical requirements that are relevant to our audit of the financial statements under the Insurance Act, the IRDA Act, the Regulations, the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the financial statements.

EMPHASIS OF MATTER

We draw attention to Note No. 38 to Schedule 16 to the Financial Statements relating to recoverability of dues aggregating to ₹ 1,098,060 thousands from other entities carrying on insurance business, where the Company has initiated legal process for the recovery of dues. The management is of the view that the said dues are fully recoverable and no provision is considered necessary for the reasons stated in the said note.

Our opinion is not modified in respect of these matters.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include the financial statements and auditor's report thereon. The Company's Annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the 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 financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement of the other information. 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. When we read the Company's Annual report, if we conclude that there is a material misstatement

therein, we are required to communicate the matter to those charged with governance.

RESPONSIBILITIES OF THE MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

The 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 financial statements that give a true and fair view of the financial position, net surplus, financial performance and receipts and payments of the Company in accordance with the accounting principles generally accepted in India, including the provisions of the Insurance Act, the IRDA Act, the IRDA Financial Statements Regulations, orders / directions / circulars issued by IRDAI in this regard and Accounting Standards specified under Section 133 of the Act to the extent applicable and current practices prevailing within the insurance industry in India.

This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of 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 financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to



liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Management and Board of Directors are also responsible for overseeing the Company's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these 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 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 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 the Management and Board of Directors use of the going concern basis of accounting in preparation of financial statements 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 financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

OTHER MATTERS

The actuarial valuation of liabilities in respect of Incurred but Not Reported ("IBNR"), Incurred but Not Enough Reported ("IBNER") and Premium Deficiency Reserve ("PDR") is the responsibility of the Company's Appointed Actuary (the "Appointed Actuary"). The actuarial valuation of these liabilities, that are estimated using statistical methods as at March 31, 2024 has been duly certified by the Appointed Actuary and in his opinion, the assumptions for such valuation are in accordance with the guidelines and norms issued by IRDAI and the Institute of Actuaries of India in concurrence with the Authority. We have relied upon the Appointed Actuary's certificate in this regard for forming our opinion on the valuation of liabilities for outstanding claims reserves and PDR contained in the financial statements of the Company.

Our opinion is not modified in respect of the above matter.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

- a. As required by IRDA Financial Statements Regulations, we have issued a separate certificate dated May 08, 2024 certifying the matters specified in paragraphs 3 and 4 of Schedule C to the IRDA Financial Statements Regulations.
- b. As required by Para 2 of Schedule C to the IRDA Financial Statements Regulations read with Section 143(3) of the Act, in our opinion and according to the information and explanations give to us, we report that:
 - i. 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.
 - ii. As the Company's financial accounting system is centralized and maintained at the corporate office, no returns for the purpose of our audit are prepared

at the branches and other offices of the Company as required under section 143(8) of the Companies Act, 2013.

- iii. 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.
- iv. The Balance Sheet, the Revenue Accounts, the Profit and Loss account and the Receipts and Payment account dealt with by this report are in agreement with the books of account.
- v. The aforesaid financial statements comply with the applicable Accounting Standards specified under Section 133 of the Act, to the extent they are not inconsistent with the accounting principles prescribed in the IRDA Financial Statements Regulations and orders/ directions / circulars issued by IRDAI in this regard.
- vi. the Balance Sheet, the Revenue Accounts, the Profit and Loss Account and the Receipts and Payments Account referred to in this report are prepared in accordance with the requirements of the Insurance Act, the IRDA Act and the Act to the extent applicable and the manner so required.
- vii. Investments have been valued in accordance with the provisions of the Insurance Act, the IRDA Financial Statements Regulations, the IRDA Act and / or orders / directions issued by the IRDAI in this regard.
- viii. On the basis of the written representations received from the directors as on March 31, 2024 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2024 from being appointed as a director in terms of Section 164(2) of the Act.



- ix. The actuarial valuation of liabilities in respect of Incurred But Not Reported ('IBNR'), Incurred But Not Enough Reported ('IBNER') and Premium Deficiency Reserve (the "PDR") as at March 31, 2024 has been duly certified by the Appointed Actuary of the Company and relied upon by us. The Appointed Actuary has also certified that the assumptions considered by him for such valuation are in accordance with the guidelines and norms prescribed by the IRDAI and the Actuarial Society of India in concurrence with the IRDAI.
- x. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure A".
- c. 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, 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 as at March 31, 2024 on its financial position in its financial statements - Refer Note No. 3 and Note No. 35 of Schedule 16 to the financial statements.
- ii. The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts. The Company did not have any outstanding long-term derivative contracts – Refer Note No. 36 of Schedule 16 to the financial statements.
- iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company - Refer Note No. 37 of Schedule 16 to the financial statements.
- iv. The Management has represented that, to the best of its knowledge and belief, as disclosed in the Note No. 42 of Schedule 16 to the financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall:
- directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or
 - provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- v. The Management has represented that, to the best of its knowledge and belief, as disclosed in the Note No. 42 of Schedule 16 to the financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall:
- directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ("Ultimate Beneficiaries") or
 - provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.



- vi. Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (d) and (e) above, contain any material misstatement.
- d. The Company has not declared or paid any dividend during the year and as such the compliance of section 123 of the Act has not been commented upon.
- e. According to the information and explanations given to us and based on our examination which included test checks, we report that the Company has used accounting softwares 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.
- f. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act, in our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act read with Section 34A of the Insurance Act, 1938. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act read with Section 34A of the Insurance Act, 1938. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For Khandelwal Jain & Co.

Chartered Accountants
(FRN.: 105049W)

(S. S. Shah)

Partner
Membership No.: 033632
UDIN:
24033632BKFHVS4639

Mumbai, May 08, 2024

For Chhajed & Doshi

Chartered Accountants
(FRN.: 101794W)

(Nitesh Jain)

Partner
Membership No. 136169
UDIN:
24136169BKEKJZ2878

Mumbai, May 08, 2024



Annexure A

to the Independent Auditor's Report on the financial statements of Future Generali India Insurance Company Limited for the year ended March 31, 2024

(Referred to in paragraph b(x) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

REPORT ON THE INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THE AFORESAID FINANCIAL STATEMENTS UNDER CLAUSE (I) OF SUB-SECTION 3 OF SECTION 143 OF THE COMPANIES ACT, 2013 ("THE ACT")

We have audited the internal financial controls with reference to financial statements of Future Generali India Insurance Company Limited ("the Company") as of March 31, 2024 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

MANAGEMENT'S RESPONSIBILITIES FOR INTERNAL FINANCIAL CONTROLS

The Management and Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013 ("the Act").

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the Company's internal financial controls with

reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to 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 financial statements were 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 financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

MEANING OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO FINANCIAL STATEMENTS

A company's internal financial controls with reference to 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 controls with reference to financial statements include 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 Financial Statements Because of the inherent limitations of internal financial controls with reference to 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 financial statements to future periods are subject to the risk that the internal financial controls with reference to 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, the Company has, in all material respects, an adequate internal financial controls system with reference to financial statements and such internal financial controls with reference to

financial statements were operating effectively as at March 31, 2024, based on "the internal control with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India".

OTHER MATTERS

The actuarial valuation of liabilities in respect of Incurred But Not Reported (the "IBNR"), Incurred But Not Enough Reported (the "IBNER") and Premium Deficiency Reserve (the "PDR") is the responsibility of the Company's Appointed Actuary (the "Appointed Actuary"). The actuarial valuation of these liabilities, that are estimated using statistical methods as at March 31, 2024 has been duly certified by the Appointed Actuary and in his opinion, the assumptions considered by him for such valuation are in accordance with the guidelines and norms issued by the IRDAI and the Institute of Actuaries of India in concurrence with the IRDAI. The said actuarial valuations of liabilities for outstanding claims reserves and the PDR have been relied upon by us as mentioned in "Other Matter" paragraph in our Audit Report on the financial statements of the Company for the year ended March 31, 2024.

Accordingly, our opinion on the internal financial controls with reference to financial statements does not include reporting on the adequacy and operating effectiveness of the internal controls over the valuation and accuracy of the aforesaid actuarial liabilities.

Our opinion is not modified in respect of this matter.

For Khandelwal Jain & Co.

Chartered Accountants
(FRN.: 105049W)

(S. S. Shah)

Partner
Membership No.: 033632
UDIN:
24033632BKFHVS4639

Mumbai, May 08, 2024

For Chhajed & Doshi

Chartered Accountants
(FRN.: 101794W)

(Nitesh Jain)

Partner
Membership No. 136169
UDIN:
24136169BKEKJZ2878

Mumbai, May 08, 2024



Independent Auditor's Certificate

To,
**The Members of
Future Generali India Insurance
Company Limited**

(Referred to in paragraph 'a' of our Independent Auditors' Report on Other Legal and Regulatory Requirements forming part of the Independent Auditors' Report dated May 08, 2024)

1. This certificate is issued to **Future Generali India Insurance Company Limited** (the "Company") comply with the provisions of paragraph 3 and 4 of Schedule C of the Insurance Regulatory and Development Authority (Preparation of Financial Statements and Auditor's Report of Insurance Companies) Regulations 2002, ("the IRDA Financial Statements Regulations") read with Regulation 3 of the IRDA Financial Statements Regulations

MANAGEMENT'S RESPONSIBILITY

2. Management and Board of Directors are responsible for complying with the provisions of the Insurance Act, 1938 as amended by the Insurance Laws (Amendment) Act, 2015 (the "Insurance Act"), the Insurance Regulatory and Development Authority Act, 1999 (the "IRDA Act"), the Insurance Regulatory and Development Authority (Preparation of Financial Statements and Auditor's Report of Insurance Companies) Regulations, 2002 (the "IRDA Financial Statements Regulations"), and the orders / circulars / directions issued by the Insurance Regulatory and Development Authority of India (the "IRDAI"), which includes (i) preparation of management report consistent with the financial statements; (ii) compliance with the terms and conditions of the registration stipulated by the Authority; (iii) maintenance and custody of cash balances and maintenance of investments with custody and depository; and (iv) ensuring that no part of the assets of the

policyholders' funds has been directly or indirectly applied in contravention of the provisions of the Insurance Act, relating to the application and investments of the Policyholders' Funds. This responsibility includes collecting, collating and validating data and designing, implementing and monitoring of internal controls suitable for ensuring the aforesaid and applying an appropriate basis of preparation; and making estimates and judgments that are reasonable in the circumstances.

INDEPENDENT AUDITOR'S RESPONSIBILITY

3. Pursuant to the requirement of the IRDA Financial Statements Regulations, our responsibility for the purpose of this certificate, is to provide reasonable assurance and form an opinion, based on our audit and examination of books of account and other relevant records, as to whether the Company has complied with the matters contained in paragraphs 3 and 4 of Schedule C of the IRDA Financial Statements Regulation read with Regulation 3 of the IRDA Financial Statements Regulations.
4. We audited financial statements of the Company for the financial year ended March 31, 2024 on which we issued an unmodified audit opinion vide our report dated May 08, 2024. Our audit of these financial statements were conducted in accordance with the Standards on Auditing and other applicable authoritative pronouncements issued by the Institute of Chartered Accountants of India ('ICAI'). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. Our audit was not planned and performed in connection with any transactions to identify matters that may be of potential interest to third parties.



5. We conducted our examination in accordance with the Guidance Note on Reports or Certificates for Special Purposes (Revised 2016) and Standards on Auditing issued by the Institute of Chartered Accountants of India (ICAI) in so far as applicable for the purpose of this Certificate, which include the concepts of test checks and materiality.
6. This Guidance Note requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, "Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements".
- d) We have been given to understand by the management that the Company is not a trustee of any trust; and
- e) No part of the assets of the Policyholders' Funds has been directly or indirectly applied in contravention to the provisions of the Insurance Act, relating to the application and investments of the Policyholders' Funds.

OPINION

7. In accordance with the information and explanations and representations given to us and to the best of our knowledge and belief and based on our examination, of the books of account and other records maintained by the Company for the year ended March 31, 2024, we certify that:
 - a) We have reviewed the Management Report attached to the financial statements for the year ended March 31, 2024, and on the basis of our review, there is no apparent mistake or material inconsistencies with the financial statements;
 - b) Based on information and explanations received during the normal course of our audit, management representations and compliance certificates submitted to the Board of Directors by the officers of the Company charged with compliance and the same being noted by the Board, nothing has come to our attention that causes us to believe the Company has complied with the terms and conditions of registration stipulated by the IRDAI;
 - c) We have verified the cash balances, to the extent considered necessary and securities relating to the Company's loans and

investments as at March 31, 2024, by actual inspection or on the basis of certificates/ confirmations received from the concerned branches and/HO personnel of the company, Custodian and/or Depository Participants appointed by the Company, as the case may be.

RESTRICTION ON USE

8. This certificate is addressed to and provided to the Board of Directors of the Company, solely for use of the Company for inclusion in the annual accounts of the Company in order to comply with the provisions of paragraph 3 and 4 of Schedule C of the IRDA Financial Statements Regulations read with Regulation 3 of the IRDA Financial Statements Regulations and should not be used by any other person or for any other purpose without our prior consent. We have no responsibility to update this certificate for events and circumstances occurring after the date of this certificate. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this Certificate is shown or into whose hands it may come without our prior consent in writing.

For Khandelwal Jain & Co.
Chartered Accountants
(FRN.: 105049W)

For Chhajed & Doshi
Chartered Accountants
(FRN.: 101794W)

(S. S. Shah)
Partner
Membership No.: 033632
UDIN:
24033632BKFHVS4639

(Nitesh Jain)
Partner
Membership No. 136169
UDIN:
24136169BKEKJZ2878

Mumbai, May 08, 2024

Mumbai, May 08, 2024



Form B - RA

Future Generali India Insurance Company Limited
IRDA Registration No 132. dated 4th September, 2007.

REVENUE ACCOUNT FOR THE YEAR ENDED 31ST MARCH, 2024

Fire Insurance Business		(₹ '000)	
Particulars	Schedule	For the year ended 31 st March, 2024	For the year ended 31 st March, 2023
1. Premiums earned (Net)	1	1,672,159	1,592,718
2. Profit/(Loss) on sale/redemption of Investments		7,536	9,357
3. Others-Miscellaneous Income		317	1,348
4. Interest, Dividend & Rent - Gross		548,392	439,341
5. Contribution from Shareholders Fund towards excess EOM		-	-
Total (A)		2,228,404	2,042,764
1. Claims Incurred (Net)	2	1,330,448	578,556
2. Commission (Net)	3	(260,462)	(387,891)
3. Operating Expenses related to Insurance Business	4	696,699	1,022,871
4. Premium deficiency		-	-
Total (B)		1,766,685	1,213,536
Operating Profit / (Loss) from Fire Business		461,719	829,228
Appropriations			
Transfer to Shareholders' Funds		461,719	829,228
Transfer to Catastrophe Reserve		-	-
Transfer to Other Reserves		-	-
Total (C)		461,719	829,228

Significant Accounting Policies and Notes to Financial Statements 16

The Schedules referred to above form an integral part of Revenue Accounts

We certify that all expenses of management in respect of General Insurance Business Transactions in India by the Company have been fully recognised in the Revenue Accounts as expenses.

As per our report of even date

For and on behalf of
Chhajed & Doshi
Chartered Accountants
FRN 101794W

For and on behalf of
Khandelwal Jain & Co.
Chartered Accountants
FRN 105049W

For and on behalf of the Board of Directors

Parveen Kumar Gupta
Chairman
DIN: 02895343

Ajai Kumar
Non-Executive
(Additional) Director
DIN: 02446976

Anup Rau
Managing Director &
CEO
DIN: 06511806

Nitesh Jain
Partner
Membership No. 136169

Shailesh Shah
Partner
Membership No. 033632

Devi Dayal Garg
Chief Finance Officer
Membership No.091767

Ashish Lakhtakia
Chief Legal & Compliance Officer
and Company Secretary
Membership No.F5884

Place: Mumbai
Dated: 8th May, 2024

Place: Mumbai
Dated: 8th May, 2024



Form B - RA

Future Generali India Insurance Company Limited

IRDA Registration No 132. dated 4th September, 2007.

REVENUE ACCOUNT FOR THE YEAR ENDED 31ST MARCH, 2024

Marine Insurance Business

(₹ '000)

Particulars	Schedule	For the year ended 31 st March, 2024	For the year ended 31 st March, 2023
1. Premiums earned (Net)	1	804,211	744,044
2. Profit/(Loss) on sale/redemption of Investments		1,369	1,857
3. Others-Miscellaneous Income		150	715
4. Interest, Dividend & Rent - Gross		86,157	78,878
5. Contribution from Shareholders Fund towards excess EOM		-	64,426
Total (A)		891,887	889,920
1. Claims Incurred (Net)	2	439,582	644,218
2. Commission (Net)	3	176,335	102,726
3. Operating Expenses related to Insurance Business	4	125,665	233,756
4. Premium deficiency		-	-
Total (B)		741,582	980,700
Operating Profit / (Loss) from Marine Business		150,305	(90,780)
Appropriations			
Transfer to Shareholders' Funds		150,305	(90,780)
Transfer to Catastrophe Reserve		-	-
Transfer to Other Reserves		-	-
Total (C)		150,305	(90,780)

Significant Accounting Policies and Notes to Financial Statements

16

The Schedules referred to above form an integral part of Revenue Accounts

We certify that all expenses of management in respect of General Insurance Business Transactions in India by the Company have been fully recognised in the Revenue Accounts as expenses.

As per our report of even date

**For and on behalf of
Chhajed & Doshi**
Chartered Accountants
FRN 101794W

**For and on behalf of
Khandelwal Jain & Co.**
Chartered Accountants
FRN 105049W

For and on behalf of the Board of Directors

Parveen Kumar Gupta
Chairman
DIN: 02895343

Ajai Kumar
Non-Executive
(Additional) Director
DIN: 02446976

Anup Rau
Managing Director &
CEO
DIN: 06511806

Nitesh Jain
Partner
Membership No. 136169

Shailesh Shah
Partner
Membership No. 033632

Devi Dayal Garg
Chief Finance Officer
Membership No.091767

Ashish Lakhtakia
Chief Legal & Compliance Officer
and Company Secretary
Membership No.F5884

Place: Mumbai
Dated: 8th May, 2024

Place: Mumbai
Dated: 8th May, 2024



Form B - RA

Future Generali India Insurance Company Limited
IRDA Registration No 132. dated 4th September, 2007.

REVENUE ACCOUNT FOR THE YEAR ENDED 31ST MARCH, 2024

Miscellaneous Insurance Business		(₹ '000)	
Particulars	Schedule	For the year ended 31 st March, 2024	For the year ended 31 st March, 2023
1. Premiums earned (Net)	1	30,905,786	25,056,295
2. Profit/(Loss) on sale/redemption of Investments		50,586	66,755
3. Others-Miscellaneous Income		9,262	25,988
4. Interest, Dividend & Rent - Gross		3,195,531	2,843,227
5. Contribution from Shareholders Fund towards excess EOM		-	1,494,590
Total (A)		34,161,165	29,486,855
1. Claims Incurred (Net)	2	22,215,666	16,830,634
2. Commission (Net)	3	6,311,808	953,626
3. Operating Expenses related to Insurance Business	4	5,182,990	10,053,668
4. Premium deficiency		-	-
Total (B)		33,710,464	27,837,928
Operating Profit / (Loss) from Miscellaneous Business		450,701	1,648,928
Appropriations			
Transfer to Shareholders' Funds		450,701	1,648,928
Transfer to Catastrophe Reserve		-	-
Transfer to Other Reserves		-	-
Total (C)		450,701	1,648,928

Significant Accounting Policies and Notes to Financial Statements 16

The Schedules referred to above form an integral part of Revenue Accounts

We certify that all expenses of management in respect of General Insurance Business Transactions in India by the Company have been fully recognised in the Revenue Accounts as expenses.

As per our report of even date

For and on behalf of
Chhajed & Doshi
Chartered Accountants
FRN 101794W

For and on behalf of
Khandelwal Jain & Co.
Chartered Accountants
FRN 105049W

For and on behalf of the Board of Directors

Parveen Kumar Gupta
Chairman
DIN: 02895343

Ajai Kumar
Non-Executive
(Additional) Director
DIN: 02446976

Anup Rau
Managing Director &
CEO
DIN: 06511806

Nitesh Jain
Partner
Membership No. 136169

Shailesh Shah
Partner
Membership No. 033632

Devi Dayal Garg
Chief Finance Officer
Membership No.091767

Ashish Lakhtakia
Chief Legal & Compliance Officer
and Company Secretary
Membership No.F5884

Place: Mumbai
Dated: 8th May, 2024

Place: Mumbai
Dated: 8th May, 2024



Form B - PL

Future Generali India Insurance Company Limited

IRDA Registration No 132. dated 4th September, 2007.

PROFIT AND LOSS FOR THE YEAR ENDED 31ST MARCH, 2024

		(₹ '000)	
Particulars	Schedule	For the year ended 31 st March, 2024	For the year ended 31 st March, 2023
1. Operating Profit / (Loss)			
(a) Fire Insurance		461,719	829,228
(b) Marine Insurance		150,305	(90,780)
(c) Miscellaneous Insurance		450,701	1,648,928
2. Income from investments			
(a) Interest, Dividend & Rent - Gross		1,324,150	962,177
Add/Less : Amortization on Securities		10,220	(6,533)
(b) Profit on sale of investments		24,779	23,279
Less : Loss on sale of investments		(3,581)	(785)
3. Other Income			
(a) Bad debts/balances written back		460	-
(b) Interest on Tax Refund		6,113	17,289
Total (A)		2,424,866	3,382,803
4. Provisions (Other than taxation)			
(a) For diminution in the value of investments/(Provision Reversal)		(12,581)	777
(b) For Doubtful Debts/(Provision Reversal)		361	(1,032)
(c) Others		-	-
5. Other Expenses			
(a) Expenses other than those related to Insurance Business		214,306	285,029
(b) Bad Debts written off		1,429	24,207
(c) Investments written off		-	-
(d) Others-CSR *		32,326	40,420
(e) Interest on sub-ordinated debt		401,024	41,977
(f) Contribution to Policyholders Fund towards excess EOM		-	1,559,016
Total (B)		636,865	1,950,394
Profit before Tax (A-B)		1,788,001	1,432,409
Provision for Taxation		456,955	395,595
Deferred Tax Expense/(Income)		(2,075)	(25,763)
Profit after tax		1,333,121	1,062,577
Appropriations			
(a) Interim dividends paid during the year		-	-
(b) Proposed final dividend		-	-
(c) Transfer to any Reserves or Other Accounts		-	-
Balance of profit / (loss) brought forward from last year		4,382,945	3,320,368
Issue of bonus shares through accumulated reserves		(3,016,012)	
Balance carried forward to Balance Sheet		2,700,054	4,382,945

* Refer note 33 no. to schedule 16

Significant Accounting Policies and Notes to Financial Statements	16		
Earning per Share- Basic (₹)		1.11	1.17
(Face Value ₹ 10 per share)			
Earning per Share-Diluted (₹)		1.11	1.17
(Face Value ₹ 10 per share)			

As per our report of even date

For and on behalf of
Chhajed & Doshi
Chartered Accountants
FRN 101794W

For and on behalf of
Khandelwal Jain & Co.
Chartered Accountants
FRN 105049W

For and on behalf of the Board of Directors

Parveen Kumar Gupta
Chairman
DIN: 02895343

Ajai Kumar
Non-Executive
(Additional) Director
DIN: 02446976

Anup Rau
Managing Director &
CEO
DIN: 06511806

Nitesh Jain
Partner
Membership No. 136169

Shailesh Shah
Partner
Membership No. 033632

Devi Dayal Garg
Chief Finance Officer
Membership No.091767

Ashish Lakhtakia
Chief Legal & Compliance Officer
and Company Secretary
Membership No.F5884

Place: Mumbai
Dated: 8th May, 2024

Place: Mumbai
Dated: 8th May, 2024



Form B - BS

Future Generali India Insurance Company Limited

IRDA Registration No 132. dated 4th September, 2007.

BALANCE SHEET AS AT 31ST MARCH, 2024

		(₹ '000)	
Particulars	Schedule	As at 31 st March, 2024	As at 31 st March, 2023
Source of Funds			
Share Capital	5	12,064,049	9,048,037
Stock Options Outstanding		-	-
Reserves and Surplus	6	2,700,054	4,382,945
Fair Value Change Account			
Policy holder		(3,143)	30,469
Shareholder		(1,030)	9,791
Borrowings	7	5,170,000	2,456,000
Total		19,929,930	15,927,241
Application of Funds			
Investments			
Investments-Shareholders	8	18,439,193	16,410,085
Investments-Policyholders	8A	56,293,765	51,069,090
Loans	9	-	-
Fixed Assets	10	909,931	606,919
Deferred Tax Assets		215,406	213,331
Current Assets			
(i) Cash and Bank balances	11	3,303,481	1,165,925
(ii) Advances and Other Assets	12	6,362,497	7,250,333
Total (A)		9,665,978	8,416,258
Current Liabilities	13	45,732,102	43,539,812
Provisions	14	19,862,241	17,248,631
Total (B)		65,594,343	60,788,443
Net Current Assets (A - B)		(55,928,365)	(52,372,185)
Miscellaneous Expenditure (to the extent not written off or adjusted)	15	-	-
Debit Balance in profit and Loss account (Shareholders' account)		-	-
Total		19,929,930	15,927,241

Significant Accounting Policies and Notes to Financial Statements 16

The Schedules referred to above forms an integral part of Balance Sheet.

As per our report of even date

For and on behalf of
Chhajed & Doshi
Chartered Accountants
FRN 101794W

For and on behalf of
Khandelwal Jain & Co.
Chartered Accountants
FRN 105049W

For and on behalf of the Board of Directors
Parveen Kumar Gupta
Chairman
DIN: 02895343

Ajai Kumar
Non-Executive
(Additional) Director
DIN: 02446976

Anup Rau
Managing Director &
CEO
DIN: 06511806

Nitesh Jain
Partner
Membership No. 136169

Shailesh Shah
Partner
Membership No. 033632

Devi Dayal Garg
Chief Finance Officer
Membership No.091767

Ashish Lakhtakia
Chief Legal & Compliance Officer
and Company Secretary
Membership No.F5884

Place: Mumbai
Dated: 8th May, 2024

Place: Mumbai
Dated: 8th May, 2024

Schedules

forming part of Financial Statements

SCHEDULE - 1 PREMIUM EARNED (NET)

Particulars	Fire		Marine		Miscellaneous *		Total	
	For the year ended		For the year ended		For the year ended		For the year ended	
	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023
Premium from direct business written	5,512,299	4,817,825	1,142,788	1,093,897	42,453,887	39,550,638	49,108,974	45,462,360
Add: Premium on reinsurance accepted	824,897	734,932	8,197	7,891	85,935	62,835	919,030	805,658
Less: Premium on reinsurance ceded	4,623,164	4,076,104	341,677	317,882	9,205,433	12,764,219	14,170,274	17,158,205
Net Premium	1,714,032	1,476,652	809,308	783,906	33,334,389	26,849,255	35,857,730	29,109,813
Adjustment for change in reserve for unexpired risks	41,873	(116,066)	5,097	39,862	2,428,603	1,792,960	2,475,572	1,716,756
Total Premium Earned (Net)	1,672,159	1,592,718	804,211	744,044	30,905,786	25,056,295	33,382,158	27,393,057

Note: Refer Note no 2.3, 2.4, 2.6 and 2.7 of Schedule 16

* Refer Schedule 1(A)

SCHEDULE - 2 CLAIMS INCURRED (NET)

Particulars	Fire		Marine		Miscellaneous *		Total	
	For the year ended		For the year ended		For the year ended		For the year ended	
	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023
Claims Paid								
Direct	1,950,213	1,939,350	581,008	929,605	27,707,961	22,082,754	30,239,182	24,951,710
Add: Reinsurance accepted	45,219	261,125	4,534	4,909	16,826	6,221	66,579	272,255
Less: Reinsurance ceded	1,159,747	1,454,341	90,896	454,986	5,997,654	6,820,531	7,248,298	8,729,859
Net Claims Paid	835,685	746,134	494,646	479,529	21,727,133	15,268,444	23,057,463	16,494,106
Add: Claims outstanding at the end of the year	1,697,582	1,202,819	496,369	551,433	27,947,966	27,459,433	30,141,916	29,213,684
Less: Claims outstanding at the beginning of the year	1,202,819	1,370,396	551,433	386,743	27,459,433	25,897,242	29,213,684	27,654,381
Total Claims Incurred	1,330,448	578,556	439,582	644,218	22,215,666	16,830,634	23,985,695	18,053,409

Note : Refer Note no 2.9 and 2.10 of Schedule 16

* Refer Schedule 2(A)





Schedules

forming part of Financial Statements

SCHEDULE - 3 COMMISSION EXPENSES

(₹ '000)

Particulars	Fire		Marine		Miscellaneous *		Total	
	For the year ended 31 st March, 2024	31 st March, 2023	For the year ended 31 st March, 2024	31 st March, 2023	For the year ended 31 st March, 2024	31 st March, 2023	For the year ended 31 st March, 2024	31 st March, 2023
Commission Paid								
Direct	758,272	455,946	211,325	131,946	7,506,151	2,421,150	8,475,748	3,009,043
Add: Reinsurance accepted	57,916	46,212	1,090	1,019	12,860	9,146	71,866	56,377
Less: Commission on reinsurance Ceded#	1,076,650	890,049	36,080	30,239	1,207,203	1,476,670	2,319,933	2,396,958
Net Commission	(260,462)	(387,891)	176,335	102,726	6,311,808	953,626	6,227,681	668,462
Break-up of the commission (gross) incurred to procure business								
Agents	99,805	32,489	96,867	43,607	1,158,880	435,195	1,355,553	511,290
Brokers	659,382	421,834	114,482	88,303	5,003,444	1,678,220	5,777,308	2,188,357
Corporate Agency	(22)	4	1	6	166,589	59,658	166,568	59,668
Referral	-	-	-	-	-	-	-	-
Others	(893)	1,619	(25)	30	1,177,238	248,078	1,176,320	249,728
Gross Commission	758,272	455,946	211,325	131,946	7,506,151	2,421,150	8,475,748	3,009,043

Note: Refer Note no 2.3 and 2.5 of Schedule 16

* Refer Schedule 3(A)



Schedules

forming part of Financial Statements

SCHEDULE - 1(A) PREMIUM EARNED (NET)

(₹ '000)

Particulars	Personal Accident		Health Insurance		Engineering		Aviation		Liability	
	For the year ended	31 st March, 2024	31 st March, 2024	31 st March, 2023	For the year ended	31 st March, 2024	31 st March, 2023	For the year ended	31 st March, 2024	31 st March, 2023
Premium from direct business written	1,527,915.7	1,086,687	14,754,097	7,709,372	844,768	704,152	(8)	3,744	305,664	287,757
Add: Premium on reinsurance accepted	-	1,996	-	-	61,817	44,348	-	-	24,118	16,491
Less: Premium on reinsurance ceded	197,560	146,404	2,819,356	2,399,917	756,736	558,398	(0)	186	188,997	179,793
Net Premium	1,330,356	942,280	11,934,742	5,309,455	149,848	190,102	(8)	3,558	140,785	124,455
Adjustment for change in reserve for unexpired risks	180,343	82,762	3,287,257	1,182,349	(2,829)	12,345	(44)	(48,903)	5,609	191
Total Premium Earned (Net)	1,150,013	859,518	8,647,485	4,127,106	152,678	177,757	36	52,461	135,176	124,264

(₹ '000)

Particulars	Motor		Workmen Compensation		Weather/Crop		Others		Miscellaneous-Total	
	For the year ended 31 st March, 2024	For the year ended 31 st March, 2023	For the year ended 31 st March, 2024	For the year ended 31 st March, 2023	For the year ended 31 st March, 2024	For the year ended 31 st March, 2023	For the year ended 31 st March, 2024	For the year ended 31 st March, 2023	For the year ended 31 st March, 2024	For the year ended 31 st March, 2023
Premium from direct business written	Motor (OD)	Motor (OD)	Motor TP	Total	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023
8,006,718	9,399,722	17,406,440	7,925,389	9,085,199	17,010,588	373,519	4,207,240	9,401,469	3,052,424	2,973,351
Add: Premium on reinsurance accepted	-	-	-	-	-	-	-	-	-	-
Less: Premium on reinsurance ceded	368,321	592,631	960,952	347,505	490,076	837,582	18,557	3,278,627	7,569,800	984,003
Net Premium	7,638,397	8,807,091	16,445,488	7,577,884	8,595,123	16,173,006	336,144	928,613	2,068,421	1,919,769
Adjustment for change in reserve for unexpired risks	(349,579)	(133,325)	(482,904)	590,668	(62,558)	528,111	(18,526)	(48,250)	(14,484)	(492,054)
Total Premium Earned (Net)	7,987,976	8,940,416	16,928,392	6,987,216	8,657,880	15,644,896	354,671	976,863	2,560,475	1,874,282



Schedules

forming part of Financial Statements

SCHEDULE - 2(A) CLAIMS INCURRED (NET)

Particulars	Personal Accident		Health Insurance		Engineering		Aviation		Liability	
	For the year ended		For the year ended		For the year ended		For the year ended		For the year ended	
	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023
Claims Paid										
Direct	515,060	454,868	9,584,800	4,962,774	243,830	331,488	57,446	82,094	10,415	33,168
Add: Reinsurance accepted	-	1,524	-	625	16,826	4,073	-	-	-	-
Less: Reinsurance ceded	37,681	58,267	2,062,664	1,758,270	184,403	289,555	2,872	4,105	4,095	4,156
Net Claims Paid	477,379	398,124	7,522,136	3,205,129	76,252	46,006	54,573	77,989	6,321	29,012
Add: Claims outstanding at the end of the year	544,241	514,295	1,071,338	811,031	224,860	182,566	30,591	25,264	87,228	72,600
Less: Claims outstanding at the beginning of the year	514,295	331,113	811,031	649,648	182,566	130,660	25,264	21,515	72,600	68,726
Total Claims Incurred	507,325	581,306	7,782,443	3,366,512	118,546	97,912	59,900	81,738	20,949	32,886

Particulars	Motor		Workmen Compensation		Weather/Crop		Others		Miscellaneous-Total	
	For the year ended 31 st March, 2024		For the year ended 31 st March, 2023		For the year ended 31 st March, 2024		For the year ended 31 st March, 2023		For the year ended 31 st March, 2024	
	Motor (OD)	Motor TP	Motor (OD)	Motor TP	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023
Claims Paid										
Direct	7,432,203	3,884,190	11,296,393	6,067,591	3,356,889	9,424,480	207,162	221,166	4,631,928	2,292,572
Add: Reinsurance accepted	-	-	-	-	-	-	-	-	-	-
Less: Reinsurance ceded	274,996	256,767	531,764	304,688	219,630	524,318	9,238	10,750	2,436,551	3,489,981
Net Claims Paid	7,157,206	3,607,422	10,764,629	5,762,903	3,137,259	8,900,163	197,924	210,416	1,063,732	1,141,947
Add: Claims outstanding at the end of the year	888,242	23,574,487	24,462,730	983,960	22,715,083	23,699,043	330,031	307,290	598,877	1,145,771
Less: Claims outstanding at the beginning of the year	983,960	22,715,083	23,699,043	1,000,083	21,474,060	22,474,144	307,290	307,284	1,145,771	1,204,332
Total Claims Incurred	7,061,489	4,486,826	11,528,315	5,746,780	4,378,282	10,125,062	220,665	210,422	516,838	1,083,385
									1,251,410	22,215,665
										16,830,634

Schedules

forming part of Financial Statements

SCHEDULE - 3(A) COMMISSION EXPENSES

Particulars	Personal Accident		Health Insurance		Engineering		Aviation		Liability	
	For the year ended		For the year ended		For the year ended		For the year ended		For the year ended	
	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023
Commission Paid										
Direct	423,830	107,717	826,620	350,273	158,109	75,993	(50)	93	47,380	29,231
Add: Reinsurance Accepted	-	20	-	-	7,611	5,542	-	-	5,249	3,584
Less: Commission on reinsurance Ceded	32,403	23,684	400,299	370,256	231,689	148,558	240	120	14,518	19,067
Net Commission	391,428	84,053	426,322	(19,983)	(65,970)	(67,023)	(290)	(27)	38,112	13,748
Break-up of the commission (gross) incurred to procure business										
Agents	26,821	10,442	247,262	118,440	54,469	10,198	-	-	9,642	2,721
Brokers	329,223	78,553	519,351	196,360	103,618	65,725	(50)	93	37,726	26,505
Corporate Agency	65,184	18,093	2,134	1,649	-	5	-	-	9	4
Referral	-	-	-	-	-	-	-	-	-	-
Others	2,603	628	57,873	33,824	22	65	-	-	3	-
Gross Commission	423,830	107,717	826,620	350,273	158,109	75,993	(50)	93	47,380	29,231

(₹ '000)





Schedules

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(₹ '000)

Particulars	Motor				Workmen Compensation		Weather/Crop		Others		Miscellaneous-Total	
	For the year ended 31 st March, 2024				For the year ended		For the year ended		For the year ended		For the year ended	
	Motor (OD)	Motor TP	Total	Motor (OD)	Motor TP	Total	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023
Commission Paid												
Direct	2,087,910	2,855,600	4,943,510	1,308,380	177,977	1,486,357	1,213	35,773	635	1,019,047	335,078	7,506,151
Add: Reinsurance Accepted	-	-	-	-	-	-	-	-	-	-	-	12,860
Less: Commission on reinsurance Ceded	73,047	50,554	123,601	86,096	71,678	157,774	265,146	4,488	516,308	135,760	236,416	1,207,203
												1,476,670
Net Commission	2,014,864	2,805,046	4,819,909	1,222,284	106,299	1,328,583	(263,933)	31,285	(515,673)	883,287	98,663	6,311,808
Break-up of the commission (gross) incurred to procure business												953,626
Agents	323,413	368,673	692,086	208,283	43,976	252,258	-	14,254	-	77,030	26,882	1,158,880
Brokers	1,373,487	1,662,770	3,036,257	897,008	83,995	981,003	495	21,505	635	941,905	307,840	5,003,444
Corporate Agency	83,005	15,511	98,516	38,990	805	39,796	717	14	-	27	97	166,589
Referral	-	-	-	-	-	-	-	-	-	-	-	-
Others	308,006	808,646	1,116,651	164,099	49,201	213,300	-	-	-	85	260	1,177,238
												248,078
Gross Commission	2,087,910	2,855,600	4,943,510	1,308,380	177,977	1,486,357	1,213	35,773	635	1,019,047	335,078	7,506,151
												2,421,150

Schedules

forming part of Financial Statements

SCHEDULE - 4 OPERATING EXPENSES RELATED TO INSURANCE BUSINESS

Sr. No.	Particulars	Fire			Marine			Miscellaneous *			Total	
		For the year ended 31 st March, 2024	31 st March, 2023	For the year ended 31 st March, 2024	31 st March, 2023	For the year ended 31 st March, 2024	31 st March, 2023	For the year ended 31 st March, 2024	31 st March, 2023	For the year ended 31 st March, 2024	31 st March, 2023	31 st March, 2023
1	Employees' Remuneration & Welfare Benefits	364,416	430,175	62,191	85,356	2,124,849	3,068,879	2,551,456	3,584,411	112,967	52,722	115,291
2	Travel, Conveyance and Vehicle Running Expenses	3,295	4,661	599	1,292	32,583	46,769	36,477	52,722	112,967	52,722	115,291
3	Training Expenses	17,299	17,746	3,142	3,521	116,123	126,602	136,564	147,870	112,967	52,722	115,291
4	Rents, Rates, and Taxes	81,058	64,479	14,722	12,794	544,119	459,992	639,899	537,265	112,967	52,722	115,291
5	Repairs	4,240	8,913	770	1,768	28,459	63,584	33,469	74,265	112,967	52,722	115,291
6	Printing & Stationery	7,223	7,451	1,312	1,479	48,487	53,158	57,022	62,088	112,967	52,722	115,291
7	Communication	25,448	20,244	4,605	4,009	176,277	152,542	206,331	176,796	112,967	52,722	115,291
8	Legal & Professional Charges											
9	Auditors' Fees, Expenses etc.											
	(a) as auditor	576	510	105	101	3,868	3,640	4,549	4,251			
	(b) as adviser or in any other capacity, in respect of											
	(i) Taxation matters	56	48	10	9	376	340	443	397			
	(ii) Insurance Matters	-	-	-	-	-	-	-	-			
	(iii) Management services, and	-	-	-	-	-	-	-	-			
	(c) in any other capacity	-	-	-	-	-	-	-	-			
10	Advertisement and Publicity	107,989	248,669	22,677	18,524	1,453,559	3,006,294	1,584,225	3,273,487			
11	Interest & Bank Charges	15,013	12,771	2,727	2,534	100,779	91,108	118,519	106,413			
12	Others											
	(i) Outsourcing Expenses											
	(ii) Business Support	4,680	157,040	925	92,414	114,461	2,622,897	120,065	2,872,351			
	(iii) Entertainment	1,945	1,365	353	271	13,056	9,739	15,355	11,375			
	(iv) (Gain) / Loss on Foreign Exchange	1,232	(2,396)	224	(475)	8,273	(17,092)	9,729	(19,963)			
	(v) Subscription/Membership	3,523	2,781	640	552	23,649	19,842	27,811	23,175			
	(vi) Insurance	1,294	1,184	235	235	8,684	8,450	10,213	9,869			
	(vii) Pool Expenses	5,141	4,465	934	886	34,509	31,856	40,583	37,207			
	(viii) Miscellaneous-Others	5,986	3,329	1,087	661	40,180	23,738	47,253	27,728			
13	Depreciation	25,987	21,939	4,720	4,353	174,443	156,514	205,150	182,806			
14	GST Expenses	5,988	3,659	1,088	726	40,198	26,106	47,275	30,491			
	Total	696,699	1,022,871	125,665	233,756	5,182,990	10,053,668	6,005,355	11,310,295			

Note: Refer Note no 2.5 and 2.11 of Schedule 16

* Refer Schedule 4(A)





Schedules

forming part of Financial Statements

SCHEDULE - 4(A) OPERATING EXPENSES RELATED TO INSURANCE BUSINESS

Sr. No.	Particulars	(₹ '000)									
		Personal Accident		Health Insurance		Engineering		Aviation		Liability	
		For the year ended	For the year ended	For the year ended	For the year ended	For the year ended	For the year ended	For the year ended	For the year ended	For the year ended	For the year ended
		31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023
1	Employees' Remuneration & Welfare Benefits	89,347	84,341	773,617	597,250	55,492	57,987	-	290	21,565	23,570
2	Travel, Conveyance and Vehicle Running Expenses	3,450	2,713	33,316	19,210	2,047	1,865	-	9	745	758
3	Training Expenses	8,672	1,193	8,258	9,127	471	799	-	5	171	366
4	Rents, Rates, and Taxes	4,171	3,479	40,275	24,639	2,475	2,392	-	12	900	972
5	Repairs	19,543	12,642	188,717	89,521	11,596	8,692	-	43	4,218	3,533
6	Printing & Stationery	1,022	1,747	9,871	12,374	607	1,201	-	6	221	488
7	Communication	1,742	1,461	16,817	10,345	1,033	1,004	-	5	376	408
8	Legal & Professional Charges	6,098	3,969	57,863	26,759	3,598	2,728	-	14	1,320	1,110
9	Auditors' Fees, Expenses etc.										
(a)	as auditor	139	100	1,341	708	82	69	-	0	30	28
(b)	as adviser or in any other capacity, in respect of										
(i)	Taxation matters										
(ii)	Insurance Matters	14	9	131	66	8	6	-	0	3	3
(iii)	Management services; and	-	-	-	-	-	-	-	-	-	-
(c)	in any other capacity	-	-	-	-	-	-	-	-	-	-
10	Advertisement and Publicity	90,984	140,797	796,005	988,222	31,659	59,837	-	571	3,489	3,439
11	Interest & Bank Charges	3,620	2,504	34,953	17,731	2,148	1,721	-	9	781	700
12	Others										
(i)	Outsourcing Expenses										
(ii)	Business Support	3,155	54,557	41,215	93,820	867	32,360	-	0	318	12,565
(iii)	Entertainment	469	268	4,528	1,895	278	184	-	1	101	75
(iv)	(Gain) / Loss on Foreign Exchange	297	(470)	2,869	(3,326)	176	(323)	-	(2)	64	(131)
(v)	Subscription/Membership	849	545	8,202	3,862	504	375	-	2	183	152
(vi)	Insurance	312	232	3,012	1,644	185	160	-	1	67	65
(vii)	Pool Expenses	1,239	875	11,969	6,200	735	602	-	3	268	245
(viii)	Miscellaneous-Others	1,443	652	13,936	4,620	856	449	-	2	311	182
13	Depreciation	6,266	4,301	30,502	30,460	3,718	2,957	-	15	1,352	1,202
14	Service Tax / GST Expenses	1,444	717	13,942	5,081	857	493	-	2	312	201
Total		244,276	316,635	2,121,338	1,940,208	119,393	175,559	-	989	36,796	49,932

Schedules

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SCHEDULE - 4(A) OPERATING EXPENSES RELATED TO INSURANCE BUSINESS

Sr. No.	Particulars	Motor				Workmen Compensation				Weather/Crop				Others				Miscellaneous - Total	
		For the year ended 31 st March, 2024		For the year ended 31 st March, 2024		For the year ended 31 st March, 2024		For the year ended 31 st March, 2023		For the year ended 31 st March, 2024		For the year ended 31 st March, 2023		For the year ended 31 st March, 2024		For the year ended 31 st March, 2023		For the year ended 31 st March, 2024	
		Motor (OD)	Motor TP	Total	Motor (OD)	Motor TP	Total	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	31 st March, 2023	31 st March, 2024	
1	Employees' Remuneration & Welfare Benefits	297,390	526,039	823,429	613,985	703,836	1,317,820	16,337	28,937	211,640	728,337	133,421	230,347	2,124,849	3,068,879				
2	Travel, Conveyance and Vehicle Running Expenses	18,080	21,225	39,305	19,749	22,639	42,387	802	931	9,500	23,427	6,893	7,409	96,058	98,709				
3	Training Expenses	4,728	4,888	9,616	9,293	8,863	18,156	185	426	3,623	12,653	1,587	4,044	32,583	46,769				
4	Rents, Rates, and Taxes	21,856	25,659	47,515	25,329	29,036	54,365	970	1,194	11,485	30,046	8,332	9,503	116,123	126,602				
5	Repairs	102,412	120,230	222,643	92,030	105,497	197,527	4,545	4,337	53,814	109,170	39,043	34,527	544,119	459,992				
6	Printing & Stationery	5,357	6,288	11,645	12,721	14,583	27,304	238	600	2,815	15,090	2,042	4,773	28,459	63,584				
7	Communication	9,126	10,714	19,840	10,635	12,192	22,827	405	501	4,795	12,616	3,479	3,990	48,487	53,158				
8	Legal & Professional Charges	30,396	39,440	69,836	26,613	35,918	62,530	1,243	1,373	24,042	43,232	12,277	10,827	176,277	152,542				
9	Auditors' Fees, Expenses etc.	728	855	1,583	728	835	1,563	32	34	383	864	278	273	3,868	3,640				
	(a) as auditor																		
	(b) as adviser or in any other capacity, in respect of																		
	(i) Taxation matters	71	83	154	68	78	146	3	3	37	81	27	26	376	340				
	(ii) Insurance Matters	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
	(iii) Management services; and	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
	(c) in any other capacity	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
10	Advertisement and Publicity	312,759	59,219	371,978	448,970	803,460	1,252,430	10,204	7,413	(2,164)	96,192	151,403	457,393	1,453,559	3,006,294				
11	Interest & Bank Charges	18,968	22,268	41,237	18,228	20,895	39,123	842	859	9,967	21,623	7,231	6,838	100,779	91,108				
12	Others																		
	(i) Outsourcing Expenses																		
	(ii) Business Support	8,130	30,397	38,527	607,596	1,623,392	2,230,988	334	59,635	1,312	118,715	28,734	20,256	114,461	2,622,897				
	(iii) Entertainment	2,457	2,885	5,342	1,948	2,234	4,182	109	92	1,291	2,311	937	731	13,056	9,739				
	(iv) (Gain) / Loss on Foreign Exchange	1,557	1,828	3,385	(3,420)	(3,920)	(7,339)	69	(161)	818	(4,056)	594	(1,283)	8,273	(17,092)				
	(v) Subscription/Membership	4,451	5,225	9,676	3,970	4,551	8,520	198	187	2,339	4,709	1,697	1,489	23,649	19,842				
	(vi) Insurance	1,635	1,919	3,554	1,691	1,938	3,628	73	80	859	2,005	623	634	8,684	8,450				
	(vii) Pool Expenses	6,495	7,625	14,120	6,373	7,306	13,679	288	300	3,413	7,560	2,476	2,391	34,509	31,856				
	(viii) Miscellaneous-Others	7,553	8,878	16,441	4,749	5,444	10,194	336	224	3,974	5,634	2,883	1,782	40,180	23,738				
13	Depreciation	32,833	38,546	71,379	31,313	35,896	67,209	1,457	1,476	17,253	37,145	12,517	11,748	174,443	156,514				
14	Service Tax / GST Expenses	7,566	8,882	16,448	5,223	5,987	11,210	336	246	3,976	6,196	2,884	1,959	40,198	26,106				
	Total	894,559	943,094	1,837,653	1,937,792	3,440,658	5,378,450	39,006	108,686	365,171	1,273,552	419,359	809,656	5,182,992	10,053,668				

(₹ '000)



FINANCIAL STATEMENTS





Schedules

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SCHEDULE - 5 SHARE CAPITAL

(₹ '000)

S. No.	Particulars	As at 31 st March, 2024	As at 31 st March, 2023
1	Authorized Capital 1,400,000,000 (Previous year 1,000,000,000) Equity Shares of ₹ 10 Each	14,000,000	10,000,000
2	Issued Capital 12,065,949,84 (Previous year 904,993,749) Equity Shares of ₹ 10 Each	12,065,950	9,049,937
3	Subscribed Capital 12,064,049,40 (Previous year 904,803,705) Equity Shares of ₹ 10 Each	12,064,049	9,048,037
4	Called Up Capital 12,064,049,40 (Previous year 904,803,705) Equity Shares of ₹ 10 Each	12,064,049	9,048,037
	Less : Calls Unpaid	-	-
	Add : Equity Shares Forfeited (Amount originally paid up)	-	-
	Less : Par value of Equity Shares bought back	-	-
	Less : Preliminary Expenses	-	-
	Expenses Including commission or brokerage on underwriting or subscription of shares	-	-
	Total	12,064,049	9,048,037

SCHEDULE - 5A SHARE CAPITAL

Pattern of Shareholding (As certified by the Management)

Shareholder	31 st March, 2024		31 st March, 2023	
	Number of Shares	% of Holdings	Number of Shares	% of Holdings
Promoters				
Indian	597,098,544	49.49	447,823,908	49.49
Future Enterprises Limited	6,109,261		4,581,946	
Shendra Advisory Services Pvt Ltd.	590,989,283		443,241,962	
Foreign	609,306,396	50.51	456,979,797	50.51
Generali Participations Netherlands N.V.	609,306,396		456,979,797	
Others	-		-	
Total	1,206,404,940	100.00	904,803,705	100.00

Note: The ultimate share holding of Future Group is 26% and of Generali Group is 74%.

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SCHEDULE - 6 RESERVES AND SURPLUS

(₹ '000)

S. No.	Particulars	As at 31 st March, 2024	As at 31 st March, 2023
1	Capital Reserve	-	-
2	Capital Redemption Reserve	-	-
3	Share Premium	-	-
4	General Reserve		
	Less : Debit balance in Profit and Loss Account	-	-
	Less : Amount utilized for Buy - Back	-	-
5	Catastrophe Reserve	-	-
6	Other Reserves	-	-
7	Balance of Profit in Profit & Loss Account	2,700,054	4,382,945
	Total	2,700,054	4,382,945

SCHEDULE - 7 BORROWINGS

(₹ '000)

S. No.	Particulars	As at 31 st March, 2024	As at 31 st March, 2023
1	Debenture/Bonds	5,170,000	2,456,000
2	Banks	-	-
3	Financial Institutions	-	-
4	Others	-	-
	Total	5,170,000	2,456,000

Note:

unsecured non-convertible debentures include:

- 950,000 units of face value of INR 1000 each issued on 23rd of December 2022, for a tenure of 10 years with fixed coupon rate of 9.95 % p.a. subscribed by Generali Horizon B.V.(fellow subsidiary).
- 1,506,000 units of face value of INR 1000 each issued on 16th of February 2023, for a tenure of 10 years with fixed coupon rate of 9 % p.a. subscribed by Generali Horizon B.V. (fellow subsidiary).
- 2,064,000 units of face value of INR 1000 each issued on 4th of May 2023, for a tenure of 10 years with fixed coupon rate of 9.04 % p.a. subscribed by Generali Horizon B.V. (fellow subsidiary).
- 650,000 units of face value of INR 1000 each issued on 15th of March 2024, for a tenure of 10 years with fixed coupon rate of 8.99 % p.a. subscribed by Generali Horizon B.V. (fellow subsidiary).



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SCHEDULE - 8 INVESTMENTS-SHAREHOLDERS

Particulars	(₹ '000)	
	As at 31 st March, 2024	As at 31 st March, 2023
Long Term Investments		
1. Government Securities and Government guaranteed bonds including Treasury Bills	9,518,043	8,475,395
2. Other Approved Securities	-	-
3. Other Investments		
(a) Shares		
(i) Equity	63,597	1,880
(ii) Preference	-	-
(b) Mutual Funds	-	-
(c) Debentures / Bonds	3,050,131	2,173,226
(d) Investment Property - Real Estate	-	-
(e) Other Securities (Fixed Deposit)	-	-
4. Investments in Infrastructure & Housing	5,204,717	5,154,155
5. Other than Approved Investments	55,944	73,606
Less: Provision for diminution in the value of investments	(11,697)	(24,117)
Sub - Total	17,880,735	15,854,145
Short Term Investments		
1. Government Securities and Government guaranteed bonds including Treasury Bills	12,617	78,373
2. Other Approved Securities	-	-
3. Other Investments		
(a) Shares		
(i) Equity	-	-
(ii) Preference	-	-
(b) Mutual Funds	-	-
(c) Debentures / Bonds	213,864	148,309
(d) Investment Property - Real Estate	-	-
(e) Other Securities (incl. fixed deposits)	263,910	329,257
4. Investments in Infrastructure & Housing	68,067	-
5. Other than Approved Investments	11,722	-
Less: Provision for diminution in the value of investments	(11,722)	-
Sub - Total	558,458	555,940
Total	18,439,193	16,410,085

Note: Refer Note no 2.14 of Schedule 16



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forming part of Financial Statements

NOTES :

- 1) All the above investments are performing assets except investments in IL&FS ₹ 23,419 thousand (Previous year IL&FS & Reliance Capital of ₹ 24,117 thousand)
- 2) Aggregate book value of investments (other than listed equities and derivative instruments) is ₹ 18,304,028 thousand (previous year ₹ 16,351,603 thousand).
- 3) Aggregate market value of investments (other than listed equities and derivative instruments) is ₹ 18,114,735 thousand (previous year ₹ 15,998,059 thousand).
- 4) Includes investment in equities qualifying for infrastructure and social sector investments of ₹ 50,739 thousand (previous year ₹ 66,005 thousand)
- 5) Includes investment in equities of ₹ 107,844 thousand (previous year ₹ 28,597 thousand)
- 6) Investment property ₹ Nil (previous year ₹ Nil)
- 7) Value of contracts in relation to investments purchases where deliveries are pending ₹ 63,514 thousand (previous year ₹ Nil)
- 8) Value of contracts in relation to sale of investments where payments are due ₹ 37,706 thousand (previous year ₹ Nil).
- 9) Short term "Other securities" consists of investment in Reverse Repo amounting to ₹ 202,282 thousand and Commercial Paper amounting to ₹ 61,631 thousand (previous year: Reverse Repo amounting to ₹ 272,329 thousand and Certificate of deposits amounting to ₹ 56,929 thousand)
- 10) The Company has considered investment in equity shares as long-term investment.
- 11) Investment assets have been allocated in the ratio of policyholders and shareholders funds



Schedules

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SCHEDULE - 8A INVESTMENTS-POLICYHOLDERS

Particulars	(₹ '000)	
	As at 31 st March, 2024	As at 31 st March, 2023
Long Term Investments		
1. Government Securities and Government guaranteed bonds including Treasury Bills	29,058,022	26,375,898
2. Other Approved Securities	-	-
3. Other Investments		
(a) Shares		
(i) Equity	194,158	5,851
(ii) Preference	-	-
(b) Mutual Funds	-	-
(c) Debentures / Bonds	9,311,870	6,763,198
(d) Investment Property - Real Estate	-	-
(e) Other Securities (Fixed Deposit)	-	-
4. Investments in Infrastructure & Housing	15,889,693	16,040,013
5. Other than Approved Investments	170,793	229,067
Less: Provision for diminution in the value of investments	(35,710)	(75,053)
Sub - Total	54,588,826	49,338,974
Short Term Investments		
1. Government Securities and Government guaranteed bonds including Treasury Bills	38,520	243,902
2. Other Approved Securities	-	-
3. Other Investments		
(a) Shares		
(i) Equity	-	-
(ii) Preference	-	-
(b) Mutual Funds	-	-
(c) Debentures / Bonds	652,913	461,547
(d) Investment Property - Real Estate	-	-
(e) Other Securities (incl. fixed deposits)	805,701	1,024,667
4. Investments in Infrastructure & Housing	207,805	-
5. Other than Approved Investments	35,787	-
Less: Provision for diminution in the value of investments	(35,787)	-
Sub - Total	1,704,939	1,730,116
Total	56,293,765	51,069,090

Note: Refer Note no 2.14 of Schedule 16



Schedules

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NOTES :

- 1) All the above investments are performing assets except investments in IL&FS ₹ 71,496 thousand (Previous year IL&FS & Reliance Capital of ₹ 75,053 thousand)
- 2) Aggregate book value of investments (other than listed equities and derivative instruments) is ₹ 55,881,117 thousand (previous year ₹ 5,08,87,090 thousand).
- 3) Aggregate market value of investments (other than listed equities and derivative instruments) is ₹ 55,303,215 thousand (previous year ₹ 49,786,842 thousand).
- 4) Includes investment in equities qualifying for infrastructure and social sector investments of ₹ 154,903 thousand (previous year ₹ 205,413 thousand)
- 5) Includes investment in equities of ₹ 329,242 thousand (previous year ₹ 88,994 thousand)
- 6) Investment property ₹ Nil (previous year ₹ Nil)
- 7) Value of contracts in relation to investments purchases where deliveries are pending ₹ 193,903 thousand (previous year ₹ Nil)
- 8) Value of contracts in relation to sale of investments where payments are due ₹ 115,115 thousand (previous year ₹ Nil).
- 9) Short term "Other securities" consists of investment in Reverse Repo amounting to ₹ 617,555 thousand and Commercial Paper amounting to ₹ 188,154 thousand (previous year: Reverse Repo amounting to ₹ 847,501 thousand and Certificate of deposits amounting to ₹ 177,166 thousand)
- 10) The Company has considered investment in equity shares as long-term investment.
- 11) Investment assets have been allocated in the ratio of policyholders and shareholders funds



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SCHEDULE - 9 LOANS

(₹ '000)

Particulars	As at 31 st March, 2024	As at 31 st March, 2023
1. Security - Wise Classification		
Secured	-	-
(a) On Mortgage of Property		
(aa) In India	-	-
(bb) Outside India	-	-
(b) On Shares, Bonds, Government Securities	-	-
(c) Others	-	-
Unsecured	-	-
Total	-	-
2. Borrower - Wise Classification		
(a) Central and State Governments	-	-
(b) Banks and Financial Institutions	-	-
(c) Subsidiaries	-	-
(d) Industrial Undertakings	-	-
(e) Others	-	-
Total	-	-
3. Performance - Wise Classification		
(a) Loans classified as standard		
(aa) In India	-	-
(bb) Outside India	-	-
(b) Non - Performing Loans less Provisions		
(aa) In India	-	-
(bb) Outside India	-	-
Total	-	-
4. Maturity - Wise Classification		
(a) Short - Term	-	-
(b) Long - Term	-	-
Total	-	-

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SCHEDULE 10 - FIXED ASSETS

(₹ '000)

Particulars	Cost / Gross Block			Depreciation				Net Block		
	As at 1 st April, 2023	Additions	Deductions	As at 31 st March, 2024	As at 1 st April, 2023	For the Year	On Sales / Adjustments	As at 31 st March, 2024	As at 31 st March, 2024	As at 31 st March, 2023
Goodwill	-	-	-	-	-	-	-	-	-	-
Intangibles - Computer Software	627,645	367,865	0	995,509	522,303	101,807	-	624,110	371,399	105,342
Land-Freehold	-	-	-	-	-	-	-	-	-	-
Leasehold Improvements	186,129	10,174	399	195,903	148,305	15,112	544	162,874	33,029	37,823
Buildings	-	-	-	-	-	-	-	-	-	-
Furniture & Fittings	57,881	6,870	1,150	63,601	46,623	9,553	1,055	55,121	8,480	11,258
Information & Technology Equipment	427,648	38,565	14,798	451,415	329,592	66,268	16,169	379,691	71,723	98,056
Vehicles	7,696	-	-	7,696	1,045	1,542	-	2,587	5,109	6,651
Office Equipment	94,314	16,321	1,733	108,902	74,734	10,867	181	85,421	23,481	19,580
Others	-	-	-	-	-	-	-	-	-	-
	1,401,312	439,795	18,081	1,823,026	1,122,603	205,150	17,948	1,309,804	513,221	278,709
Work in progress	328,210								396,711	328,210
Grand Total	1,729,522	439,795	18,081	1,823,026	1,122,603	205,150	17,948	1,309,804	909,931	606,919
Previous Year	1,519,124	194,131	87,000	1,401,312	1,024,843	182,806	85,169	1,122,603	606,919	

Note: Refer Note no 2.12 & 2.13 of Schedule 16

SCHEDULE - 11 CASH AND BANK BALANCES

(₹ '000)

Particulars	As at 31 st March, 2024	As at 31 st March, 2023
1. Cash (including cheques, drafts and stamps)	145,518	111,990
2. Bank Balances		
(a) Deposit Accounts		
(aa) Short - Term * (due within 12 months)	79,936	41,000
(bb) Others (Refer note 4 to Schedule 16)	-	2,837
(b) Current Accounts	3,078,027	1,010,098
(c) Others	-	-
3. Money at Call and Short Notice		
(a) With Banks	-	-
(b) With Other Institutions	-	-
4. Others	-	-
Total	3,303,481	1,165,925
Balances with non-scheduled banks included in 2 or 3 above	-	-
Cash and Bank Balances		
In India	3,303,481	1,165,925
Outside India	-	-

* Includes term deposit of ₹ 2,250 thousand given for lien for corporate credit card



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SCHEDULE - 12 ADVANCES AND OTHER ASSETS

(₹ '000)

Particulars	As at 31 st March, 2024	As at 31 st March, 2023
Advances		
1. Reserve Deposits with ceding Companies	-	-
2. Application Money for Investments	-	-
3. Prepayments	128,991	124,295
4. Advances to Director/Officers	-	-
5. Advance Tax Paid and Taxes Deducted at Source (Net of provision for taxation)	53,442	8,500
6. Others		
(i) Other Deposits	134,455	147,814
(ii) Advances to Employees	3,923	5,592
(iii) Advances recoverable in cash or kind	226,757	148,328
(iv) Unutilized GST	267,492	184,678
(v) Income Tax Refund Recoverable	-	-
Total (A)	815,060	619,207
Other Assets		
1. Income accrued on Investments	1,726,262	1,530,352
2. Outstanding Premiums *	578,072	2,187,989
3. Agents' Balances	15,881	5,484
4. Foreign Agencies' Balances	-	-
5. Due from other entities carrying on insurance business	2,730,971	2,539,511
6. Due from Subsidiaries / Holding Company	-	-
7. Assets held for unclaimed amount of Policyholders	342,982	367,300
8. Deposit With Reserve Bank Of India [Pursuant to section 7 of Insurance Act, 1938]	-	-
9. Others -		
(i) Unsettled Investments Contract Receivable	152,821	-
(ii) Redemption Receivable	186,143	193,000
Less: Provision for Impairment	(186,143)	(193,000)
(iii) Interest Accrued other than investment	448	490
Total (B)	5,547,437	6,631,126
Total (A + B)	6,362,497	7,250,333

*Note : Outstanding premium contains amount due from Central Government & State Governments.

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SCHEDULE - 13 CURRENT LIABILITIES

Particulars	(₹ '000)	
	As at 31 st March, 2024	As at 31 st March, 2023
1. Agents Balances	1,185,514	302,367
2. Balances due to other Insurance Companies	4,561,738	5,617,218
3. Deposits held on Reinsurance ceded	-	-
4. Premiums received in advance	1,741,696	1,666,474
5. Unallocated Premium	4,653,710	3,271,037
6. Sundry Creditors	2,172,926	2,614,371
7. Due to Subsidiaries / Holding Company	-	-
8. Claims Outstanding (net) *	30,141,916	29,213,685
9. Due to Director/Officers	-	-
10. Unclaimed amount of Policyholders	278,863	329,181
Add: investment income accruing on unclaimed amount	58,853	36,451
11. Others -		
(i) Deposits Received	2,480	6,030
(ii) Statutory Dues	479,296	435,586
(iii) Unsettled Investment Contract Payable	256,486	-
(iv) Interest accrued but not due on Borrowings	191,642	39,685
(v) Other Payables	6,982	7,725
Total	45,732,102	43,539,812

* Gross Claims Outstanding as at 31st March 2024 ₹ 38,361,406 thousand (previous year ₹ 40,113,080 thousand)

SCHEDULE - 14 PROVISIONS

Particulars	(₹ '000)	
	As at 31 st March, 2024	As at 31 st March, 2023
1. Reserve for Unexpired risk	18,503,748	16,028,176
2. For Taxation (less advance tax paid and taxes deducted at source)	-	-
3. Deferred Tax	-	-
4. For Proposed Dividends	-	-
5. Others	-	-
a. Provision - Bonus & Employees benefits	873,013	750,067
b. Employee Stock Ownership Plan	485,480	470,387
Total	19,862,241	17,248,631

SCHEDULE - 15 MISCELLANEOUS EXPENDITURE (TO THE EXTENT NOT WRITTEN OFF OR ADJUSTED)

Particulars	(₹ '000)	
	As at 31 st March, 2024	As at 31 st March, 2023
1. Discount Allowed in issue of shares / Debentures	-	-
2. Others	-	-
Total	-	-



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SCHEDULE – 16

Significant accounting policies and notes to accounts forming part of the financial statements for the year ended 31st March 2024

1 Background:

Future Generali India Insurance Company Limited ('the Company') is a Joint Venture between Future Group and Italian insurance major, Generali Group.

The Company was incorporated on 30th October 2006 as a company to undertake and carry on the business of General Insurance. The Company obtained regulatory approval to undertake General Insurance business on September 4, 2007 from the Insurance Regulatory and Development Authority of India ('IRDAI') and holds a valid certificate of registration.

2 Significant accounting policies

2.1 Basis of preparation of financial statements

The financial statements are prepared and presented on a going concern basis in accordance with the Generally Accepted Accounting Principles followed in India under the historical cost convention and accrual basis of accounting and in accordance with the statutory requirements of the Insurance Act, 1938 as amended by Insurance Laws (Amendment) Act 2015, to the extent notified by the Insurance Regulatory and Development Authority Act, 1999, the Insurance Regulatory and Development Authority (IRDA) (Preparation of Financial Statements and Auditor's Report of Insurance Companies) Regulations, 2002 ('The Regulations'), circulars, orders and

directions issued by the IRDAI in this behalf, the Companies Act, 2013 as amended by Companies Act 2017 to the extent applicable and comply with the accounting standards, prescribed in Companies (Accounting Standards) Rules, 2021, specified under section 133 of Companies Act, read with the Companies (Accounts) Rules, 2014, to the extent applicable and current practices prevailing in the Insurance industry.

Accounting policies applied have been consistent with the previous year except where different treatment is required as per new pronouncements made by the regulatory authorities. The management evaluates all recently issued or revised accounting pronouncements, on an ongoing basis. The financial statements are presented in Indian rupees rounded off to the nearest thousand.

2.2 Use of estimates

The preparation of financial statement in conformity with generally accepted accounting principles require management to make estimates and assumptions that affect the reported amount of assets and liabilities as of the balance sheet date, reported amount of revenue and expenses for the year then ended and disclosure of contingent liabilities as of the balance sheet date. The estimates and assumptions used in the accompanying financial statements are based upon management's evaluation of the relevant facts and circumstances as of the date of the financial statements. Actual results may differ from the estimates used in preparing the accompanying financial statements. Any revision to accounting estimates is recognised prospectively in current and future periods.

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2.3 Revenue recognition

Premium

Premium including re-insurance accepted is recognised as income over the contract period or the period of risk whichever is appropriate on gross basis net of GST (Goods and Services Tax). Premium is recorded for the policy period at the time of issuance of policy and for installment cases, it is recorded on installment due dates. For Crop insurance, the premium is accounted based on management estimates that are progressively actualised on receipt of information. Reinstatement premium is recorded as and when such premiums are recovered. Any subsequent revisions to or cancellations of premium are recognised in the year in which they occur. Adjustments to premium income for corrections to area covered under Crop insurance are recognized in the period in which the information is confirmed by the concerned Government/nodal agency.

Income earned on investments

i) Interest Income

Interest income on investment is recognised on accrual basis. However in case of non-performing/ impaired securities, interest income is recognised only on receipt basis.

ii) Dividend Income

Dividend income in respect of unlisted securities is recognised when right to receive dividend is established. Dividend income in respect of listed equity shares is recognised on ex-dividend date.

iii) Premium or discount on purchase of investments

Accretion of discount and amortisation of premium, as the case may be, in respect of fixed income securities is recognised on 'internal rate of return' over the period of maturity/holding.

iv) Profit/loss on sale of Equity shares and Mutual Funds

In case of debt securities, the realised gain or loss on the securities is the difference between the sale consideration and the amortized cost in the books of the Company as on the trade date of sale determined on 'weighted average cost' basis.

In case of listed and actively traded equity shares/mutual fund units, the realised gain or loss is the difference between the sale consideration and the cost as on the date of sale determined on 'weighted average cost' and include the accumulated changes in the fair value previously recognised in the Fair Value Change account in respect of the particular security.

The sale consideration for the purpose of realised gain or loss is net of brokerage and taxes, if any, and excludes interest received on sale.

vi) Commission income on reinsurance Ceded

Commission on reinsurance ceded is recognised as income in the period in which reinsurance premium is ceded.

Profit Commission under re-insurance treaties, wherever applicable, is



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recognised as income in the year of final determination of profits and as intimated by the reinsurer.

2.4 Reinsurance ceded

Reinsurance cost, in respect of proportional reinsurance, is accrued at policy inception. Non-proportional reinsurance cost is recognised when incurred and due. Any subsequent revision to, refunds or cancellations of premiums are recognised in the year in which they occur. In case of Motor long term policies, cession is accounted for the proportionate period to which reinsurance cover is provided as per the treaty. Adjustments to reinsurance premium for corrections to area covered under Crop insurance are recognized simultaneously along with related premium income.

2.5 Acquisition costs

Acquisition costs are defined as costs that vary with, and are primarily related to, the acquisition of new and renewal insurance contracts viz. commission, policy issue expenses etc. are expensed in the year in which they are incurred except for commission on long term motor insurance policies for new cars and new two wheelers sold on or after September 1, 2018 which is expensed at the applicable rates on the premium allocated for the year.

2.6 Premium received in advance

Premium received during the period, where the risk commences subsequent to the Balance Sheet date and in the case of long term motor insurance policies for new cars and two wheelers sold on or after September 1, 2018 premium allocated to subsequent period.

2.7 Reserve for unexpired risk

Reserve for unexpired risk in respect of marine hull business is computed at 100% of Net Written Premium during the preceding twelve months and other segments it is computed on the contract period basis or risk period basis, whichever is appropriate on the unexpired period of respective policies.

2.8 Premium deficiency

Premium deficiency is recognised when the sum of expected claim cost, related expenses and maintenance costs (related to claims handling) exceeds related reserve for unexpired risks in accordance with Master Circular on Preparation of Financial Statements of General Insurance Business (IRDA/F&I/CIR/F&A/231/10/2012). The expected claim cost is calculated and duly certified by Appointed Actuary.

2.9 Claims incurred

Claims incurred comprises of claims paid (net of salvage and other recoveries, subject to sufficient certainty of its realisation), change in estimated liability for claims reserves, change in estimated liability for claims incurred but not reported (IBNR), claims incurred but not enough reported (IBNER) and also includes claim settlement costs comprising survey, legal and other attributable expenses. All such claims are net of reinsurance as per the reinsurance arrangements and are recognised together with the recognition of claims.

Claims are recognised as and when reported based on the internal management estimates of the ultimate amount that are likely to be paid on each claim (in light of the past experience) or on estimates from the surveyors. These estimates are progressively modified based on the availability of further

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information. Where salvage is taken over by the Company, the recoveries from sale of salvage are recognised at the time of such sale.

2.10 IBNR and IBNER (Claims Incurred But Not Reported and Claims Incurred But Not Enough Reported):

IBNR represents that amount of claims that may have been incurred prior to the end of the current accounting period but have not been reported. IBNR provision also includes provision, if any, required for claims incurred but not enough reported (IBNER). The said liability has been determined on actuarial principles and confirmed by the Appointed Actuary. The methodology and assumptions on the basis of which the liability has been determined has also been certified by the actuary to be appropriate, in accordance with the guidelines and norms issued by the Institute of Actuaries of India (Standard 21 & 33 issued by the Institute of Actuaries of India) in concurrence with the IRDAI (guidelines vide circular No. 11\IRDA \ ACTL\IBNR\2005-06 dated June 8, 2005) and accordingly liability is determined and certified as adequate.

2.11 Apportionment of Income and Expenses

Operating expenses related to the insurance business

Operating expenses related to the insurance business are allocated to specific business segments on the basis of:

- Expenses which are directly identifiable to the business segments are allocated on actual basis;
- Other expenses including depreciation, which are not directly identifiable, are

apportioned on gross written premium basis or any other basis considered appropriate in each business class.

Income from investments and other income

Income earned from investments is allocated to the revenue accounts and the profit and loss account on the basis of the ratio of average policyholders' funds to average shareholders' funds and are further allocated to the lines of business in proportion of their respective gross written premium. Other incomes related to Insurance business which are directly identifiable to the business segments are allocated on actual basis and balance are apportioned on net written premium basis.

2.12 Fixed assets and depreciation/amortization

Fixed assets are stated at cost (including incidental expenses relating to acquisition and installation) less accumulated depreciation/amortization.

Depreciation is provided on Straight Line Method (SLM) with reference to the management's assessment of the estimated useful life of the assets or useful life in the manner specified in the Schedule II to the Companies Act, 2013 whichever is lower.

Depreciation/Amortization is provided at the following useful life on pro rata basis:

Assets	Useful Life
Information Technology Equipment	3 years or as per life defined for specific asset(s)
Computer Software (Intangibles)	3 years or as per life defined for specific asset(s)
Vehicles	5 years



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Assets	Useful Life
Office Equipment	5 years
Furniture & Fixtures	5 years
Air Conditioners (part of Office Equipment)	5 years
Mobile Phones (part of Office Equipment)	2 years
Electrical Fittings (part of leasehold improvements)	5 years
Leasehold Improvements	5 years or lease period (max leasehold life)

(Useful life of assets viz. IT Servers and Network part of Information Technology Equipment, Vehicles, Furniture & Fixtures and Mobile Phones, are lower than useful life prescribed in schedule II to Companies Act, 2013)

Furniture & Fixtures: Management estimates the useful life of the Furniture & Fixtures as 5 years taking into consideration the expected physical wear and tear of the assets and insignificant residual value at the end of 5 years.

Mobile Phones: Based on the internal technical assessment and recommendation of technical experts, Management estimates the useful life of electronic phones as 2 years. Also as per Company's policy, an employee provided with mobile facility, is eligible for taking the mobile at the end of the 2nd year.

IT Servers and Network: Based on the internal technical assessment and recommendation of technical experts and taking into the following factors, it is felt that estimating the useful life at 3 years is reasonable:

- Extent of usage of these servers and network equipment and volume of data involved
- Expected physical wear and tear of the assets
- Technical obsolescence due to passage of advancement in technology year on year
- Insignificant residual value at the end of 3 years

Vehicles: Management estimates the useful life of vehicle as 5 years with insignificant residual value at the end of 5 years.

All assets including intangibles individually costing up to ₹5,000 are fully depreciated/ amortised in the year of acquisition.

Capital work in progress includes assets not ready for the intended use and are carried at cost, comprising direct cost and related incidental expenses.

2.13 Impairment of Assets

As prescribed under AS 28 'Impairment of Assets'; the Company assesses at each balance sheet date whether there is any indication that an asset may be impaired. If any such indication exists, the Company estimates the recoverable amount of the asset. If such recoverable amount of the asset or the recoverable amount of the cash generating unit to which the asset belongs to, 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 revenue account and profit and loss account. If at the balance sheet date, there is an indication that a previously assessed impairment loss no longer exists, the recoverable amount

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is reassessed and the asset is reflected at the revised recoverable amount subject to a maximum of depreciable historical cost.

2.14 Investments

Investments are made in accordance with the Insurance Act, 1938, the Insurance Regulatory and Development Authority (Investment) Regulations, 2013, the Insurance Regulatory and Development Authority (Investment) Regulations, 2016 and various other circulars / notifications / amendments issued by IRDAI in this context from time to time.

Investments are recorded on trade date at cost. Cost includes brokerage, transaction taxes as applicable, etc. and excludes pre-acquisition interest, if any.

Classification:

Investments maturing within twelve months from balance sheet date and investments made with the specific intention to dispose off within twelve months from balance sheet date are classified as short-term investments. Investments other than short term investments are classified as long-term investments. Policyholders and Shareholders fund are bifurcated at fund level on notional basis.

Valuation:

The investments are valued as follows:

Debt Securities

All debt securities are considered as 'held to maturity' and accordingly stated at historical cost adjusted for amortisation of premium or accretion of discount on 'internal rate of return' basis in the revenue accounts and profit & loss account over the maturity / holding period.

Equities (Listed & Actively Traded)

Listed and actively traded securities are stated at the last quoted closing prices on the National Stock Exchange of India Limited and in case these are not listed on National Stock Exchange, than based on the last quoted closing price on the Bombay Stock Exchange. In accordance with Regulations, unrealised gains or losses are credited / debited to the Fair Value Change account.

Unlisted and other than actively traded Equity Securities

Unlisted equity securities and listed equity securities that are not regularly traded in active markets shall be measured at historical cost. Provision has been made for permanent diminution in value of such investments.

Mutual Fund Units

Mutual Funds Units are stated at their Net Asset Value (NAV) at the balance sheet date. In accordance with Regulations, unrealised gains or losses are credited / debited to the Fair Value Change account.

Infrastructure Investment Trust

The Investment in Units of InvIT are valued at Fair Value on the Balance Sheet date, closing price of the security on NSE (Primary Exchange) is considered. In case, the security is not listed/ traded on NSE, the closing price on BSE (Secondary Exchange) is considered. In case, the market quote is not available for the last 30 days, the Units are valued as per the latest NAV (not more than 6 months old) of the Units published by the Trust.

Fair Value Change account represents unrealised gains or losses in respect of investments outstanding at the close of the



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year. Further, the same is bifurcated under policyholders fund and shareholders fund. The balance in the account is not available for distribution as dividend.

Investments other than mentioned above are valued at cost.

Provision for Non-Performing Assets (NPA)

In accordance with regulations on "Prudential norms for income recognition, asset classification, provisioning and other related matters in respect of debt portfolio", provisions are made to cover amounts outstanding in respect of all NPAs. All Investments where the interest and / or instalment of principal repayment remain overdue for more than 90 days at the Balance Sheet date are classified as NPA.

Impairment of Investments

The company assess at each balance sheet date whether any impairment has occurred in respect of investment in equity and units of mutual fund or in investment trust/real estate trust. The impairment loss, if any, is recognised in the profit & loss account and the carrying value of such investment is reduced to its recoverable value. If on the assessment at balance sheet date a previously impaired loss no longer exists, then such loss is reversed to the profit & loss account and the investment is restated to that extent.

2.15 Employee benefits

(i) Long term benefits

The Company has both defined-contribution and defined-benefit plans, of which some have assets in special funds or similar securities. The plans are financed by the

Company, and in the case of some defined contribution plans by the Company along with its employees.

(i-a) Defined-contribution plans

These are plans in which the Company pays pre-defined amounts to separate funds and does not have any legal or informal obligation to pay additional sums. These comprise of contributions to the employees' provident fund and employees' pension fund. The Company's payments to the defined contribution plans are reported as expenses during the period in which the employees perform the services that the payments cover.

(i-b) Defined-benefit plans

Expenses for defined-benefit gratuity plans are calculated as at the balance sheet date by independent actuaries using Projected Unit Credit method. The commitments are valued at the present value of expected future payments, with consideration for calculated future salary increases, utilising a discount rate corresponding to the interest rate estimated by the actuary having regard to the interest rate on government bonds with a term based on the expected average remaining working lives of employees.

(ii) Short term benefits

Short term employee benefits are recognised at the undiscounted amount expected to be paid as an expense over the period of services rendered to the Company.

The cost of compensated absences is accounted as under:-

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- In the case of accumulating compensated absences, when employees render service that increase their entitlement of future compensated absences; and
- In case of non-accumulating compensated absence when the absences occur.

(iii) Leave encashment

Provision for leave encashment is accrued and provided for on the basis of an actuarial valuation made at the end of each financial year.

(iv) Long Term Incentive Plan

Long Term Incentive Plan is provided based on actuarial valuation including actuarial gain/losses at balance sheet date and is recognised in the revenue account(s) and profit and loss account.

2.16 Employee Stock Ownership Plan (ESOP)

The Company has adopted fair value method for computing the compensation cost for the options granted. The compensation cost is amortised over the vesting period in the Profit and Loss account with a corresponding increase in liability. The expense is recorded for each separately vesting portion of the award as if the award was in substance multiple awards.

2.17 Foreign currency transactions

Transactions denominated in foreign currencies, are recorded at the exchange rate prevailing on the date of the transaction/remittance. Assets and Liabilities in foreign currency, as at the Balance Sheet date are converted at the exchange rates prevailing at that date.

Exchange difference is recognised in the Revenue Accounts or Profit and Loss Account, as applicable.

2.18 Terrorism pool

In accordance with the requirements of IRDAI, the Company, together with other insurance companies, participates in the Terrorism Pool. This pool is managed by the General Insurance Corporation of India ('GIC'). Amounts collected as terrorism premium are ceded at 100% to the Terrorism Pool.

In accordance with the terms of the agreement, the Company's share of premium, claims, expenses and Investment income of the pool are recorded as inward reinsurance business based on the quarterly statement submitted by GIC under the respective head of income or expenses as the case may be, the accounts of which were received till the end of the financial year.

2.19 Contributions to other funds

The Company provides for contribution to Solatium, Environment Relief funds & Senior Citizen Welfare Fund as per requirement of regulations/circulars.

2.20 Provision for taxation

Tax expenses comprises of current tax including MAT and deferred tax.

Current tax

The Company provides for income tax on the basis of estimated taxable income for the current accounting year in accordance with the provisions of the Income Tax Act, 1961.

Deferred tax

Deferred tax assets and liabilities are recognised for the future tax consequences attributable to timing differences between the



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accounting income as per the Company's financial statements and the taxable income for the year.

Deferred tax charge or credit and the corresponding deferred tax liabilities or assets are recognised using the tax rates that have been enacted or substantively enacted as at the balance sheet date.

Deferred tax assets are recognised only to the extent there is reasonable certainty that the assets can be realised in future, however, where there is unabsorbed depreciation or carried forward loss under taxation laws, deferred tax assets are recognised only if there is virtual certainty of realisation of such assets.

Deferred tax assets are reviewed as at each balance sheet date and appropriately adjusted to reflect the amount that is reasonably/virtually certain to be realised.

Minimum Alternate Tax (MAT) paid in the year is charged to the Profit and Loss account as current tax. The company recognises MAT credit available as an asset only to the extent there is convincing evidence that the company will pay normal income tax during the specified period, i.e., the period for which MAT Credit is allowed to be carried forward. In the year in which the Company recognises MAT Credit as an asset in accordance with the Guidance Note on Accounting for Credit Available in respect of Minimum Alternate Tax under the Income Tax Act, 1961, the said asset is created by way of credit to the Profit and Loss account and shown as "MAT Credit Entitlement". The Company reviews the "MAT Credit Entitlement" asset at each reporting date and writes down the asset to the extent

the company does not have convincing evidence that it will pay normal tax during the applicable period.

2.21 Accounting of operating lease

Leases where the lessor effectively retains substantially all the risks and benefits of ownership over the lease term are classified as Operating Leases. Operating lease rentals are recognised as an expense on straight line basis over the lease period.

2.22 Accounting for provisions and contingent liabilities

A provision is recognised when an enterprise has a present obligation as a result of past event and it is probable that an outflow of resources will be required to settle the obligation, in respect of which a reliable estimate can be made. Provisions are not discounted to their present value and are determined based on best estimate required to settle the obligation at the balance sheet date. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates.

Contingent losses arising from claims other than insurance claims, litigation, assessment, fines, penalties, etc. are recorded when it is probable that a liability has been incurred and the amount can be reasonably estimated.

A disclosure for a contingent liability other than insurance matters is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources. When there is a possible obligation or a present obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made.



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2.23 Goods & Services tax (GST)

GST collected is considered liability against which GST paid for eligible services is adjusted and net liability is remitted to the appropriate authority as stipulated. Where GST is not recoverable as input tax then it is recognised as part of the related fixed asset or recognized as expenses in Revenue Account or Profit & Loss account, wherever applicable. Unutilized credits, are carried forward under "Advances and Other Assets" for adjustments in subsequent periods. The amount of GST liability to be remitted to the appropriate authority is shown under "Statutory Dues" in the financial statements.

2.24 Earnings Per Share

Earnings per share are calculated by dividing the Profit after Tax in the Profit and Loss account by the weighted average number of equity shares outstanding during the year.

Number of equity shares used in computing diluted earnings per share comprises the weighted average number of shares considered for the basic earnings per share and also weighted average number equity shares which would have been issued on conversion of all dilutive potential shares. In computing diluted earnings per share

only potential equity shares that are dilutive are considered.

2.25 Receipts and Payments Account

I. Receipts and Payments Account is prepared and reported using the Direct Method, in conformity with para 2.2 of the Master Circular on Preparation of Financial Statements -General Insurance Business dated October 5, 2012, issued by the IRDAI.

II. Cash and cash equivalents

Cash comprises cash on hand and demand deposits with banks. Cash equivalents are short-term balances (with an original maturity of three months or less from the date of acquisition), highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value.

2.26 Share issue expenses

Share issue expenses are charged to profit and loss account.

2.27 Borrowings

Interest costs on borrowings are accrued based on coupon rate.



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NOTES TO ACCOUNTS

3 Contingent Liabilities

Contingent liabilities not provided for in respect of claims against the Company not acknowledged as debts other than insurance matters -

Particulars	(₹ '000)	
	As at 31 st March 2024	As at 31 st March 2023
Partly paid-up Investments – Investment	600,000	925,000
Underwriting commitments outstanding	Nil	Nil
Claims other than those under policies not acknowledged as debts	Nil	16,664
Guarantees given by or on behalf of the Company	Nil	Nil
Statutory demands/liabilities in dispute, not provided for, in respect of		
• Service Tax	Nil	Nil
• Income Tax	Nil	3,339
• GST (Refer note 2)	849,967	Nil
• Stamp Duty Payment	Nil	80,097
Reinsurance obligations to the extent not provided for in accounts	Nil	Nil

Note 1 – Show Cause Notices issued by various Government Authorities are not treated as contingent liability unless the demand orders are raised against such show cause notices and are disputed by the Company. When there is a possible obligation or a present obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made.

Note 2 – The Company has disputed demand raised by GST authorities of ₹ 564,481 thousand including base amount of ₹ 180,300 thousand (previous year Nil), potential penalty of ₹ 180,300 thousand (previous year Nil) and potential interest of approximately ₹ 203,882 thousand (previous year Nil) for disallowance of transitional credit from service tax regime. The Company has filed an appeal before the appropriate authority against the demand raised.

The Company has received penalty order of ₹ 25,424 thousand for procedural issue in distribution of ITC through ISD, against which the company has filed an appeal before appropriate authority. Based on this issue, the company has received demand orders of ₹ 120,080 thousand (base amount of ₹ 55,589 thousand, potential penalty of ₹ 9,172 thousand and potential interest of approximately ₹ 55,319 thousand) from multiple states for disallowing

ITC received through HO-ISD. The Company has filed an appeal/is in the process of filing before the appropriate authority for above mentioned cases.

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The Company has received demand orders for regular audits and return scrutiny conducted by GST departments of various states of ₹ 139,981 thousand including base amount of ₹ 671,427 thousand, potential penalty of ₹ 6,736 thousand and potential interest of approximately ₹ 66,103 thousand (previous year Nil). The Company has filed an appeal/is in the process of filing before the appropriate authority for above mentioned cases.

4 Encumbrances

All assets of the Company are free from any encumbrances except for below:

"Other Deposits" under schedule 12 – Advances & Other Assets include pre-deposits and payments made in protest to GST authority of ₹32,923 thousand (previous year: ₹11,331) and "Short term deposit accounts" under schedule 11 – Cash and Bank Balances include Term Deposit of ₹ 2,250 thousand given as lien for corporate credit card (previous year: Nil).

5 Commitments

There are no commitments made and outstanding for loans. There are no commitments made and outstanding for investments.

Commitments made and outstanding for acquisition of Fixed Assets amounting to ₹ 186,867 thousand (previous year: ₹201,682 thousand).

6 IBNR & IBNER

The Appointed Actuary has certified to the Company that actuarial estimates for Incurred But Not Reported (IBNR), including Incurred But Not Enough Reported (IBNER), as at 31st March 2024, are in conformity with the IRDAI regulations and in compliance with the guidelines prescribed by the Institute of Actuaries of India. The provisions for IBNR and IBNER have been made as per the estimates provided by the Appointed Actuary. The Appointed Actuary, in his report has certified that:

Several different methods of IBNR calculation have been applied based on the claim development patterns and the proportion of development of each accident quarter. The methods are:

- Paid Claims Chain Ladder Method
- Incurred Claims Chain Ladder Method
- Paid Claims Bornheutter Ferguson Method
- Incurred Claims Bornheutter Ferguson Method
- Ultimate Loss Ratio (ULR) Method
- Average Claims Cost & Frequency Method

Each of the methods were calculated for all reserving lines and the most suitable method was selected. These methods calculate the ultimate claims for each accident quarter.



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For lines other than Aviation and Weather Insurance products, the IBNR estimates have been derived using Incurred Claims Chain Ladder Method, Paid Claims Chain Ladder Method, Incurred Claims Bornheutter Ferguson Method or Ultimate Loss Ratio Method depending on the availability of sufficient claims and appropriateness of the method.

For Aviation and Weather Insurance products, IBNR has been determined based on estimated ultimate loss ratio.

IBNR estimates have been derived for each line of business and then aggregated at Segment level.

The reserves are not discounted as per the guidelines of IRDAI.

7 Claims

All claims, net of reinsurance, are incurred and paid in India except for Marine Insurance (where consignments are exported from India), Health and Overseas Travel Insurance amounting to ₹ 34,425 thousand (previous year ₹31,043 thousand).

Estimated liability for outstanding claims is determined by the management on the basis of ultimate amounts likely to be paid on each claim based on the past experience and in cases where claim payment period exceeds 4 years based on actuarial valuation.

Gross Claims outstanding for more than six months are ₹13,517,336 thousand (previous year ₹12,533,215 thousand) out of total outstanding of ₹20,049,447 thousand (previous year ₹18,331,187 thousand).

8 Premium Deficiency

There is no premium deficiency at revenue segment level in current and previous year.

9 Managerial Remuneration

- I. The managerial remuneration is in accordance with section 34A of the Insurance Act, 1938 and as approved by the IRDAI.

Details of Remuneration paid to MD & CEO is as under:

Particulars	(₹'000)	
	For the year ended 31 st March 2024	For the year ended 31 st March 2023
Salary, allowances and bonus (including payment towards employee stock ownership plan, contribution to provident and other funds)	177,923	109,896
Perquisites	5,274	4,981
Total	183,197	114,877

Note:

Managerial remuneration in excess of ₹40,000 thousand has been charged to profit and loss account.

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- II. As per IRDAI guidelines no. IRDAI/F&A/GDL/MISC/141/6/2023 dated June 30, 2023 on Remuneration of Directors and Key Managerial Persons of Insurers along with Annexure A & B, in which in Annexure B, the following disclosures are mandated by the Authority.

(a) Qualitative Disclosures:

- (i) Information relating to the composition and mandate of the Nomination and Remuneration Committee (NRC):

Composition:

Pursuant to the requirements of Companies Act, 2013, rule made thereunder and Guidelines for Corporate Governance for insurers in India, 2016, the Board of Directors have constituted the Nomination and Remuneration Committee ('NRC'). The NRC comprises of 6 (Six) members out of which 3 (Three) are Non-Executive Directors and 3 (Three) are Independent Directors. The composition of NRC is mentioned below:

1. Dr. Devi Singh - Chairman & Independent Director
2. Mr. Parveen Kumar Gupta - Independent Director
3. Mr. Shailesh Haribhakti - Independent Director
4. Mr. Roberto Leonardi – Non-Executive Director
5. Mr. Valentina Sarrocco - Non-Executive Director
6. Mr. Ajai Kumar - Non-Executive Director

Mandate:

1. To scrutinize the declarations and details of intending applicants submitted before the appointment/ reappointment / election of Directors by the shareholders at the general meetings;
2. To scrutinize the applications and details submitted by aspirants for appointments as Key Management Persons;
3. To identify the persons who are qualified to become Directors, etc.;
4. To ensure 'fit and proper' status and credentials of proposed/existing Directors, etc.;
5. To formulate the criteria for determining the qualifications, positive attributes and independence of Directors;
6. To recommend to the Board a policy relating to the remuneration for the Directors, Key Managerial Persons, etc. for the approval of the Board;
7. To determine and recommend to the Board the remuneration package and compensation for the Chief Executive Officer and the Managing Directors of the Company;



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8. To determine on behalf of the Board and on behalf of the shareholders with agreed terms of reference, the Company's policy on remuneration packages and any compensation payment, to the CEO, the Managing Director, and the Key Management Persons of the Company;
 9. To ensure that the remuneration packages of the Key Management Persons of the Company are aligned appropriately with their laid down performance objectives and are as per the Remuneration Policy approved by the Board;
 10. To ensure that the proposed appointments / re-appointments of Key Management Persons or Directors are in conformity with the Board approved policy on retirement/ superannuation and is in accordance with the applicable law / regulations;
 11. Ensure Compliance to stipulations prescribed under Guidelines / Regulation / Circular for issued by IRDAI on this subject and as may be amended from time to time; and
 12. The Committee shall report to the Board and perform such other functions as may be prescribed by the Board from time to time.
- (ii) Information relating to the design and structure of remuneration processes and key features and objectives of the Remuneration Policy:
- The Remuneration Policy provides that the level and composition of remuneration is in line with other companies in the industry, sufficient to attract and retain right talent at all levels and keep them motivated enough to meet the organizational objectives and a reasonable balance is maintained in the composition of remuneration (fixed and variable component). The performance measurement parameters are in place to assess the overall performance of Directors, KMPs and other Employees. The NRC, whilst approving remuneration of the Managing Director, considers the above factors, which is subject to approval of IRDAI.
- (iii) Description of the ways in which current and future risks are taken into account in the remuneration processes:
- The remuneration fixing process of Managing Director and CEO, includes evaluation of performance against performance objectives defined by NRC which includes performance criteria on governance.
- (iv) Description of the ways in which the Company seeks to link performance during a performance measurement period with levels of remuneration:

The level of remuneration of Managing Director and CEO for any financial year is inter alia based on the deliverables approved by the Board at the beginning of each financial year based on the recommendations of the NRC. The deliverables include targets to be achieved in the performance year such as topline, bottom-line financial targets and other minimum criteria as defined under the Remuneration Guidelines 2023 prescribed by the Regulator.

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(b) Quantitative disclosures

- Remuneration and other payments made during the Financial Year to MD/ CEO/ WTD

(₹'000)

Name of the MD/CEO/WTD		Anup Rau
Designation		MD and CEO
Particulars		March 31, 2024
Fixed Pay	Pay and Allowances (a)	33,414
	Perquisites etc. (b)	5,274
	Total (c) = (a) + (b)	38,688
Variable Pay	Cash components (d)	Paid 144,509
		Deferred -
	Non-cash components (e)	Settled -
		Deferred -
	Total (f) = (d) + (e)	Paid/ Settled -
		Deferred 144,509
Total of fixed and variable pay (c)+(f)		183,197
Amount debited to Revenue A/c.		40,000
Amount debited to profit and Loss A/c.		143,197
Value of joining/ sign on bonus		NA
Retirement benefit like gratuity, pension etc. paid during the year		NA
Amount of deferred remuneration of earlier years paid/settled during the year		NA

- Details of Outstanding Deferred Remuneration of MD/ CEO/ WTD :

Sr. No.	Name of the MD/CEO/ WTD	Designation	Remuneration pertains to Financial Year	Nature of remuneration outstanding	Amount outstanding
1	Anup Rau	MD/ CEO	2023-24	NA	NA

(c) The details of remuneration paid to other Key Managerial Persons is as under:

(₹'000)

Particulars	For the year ended 31 st March 2024	For the year ended 31 st March 2023
Salary, allowances and bonus (including contribution to provident and other funds)	251,911	242,201
Perquisites	6,735	4,517
Total	258,646	246,718

Managerial remuneration in excess of ₹40,000 thousand for each managerial person has been charged to profit and loss account. Additionally, the KMP's are granted stock options pursuant to Company's Employees Stock Ownership Plan.



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d. Remuneration to Non-Executive/ Independent directors

The details of remuneration paid to Non-Executive/ Independent directors is as under:

(₹'000)

Name of the Director	Position held	Note no.	For the year ended 31 st March 2024	
			Sitting Fees	Remuneration
Mr. Parveen Kumar Gupta	Independent Director, Chairman		1,190	4,000
Dr. Devi Singh	Independent Director		1,030	1,000
Mr. Shailesh Haribhakti	Independent Director	1	960	1,000
Mr. Roberto Leonardi	Non-Executive Director		-	-
Ms. Valentina Sarrocco	Non-Executive Director		-	-
Mr. Luis Roset Sucar	Non-Executive Director		-	-
Mr. K.B. Vijay Srinivas	Non-Executive Director (Additional)	2	130	-
Mr. Ajai Kumar	Non-Executive Director (Additional)	2	320	-
Mr. Vijay Laxminarayan Biyani	Non-Executive Director	3	-	-
Mr. Pankaj Jaju	Non-Executive Director	4	830	-
Total			4,460	6,000

Note 1: Appointed w.e.f. May 17, 2023

Note 2: Appointed w.e.f. November 08, 2023

Note 3: Resigned w.e.f. April 01, 2023

Note 4: Resigned w.e.f. November 08, 2023

(₹'000)

Name of the Director	Position held	Note no.	For the year ended 31 st March 2023	
			Sitting fees	Remuneration
Mr. Ghyanendra Nath Bajpai	Non-Executive Director (Chairman)	1	110	-
Mr. Kishore Laxminarayan Biyani	Non-Executive Director	1	-	-
Mr. Vijay Laxminarayan Biyani	Non-Executive Director		150	-
Mr. Vivek Biyani	Non-Executive Director	1	-	-
Ms. Jennifer Susan Sparks	Non-Executive Director	2	-	-
Mr. Fabrice Benard	Non-Executive Director	1	-	-
Dr. Devi Singh	Independent Director	3	350	1,000

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(₹'000)

Name of the Director	Position held	Note no.	For the year ended 31 st March 2023	
			Sitting fees	Remuneration
Mr. Abhinandan Kumar Jain	Independent Director	4	70	-
Ms. Bhavna Gautam Doshi	Independent Director	5	70	-
Mr. Pankaj Jaju	Non-Executive Director		440	-
Mr. Roberto Leonardi	Non-Executive Director	6	-	-
Ms. Gurpreet Kaur Grewal	Non-Executive Director	7	-	-
Mr. Luis Roset Sucar	Non-Executive Director	6	-	-
Mr. Parveen Kumar Gupta	Independent Director [Additional] (Chairman)	8	330	2,575
Ms. Valentina Sarrocco	Non-Executive Director [Additional]	9	-	-
Total			1,520	3,575

Note 1: resigned w.e.f. May 05, 2022

Note 2: resigned w.e.f. April 15, 2022

Note 3: Chairman w.e.f. May 05, 2022 to August 09, 2022

Note 4: end of term w.e.f. June 06, 2022

Note 5: resigned w.e.f. June 30, 2022

Note 6: appointed w.e.f. May 05, 2022

Note 7: appointed w.e.f. May 05, 2022 & resigned w.e.f. February 17, 2023

Note 8: appointed w.e.f. August 09, 2022

Note 9: appointed w.e.f. February 17, 2023

10 Sector wise business (based on GDPI)

Percentage of business sector – wise (Based on GDPI with considering premium received in advance):

Business Sector	For the year ended 31 st March 2024			For the year ended 31 st March 2023		
	GDPI (₹'000)	No. of Lives	% of GDPI	GDPI (₹'000)	No. of Lives	% of GDPI
Rural	35,52,441	-	7.23	10,743,505	-	23.63
Social	14,55,502	25,76,491	2.96	1,106,739	1,928,513	2.43
Urban	4,41,01,032	-	89.80	33,612,116	-	73.93
Total	4,91,08,974	25,76,491	100.00	45,462,360	1,928,513	100.00



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11 Extent of Risks Retained and Reinsured

Extent of risk written and reinsured based on premium (excluding Excess of Loss and Catastrophe reinsurance)

('000s)

Particulars	Year ended March 2024		Year ended March 2023	
	Amount	%	Amount	%
Risk Retained	37,634,830	75%	30,612,191	66%
Risk Reinsured	12,393,174	25%	15,655,827	34%
Total	50,028,004	100%	46,268,019	100%

12 Premium, less reinsurance, written from business concluded in India is ₹35,857,730 thousand (previous year ₹29,109,813 thousand) and outside India is ₹ Nil (previous year ₹ Nil).

13 Extent of premium income recognized based on varying risk pattern ₹ Nil (Previous year ₹ Nil)

14 a) Statement showing the age-wise analysis of the Unclaimed amount of the policyholders as at 31st March 2024 (with reference to IRDAI circular no IRDA/F&A/CIR/Misc/173/07/2017);

(₹'000)

Particulars	Total	AGE-WISE ANALYSIS (months) as at 31 st March 2024						
		0-6	7-12	13-18	19-24	25-30	31-36	> 36
Claims settled but not paid to the policyholders / insured due to any reasons except under litigation from the insured / policyholders	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Sum due to the insured / policyholders on maturity or otherwise	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Cheques issued but not encashed by the policyholder/ insured	46,426	8,714	3,385	10,348	1,952	1,551	1,717	18,758
Any excess collection of the premium / tax or any other charges which is refundable to the policyholders either as terms of conditions of the policy or as per law or as may be directed by the Authority but not refunded so far	291,290	7,422	10,818	29,645	43,274	22,494	16,616	161,021



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(₹'000)

Particulars	Total	AGE-WISE ANALYSIS (months) as at 31 st March 2023						
		0-6	7-12	13-18	19-24	25-30	31-36	> 36
Claims settled but not paid to the policyholders / insureds due to any reasons except under litigation from the insured / policyholders	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Sum due to the insured / policyholders on maturity or otherwise.	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Cheques issued but not encashed by the policyholders/ insured	43,889	3,920	12,252	2,172	2,560	1,562	3,002	18,421
Any excess collection of the premium / tax or any other charges which is refundable to the policyholders either as terms of conditions of the policy or as per law or as may be directed by the Authority but not refunded so far	321,744	3,099	27,007	18,366	33,166	110,871	40,439	88,796

b) Details of the Unclaimed amount of policyholders as at 31st March 2024 (with reference to IRDAI circular no IRDA/F&A/CIR/Misc/173/07/2017);

(₹'000)

Particulars	For the year ended 31 st March 2024	For the year ended 31 st March 2023
Opening balance of unclaimed amount	365,633	267,356
Add: Amount transferred to unclaimed amount / cheques issued out of the unclaimed amount but not encashed by the policyholders	235,734	220,680
Add: Investment Income	22,403	10,065
Less: Transfer to SCWF (Net of claims paid in respect of amount transferred earlier)	2,577	6,945
Less: Amount paid during the year	283,477	125,523
Closing balance of unclaimed amount	337,716	365,633



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15 Employees Benefit Plans

The Company has classified the various benefits provided to employees as under:-

Defined Contribution Plan

	(₹'000)	
Expenses on defined contribution plan	Year Ended 31 st March 2024	Year Ended 31 st March 2023
Contribution to Staff Provident fund	77,969	68,272
Contribution to Pension fund	37,574	35,322
Contribution to Superannuation fund	-	2,091
Contribution to National Pension Scheme	15,055	10,589
Total	1,30,599	116,274

a) Defined Benefit Plan – Gratuity

In accordance with Accounting Standard 15, actuarial valuation was done in respect of the defined benefit plan of gratuity based on the following assumptions: -

Particulars	Year Ended 31 st March 2024	Year Ended 31 st March 2023
Discount Rate (per annum)	7.20%	7.30%
Rate of increase in Compensation levels	8.00%	8.00%
Rate of Return on Plan Assets	7.20%	7.30%

	(₹'000)	
A	Year Ended 31 st March 2024	Year Ended 31 st March 2023
Changes in the Present Value of Obligation		
Present Value of Obligation at the beginning of the year	223,987	208,601
Interest Cost	14,364	11,293
Current Service Cost	31,743	30,513
Benefits Paid	(23,594)	(25,483)
Actuarial (gain)/loss on obligations	16,868	(936)
Present Value of Obligation as at March 31	263,368	223,989

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(₹'000)		
B	Changes in the Fair Value of Plan Assets	Year Ended 31st March 2024 Year Ended 31st March 2023
	Present Value of Plan Assets at the beginning of the year	225,314 209,787
	Adjustments to the opening fund	- -
	Expected Return on Plan Assets	15,619 12,294
	Actuarial gains/(loss) on Plan Assets	(7,184) 1,217
	Contributions	36,000 27,500
	Benefits Paid	(23,594) (25,483)
	Fair Value of Plan Assets as at March 31	246,156 225,314
(₹'000)		
C	Reconciliation of Present Value of Defined Benefit Obligation and the Fair Value of Assets	Year Ended 31st March 2024 Year Ended 31st March 2023
	Present Value of Obligation as at March 31	263,368 223,987
	Fair Value of Plan Assets as at March 31	246,156 225,314
	Funded Status	(17,212) 1,327
	Present Value of unfunded Obligation as at March 31	-
	Net Asset / (Liability) recognized in Balance Sheet	(17,212) 1,327
	Included in other provisions under Schedule 14	
(₹'000)		
D	Amount recognized in the Balance Sheet	Year Ended 31st March 2024 Year Ended 31st March 2023
	Present Value of Obligation as at March 31	263,368 223,987
	Fair Value of Plan Assets as at March 31	246,156 225,314
	Net Asset / (Liability) recognized in Balance Sheet	(17,212) 1,327
	Included in other provisions under Schedule 14	



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(₹'000)		
E	Expenses recognized in the Revenue Account	Year Ended 31st March 2024 Year Ended 31st March 2023
	Current Service Cost	31,743 30,513
	Past Service Cost	- -
	Interest Cost	14,364 11,292
	Expected Return on Plan Assets	(15,619) (12,294)
	Losses/(Gains) on Curtailments and Settlement	- -
	Settlement Cost / (Credit)	- -
	Net actuarial (gain) / loss recognized in the Year	24,052 (2,153)
	Total expenses recognized in the Revenue account	54,539 27,358
	Included in Employees remuneration and welfare benefits in Schedule 4	

(₹'000)						
F	Experience adjustments of five years	Year Ended 31 st March				
		2024	2023	2022	2021	2020
	Present Value of Obligation as at March 31	263,368	223,984	208,601	183,118	148,594
	Fair Value of Plan Assets as at March 31	246,156	225,314	209,787	183,955	127,543
	Surplus/(Deficit)	(17,212)	1,327	1,185	837	(21,050)
	Experience adjustments on plan liabilities	15,983	8,668	9,940	8,059	4,396
	Experience adjustments on plan assets	7,184	(1,217)	(701)	(1,157)	(309)

Leave Encashment

Based on actuarial valuation at the end of the year, leave encashment has been provided at ₹121,864 thousand (previous year ₹107,578 thousand).

Particulars	Year Ended 31 st March 2024	Year Ended 31 st March 2023
Opening provision	107,578	10,166
Employee benefit expense recognized in Profit and loss	293,55	24,238
Benefits paid by the company	(150,70)	(18,322)
Closing provision	121,864	107,578

16 Segment Reporting

The statement on segment reporting is included in Annexure I.

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17 Related Party Disclosure

Related party disclosures have been set out in Annexure II to this schedule. The related parties, as defined in Accounting Standard 18 'Related Party Disclosures' in accordance with the Companies Act, 2013 ('The Act') to the extent applicable and comply with the accounting standards in respect of which the disclosures have been made, have been identified on the basis of disclosures made by the key managerial personnel and taken on record by the Board.

The related parties of the company are as follows:-

Name of the related party	Description of relationship
Generali Participations Netherlands N.V (Joint venturer till 4 th May 2022)	Holding Company
Assicurazioni Generali SPA (incl. its branches)	Ultimate Holding Company
Future Enterprises Ltd	Joint Venturer
Shendra Advisory Services Private Limited	Joint Venturer
Future Generali India Life Insurance Co. Ltd.	Fellow Subsidiary
FG & G Distribution Pvt Ltd	Two of the joint venturers having joint control
Generali Espana De Seguros	Fellow Subsidiary
Generali Iard S.A.	Fellow Subsidiary
Generali Italia S.P.A.	Fellow Subsidiary
Generali Versicherung AG	Fellow Subsidiary
Generali China Insurance Co. Ltd	Fellow Subsidiary
Generali Horizon B.V.	Fellow Subsidiary
Europ Assistance India Private Limited	Fellow Subsidiary
Generali Operations Service Platform S.R.L.(GOSP)	Fellow Subsidiary
Anup Rau	CEO & Managing Director
Deepak Prasad	Chief Operating Officer
Devi Dayal Garg	Chief Financial Officer
Ashish Lakhtakia	Chief Legal & Compliance Officer and Company Secretary
Jatin Kumar Arora	Appointed Actuary
Ajay Panchal	Chief Risk Officer
Milan Shirodkar	Chief of Investments
Ritu Sethi	Chief Internal Audit Officer
Raghavendra Rao (Superannuated w.e.f March 31, 2024)	Chief Distribution Officer
Abhishek Singh	Chief Bancassurance Officer
Ruchika Malhan Varma	Chief Marketing Officer
Akshaya Kashyap (Appointed w.e.f. October 01, 2023)	Chief People Officer
Smita Tibrewal (Appointed w.e.f February 08, 2024)	Chief Insurance Officer



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18 Lease

Operating lease commitments:

The Company's significant leasing arrangements include agreements for office and residential premises. The future minimum lease payments relating to non-cancellable operating leases are disclosed below:

Particulars	(₹'000)	
	As at 31 st March 2024	As at 31 st March 2023
Payable not later than one year	37,066	63,310
Payable later than one year but not later than five years	11,721	40,516
Payable later than five years	Nil	Nil

- Amount charged to revenue accounts for lease is ₹220,982 thousand (previous year ₹154,854 thousand).
- There are no transactions in the nature of sub leases.
- There are no payments in nature of Contingent rents.
- The period of agreement is as per the understanding between the licensor and the licensee.

19 Contribution to Terrorism Pool

The company is a participant in and has received the Terrorism Pool (which is managed by General Insurance Corporation of India) retrocession of premium in the current financial year. Accordingly, as per the statement received from the Pool managers, the Company has recognized the pool retrocessions for the quarters ended 31st March 2023, 30th June 2023, 30th September 2023 and 31st December 2023, the accounts of which were received till the end of the financial year.

20 Contribution to Environment Fund

The Company has collected an amount of ₹1,804 thousand (previous year ₹1,885 thousand) towards Environment Fund from public liability policies. The Company has paid all the funds collected towards Environment Fund up to February 28, 2024 and the balance payable ₹ 124 thousand (previous year ₹46 thousand) has been paid off on 29th April 2024 and is disclosed under the head sundry creditors in current liabilities in schedule 13.

21 Solatium Fund

In accordance with IRDAI's requirement circular dated 18th March, 2003 and based on the recommendations made by the General Insurance Council vide letter dated 26th July, 2010, the company has provided 0.1% of the Third Party premiums (excluding reinsurance premium accepted on motor third party for commercial vehicles) towards contribution to the Solatium Fund.

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During the year the Company has contributed ₹ 9,400 thousand (previous year ₹ 9,085 thousand) to solatium fund.

22 Senior Citizen Welfare Fund

In accordance with IRDA circular no IRDA/F&A/CIR/MISC/173/07/2017 dated 25th July, 2017 the company has transferred ₹3,935 thousand (previous year ₹6,945 thousand including interest) outstanding for a period of more than 10 years in Unclaimed amount of Policyholders to the Senior Citizen Welfare Fund on or before 1st March of Financial Year. For the Financial Year 2023-24, due date was 1st Mar 2024 and amount has been deposited on 22nd Feb 2024.

23 Earning Per Share ('EPS')

The following table reconciles the numerator and denominator used to calculate basic/diluted EPS:

Particulars	(₹'000)	
	For the year ended 31 st Mar 2024	For the year ended 31 st Mar 2023
Profit after Tax (A)	1,333,121	1,062,577
Weighted average no. of equity shares (par value of ₹10 each) [B]	1,206,404,940	904,803,705
Diluted weighted average no. of equity shares (par value of ₹10 each) [C]	1,206,404,940	904,803,705*
Basic earnings per share (₹) [A/B]	1.11	1.17
Diluted earnings per share (₹) [A/C]	1.11	1.17*

* EPS numbers for previous year have been restated to the extent of regrouping made (Refer note 39)

24 Taxation

The Company carries on General Insurance business and hence the provision of section 44 and First Schedule to the Income Tax Act, 1961 are applicable for computation of Profits and Gains of its business. Accordingly, provision for taxation has been made in the accounts. Further the company has accounted for deferred tax assets for the period ended 31st March 2024, in accordance with the AS 22 "Accounting for Taxes on Income".

Deferred tax assets are recognized only to the extent there is reasonable certainty that the assets can be realised in future. Deferred tax assets are reviewed as at each Balance Sheet date and written down or written up to reflect the amount that is reasonably or virtually certain to be realised.



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The major components of the Company's deferred tax liabilities and assets are as below.

(₹'000)		
Particulars	As at March 31, 2024	As at March 31, 2023
Deferred Tax Assets (A)		
Section 43B Disallowance	98,052	83,110
Provision for investments u/s 37(1)	72,080	75,247
Section 36(1)(vii) of Income Tax Act	1,371	973
Rule 6E of Income Tax Rules, 1962	5,149	-
Depreciation	38,755	54,001
Total	215,407	213,331
Deferred Tax Liabilities (B)	-	-
Net Deferred Tax Assets (A-B)	215,407	213,331

25 MSMED Disclosures

According to information available with the management, on the basis of information received from the suppliers regarding their status under the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED) Act, the company has amounts due to Micro, Small and Medium Enterprises under the said Act as at 31st March 2024 as follows:

			(₹'000)
Sr. No	Particulars	Year Ended March 31 st , 2024	Year Ended March 31 st , 2023
a)	i) Principal amount remaining unpaid to suppliers under the MSMED ACT 2006.	Nil	Nil
	(ii) Interest on a) (i) above	Nil	Nil
b)	i) Amount of Principal paid beyond the appointed date	Nil	18
	ii) Amount of Interest Paid Beyond the Appointed date (As per Sec 16 of the said Act)	Nil	Nil
c)	Amount of Interest due and payable for the period of delay in making payment, but without adding the interest specified under section 16 of the said Act	Nil	Nil
d)	Amount of Interest accrued and due	Nil	Nil
e)	Amount of further interest remaining due and payable even in Succeeding years	Nil	Nil

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26 Details of Penal actions taken by various Government Authorities during FY 2023-24

Sr. No	Authority	Non-Compliance/ Violation	Amount in ₹'000		
			Penalty Awarded	Penalty Paid	Penalty Waived/ Reduced
1	Insurance Regulatory and Development Authority	Nil (Nil)	Nil (Nil)	Nil (Nil)	Nil (Nil)
2	Service Tax / GST Authorities (refer Note 1)	NA (NA)	31 (11,988)	31 (11,988)	NA (NA)
3	Income Tax Authorities	NA (NA)	Nil (792)	Nil (Nil)	Nil (Nil)
4	Any other Tax Authorities	NA (NA)	Nil (Nil)	Nil (Nil)	Nil (Nil)
5	Enforcement Directorate/ Adjudicating Authority/ Tribunal or any Authority under FEMA	NA (NA)	Nil (Nil)	Nil (Nil)	Nil (Nil)
6	Registrar of Companies/ NCLT/CLB/ Department of Corporate Affairs or any Authority under Companies Act, 2013	NA (NA)	Nil (Nil)	Nil (Nil)	Nil (Nil)
7	Penalty awarded by any Court/ Tribunal for any matter including claim settlement but excluding compensation	NA (NA)	Nil (77,921)	Nil (Nil)	77,921 (Nil)
8	Securities and Exchange Board of India	NA (NA)	Nil (Nil)	Nil (Nil)	Nil (Nil)
9	Competition Commission of India	NA (NA)	Nil (Nil)	Nil (Nil)	Nil (Nil)
10	Any other Central/State/Local Government / Statutory Authority	Nil (Nil)	Nil (Nil)	Nil (Nil)	Nil (Nil)

Figures in brackets represent previous year figures.

Note 1: ₹31 thousand Penalty is levied by GST authorities in the assessment proceedings of Karnataka state over GST Input Tax Credit Issue for FY-17-18.

- 27** During the year foreign exchange gain/ (loss) incurred by the Company is ₹ (9,729) thousand [previous year ₹ 19,963 thousand].



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28 Statement showing details of the repo and reverse repo transactions during the year (with reference to IRDAI circular IRDA/F&I/CIR/INV/250/12/2012)

(₹'000)

Particulars	Minimum outstanding during the year	Maximum outstanding during the year	Daily average outstanding during the year	Outstanding as at 31 st March 2024
Securities sold under repo				
1) Government Securities	Nil (Nil)	Nil (Nil)	Nil (Nil)	Nil (Nil)
2) Corporate Debt Securities	Nil (Nil)	Nil (Nil)	Nil (Nil)	Nil (Nil)
Securities purchased under reverse repo				
1) Government Securities	109,999 (99,925)	3,806,094 (3,040,735)	976,394 (1,106,418)	819,837 (1,119,830)
2) Corporate Debt Securities	Nil (Nil)	Nil (Nil)	Nil (Nil)	Nil (Nil)

Figures in brackets represent previous year figures.

29 The summary of the financial statements for the last five years and the ratios required to be furnished have been set out in the annexure III to this schedule.

30 Provision for Free Look Period

Pursuant to the circular CIR/41/IRDA/Health/SN/09-10/32, the Company has made a provision for Free Look Period of ₹ 1,200 thousand (previous year ₹ 643 thousand). The provision for Free Look period is duly certified by the Appointed Actuary.

31 Pursuant to the circular 067/IRDA/F&A/CIR/Mar-08, the additional disclosure is given under:-

(₹'000)

Particulars	Year Ended March 31, 2024	Year Ended March 31, 2023
Under expenses "Others" schedule 4		
Outsourcing expenses*	706,762	910,936
Business Support	120,065	2,872,351

*Outsourcing expenses as per Form A filed with IRDA

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32 Expenses of Management

The company has allocated expenses of Management as per the policy approved by the board of directors dated 7th November 2023.

In accordance with the IRDAI (Expense of Management of Insurers transacting General or Health Insurance Business) Regulations, 2023, no insurer carrying on General Insurance Business in India shall incur expenses of management in excess of 30 percent of gross written premium in India in a financial year and the company is compliance with it.

33 During the year ended March 31st, 2024 the Company has incurred expenditure towards CSR activities which are as below :

- Gross amount required to be spent by the company during the year is ₹32,326* thousand (Previous year : ₹34,309 thousand)
- Unspent amount of last year carried forward to current year is Nil (Previous year : ₹6,110 thousand)
- Total amount required to be spent by the company during the year is; [(a) + (b)] ₹32,326 thousand (Previous year: ₹40,420)
- Amount spent during the year is ₹26,610 thousand (Previous year: ₹40,420)
- Unspent amount of current year carried forward to next year is 5,715 thousand (Previous year: Nil)

(₹'000)				
Sr. No.	Particular	Payment made	Payment yet to be made	Total
1.	Construction/acquisition of any asset	6,327** (11,115)	Nil (Nil)	6,327** (11,115)
2.	On purposes other than (1) above	20,283 (23,194)	Nil (Nil)	20,283 (23,194)

Figures in brackets represent previous year figures.

*Gross amount to be spent as per section 135 of Companies Act, 2013.

**Details of Construction/acquisition of any asset:

Foundation	Amount (₹ in '000s)	Description
Samarthanam Trust for the Disabled	3,875	Computer lab set-up for visually impaired students
Bhavishya Bharat	2,414	Medical Equipment for Public Healthcare Centres
Poddar Foundation	38	Speaker, laptop, and Hard disk



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34 Terms of Borrowings:

(A) List of the terms of issue are as follows:

Particulars	As at March 31, 2024			
Series	Series I	Series II	Series III	Series IV
Type, Nature of Instrument	Unsecured, Unlisted, Subordinated, redeemable, and fully paid up NCDs	Unsecured, Unlisted, Subordinated, redeemable, and fully paid up NCDs	Unsecured, Unlisted, Subordinated, redeemable, and fully paid up NCDs	Unsecured, Unlisted, Subordinated, redeemable, and fully paid up NCDs
Seniority of Instrument	Superior to equity and preference shareholders but subordinated to policyholder and other creditors	Superior to equity and preference shareholders but subordinated to policyholder and other creditors	Superior to equity and preference shareholders but subordinated to policyholder and other creditors	Superior to equity and preference shareholders but subordinated to policyholder and other creditors
Face Value (per security)	1000	1000	1000	1000
Issue Size	9,50,000	1,506,000	2,064,000	6,50,000
Issue Date/Date of Allotment	23 rd Dec, 2022	16 th Feb, 2023	8 th May, 2023	15 th Mar, 2024
Redemption Date	22 nd Dec, 2032	15 th Feb, 2033	9 th May, 2033	16 th Mar, 2034,
Call option Date	On Call redemption date*	On Call redemption date*	On Call redemption date*	On Call redemption date*
Coupon Rate	Fixed interest rate of 9.95%	Fixed interest rate of 9.00%	Fixed interest rate of 9.04%	Fixed interest rate of 8.99%
Credit Rating	NA	NA	NA	NA
Listing	Not Listed	Not Listed	Not Listed	Not Listed
Frequency of the Interest Payment	Yearly	Yearly	Yearly	Yearly

Particulars	As at March 31, 2023			
Series	Series I	Series II	Series III	Series IV
Type, Nature of Instrument	Unsecured, Unlisted, Subordinated, redeemable, and fully paid up NCDs	Unsecured, Unlisted, Subordinated, redeemable, and fully paid up NCDs	NA	NA

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Particulars		As at March 31, 2023		
Seniority of Instrument	Superior to equity and preference shareholders but subordinated to policyholder and other creditors	Superior to equity and preference shareholders but subordinated to policyholder and other creditors	NA	NA
Face Value (per security)	1000	1000	NA	NA
Issue Size	9,50,000	1,506,000	NA	NA
Issue Date/Date of Allotment	23 rd Dec, 2022	16 th Feb, 2023	NA	NA
Redemption Date	22 nd Dec, 2032	15 th Feb, 2033	NA	NA
Call option Date	On Call redemption date*	On Call redemption date*	NA	NA
Coupon Rate	Fixed interest rate of 9.95%	Fixed interest rate of 9.00%	NA	NA
Credit Rating	NA	NA	NA	NA
Listing	Not Listed	Not Listed	NA	NA
Frequency of the Interest Payment	Yearly	Yearly	NA	NA

* Call Redemption Date" means:

- (a) the date falling after the end of 5 years and 7 days from the Deemed Date of Allotment; and
- (b) thereafter, each anniversary of the preceding Call Redemption Date but prior to the Final Redemption Date

(B) Maturity Pattern from the date of issue:

(₹ '000)		
Maturity buckets	As at March 31, 2024	As at March 31, 2023
1 to 5 years	NIL	NIL
Above 5 years	5,170,000	2,456,000
Total	5,170,000	2,456,000

35 Pending Litigations:

The company's pending litigation comprises of claims against the Company and proceedings pending with Tax Authorities. The Company has reviewed all its pending litigations and proceedings and has made adequate provisions, wherever required and disclosed the contingent liabilities, wherever applicable, in its financial statements. The Company does not expect the outcome of these proceedings to have a material impact on its financial position (refer note 3 for details on contingent liabilities).



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- 36** a) The Company periodically reviews all its long term contracts to assess for any material foreseeable losses. Based on such review, the Company is not required to make any provisions for these long term contracts in the books of account as required under any applicable law/ accounting standard except in respect of long term insurance contracts, the company provides for IBNR and IBNER as per IRDA regulations, the same is set out under accounting policies note no. 2.10 of the Company.
- b) As at March 31st, 2024 the Company did not have any outstanding long term derivative contracts.
- 37** For the year ended March 31st, 2024, the company is not required to transfer any amount into the Investor Education & Protection Fund.
- 38** Due from other entities carrying on insurance business included in "Other Assets" in Schedule 12 include ₹ 1,098,060 thousands (previous year ₹ 1,098,060 thousands), where the Company has initiated legal process for the recovery of the dues. Considering that the counterparties are solvent and based on legal opinion about the recoverability of the dues, the management is of the view that the said dues are fully recoverable and no provision is considered necessary.
- 39** There is no regrouping in respect of previous year figures except as below:

Regrouped from	Regrouped to	Regrouped Amount	Reason for regrouping
Stock Options Outstanding	Employee Stock Ownership Plan (Schedule 14 provisions)	485,480 (PY: 470,387)	Change in payment terms of policy

40 Employee Stock Ownership Plan

The Company had introduced an Employee Stock Ownership Plan as given below. ESOP provides that eligible employees are granted options to acquire equity shares of the Company that vest in a graded manner. The vested options may be exercised within a specified period. Upon vesting, the ESOP are settled in cash at fair value applicable on the date of vesting. The vesting of options will happen as per the schedule below:

ESOP 2020:

Particulars	Graded Vesting I	Graded Vesting II
Grant Date	-	01 November 2020
Percentage	-	50%
No of options to be vested	-	1,805,241
Date of vesting	-	01 June 2024

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ESOP 2021:

Particulars	Graded Vesting I	Graded Vesting II
Grant Date	31 August 2021	31 August 2021
Percentage	50%	50%
No of options to be vested	2,120,798	2,120,798
Date of vesting	01 June 2024	01 June 2025

Particulars	Graded Vesting I	Graded Vesting II
Grant Date	-	01 April 2021
Percentage	-	50%
No of options to be vested	-	262,203
Date of vesting	-	01 January 2025

ESOP 2022:

Particulars	Graded Vesting I	Graded Vesting II
Grant Date	01 July 2022	01 July 2022
Percentage	50%	50%
No of options to be vested	1,334,917	1,334,917
Date of vesting	01 June 2025	01 June 2026

ESOP 2023:

Particulars	Graded Vesting I	Graded Vesting II
Grant Date	01 June 2023	01 June 2023
Percentage	50%	50%
No of options to be vested	1,317,205	1,317,205
Date of vesting	01 June 2026	01 June 2026

Method used for accounting

The Company has adopted fair value method for computing the compensation cost for the Options granted considering options to be settled in Cash. The charge to the Profit and Loss account has been ₹303,003 thousands (Previous year ₹448,459 thousands) with a corresponding increase in credit to 'Employee Stock Ownership Plan' which is disclosed under "Others" head in Schedule 14 Provisions.



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Particulars	(No. of options)				
	31-Mar-24	31-Mar-25	31-Mar-26	31-Mar-27	31-Mar-28
Outstanding at the beginning of the period;	13,990,908	11,613,682	7,425,041	3,969,327	1,317,205
Granted during the period;	26,34,410	Nil	Nil	Nil	Nil
Forfeited during the period;	(5,97,178)	Nil	Nil	Nil	Nil
Exercised during the period	(4,414,459)	(4,188,641)	(3,455,714)	(2,652,122)	Nil
Expired during the period;	Nil	Nil	Nil	Nil	Nil
Outstanding at the end of the period	11,613,682	7,425,041	3,969,327	1,317,205	Nil
Unvested at the end of the year	11,613,682	7,425,041	3,969,327	1,317,205	Nil
Vested at the end of the year	Nil	Nil	Nil	Nil	Nil
Weighted average exercise price per option	Nil	Nil	Nil	Nil	Nil

Information in respect of Options outstanding as on 31 March 24.

ESOP 2020

Particulars	Exercise Price	No of options	Weighted average remaining life
Graded Vesting II	Nil	1,805,241	2 months

ESOP 2021

Particulars	Exercise Price	No of options	Weighted average remaining life
Graded Vesting I	Nil	2,120,798	2 months
Graded Vesting II	Nil	2,120,798	14 months
Graded Vesting II	Nil	262,603	9 months

ESOP 2022

Particulars	Exercise Price	No of options	Weighted average remaining life
Graded Vesting I	Nil	1,334,917	14 months
Graded Vesting II	Nil	1,334,917	26 months

ESOP 2023

Particulars	Exercise Price	No of options	Weighted average remaining life
Graded Vesting I	Nil	1,317,205	26 months
Graded Vesting II	Nil	1,317,205	38 months

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4,414,459 Options (Previous year: 4,461,507) vested during the period ended 31st March 2023, and 4,414,459 Options (Previous year: 4,513,189) were exercised during the period ended 31st March 2024.

The fair value of the options as on 31st March 2024 is ₹ 65.22

41 Investment:

- a) Value of investment contracts where settlement or delivery is pending as at year end is as follows:

(₹'000)

Particulars	As at 31 st March 2024	As at 31 st March 2023
Purchases where deliveries are pending	256,486	Nil
Sales where receipts are due	152,821	Nil

There are no investment contracts where securities have been sold out but payments are overdue at the balance sheet date.

- b) Historical cost of investments that are valued on fair value basis is ₹ 646,900 thousand (Previous year ₹ 299,393 thousand).
- c) All investments are made in accordance with Insurance Act, 1938 and Insurance Regulatory and Development Authority of India (Investment) Regulations, 2016 and are performing investments except:

i) Debt Impairment

The company has an exposure in IL&FS Group and RCL and witnessed default in the receipt of principal and interest. The Company has made provision for impairment as per the provisioning norms in accordance with IRDAI guidelines on prudential norms for provisioning and other related matters in respect of loans & advances and RBI Master Circular DBR.No.BP. BC.2/21.04.048/2015-16 dated 01/07/2015, as on date. The details of which are as under:

(₹'000)

Issuer	Unsecured / Secured	Provision @	Exposure (Face Value)	Impairment	Book Value
Infrastructure Leasing & Financial Services Ltd	Secured	100%	200,000 (200,000)	188,058 (199,170)	188,058 (199,170)
Infrastructure Leasing & Financial Services Ltd	Unsecured	100%	25,000 (25,000)	25,000 (25,000)	25,000 (25,000)
Reliance Capital Limited	Secured	100%	28,000 (28,000)	28,000 (28,000)	28,000 (28,000)
Reliance Capital Limited	Unsecured	100%	40,000 (40,000)	40,000 (40,000)	40,000 (40,000)

Note: Amounts as on 31st March, 2023 are mentioned in () bracket.



Schedules

forming part of Financial Statements

ii) Equity Impairment

The company has no such equity exposure (previous year: Gross: ₹ 7442 thousand;

Net: ₹ 634 thousand), in any securities (previous year 3 security). In view of the impairment policy of the company and future prospects of investee companies, the company has not made any impairment provision (previous year ₹ 6808 thousand).

42 The Company, as part of its normal insurance business, accepts premium from policyholders and invest the premium as per Insurance Act 1938 and rules & regulations made thereunder.

These transactions are part of Company's normal insurance business, which is conducted after exercising proper due diligence including adherence to "Know Your Customer" guidelines as applicable.

Other than the nature of transactions described above, the Company has not advanced / lent / invested / provided guarantee or security to or in any other person with an understanding to lend/ invest/provide guarantee or security or the like to or in any other person. Similarly, the company has not received any funds from any other person with an understanding that the Company shall lend or invest or provide guarantee or security or the like to or in any other person.

No funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries") with the understanding, whether recorded in writing or otherwise, that the Intermediary shall lend or invest in party identified by or on behalf of the Company (Ultimate Beneficiaries). The Company has not received any fund from any party(s) (Funding Party) with the understanding that the Company shall whether, directly or indirectly lend or invest in other persons or entities identified by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

43 The code on Social Security, 2020

The Indian Parliament has approved the code on Social security, 2020 (the 'Code') relating to employee benefits during employment and post-employment. The code has been published in the Gazette of India. The ministry of Labour and Employment has released draft rules on the code. The effective date of the code is yet to be notified. In view of this, impact if any, of the change will be assessed and recognized post notification of relevant provisions.

44 The company has solvency margin of 226% against the required solvency margin of 150%.

45 Note on Bonus issue

During the year under review, the company has issued bonus shares to its existing shareholders in the ratio of 3:9 (i.e. 3 equity shares for every nine equity shares held), out of its accumulated reserves. A total of 301,601,235 equity shares of nominal value of ₹ 10 were allotted to existing shareholders as per below schedule:

Schedules

forming part of Financial Statements

Name of shareholder	No. of Shares allotted
Future Enterprises Limited	15,27,315
Shendra Advisory Services Private Limited	14,77,47,321
Generali Participations Netherlands N.V.	15,23,26,599
Total	30,16,01,235

The share capital has increased from ₹ 9,048,037 thousand to ₹ 12,064,049 thousand post bonus issue.

- 46** On March 20, 2024 IRDAI notified eight principle-based consolidated regulation, covering pivotal domains such as safeguarding of policyholders' interest, rural and social sector and motor third party obligations, Bima Sugam electronic insurance marketplace, Insurance products and operation of foreign reinsurance branches, as well as aspects of registration, capital, actuarial , finance , investment and corporate governance ("Regulatory Revamp"), replacing 34 earlier regulations that currently govern those domains. The key regulations impacting the financial statements and its disclosures are effective from 1st April 2024 and will apply to financial statements drawn for periods that ended after the said date . While the Regulatory revamp does not impact these financial statement, the company is in process of studying and making suitable changes in its practices, policies and procedures including financial reporting and governance.

47 Motor Third Party Obligations

IRDAI issued a circular towards "Obligation of insurer in respect of Motor Third Party Insurance Business, Regulations, 2015" applicable with effect from 1 April 2015. Every insurer, for the purpose of Section 32D of the Insurance Act, 1938, during a financial year, shall underwrite such minimum percentage of the 90% of the overall motor third party insurance business premium of the industry for the immediately preceding financial year. The company has fully complied with its obligation during the year.

As per our report of even date

**For and on behalf of
Chhajed & Doshi**
Chartered Accountants
FRN 101794W

**For and on behalf of
Khandelwal Jain & Co.**
Chartered Accountants
FRN 105049W

For and on behalf of the Board of Directors

Parveen Kumar Gupta
Chairman
DIN: 02895343

Ajai Kumar
Non-Executive
(Additional) Director
DIN: 02446976

Anup Rau
Managing Director &
CEO
DIN: 06511806

Nitesh Jain
Partner
Membership No. 136169

Shailesh Shah
Partner
Membership No. 033632

Devi Dayal Garg
Chief Finance Officer
Membership No.091767

Ashish Lakhtakia
Chief Legal & Compliance Officer
and Company Secretary
Membership No.F5884

Place: Mumbai
Dated: 8th May, 2024

Place: Mumbai
Dated: 8th May, 2024



Receipts and payments

for the year ended 31st March 2024

RECEIPTS AND PAYMENTS FOR THE YEAR ENDED MARCH 31, 2024

(₹ '000)

Sr. No.	Particulars	For the year ended 31 st March 2024	For the year ended 31 st March 2023
A.	Cash Flow from Operating Activities		
1	Premium received from Policyholders, including advance receipts and service tax	61,006,549	54,010,545
2	Others Receipts	-	-
3	Payment to Reinsurers, net of commissions and claims	(7,652,862)	(5,178,671)
4	Payment to Coinsurers, net of claims recovery	(646,655)	(528,948)
5	Payment of Claims	(27,776,382)	(25,199,552)
6	Payment of Commission and Brokerage	(3,352,414)	(2,689,153)
7	Payment of other Operating Expenses	(15,199,598)	(13,140,889)
8	Preliminary and pre-operative expenses	-	-
9	Deposits, Advances and staff loans	(50)	85,582
10	Income tax paid (Net)	(448,500)	(166,435)
11	Service Tax / GST Paid	(3,594,611)	(2,720,698)
12	Other Payments	-	-
	Cash Flow before Extraordinary items	2,335,477	4,471,782
	Cash Flow from Extraordinary operations	-	-
	Net Cash Flow From Operating Activities	2,335,477	4,471,782
B	Cash Flow from Investment Activities		
1	Purchase of Fixed Assets	(536,179)	(338,874)
2	Proceeds from Sale of Fixed Assets	101	1,095
3	Purchase of Investments	(12,044,193)	(17,738,930)
4	Term Deposit created during the year	(2,250)	-
5	Sale of Investments	4,623,291	8,371,876
6	Repayments received	-	-
7	Rent/Interests/Dividends Received	4,801,489	4,079,005
8	Investment in money market instruments and in liquid mutual fund (Net)	166,395	(1,452,117)
9	Expenses related to investments	(81)	(97)
	Net Cash Flow from Investment Activities	(2,991,428)	(7,078,042)



Receipts and payments

for the year ended 31st March 2024

RECEIPTS AND PAYMENTS FOR THE YEAR ENDED MARCH 31, 2024

(₹ '000)

Sr. No.	Particulars	For the year ended 31 st March 2024	For the year ended 31 st March 2023
C	Cash Flow from Financing Activities		
1	Proceeds from Issuance of Share Capital	-	-
2	Proceeds from borrowing	2,714,000	2,456,000
3	Repayments of borrowing	-	-
4	Interest/dividends paid	(207,059)	-
5	Share application money pending allotment	-	-
	Net Cash Flow from Financing Activities	2,506,942	2,456,000
D	Effect of foreign exchange rates on cash and cash equivalents (Net)	-	-
E	Net Increase/(Decrease) in Cash and Cash Equivalents during the period	1,850,991	(150,259)
1	Cash and Cash Equivalent at the beginning of the year	2,519,850	2,670,110
2	Cash and Cash Equivalent at the end of the year	4,370,841	2,519,850

Break-up of Cash & Cash Equivalents

(₹ '000)

Sr. No.	Particulars	As at 31 st March 2024	As at 31 st March 2023
1	Total Cash and Cash Equivalents	3,303,481	1,165,925
2	Add: Money Market Instruments	1,069,611	1,353,925
3	Less: Lien marked Term Deposit	2,250	-
	Total Cash and Cash Equivalents	4,370,842	2,519,850

The receipts and payments account is prepared as per the direct method prescribe under Accounting Standard 3 "Cash Flow statements"

The form referred to above forms an integral part of Financial Statements

**For and on behalf of
Chhajed & Doshi**
Chartered Accountants
FRN 101794W

**For and on behalf of
Khandelwal Jain & Co.**
Chartered Accountants
FRN 105049W

For and on behalf of the Board of Directors

Parveen Kumar Gupta
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Anup Rau
Managing Director &
CEO
DIN: 06511806

Nitesh Jain
Partner
Membership No. 136169

Shailesh Shah
Partner
Membership No. 033632

Devi Dayal Garg
Chief Finance Officer
Membership No.091767

Ashish Lakhtakia
Chief Legal & Compliance Officer
and Company Secretary
Membership No.F5884

Place: Mumbai
Dated: 8th May, 2024

Place: Mumbai
Dated: 8th May, 2024



Annexure I

to Schedule 16 - Notes to accounts and forming part of the financial statements for the year ended 31st March, 2024 (Refer Note no. 16)

SEGMENTAL BREAK UP OF THE BALANCE SHEET ITEMS AS AT 31ST MARCH, 2024

The Company's primary reportable segments are business segments which have been identified in accordance with AS-17 - Segment Reporting read with the Regulations.

Segment revenues and segment results have been incorporated in the audited financial statements. However segment asset and liabilities, given the nature of the business, have been allocated amongst various segments to the extent possible.

(₹ '000)

Particulars	As at	Fire	Marine	Misc	Unallocated	Total
Net Claims Outstanding	31 st March, 2024	1,697,582	496,369	27,947,966	-	30,141,917
	31 st March, 2023	1,202,819	551,433	27,459,433	-	29,213,684
Reserve for Unexpired Risk	31 st March, 2024	1,471,386	236,489	16,795,873	-	18,503,748
	31 st March, 2023	1,429,514	231,392	14,367,270	-	16,028,176
Outstanding Premiums	31 st March, 2024			578,072	-	578,072
	31 st March, 2023			2,187,989	-	2,187,989
Investments	31 st March, 2024	7,130,898	1,295,141	47,867,725	18,439,193	74,732,957
	31 st March, 2023	6,128,947	1,216,117	43,724,026	16,410,085	67,479,175

SEGMENTAL REPORTING FOR THE YEAR ENDED 31ST MARCH, 2024

(₹ '000)

Particulars	Fire	Marine	Personal Accident	Health Insurance	Engineering	Aviation	Liability
1. Premiums earned (Net)	1,672,159	804,211	1,150,013	8,647,485	152,678	36	135,176
2. Profit/(Loss) on sale/redemption of Investments	7,536	1,369	1,817	17,545	1,078	(0)	392
3. Others-Miscellaneous Income	317	150	246	2,208	28	(0)	26
4. Interest, Dividend & Rent - Gross	548,392	86,157	114,372	1,104,421	79,067	(1)	24,686
5. Contribution from Shareholders Fund towards excess EOM	-	-	-	-	-	-	-
Total Segment Revenue	2,228,404	891,886	1,266,448	9,771,658	232,850	35	160,280
1. Claims Incurred (Net)	1,330,448	439,582	507,325	7,782,443	118,546	59,900	20,949
2. Commission (Net)	(260,462)	176,335	391,428	426,322	(65,970)	(290)	38,112
3. Operating Expenses related to Insurance Business Claims Incurred (Net)	696,699	125,665	244,276	2,121,338	119,393	-	36,796
4. Premium deficiency	-	-	-	-	-	-	-
Total Segment Expenditure	1,766,685	741,582	1,143,028	10,330,103	171,969	59,610	95,856
Segment Profit/Loss	461,719	150,304	123,420	(558,446)	60,880	(59,575)	64,423



Annexure I

to Schedule 16 - Notes to accounts and forming part of the financial statements for the year ended 31st March, 2024 (Refer Note no. 16)

SEGMENTAL REPORTING FOR THE YEAR ENDED 31ST MARCH, 2024

(₹ '000)

Particulars	Motor (OD)	Motor TP	Workmen Compensation	Weather/Crop	Others	Total
1. Premiums earned (Net)	7,987,976	8,940,416	354,671	976,863	2,560,475	33,382,157
2. Profit/(Loss) on sale/redemption of Investments	9,521	11,178	423	5,003	3,630	59,490
3. Others-Miscellaneous Income	4,508	1,629	62	172	383	9,878
4. Interest, Dividend & Rent - Gross	599,344	703,618	26,600	314,934	228,490	3,830,080
5. Contribution from Shareholders Fund towards excess EOM	-	-	-	-	-	-
Total Segment Revenue	8,601,349	9,656,841	381,755	1,296,971	2,792,978	37,281,455
1. Claims Incurred (Net)	7,061,489	4,466,826	220,665	516,838	1,460,685	23,985,695
2. Commission (Net)	2,014,864	2,805,046	82,944	(263,933)	883,287	6,227,681
3. Operating Expenses related to Insurance Business Claims Incurred (Net)	894,559	943,094	39,006	365,171	419,359	6,005,357
4. Premium deficiency	-	-	-	-	-	-
Total Segment Expenditure	9,970,912	8,214,966	342,614	618,076	2,763,331	36,218,733
Segment Profit/Loss	(1,369,563)	1,441,875	39,141	678,895	29,647	1,062,722

SEGMENTAL REPORTING FOR THE YEAR ENDED 31ST MARCH, 2023

(₹ '000)

Particulars	Fire	Marine	Personal Accident	Health Insurance	Engineering	Aviation	Liability
1. Premiums earned (Net)	1,592,718	744,044	859,518	4,127,106	177,757	52,461	124,264
2. Profit/(Loss) on sale/redemption of Investments	9,357	1,857	1,835	12,991	1,261	6	513
3. Others-Miscellaneous Income	1,348	716	860	4,846	174	3	114
4. Interest, Dividend & Rent - Gross	439,341	78,878	77,940	551,921	60,850	268	21,781
5. Contribution from Shareholders Fund towards excess EOM	-	64,426	-	-	33,378	167	13,568
Total Segment Revenue	2,042,764	889,920	940,152	4,696,864	273,419	52,905	160,239
1. Claims Incurred (Net)	578,556	644,218	581,306	3,366,512	97,912	81,738	32,886
2. Commission (Net)	(387,891)	102,726	84,053	(19,983)	(67,023)	(27)	13,748
3. Operating Expenses related to Insurance Business Claims Incurred (Net)	1,022,871	233,756	316,635	1,940,208	175,559	989	49,932
4. Premium deficiency	-	-	-	-	-	-	-
Total Segment Expenditure	1,213,537	980,701	981,995	5,286,737	206,448	82,701	96,566
Segment Profit/Loss	829,227	(90,781)	(41,843)	(589,873)	66,971	(29,796)	63,674



Annexure I

to Schedule 16 - Notes to accounts and forming part of the financial statements for the year ended 31st March, 2024 (Refer Note no. 16)

SEGMENTAL REPORTING FOR THE YEAR ENDED 31ST MARCH, 2023

(₹ '000)

Particulars	Motor (OD)	Motor TP	Workmen Compensation	Weather/ Crop	Others	Total
1. Premiums earned (Net)	6,987,216	8,657,680	349,859	1,846,153	1,874,282	27,393,057
2. Profit/(Loss) on sale/redemption of Investments	13,355	15,310	629	15,843	5,011	77,968
3. Others-Miscellaneous Income	8,399	7,845	324	1,672	1,752	28,053
4. Interest, Dividend & Rent - Gross	567,385	650,417	26,741	673,059	212,865	3,361,445
5. Contribution from Shareholders Fund towards excess EOM	611,700	701,217	16,657	-	117,903	1,559,016
Total Segment Revenue	8,188,056	10,032,470	394,210	2,536,727	2,211,813	32,419,539
1. Claims Incurred (Net)	5,746,780	4,378,282	210,422	1,083,385	1,251,410	18,053,409
2. Commission (Net)	1,222,284	106,299	31,285	(515,673)	98,663	668,462
3. Operating Expenses related to Insurance Business Claims Incurred (Net)	1,937,792	3,440,658	108,686	1,273,552	809,656	11,310,295
4. Premium deficiency	-	-	-	-	-	-
Total Segment Expenditure	8,906,856	7,925,240	350,393	1,841,264	2,159,729	30,032,166
Segment Profit/Loss	(718,800)	2,107,230	43,817	695,463	52,084	2,387,373

Annexure II

**to Schedule 16 Notes to Accounts note no.17 and forming part of
Financial Statements for the year ended 31st March, 2024**

RELATED PARTY TRANSACTIONS

(₹ '000)

Sl. No.	Name of the Related Party	Nature of Relationship with the Company	Description of Transactions / Categories	For the year ended 31 st March 2024		For the year ended 31 st March 2023	
				Amount	Outstanding amount carried to Balance sheet (Payable)/ Receivable	Amount	Outstanding amount carried to Balance sheet (Payable)/ Receivable
1	Assicurazioni Generali SPA	Ultimate Holding co	Reinsurance premium ceded	248,296	(59,496)	91,730	31,170
			Commission on reinsurance ceded	43,113		28,966	
			Claims recovery on reinsurance	94,946		94,979	
			Recovery towards Expenses Incurred	7,654		23,336	
2	Assicurazioni Generali S.P.A. U.K.	U.K. Branch of Ultimate Holding Co	Reinsurance premium ceded	248,563	(185,388)	233,268	(138,815)
			Commission on reinsurance ceded	46,269		38,059	
			Claims recovery on reinsurance	6,483		35,583	
3	Assicurazioni Generali S.P.A. Hong Kong	Hong Kong Branch of Ultimate Holding Co	Reinsurance premium ceded	71,209	(52,635)	86,209	3,840
			Commission on reinsurance ceded	11,405		15,050	
			Claims recovery on reinsurance	107,893		65,041	
4	Assicurazioni Generali S.P.A. - Luxembourg	Luxembourg Branch of Ultimate Holding Co	Reinsurance premium ceded	2,274,418	(818,507)	2,115,259	(553,911)
			Commission on reinsurance ceded	304,624		301,651	
			Claims recovery on reinsurance	1,683,821		1,552,510	
5	Generali Espana De Seguros	Fellow Subsidiary	Reinsurance premium ceded	47,794	(4,215)	3,253	(16,393)
			Commission on reinsurance ceded	5,777		1,007	
			Claims recovery on reinsurance	31,353		1,885	
6	Generali Iard S.A.	Fellow Subsidiary	Reinsurance premium ceded	3,876	(7,467)	2,989	(6,230)
			Commission on reinsurance ceded	386		237	



Annexure II

to Schedule 16 Notes to Accounts note no.17 and forming part of
Financial Statements for the year ended 31st March, 2024

(₹ '000)

Sl. No.	Name of the Related Party	Nature of Relationship with the Company	Description of Transactions / Categories	For the year ended 31 st March 2024		For the year ended 31 st March 2023	
				Amount	Outstanding amount carried to Balance sheet (Payable)/ Receivable	Amount	Outstanding amount carried to Balance sheet (Payable)/ Receivable
			Claims recovery on reinsurance	-		(386)	
7	Generali Italia S.P.A.	Fellow Subsidiary	Reinsurance premium ceded	56,146	(23,090)	63,908	(74,566)
			Commission on reinsurance ceded	6,759		6,328	
			Claims recovery on reinsurance	44,688		106,130	
8	Generali Versicherung AG	Fellow Subsidiary	Reinsurance premium ceded	1,544	(1,321)	1,246	(282)
			Commission on reinsurance ceded	224		217	
			Claims recovery on reinsurance	-		-	
9	Generali China Insurance Co. Ltd	Fellow Subsidiary	Reinsurance premium ceded		-		(2,232)
			Commission on reinsurance ceded				
			Claims recovery on reinsurance				
10	Generali Horizon B.V.	Fellow Subsidiary	Sub-debt - Non Convertible Debentures	2,714,000	(5,361,642)	2,456,000	(2,495,685)
			Interest accrued on Sub-debt - Non Convertible Debentures	401,024		41,977	
11	Key Managerial Personnel	MD & CEO,CFO and Company Secretary, Other KMPs & Directors	Remuneration for the period	441,843		361,596	
			Insurance Premium received	1,012		671	
			Insurance Claims Paid	112		824	
12	Future Generali India Life Insurance Co. Ltd.	Fellow Subsidiary	Operating expenses incurred on our behalf	7,125	3,729	20,758	(5,108)

Annexure II

**to Schedule 16 Notes to Accounts note no.17 and forming part of
Financial Statements for the year ended 31st March, 2024**

(₹ '000)

Sl. No.	Name of the Related Party	Nature of Relationship with the Company	Description of Transactions / Categories	For the year ended 31 st March 2024		For the year ended 31 st March 2023	
				Amount	Outstanding amount carried to Balance sheet (Payable)/ Receivable	Amount	Outstanding amount carried to Balance sheet (Payable)/ Receivable
			Operating expenses incurred by our company on their behalf	11,254		13,014	
			Rent/Elect. Deposits on our behalf	527		391	
			Rent/Elect. Deposits by our company on their behalf	6		56	
			Settlement paid/ (received)	(5,310)		4,000	
			Insurance Premium Received	547		1,049	
			Unallocated Premium received/ (paid)	20		88	
			Insurance Claims Paid	-		205	
			Insurance Premium Paid	12,017		15,164	
13	FG & G Distribution Private Limited	Joint Venture of Future Enterprises & Generali Group	Commission paid	401	45	1,592	98
			Insurance Premium Received	429		790	
			Insurance Claims Paid	290		105	
			Unallocated Premium received/ (paid)	45		152	
14	Shendra Advisory Services Private Limited	Joint Venturer	Operating expenses incurred by our company on their behalf	5,795	6,495	700	700



Annexure II

to Schedule 16 Notes to Accounts note no.17 and forming part of
Financial Statements for the year ended 31st March, 2024

(₹ '000)

Sl. No.	Name of the Related Party	Nature of Relationship with the Company	Description of Transactions / Categories	For the year ended 31 st March 2024		For the year ended 31 st March 2023	
				Amount	Outstanding amount carried to Balance sheet (Payable)/ Receivable	Amount	Outstanding amount carried to Balance sheet (Payable)/ Receivable
15	Europ Assistance India Private Limited	Fellow Subsidiary	RSA Fees, Health & Wellness service & Cyber Service	36,653	(14)	43,284	(14)
			Insurance Claims Paid	14		931	
			Unallocated Premium received/ (paid)	4		4	
16	Generali Operations Service Platform S.R.L. (GOSP)	Fellow Subsidiary	IT Applications, Infrastructure, Architecture, Operation excellence transformation and Procurement Services	13,069	(13,069)	-	-
17	Future Enterprises Limited	Joint Venturer	Insurance Premium	-	-	2,541	(22,154)
			Insurance Claims paid	-	-	1,199	
			Unallocated Premium received/ (paid)	-	-	326	

Annexure III

to Schedule 16 - Notes to accounts and forming part of the financial statements for the year ended 31st March, 2024 (Refer Note no. 29)

(₹ in lakhs except per share data)

Sr. No.	Particulars	Mar-24	Mar-23	Mar-22	Mar-21	Mar-20
Operating Results						
1	Gross Written Premium	500,280	462,680	421,035	389,891	348,962
2	Net Premium #	358,577	291,098	264,439	228,730	216,352
3	Income from Investments (net) @	38,896	34,394	34,047	33,376	29,124
4	Other Income	97	280	205	608	10
5	Contribution from Shareholders Fund towards excess EOM	-	15,590	15,258	16,780	17,389
6	Total Income	397,570	341,363	313,950	279,494	262,875
7	Commissions (Net) (Including Brokerage)	62,277	6,685	3,579	8,290	8,878
8	Operating Expenses	60,054	113,103	99,876	86,194	85,608
9	Net Incurred Claim	239,857	180,534	168,347	144,880	118,212
10	Change in Unexpired Risk Reserve	24,756	17,168	19,093	10,497	18,194
11	Operating Profit/(Loss)	10,627	23,874	23,054	29,633	31,982
Non Operating Results						
12	Total income under Shareholder's Account	7,253	6,040	8,298	5,217	2,707
13	Contribution to Policyholders Fund towards excess EOM	-	(15,590)	(15,258)	(16,780)	(17,389)
14	Profit/ (Loss) before Tax	17,880	14,324	16,094	18,070	17,300
15	Provision for Tax	(4,549)	(3,698)	(4,161)	(4,646)	(7,340)
16	Profit/ (Loss) after Tax	13,331	10,626	11,933	13,424	9,960
Miscellaneous						
17	Policyholder's Account					
	Total Funds	562,938	510,691	449,632	442,283	354,872
	Total Investments	562,938	510,691	449,632	442,283	354,872
	Yield on Investments	7.37%	7.32%	8.01%	9.14%	8.36%
18	Shareholder's Account					
	Total Funds	147,641	134,712	123,708	111,771	96,010
	Total Investments	184,392	164,101	122,997	108,220	77,723
	Yield on Investments*		8.36%	8.01%	9.14%	9.14%
19	Paid up Equity Capital	120,640	90,480	90,480	90,480	90,480
20	Net Worth	147,641	134,712	123,708	111,771	96,010
21	Total Assets	846,143	761,088	652,367	630,500	546,376
22	Yield on Total Investments	7.37%	7.32%	8.01%	9.14%	8.36%
23	Earning Per Share	1.11	1.17	1.32	1.48	1.16
24	Book Value Per Share	12.24	14.89	13.67	12.35	10.61
25	Total Dividend	-	-	-	-	-
26	Dividend per share	-	-	-	-	-

Net of reinsurance

@ Net of Losses

*Gross Yield on investments



Annexure III

to Schedule 16 - Notes to accounts and forming part of the financial statements for the year ended 31st March, 2024 (Refer Note no. 29)

Sr. No.	Particular	For the year ended 31 st March 2024	For the year ended 31 st March 2023
1	Gross Direct Premium Growth Rate	8%	10%
	Fire	14%	6%
	Marine	4%	30%
	Accident	41%	16%
	Health	91%	34%
	Engineering	20%	10%
	Aviation	(100%)	(95%)
	Liability	6%	4%
	Motor (OD)	1%	12%
	Motor (TP)	3%	0%
	Motor (Total)	2%	5%
	Workmen Compensation	(5%)	4%
	Weather\Crop	(55%)	2%
	Others	3%	16%
	Miscellaneous (Total)	7%	10%
2	Gross Direct Premium to Net Worth	3.33	3.38
3	Growth rate of Net Worth	10%	9%
4	Net Retention Ratio	72%	63%
	Fire	27%	27%
	Marine	70%	71%
	Accident	87%	87%
	Health	81%	69%
	Engineering	17%	25%
	Aviation	95%	95%
	Liability	43%	41%
	Motor (OD)	95%	96%
	Motor (TP)	94%	95%
	Motor (Total)	94%	95%
	Workmen Compensation	95%	95%
	Weather\Crop	22%	19%
	Others	68%	65%
	Miscellaneous (Total)	78%	68%
5	Net Commission Ratio	17%	2%
	Fire	(15%)	(26%)
	Marine	22%	13%
	Accident	29%	9%
	Health	4%	0%
	Engineering	(44%)	(35%)
	Aviation	3646%	(1%)
	Liability	27%	11%
	Motor (OD)	26%	16%
	Motor (TP)	32%	1%
	Motor (Total)	29%	8%
	Workmen Compensation	25%	9%

Annexure III

to Schedule 16 - Notes to accounts and forming part of the financial statements for the year ended 31st March, 2024 (Refer Note no. 29)

Sr. No.	Particular	For the year ended 31 st March 2024	For the year ended 31 st March 2023
	Weather\Crop	(28%)	(28%)
	Others	43%	5%
	Miscellaneous (Total)	19%	4%
6	Expense of Management to Gross Direct Premium	29%	31%
7	Expense of Management to Net Written Premium	40%	49%
8	Net Incurred Claims to Net Earned Premium	72%	66%
9	Combined Ratio	106%	107%
10	Technical Reserves to Net Premium Ratio	136%	155%
11	Underwriting Balance Ratio	(8%)	(10%)
12	Operating Profit Ratio	3%	3%
13	Liquid Assets to Liabilities Ratio	11%	8%
14	Net Earning Ratio	4%	4%
15	Return on Net Worth Ratio	9%	8%
16	Available Solvency Margin Ratio to Required Solvency Margin Ratio	2.26	2.10
17	NPA Ratio:		
	Gross NPA Ratio	0.37%	0.43%
	Net NPA Ratio	0.00%	0.00%
18	Debt Equity Ratio	0.35	0.18
19	Debt Service Coverage Ratio	11.42	37.15
20	Interest Service Coverage Ratio	11.42	37.15

Equity Holding Pattern

1	(a) No. of shares	1,206,404,940	904,803,705
2	(b) Percentage of shareholding (Indian / Foreign)	49.49% ; 50.51%	49.49% ; 50.51%
3	(c) % of Government holding (in case of public sector insurance companies)	NA	NA
4	(a) Basic EPS before extraordinary items (net of tax expense) for the period (not to be annualized)	1.11	1.17
	(b) Diluted EPS before extraordinary items (net of tax expense) for the period (not to be annualized)	1.11	1.17
5	(a) Basic EPS after extraordinary items (net of tax expense) for the period (not to be annualized)*	1.11	1.17
	(b) Diluted EPS after extraordinary items (net of tax expense) for the period (not to be annualized)	1.11	1.17
6	Book value per share (in ₹)	12.24	14.84

The ratios have been calculated as per IRDAI circular no IRDA/F&I/CIR/F&A/231/10/2012, dated Oct 5th 2012 & IRDA/F&A/CIR/FA/126/07/2013, dated July 3rd 2013.



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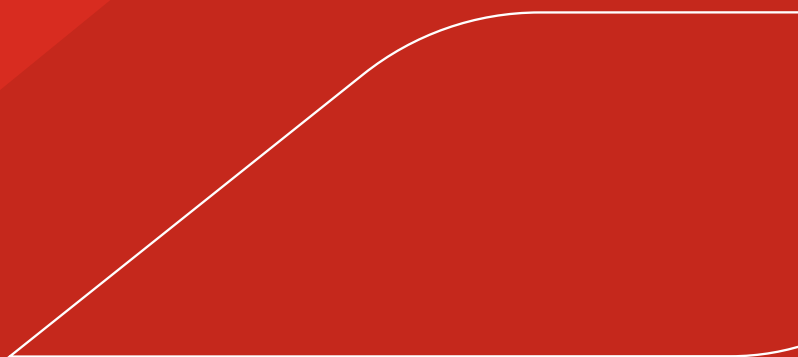
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