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Resilience-
Our foundation for growth

emami

EMAMI LIMITED
INTEGRATED ANNUAL REPORT 2022-23

RESILIENCE

OUR FOUNDATION FOR GROWTH

emami
www.emamiltd.in

For a digital copy of the Annual Report and other related information, scan this QR Code on your smartphone.

Corporate Information

Chairman Emeritus and Non Executive Director
R.S. Agarwal

Non-Executive Chairman
R.S. Goenka

Vice Chairman and Managing Director
Harsha V. Agarwal

Vice Chairman and Whole Time Director
Mohan Goenka

CEO- Finance, Strategy & Business Development and CFO
N.H. Bhansali

Company Secretary & VP-Legal
A.K. Joshi
(till 31st May 2023)

Directors
Anand Rathi
C. K. Dhanuka
Debabrata Sarkar
Anjani Kr. Agrawal
Anjan Chatterjee
Avani V Davda
Rajiv Khaitan
Mamta Binani
Sushil K Goenka
Aditya V Agarwal
Priti A Sureka
Prashant Goenka

Auditors
S.R. Batliboi & Co. LLP
Chartered Accountants

Audit Committee
Anand Rathi, Chairman
R. S. Goenka
C. K. Dhanuka
Debabrata Sarkar
Anjani Kr. Agrawal

Nomination and Remuneration Committee
Anand Rathi, Chairman
C. K. Dhanuka
Anjani Kr. Agrawal

Risk Management Committee
R.S. Goenka, Chairman
Debabrata Sarkar
Sushil K. Goenka
Mamta Binani
Mohan Goenka
Harsha V. Agarwal
Priti A Sureka

Stakeholders' Relationship Committee
C.K. Dhanuka, Chairman
Rajiv Khaitan
Mohan Goenka
Harsha V. Agarwal
Prashant Goenka

Corporate Social Responsibility Committee
Sushil K. Goenka, Chairman
Anjan Chatterjee
Mohan Goenka
Harsha V. Agarwal
Priti A Sureka
Prashant Goenka

Finance Committee
R.S. Goenka, Chairman
Sushil K. Goenka
Mohan Goenka
Aditya V. Agarwal
Harsha V. Agarwal
Priti A Sureka

Corporate Governance Committee
Rajiv Khaitan, Chairman
R. S. Goenka
Avani V Davda
Mamta Binani

Share Transfer Committee
Mohan Goenka, Chairman
Aditya V. Agarwal
Harsha V. Agarwal
Priti A Sureka

Buyback Committee
R.S. Goenka, Chairman
S.K. Goenka
Mohan Goenka
Harsha V. Agarwal

Our presence
70 Countries | 8 Factories (including one overseas unit)
4 Regional Offices | 26 Depots.

Bankers
ICICI Bank Ltd. | HDFC Bank Ltd.
HSBC Ltd. | Citi Bank N.A.
DBS Bank Ltd. | IndusInd Bank Ltd.

Registrar & Transfer Agent
Maheswari Datamatics Private Limited,
23, R.N. Mukherjee Road,
Kolkata 700 001, West Bengal, India,
Tel: +91-33-2248 2248, Email: mdpldc@yahoo.com

Registered office
Emami Tower, 687, Anandapur,
EM Bypass, Kolkata 700 107, West Bengal, India.
Tel : +91-33-6613 6264
Email: investors@emamigroup.com

Website: www.emamiltd.in
CIN: L63993WB1983PLC036030

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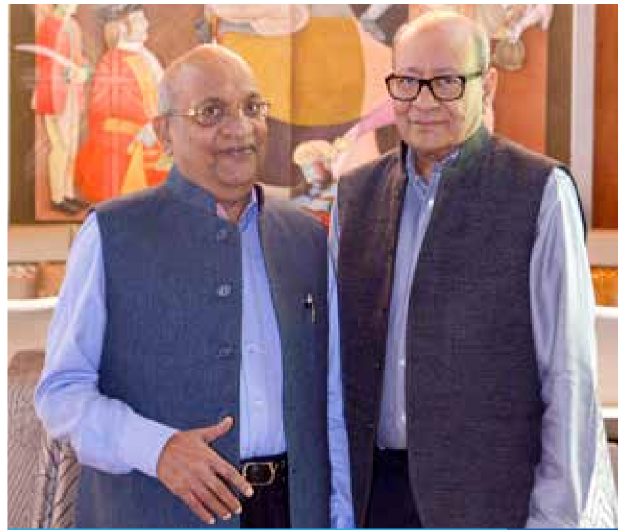

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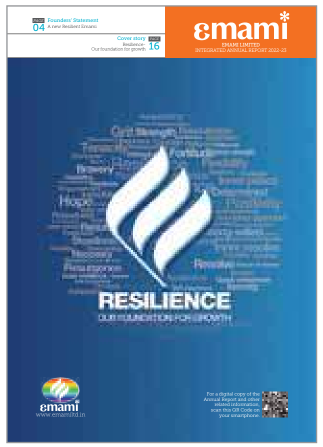


Emami Limited
Annual Report 2022-23

BASIS OF PREPARATION AND PRESENTATION

Scope of reporting

Reporting period: The report, published annually, provides material information relating to the Company's strategy and business model, operating context, material risks, stakeholder interests, performance, prospects and governance from 1st April, 2022 to 31st March, 2023.

Reporting boundary: This report covers information on Indian and international operations of the Company and its subsidiaries.

Financial and non-financial reporting: The report extends beyond financial reporting and includes non-financial performance including ESG parameters, opportunities, risks and outcomes attributable to or associated with our key stakeholders, which have a significant influence on our ability to enhance value.

Report alignment

This report aligns with the principles and guidelines of the:

- International <IR> framework of the International Integrated Reporting Council (IIRC)
- United Nations Sustainable Development Goals (UNSDGs)
- United Nations Global Compact Principles (UNGC)
- National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVG-SEE)
- The Companies Act, 2013 (and the rules made thereunder)
- Indian Accounting Standards and International Financial Reporting Standards
- Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
- Secretarial Standards issued by the Institute of Company Secretaries of India

Forward-looking statements

Certain statements in this document constitute 'forward looking statements', which involve known and unknown risks and opportunities, other uncertainties, and important factors that could turn out to be materially different following the publication of actual results.

These forward-looking statements speak only as of the date of this document. The Company undertakes no obligation to update publicly, or release any revisions, to these forward-looking statements, to reflect events or circumstances after the date of this document, or to reflect the occurrence of anticipated events.

Editorial overview

There has been a significant volatility in the FMCG personal & health care space. This has affected all such players, Emami included.

There were two alternatives on how we could have responded to the reality. One, we could have said 'Let us wait for the sluggishness to consume itself.' Two, we could have said 'We have seen such slowdown in the past and will keep investing in our business with the objective to be future-ready.'

Emami responded with the second alternative during the year under review. The Company continued to invest in its business drivers, the result of a deeper conviction in the categories we are present in and the India growth story.

At Emami, we believe that more Indians will consume personal & health care products; more Indians will seek benign Ayurveda-based interventions; more Indians will seek to buy a larger range of products from trusted brands; more Indians will seek to buy most from stores closest to their presence; more Indians will buy through e-commerce or modern trade platforms.

Interestingly, this will not be true only for our presence in India.

At Emami, we see this reality unfolding across countries with a demographic profile like India's. As a responsive Company, we are growing our presence wider and deeper in these international geographies. The result is Emami is now acquiring a global personality with its deep Indian roots; Emami is acquiring a modern face without yielding its access to ancient wisdom.

The Company continues to make right investments and bridge required gaps, which would yield dividends going ahead. This ability to bridge cultures, regions, consumers, channels and categories provides the Company with the optimism that it will be among the first FMCG personal care and healthcare companies to capitalise with effectiveness and efficiency as soon as consumer sentiment revives.

You can access more information on Emami Limited at **www.emamiltd.in**

CORPORATE SNAPSHOT

OUR VISION

Making people healthy and beautiful, naturally

OUR MISSION

To contribute whole heartedly towards the environment and society integrating all our stakeholders into the Emami family

To make Emami synonymous with natural beauty and health in the consumers mind

To drive growth through quality and innovation in products and services.

To strengthen and foster in the employees, strong emotive feelings of oneness with the Company through commitment to their future

To uphold the principles of corporate governance

To encourage decision making ability at all levels of the organisation

Pedigree

- The Company was promoted and founded by childhood friends RS Agarwal and RS Goenka; the Company commenced commercial operations in 1974.
- The Company is currently led by second-generation promoters supported by a team of experienced professionals.

Products

- The Company is engaged in the manufacture and distribution of personal care and healthcare products (marked by a distinctive natural and ayurvedic leaning).
- The Company's prominent brands comprise Navratna, Zandu, BoroPlus, Kesh King, Fair and Handsome, Mentho Plus, 7 Oils in One and Dermicool, among others.
- More than 140 Emami products are sold every second across the world

We strive...

- To be a part of every household in the country
- To be a major player in every product category we venture into
- To be one of the most respected marketers in the country
- To be recognised as a global brand

Presence

- Emami is headquartered in Kolkata, West Bengal.
- The Company has seven manufacturing facilities in India and one in Bangladesh.
- The Company has 26 product storage depots across India.
- Direct reach of 9.4 lac outlets; Overall reach of 4.9 mn outlets.
- 6.5 Cr households in India use one or more of our brands.
- The Company's products are sold in 70 countries across the globe.
- The Company is listed on National Stock Exchange (scrip code: EMAMILTD) and Bombay Stock Exchange (scrip code: 531162).

Founders' Statement

A NEW RESILIENT EMAMI

Dear shareowners,

If there is one thing that has marked the history of Emami, it has been the capacity to believe in itself, the market and India.

From the time we went into business during the early '70s, we believed that our consumers would always seek to protect their beauty and health from external challenges in a natural way.

This conviction remains unshaken. On the contrary, this conviction has been reinforced by the fact that India's population has got larger (we are presently the most populous market in the world), aspirations have increased, communication and distribution channels have made it easier to buy and the overall price-value proposition of our products has increased on account of economies of scale.

However, we are also convinced that there will be junctures in our existence when the business turns sluggish. There are reasons for those moments to be challenging – partly because of revenue sluggishness and partly because of an altered capital allocation priority.

At Emami, we are responding to the current challenge with the same conviction that was validated each time in the past. We continued to repose faith in our business during the last financial year; we continued our investments behind our brands, distribution and IT initiatives. The objective behind this spending was to make more differentiated products, distribute them wider or deeper, offer the consumer the convenience to buy from where it would be easiest and invest in digitalisation.

We believe that by the virtue of these investments, Emami is building a new 'Resilient Emami' avatar that is expected to respond faster and in a more informed manner to changes in the marketplace. Even though the full impact of our investments were not realised fully in the last financial year, we believe that they have gone a long way strengthening the core of the Company.

The Emami of the future will be nimbler and more efficient; it will offer a wider complement of products that become habit-forming; it will acquire complementary companies or brands that enhance value. It will address more effectively the need for enhanced value for all stakeholders, validating its commitment to responsible citizenship.

RS Agarwal and RS Goenka
Founders

Emami is building a new 'Resilient Emami' avatar that is expected to respond faster and in a more informed manner to changes in the marketplace

Left to right: RS Agarwal and RS Goenka

R S Agarwal

Founder & Chairman Emeritus

R. S. Goenka

C C C M M

Founder & Non-Executive Chairman

Harsha V. Agarwal

M M M M M M

Vice Chairman & Managing Director

Mohan Goenka

C M M M M M

Vice Chairman & Wholetime Director

Anand Rathi

C C

Independent Director

C. K. Dhanuka

C M M

Independent Director

Debabrata Sarkar

M M

Independent Director

Anjani Kr. Agrawal

M M

Independent Director

BOARD OF DIRECTORS

Ⓒ Chairman
Ⓜ Member

- Audit Committee
- CSR Committee
- Nomination & Remuneration Committee
- Share Transfer Committee
- Risk Management Committee
- Corporate Governance Committee
- Stakeholders' Relationship Committee
- Finance Committee
- Buyback Committee

Anjan Chatterjee

M

Independent Director

Avani V Davda

M

Independent Director

Rajiv Khaitan

C M

Independent Director

Mamta Binani

M M

Independent Director

Sushil K Goenka

C M M M

Wholetime Director

Aditya V Agarwal

M M

Non-Executive Director

Priti A Sureka

M M M M

Wholetime Director

Prashant Goenka

M M

Wholetime Director

10-YEAR PERFORMANCE HIGHLIGHTS

(₹ in Cr)

PARTICULARS**	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15	2013-14
A OPERATING RESULTS										
Revenue from Operations	3,405.73	3187.22	2,880.53	2,654.88	2,694.63	2,540.83	2,527.74	2,397.55	2,067.67	1,727.65
EBITDA	862.76	952.37	883.05	690.55	727.22	719.44	759.13	687.27	543.12	447.04
PBT (after exceptional items & loss of associate)	669.55	688.01	568.92	373.58	403.41	392.56	423.62	422.77	588.99	467.53
PAT before MAT Credit entitlement of previous years	627.41	606.34	454.70	302.92	303.23	307.14	340.42	363.53	482.15	412.87
PAT (attributable to owners)	639.57	838.99	454.70	302.92	303.23	307.14	340.42	363.53	482.15	412.87
Adjusted PAT#	789.46	854.41	722.55	572.50	561.53	550.72	602.12	576.19	488.10	423.49
B FINANCIAL POSITION :										
Fixed Assets (Net Block)	1,251.68	1,347.00	1,138.27	1,467.22	1,712.32	1,828.45	2,011.22	2,037.05	477.59	407.77
Liquid Investments	113.37	39.52	88.91	68.33	7.86	128.06	33.32	11.93	496.57	289.22
Other Assets	1,744.81	1,670.96	1,292.52	1,142.93	1,102.19	844.23	558.62	643.24	734.55	605.30
Total assets	3,109.85	3,057.48	2,519.69	2,678.48	2,822.37	2,800.74	2,603.16	2,692.22	1,708.71	1,302.29
Equity Share Capital	44.12	44.12	44.45	45.32	45.39	22.70	22.70	22.70	22.70	22.70
Reserves & Surplus	2,258.68	2,032.48	1,718.20	1,778.43	2,030.67	1,990.91	1,732.00	1,588.91	1,289.34	874.01
Net Worth	2,302.80	2,076.60	1,762.65	1,823.75	2,076.06	2,013.61	1,754.70	1,611.61	1,312.04	896.71
Minority Interest	9.96	(2.30)	(0.89)	(0.86)	(0.20)	0.57	1.41	4.10	4.56	0.01
Loan Funds	73.61	263.71	91.91	210.23	109.87	325.91	472.95	671.44	35.88	45.02
Deferred Tax Liabilities / (Assets) (Net)	(350.24)	(276.27)	4.16	3.46	16.04	14.67	28.16	9.04	22.12	4.79
Capital Employed	2,036.13	2,061.74	1,857.84	2,036.58	2,201.77	2,354.77	2,257.22	2,296.18	1,374.60	946.53
C KEY RATIOS										
ROE (%) ***	38.09	46.28	40.99	31.39	27.05	27.35	34.31	35.75	37.20	47.23
ROCE (%) ***	36.62	40.54	38.89	28.11	25.50	23.39	26.68	25.09	35.51	44.74
Debt - Equity Ratio	0.03	0.13	0.05	0.12	0.05	0.16	0.27	0.42	0.03	0.05
EBIDTA Margin (%)	25.33	29.84	30.66	26.01	26.94	28.32	30.03	28.67	26.27	25.88
Adjusted PAT Margin (%)	23.18	26.77	25.08	21.56	20.84	21.67	23.82	24.03	23.61	24.51
Interest Cover	91.59	137.72	43.87	18.78	19.85	12.44	8.30	8.82	115.57	87.85
D EQUITY SHARE DATA*										
Earnings Per Share (₹)	14.49	18.88	10.23	6.68	6.68	6.77	7.50	8.01	10.62	9.10
Adjusted PAT per Share (₹) #	17.90	19.23	16.26	12.63	12.37	12.13	13.26	12.69	10.75	9.33
Dividend per Share (₹)	8.00	8.00	8.00	4.82	4.19	4.21	4.21	4.21	4.15	4.09
Book Value per Share (₹)	52.20	46.74	39.65	40.24	45.74	44.36	38.66	35.50	28.90	19.75

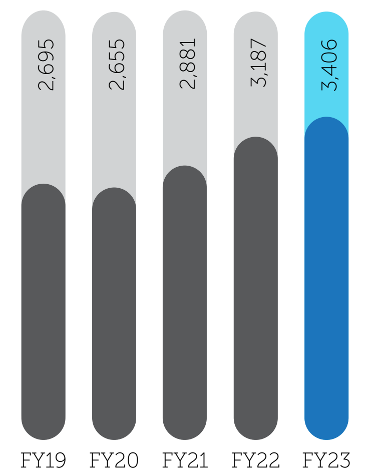
** Earlier year EPS, DPS and Book value has been adjusted as per the present face value of ₹1 per share.*

***All figures have been restated as per Ind AS*

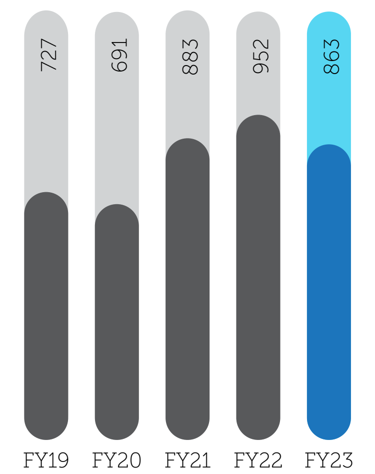
 # Adjusted PAT= Reported PAT + Amortisation of all Intangible Assets + Exceptional items - MAT credit entitlement of earlier year

**** On Adjusted PAT and excluding MAT Credit availed for earlier years from Net Worth & Capital Employed*

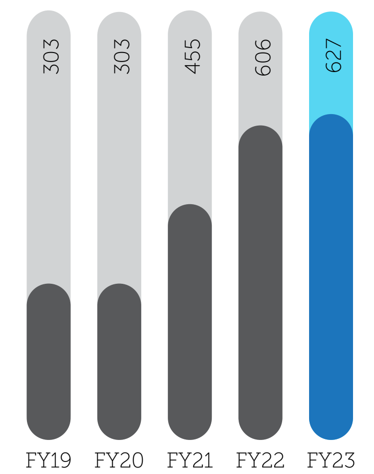
Revenues (₹ in Cr)



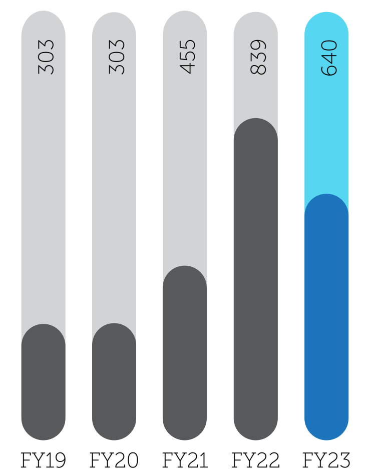
EBIDTA (₹ in Cr)



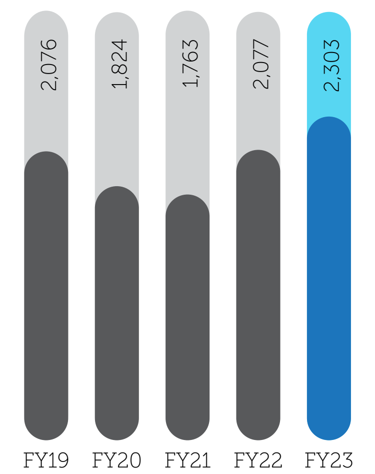
PAT before MAT Credit entitlement of previous years (₹ in Cr)



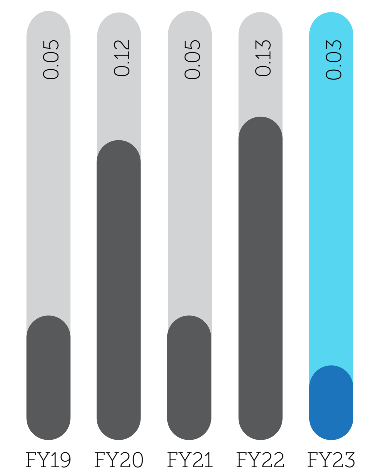
PAT Attributable to Owners (₹ in Cr)



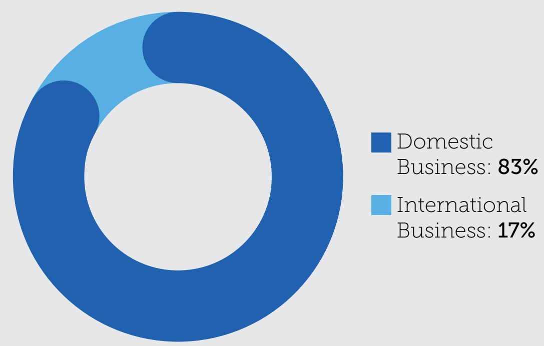
Net Worth (₹ in Cr)



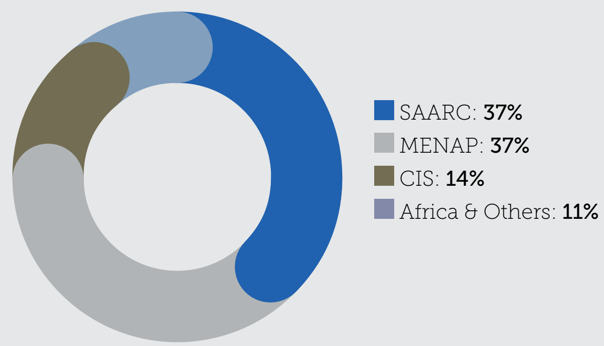
Debt Equity Ratio (x)



Revenue split, 2022-23



International Business
Cluster-wise Revenue Contribution, 2022-23 (%)



Managing Director's Review

EMAMI DELIVERED A CREDITABLE PERFORMANCE IN 2022-23

Harsha V. Agarwal,
Vice Chairman and Managing Director, reviews the Company's performance of 2022-23

Overview

India is witnessing exciting times. The country is the fastest growing major economy and the fifth largest in the world. During the last few years, growth has broad-based on account of a range of reforms and government initiatives such as the increased minimum support prices (MSP) of crops to support agriculture and a host of other incentives to boost the manufacturing & services sector. India has also strengthened its foundation through the implementation of structurally strategic initiatives like Goods & Services Tax, demonetisation, infrastructure development and enhanced regulatory controls to resist global headwinds and emerge as a faster growing global economy.

India comprises a young population. Rising digital literacy, media penetration and growing incomes cum aspirations are paving the way for exciting times. A widening start-up eco-system that supports innovations and new ideas is accelerating the growth of an emerging India.

The performance of India's personal and health care sector during the last financial year must be explained within a context. Sharp seasonal disruption, with summers and winters becoming irregular, marked by either less or excessive rains, floods and cold, affected established purchase patterns. Increased inflation during the last financial year also affected disposable incomes. Further, with the waning of the pandemic, a sharp decline in the offtake of pain management and immunity-based healthcare products was also registered.

These challenges notwithstanding, the dark clouds began to clear by the close of the last financial year. Inflation had begun to moderate, rural demand had begun to return by the end of the last quarter, and rising monthly GST inflows validated the health of the national economy. The result is that following a brief downtrend, the Indian economy appears to have returned to growth, reinforcing the country's position as the world's fastest growing economy.

2022-23 performance

In the light of these realities, Emami delivered a creditable performance.

While Emami revenues grew 7%, this number covered a number of positive features. For instance, if one takes away the pain management and healthcare portfolio (both having high bases, being COVID contextual categories) sales grew by 17%.

Despite volatile international markets (Russia, Ukraine, Sri Lanka, Nepal and Bangladesh), the Company's global business grew 20%.

The Company's e-commerce business grew 82% during the last year and 303% in the last three years, now accounting for 9.3% of our domestic net sales.

Our EBIDTA margins (excluding strategic investments) were at 26.9%, close to the pre-COVID levels;including strategic investments, EBITDA margins stood at 25.3%, one of the highest in the industry.

On the domestic front, Emami continued its investments in Project Khoj, its flagship rural footprint expansion project. The Company added close to 11,000 towns and reached around 52,000 towns and villages at the end of 2022-23. Under the chemist project, the Company added almost 31,000 chemists last year, which totals around 1.3 lac chemists across the country. In days to come, Emami will focus on the consolidation of the chemist project and leverage this expansion to its optimum.

The Company's e-commerce business grew 82% during the last year and 303% in the last three years, now accounting for 9.3% of our domestic net sales.

The Company's modern trade revenues grew 37%, marked by a widening presence across hypermarkets and departmental store chains.

Sustained interventions and marketing efforts for all our brands ensured that they did not lose any market shares and, in fact, cemented their leadership position across their respective categories. The innovation pipeline continued to plug gaps in the existing portfolio, and I am happy to share that Emami launched more than 20 products in the domestic business in 2022-23 with a majority being digital-first launches on our D2C portal Zanducare.

The Company introduced digital-first brands like 7 Oils in One Organic Oils, Kesh King Organics Shampoo, Zandu Seniorz Range, Zandu Wellness Juices, Zandu Infusions Range, Zandu Apple Cider Vinegar, Zandu Stevia and Zandu Aroma Therapy range, among others, which were well received.

The Company strengthened its capital allocation through the acquisition of the prominent Dermicool brand that contributed to the overall growth along with Navratna Cool Talc, validating the Company's leadership in the Prickly Heat & Cool Talc categories .

One of the most decisive initiatives by the Company was manifested in its digitalisation. The Company made strategic investments that are expected to pay across the foreseeable future. Emami increased its stake in The Man Company and Brillare, graduating them into subsidiaries. These investments will not only deepen our digital

At Emami, we recognise that the future will be increasingly digital and more battles will be fought in the digital space. In view of this, direct to consumer and e-commerce will play an important role in the Company's growth, with the distribution graduating to omni-channel engagements with consumers.

insights but also complement growth.

At Emami, we recognise that the future will be increasingly digital and more battles will be fought in the digital space. In view of this, direct-to-consumer and e-commerce will play an important role in the Company's growth, with the distribution network graduating to omni-channel engagements with consumers.

The Company not only digitised its sales and distribution but sourcing as well. While increased e-commerce strengthened the Company's topline, the digitisation of the back-end strengthened the bottomline by reducing systemic waste and plugging systemic inefficiency.

Besides, we believe that a growing e-commerce environment will catalyse innovation, moderating the cost of new product launches, enhancing our success strike rate and generating a superior capital efficiency related to new product introductions.

Outlook

The outlook at Emami continues to be positive. With inflation moderating, we do not foresee any cost pressures ahead; margins are likely to bounce back during the current year. With the rural outlook continuing to be sound, we are confident of good growth from the personal care and healthcare businesses. The international business seems to have stabilised and is projected for healthy double-digit growth. We invest for the long-term and we will continue investing across e-commerce, modern trade, international business, people and distribution etc. We have focused on strengthening our core and are confident to reap superior results.

We look to the future with enhanced confidence and optimism.

THE FOUNDERS WITH OUR SECOND GENERATION LEADERS

Sitting (left to right): R S Agarwal, Aditya V Agarwal, Priti A Sureka and R S Goenka
Standing (left to right): Harsha V Agarwal, Prashant Goenka, Manish Goenka and Mohan Goenka

RESILIENCE: OUR FOUNDATION FOR GROWTH

"THAT WHICH DOES NOT KILL ME, MAKES ME STRONGER"

FRIEDRICH NIETZSCHE

Overview

There is a growing respect for the word **Resilience** across businesses the world over.

At a time of unexpected global events – trade wars, military wars, fuel inflation, energy switches, currency challenges and structural political shifts – there is a premium on the capacity to run stable long-term business.

At Emami, resilience has been embedded in our governance fabric. We would like to communicate to our stakeholders that even as we remain optimistic about how our markets will play out in the long-term, there is always an underlying preparedness that during short phases, realities may diverge, growth may stagger, consumers may hesitate and our retrospective growth average could be threatened.

Even as we are wired for growth, we are structured to protect.

The result of this preparedness is that during periods of slowdown, Emami will continue to grow, albeit slower. Besides, the Company will continue to remain profitable, add to its net worth, remain liquid, remain debt-free and protect its credit-rating.

This is the fundamental assurance that we make to our stakeholders. We must also assure them that as soon as the consumption sentiment revives, Emami would – by the virtue of having invested through the downturn – enhance its capacity to stage a vigorous rebound and return to its longstanding record of outperformance.

In view of this, there is a commitment to protect the Company's downside during periods of slowdown and liberate the upsides during recovery.

Initiatives

At Emami, this resilience is assured by the various initiatives that the Company has undertaken during the slowdown. This is a test of the Company's commitment; when most companies hold back on investments, Emami seeks to walk the road less travelled. The Company continues to make prudent investments, with the object of strengthening the business model and preparing it for recovery. The result is that each time the sector rebound, the Company has been empowered to grow faster than the broader market.

This commitment to invest in the slowdown – as the Company is now doing - has been marked by tested and validated priorities.

One, we bring to any slowdown the conviction that we are invested in the business for the long-term. This immediately realigns the needle of our strategic thinking, deepening our commitment to keep building the business in a responsible manner that takes our long-term competitiveness ahead.

Two, even when we do invest for the long-term, we never lose sight of our capital allocation discipline. All investments that we make in the business must have attractively low payback periods and sustainable growth seeded into them thereafter. In view of this, we do not make unrelated investments marked by a one-time allocation and outcome; we seek to invest in platforms where every incremental spending would be relatively modest with a disproportionate outcome. These investments have generally comprised allocations towards capacity de-bottlenecking that have moderated our overall capital cost per unit of production down to one of the lowest in the sector, a buffer across market cycles.

Three, resilience at Emami comprises the capacity to keep a prudent balance of cash on the books after making strategic investments. This balance is influenced by a recognition that we are in business to develop and market healthcare and personal care FMCG products and not to nurse cash on our books (that generate a sub optimal return when compared with our core business). The result is that we nurse a balance of adequate cash designed to protect our liquidity, credit rating and stakeholder confidence during extended slowdowns but also stay adequately invested to provide the next growth spike.

Four, we invest in attractive brands or companies that enjoys a synergic fit with our products and where we believe that we would be able to take those acquired brands into the next league through the validated 'Emami effect'. This has been conclusively validated across the last 15 years when our acquisitions – one of them being the largest in the personal care sector when concluded – have been invested, strengthened, repositioned and monetised. The result is that the acquisitions made have all been progressively turned around, validating Emami's commitment to value accretive investments and resilient outcomes.

Five, we recognise the latent advantages of a slowing market, where most competitors are also holding back on investments. We have always believed that the best sectorial opportunities emerge during these challenging phases: capital assets become cheaper, the incremental competition that could have emerged had the market been buoyant is now absent and various service providers are willing to moderate their costs in exchange for procurement visibility. The result is that we think it is more profitable to invest in a slowdown than retreating into a defensive shell. As an extension of this reality, the Company continued to deepen its digital platform during the last few years even as offtake remained erratic. The Company remains convinced that the next growth round will be captured by companies with a stronger digital focus, cost efficiencies and wider portfolio platforms, generating cost economies on the one hand and market responsiveness on the other.

Six, at Emami we believe that there is no better time to launch a new product than during a slowdown. During such markets, brand building runs deeper, there is a greater commitment to build for the long-term, and there is a marked decline in competitive heat that could have influenced our decisions towards hastiness. This is what we have done in the last three years: through brand repositioning, extensions and new launches. We believe that by the virtue of being a first-mover (in specific categories) and a fast-mover, we send out a strong signal to our trade partners and consumers: that we continue to believe that the consumption-driven Indian market will grow as soon as macro-fundamentals correct.

Seven, like a committed mechanic who seeks to derive more from the engine, we will keep encouraging our teams to identify waste, generate more from less and seek a better way of doing things. The result is that during every slowdown, we have not slashed costs, which would have been the easier thing to do; we have examined our cost structures to remove wasteful processes and redundancy. The result is that each slowdown has only made us more competitive.

Emami, as a strategy, has thus taken steps to insulate itself from macro economic risks by creating a room to rethink, restructure and re-imagine , leading to resilience.

Management Discussion & Analysis and Integrated Report

EMAMI'S INTEGRATED VALUE-CREATION REPORT

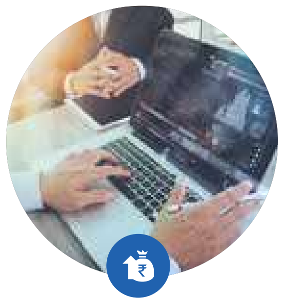
Emami's multi-decade growth has been derived through the interplay of various competencies

Our Capitals

An organisation is driven by a complement of Capitals that translate into enhanced value. Our growth is derived from inter-related Capitals (inputs), our expertise in their value-accretive use, our progressive investments and translated value (output and outcomes).

Capitals and Emami	Financial Capital	Manufacturing Capital	Intellectual Capital	Human Capital	Natural Capital	Brand Capital	Social and Relationship Capital
What it is	Financial resources that the Company already possesses or mobilises	Tangible and intangible infrastructure used by the Company to enhance value through its business	Intangible, knowledge-based assets	Employee knowledge, skills, experience and motivation	Natural resources impacted by the Company's activities	Enhanced trust in efficacy, consistency, availability and affordability	Ability to share, relate and collaborate with stakeholders, promoting community development and wellbeing
Management approach	Enhance value for shareholders through sustainable growth	Invest in resilient assets to strengthen customer service	Deepen the role of innovation	Committed and qualified workforce translates into an inclusive and balanced workplace	Ensure the sustainable use of natural resources; contribute to counter climate change	• Developing organic brands and growing them • Unique and superior value proposition • Anytime product accessibility and availability	Promote trust with stakeholders, community life quality in the areas of our operations
Significant aspects	• Diversified growth across segments and products • Robust financial structure; no debt • Culture of operational excellence • Sustainable outcomes and dividend payout	• Large range of branded products, supported by different grades • Benchmark all processes with best-in-class systems and quality	• Digitalisation investment for enhanced efficiency • Investment in disruptive technology and business models • Collaboration with partners leading to innovative solutions	• Employee well-being • Talent management • Diversity and equal opportunity • Learning & development • Enhanced productivity • Protect the well-being and dignity of workers • Sustained zero incident commitment across factories and workplaces	• Climate change • Preservation of biodiversity • Moderating environment footprint • Operational excellence; enhanced energy efficiency	• Brand and brand extensions • Trust-based engagement • Leading market shares • High unaided consumer recall as a pioneering category creator	• Stable multi-year engagement • Community support programmes • Human rights • Transparency and good governance • Corporate reputation

KEY CAPITALS AND HOW THEY PERFORMED IN 2022-23



Financial Capital

EBIDTA: ₹863 Cr

ROCE: 36.62%*

Net cash surplus: ₹275 Cr

ROE: 38.09%*

**On adjusted PAT and excluding MAT credit availed for earlier years*

Manufacturing Capital

Manufactured throughput: 450+ products

Manufactured value: ₹1201 Cr

Manufacturing units: 7 in India and 1 in Bangladesh

Human Capital

Employees: 3235

Average age of employees: 39

Employee benefits: ₹368 Cr

Safety: 100% employees trained in health and safety measures

Training: 68% employees trained in skill upgradation

Intellectual Capital

Research spending as % of revenues: 1%

99 R&D team members

Aggregate experience of 978 person-years

12 PhD/MD holders with more than 46 post-graduates

Natural Capital

Energy consumption: reduced by 8% over previous year

Renewable energy use: increased by 15% over previous year

Water consumption: reduced by 14% over previous year

Recycled/ reused input material to total packaging material: 25% R-PET in primary PET packaging, 40% R-PET in secondary PET packaging and 50% R-LDPE in LDPE shrink films

Brand Capital

Major brands: Navratna (Cool Oils & Cool Talc), **BoroPlus** (Antiseptic Cream, Moisturizing Body Lotions, Prickly Heat Powder, Petroleum Jelly, Aloe Vera Gel & Soaps), **Zandu** (Pain Management & Healthcare range), **Kesh King**, (Ayurvedic Medicinal Oils, Shampoos, Conditioner, Capsule) **Fair and Handsome** (Men's Radiance Cream & Facewash), **Mentho Plus** (Pain Balm), **7 Oils in One** (Light Hair Oil), **Dermicool** (Prickly Heat Powder), **Creme 21** (Personal care range)

Brand spending: ₹561 Cr in 2022-23

Brand spending as % of revenues: 16.5%

Brands that led their segments: 5

Social and Relationship Capital

60% input materials were sourced from within or proximate districts

29% inputs were sourced directly from MSMEs/ small producers

>70,000 community lives touched

100% consumer complaints addressed

OUTPUTS

Financial capital: Responsible financial growth and shared profitability

Manufacturing capital: Sustainable products produced and sold

Human capital: Recruiting, developing and caring for a diverse and inclusive workforce

Intellectual capital: Differentiating solutions through responsible innovation

Natural capital: Preserving biodiversity and renewable resources, reducing water or energy consumption, emissions and waste

Brand capital: New product lines and brand extensions

Social and relationship capital: Livelihood development, climate action (water harvesting & energy) and social infrastructure

KEY INITIATIVES OF 2022-23

Distribution

Project Khoj: In two years, Emami widened its rural distribution coverage following the addition of around 20,000 villages, which increased its rural footprint to more than 52,000 villages. Emami aims to add another 8,000 villages in 2023-24, to achieve its target of reaching 60,000 villages.

Emami's rural expansion initiatives are being digitised and geo-coded, which provides the organisation with valuable information on buying patterns and rural retail consumer behaviour. This initiative is helping improve service and consumer experience.

Modern trade

Despite experiencing sustained demand pressure, Emami's domestic modern trade channel grew 37% during the year under review. The channel's contribution to domestic net sales increased 230 basis points to a peak 9.3%.

Emami is accelerating the growth of its modern trade channel through an emphasis on business-to-consumer (B2C) engagement and developing joint business plans with retail chains.

Following the implementation of the SAMT project, Emami appointed specialist distributors in around 4,000 Standalone Modern Trade Stores.

Emami invested in cutting-edge tools to achieve high fill rates for products on store shelves by tracking in-store visibility, on-shelf inventory and store-level line extensions across all modern trade formats and outlets.

E-commerce

The Company's e-commerce channel grew 82% in 2022-23; its contribution increased 390 basis points to 9.3% of overall domestic net sales.

Emami products were available across all major online marketplaces, grocery, beauty and pharmaceutical platforms.

Emami shifted focus to Direct-to-Consumer (D2C) sales and launched websites for its Zandu, Kesh King and BoroPlus brands.

Emami products are widely available on major eB2B platforms like Udaan and Jio Mart.

Emami launched digital-first products under the Zandu, Navratna and Kesh King brands.

Emami's e-commerce reach covers more than 17,000 pin codes - 94% of the country's pin code universe.

Emami is building advance analytics capabilities in understanding evolving consumer behaviour in real-time.

Dermicool integration

Emami acquired and integrated the Dermicool brand.

Emami linked all Dermicool stores to its existing network.

Emami observed that South India and Maharashtra accounted for a high Dermicool sales contribution whereas the Navratna Cool Talc salience was higher in North and East India; this helped Emami establish a foothold in the Prickly Heat Powder and Cooling Talc category across markets.

Manufacturing

Emami enhanced the capacity for Balms, BoroPlus Antiseptic Cream tub packs and Kesh King shampoo. The Company embarked on long-term manufacturing consolidation; it participated in Quality Circle/ Kaizen competitions and won more than 20 awards

Strategic investments

Emami strategically invested in start-ups with unique products and demonstrated proof of concept. The start-ups were present in categories like natural or organic personal care, Ayurveda, , nutraceuticals, healthcare, male grooming, ayurvedic pet care, healthy and nutritious food.

Emami integrated The Man Company (50.40% stake) into its consolidated profit & loss account as its subsidiary.

Branding

Emami deepened its focus on core brands and extensions. The Company launched more than 20 products during the year. Its R&D focused on enhanced product efficacy; it launched multiple SKUs and low unit packs; it invested ₹561 Cr (16.5% of revenues) in brand spending.

International business

Emami's global sales grew 20% in 2022-23, primarily driven by strong performances in GCC, Russia/CIS, South East Asia and Africa. Despite geopolitical issues, the Russia/CIS cluster performed creditably, making a significant contribution to the international business.

Emami made the following launches in overseas markets in 2022-23:

- Navratna brand extensions with new oil launches like Navratna Gold & Navratna Zaitoon for women and Arab consumers.
- Creme 21 brand extensions through the launch of aloe vera face gel and petroleum jelly in the Arab market.
- BoroPlus Panthenol and BoroPlus Soft in the CIS market.
- Fair & Handsome was relaunched as Smart & Handsome in international geographies.

Stakeholder engagement

HOW WE ENGAGED WITH OUR STAKEHOLDERS IN 2022-23

Emami's inclusive, collaborative and responsive approach has helped deepen stakeholder relationships. This has helped empower businesses to engage locally in a transparent way, building trust. An active stakeholder engagement helped the Company understand stakeholder requirements and respond accordingly. A structured engagement ensured timely communication, precise and relevant information transfer and consistent stakeholder interaction.

Stakeholder group	Channels of communication	Purpose and scope of engagement
Customers	• Consistent brand advertising • Engagement events • Periodic brand audit • Exhibitions / Fair / Salon channel	• Quality and affordability of products • Quick and effective complaint resolution • Product features & efficacy
Government and competent authorities	• Inspections and audits on a requirement basis • Compliance reports	• Meeting legal and regulatory requirements • Social and environmental responsibility • Contribution to taxes & levy charges
Employees and workers	• Performance review & feedback • Onboarding induction and internal trainings • Outbound exercises • Employee wellness programmes • Employee grievance monitoring and redressals • Safety meetings • Interactions for celebrating days of individual, organisational, national significance	• Respecting human rights • Workplace health and safety • Career advancement and opportunities • Training and development • Rewards and recognition

Stakeholder group	Channels of communication	Purpose and scope of engagement
Suppliers	• Individual meetings with suppliers and vendors • E-mail communication • Vendor assessments and reviews • Supplier meets • Interactions regarding quality of raw materials and ethical compliance	• Timely payment • Consistency in orders • Safety management • Ethics and transparency
Investors and Shareholders	• Investor and analyst presentations and conference calls • Media releases • Quarterly presentations and published results • Annual General Meetings • Investor section of the Corporate Website • Designated Email ID and system for registering and redressal of investor complaints • Road shows	• Growth in revenue, EBITDA and returns on investment • Gearing, solvency, and liquidity position • Security over assets, ethical stewardship of investments and good corporate governance • Transparent disclosures • Improvement in ESG disclosures
Local Communities	• Community needs assessment • Frequent community visits	• Healthcare access • Hygiene and sanitation facilities • Quality education opportunities • Student counselling and teachers' training • Livelihood development • Improving rural infrastructure
Media	• Press releases, media events and announcements, social media and websites	• Corporate brand building • To communicate authentic and transparent information via the media to the public at large.

Risk management

HOW WE HAVE CREATED A PROGRESSIVELY DE-RISKED OPERATING MODEL ENSURING BUSINESS SUSTAINABILITY

Overview

Emami operates in a constantly evolving business landscape. This exposes the Company to risks that could impact strategic and operational objectives. The risk management process, deployed throughout operations, helps identify, assess, mitigate and monitor Emami's key risks. This process emphasises risk discussions by decision-makers and risk oversight by the Risk Management Committee and the Board of Directors.

Risk agendas include all types of risks, trends and concerns that could impact Emami in the short (zero to two years), medium (two to five years), and long terms (five to ten years). Other risk management areas and processes within the Company complement the surveillance and risk management function: Process Assessment, Internal Control, Legal, Financial Risk Management, Compliance and Sustainability.

Approach to risk management

The Company has progressively matured its risk management framework; this identifies, prioritises, manages, monitors and reports existing and emerging risks. The Company's Risk Management framework is founded on sound organisation design principles enabled by an effective mechanism review.

Whether risks are external/ internal to the Company, or can / cannot be directly influenced/ managed, they are addressed by a common set of processes through the risk management process.

The following risk management stages have been identified

Identify the risk

Risk owners identify the risk involved in their respective department/unit that might affect the achievement of Emami objectives.

Analyse the risk

Once risks are identified, the risk owner determines the nature, likelihood and potential effects on business goals and objectives.

Evaluate the risk

The risk owner shall evaluate risks by determining its magnitude, a combination of likelihood and consequence; it will also decide whether the risk is acceptable or whether it is serious enough to warrant treatment.

Mitigate the risk

Involves design and implementation of activities that help moderate risks to an acceptable level. The risk owner assesses the competence of management processes to mitigate risks and make improvements.

Monitor and review the risk

All key KPIs depicting the risks, mitigation and impacts on the organisation are analysed as a part of Business Review Meeting.

Report the risk

The Risk Management Committee deliberates on the risk profile and implementation effectiveness of mitigation plans, which are updated half-yearly and by the Board of Directors annually.

Key risks and mitigation measures

Macro-economy risk

A slowdown in economic activity may impact FMCG industry growth

Mitigation measures

The Company adopted a structured approach to mitigate macro-economic risks. The Company offers a range of products across different price points and consumer segments, reducing reliance on a single product. The Company stays attuned to consumer preferences. It conducts market research to understand shifts in demand and alter product offerings.

Its flexible supply chain mitigates risks associated with raw material sourcing, production and distribution. The Company maintains strong relationships with suppliers and considers alternative sourcing options to minimise disruptions. The Company communicates with distributors and uses data to anticipate demand changes and respond with speed to market shifts.

The Company invests in research and development to stay ahead of market trends and consumer preferences. It develops innovative products or improves existing ones to maintain a competitive edge, even during challenging economic times.

The Company manages costs and optimises efficiencies. It evaluates processes, reduces waste and streamlines operations to improve profitability and withstand economic fluctuations.

The Company maintains adequate financial reserves to withstand economic downturns or unexpected disruptions. A strong cash position provides a cushion during challenging times and supports continued operations.

The Company stays updated on macro-economic trends, policy changes and industry developments. Active engagement with industry associations provides valuable insights and facilitates collective efforts to address common challenges.

Liability risk

If a product is defective or causes harm to a consumer, the FMCG company can be held liable

Mitigation measures

The Company implemented rigorous quality control processes, complying with applicable laws, regulations and ISO standards. It conducts regular risk assessments, maintains adequate insurance coverage, builds strong relationships with suppliers and invests in employee training.

Raw material & packaging risks

A significant increase in cost or shortage of raw materials could impact margins

Mitigation measures

To mitigate the risk of raw material shortages or significant increases in costs, the Company monitors the market and implements effective hedging measures; it makes strategic purchases in case of supply constraints and develops multiple vendor bases for raw material procurement. The Company also engages in the reverse auction method to moderate costs and widen the supplier base across geographies to reduce reliance on any single supplier and mitigate the risk of supply chain disruption.

Regulatory & compliance risk

Non-compliance with laws and regulations could result in penalties

Mitigation measures

The Company created a culture of strong governance through the development of suitable procedures, systems and checks. This involves ensuring that each department takes responsibility for internal controls. It is also important to introduce management tools and compliance systems to guarantee that all functions and departments are informed about regulatory requirements.

Climate risk

Unfavorable climate conditions could impact offtake

Mitigation measures

The Company aims to create a balanced portfolio of brands that cater to summer, winter and year-round needs. Some products like Zandu, Kesh King, Fair and Handsome and 7 Oils in One are perennial with no seasonal impact. This strategy aims to maximise the Company's market potential by meeting the diverse needs of consumers.

Foreign currency risk

Volatile forex movement could reduce profitability

Mitigation measures

To mitigate forex risk, the Company employs timely and effective hedging measures to safeguard its receivables from potential losses due to currency fluctuations. Additionally, the Company also considers other risk management techniques such as diversification of markets, pricing strategies and inventory management to minimise the impact of exchange rate volatility on its operations. By adopting these measures, the Company manages its forex risk and ensures stability in its financial performance.

Acquisition risk

Failure to deliver value from acquisitions could impact long-term growth.

Mitigation measures

To ensure successful acquisition, the Company conducts a thorough due diligence on the target company, assessing its financial performance, legal compliance, operational efficiency and cultural fit with Emami. Following acquisition, the Company focuses on integrating the acquired entity, aligning its vision, values, processes and systems with itself. The Company leverages the synergies and benefits of the acquisition and consolidates leadership within the category.

Human capital risk

Inability to attract and retain talent could adversely impact growth.

Mitigation measures

Emami believes in co-investing with employees to develop their talents and engage them in fulfilling careers. The Company has a strong talent value proposition that supports transformational goals and enables them to grow sustainably.

Technology risk

Outdated technology could impact productivity

Mitigation measures

A strategic goal is to prudently invest in automation and contemporary technologies that can enhance our efficiency and productivity. The Company aims to create a comprehensive Information Security Management System that can protect data and assets from cyber threats and ensure compliance with relevant standards and regulations.

Management Discussion and Analysis

ECONOMY & SECTOR REVIEW

Global economy

Overview: The global economy was estimated to have grown at a slower 3.2% in 2022, compared to 6% in 2021 (which was on a smaller base of 2020 on account of the pandemic effect). The relatively slow global growth of 2022 was marked by the Russian invasion of Ukraine, unprecedented inflation, pandemic-induced slowdown in China, higher interest rates, global liquidity squeeze and quantitative tightening by the US Federal Reserve.

The challenges of 2022 translated into moderated spending, disrupted trade and increased energy costs. Global inflation was 8.8% in 2022, among the highest in decades. US consumer prices increased about 6.5% in 2022, the highest in four decades. The Federal Reserve raised its benchmark interest rate to its highest in 15 years. The result is that by the end of year 2022, the world was concerned that the following year would be slower.

Regional growth (%)	2022	2021
World output	3.2	6.1
Advanced economies	2.5	5.0
Emerging and developing economies	3.8	6.3

Outlook: The global economy is projected to grow a weak 2.9% in 2023, marked by sustained Russia-Ukraine conflict and higher interest rates. Global inflation is projected to be 6.5% in 2023 (Source: IMF). On the positive side, the reopening of China's economy after the waning of the pandemic, the decline in the European energy crisis and robust US consumption outlook (despite high inflation) remain positive.

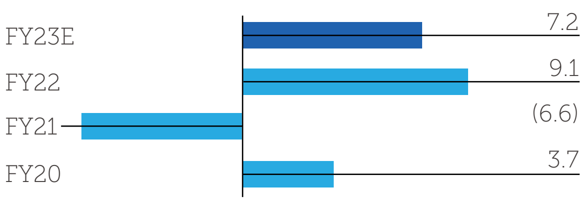
Interestingly, even as the global economy is projected to grow less than 3% for five years, India and China are likely to account for half the global growth in 2023 (IMF).

Indian economy

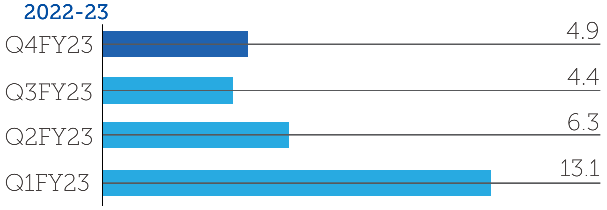
Overview: Even as the global conflict remained geographically distant from India, ripples comprised increased oil import bills, inflation, cautious government and a sluggish equity market. India reported an estimated economic growth of 7.2% in 2022-23. India emerged as the second fastest-growing G20 economy in 2022-23. India had retained its position as the fifth-largest global economy and was seen as a principal driver of the global economy (with China).

Growth of the Indian economy

Real GDP growth (%)



Growth of the Indian economy quarter by quarter, 2022-23



(Source: Budget 2023-24; Economy Projections, RBI projections)

EXECUTIVE LEADERSHIP

Left to right : Harsha V. Agarwal, Prashant Goenka, Priti A. Sureka, Mohan Goenka and Sushil K. Goenka

According to the Indian Meteorological Department, the year 2022 delivered 6% higher rainfall than the long-period average. India's wheat harvest was expected to rise to around 107 mn metric tons (MMT) in 2022-23 from 102 MMT in the preceding year. Rice production at 122 mn metric tons (MMT) was down 6% due to unseasonal rains. Pulses acreage grew 5% to 154.80 lac hectares following better monsoon rains. Due to a renewed focus, the oilseed area increased by 7.31% from 102.36 lac hectares in 2021-22 to 109.84 lac hectares in 2022-23. India's wheat production in the crop year 2022-23 was expected to be 102.9 mn tonnes (MT), less than the government's estimate of 112 MT.

The country's retail inflation, measured by the Consumer Price Index (CPI), cooled to 5.66% in March 2023. Inflation data on the Wholesale Price Index (WPI) (which calculates the overall prices of goods before selling at retail prices) eased to 1.34% during the period. In 2022, CPI hit its highest of 7.79% in April 2022; WPI reached its highest of 15.88% in May 2022.

The fast-moving consumer goods (FMCG) sector is the fourth-largest sector in the Indian economy

India moved up in the Ease of Doing Business (EoDB) rankings from 100th in 2017 to 63rd in 2022.

Per capita income almost doubled in nine years to ₹172,000 during the year under review, a rise of 15.8% over the previous year. India's GDP per capita was US$ 2,450 (March 2023), close to the magic figure of US$ 2500 when consumption usually spikes across countries.

Outlook: According to the World Bank April 2024 projections, India's GDP is projected to expand by 6.3%. In 2023-24, supported by domestic demand and increased public investment, India's retail inflation rate could decline from 6.6% to 5.2% in 2023-24.

India's FMCG sector overview

The fast-moving consumer goods (FMCG) sector is the fourth-largest sector in the Indian economy, with three primary segments: food and beverages (19%), healthcare (31%) and household and personal care (50%). The urban segment contributes approximately 55% of the revenue share, while the rural segment contributes the remaining 45%.

The growth for the FMCG sector is expected to be restrained due to slow rural demand. This is due to inflation-led price hikes of 7-8% over the past year. Conversely, urban demand has experienced faster growth, with an increase in direct-to-consumer (D2C) sales and e-commerce channels.

Outlook

The fast-moving consumer goods (FMCG) industry is expected to grow at a CAGR of 27.9% from 2021 to 2027, reaching nearly US$ 615.87 bn. This gain will be ascribed to the projected rise in rural demand as inflation slowly starts to decline. Urban demand is also anticipated to remain steady, supporting the sector's expansion. By 2025, the number of internet users in India is also projected to reach 1 bn. As an estimated 40% of all FMCG consumption in India is done online, the e-commerce share of total FMCG sales is expected to increase by 11% by 2030. (Source: CRISIL, IBEF)

Growth drivers

World's most populous nation: The fast-moving consumer goods (FMCG) market in India is expected to experience significant growth as the country, now has a larger consumer base than any other country, as India has surpassed China to become the world's most populous nation. With a population of 1.42 bn people,this trend is expected to continue until the year 2064 when it could peak at 1.7 bn people. This trend could boost FMCG consumption (Source: UN report)

Transition to organised segment: Fast-moving consumer goods (FMCG) businesses reported a major transition from the unorganised to the organised market in 2022 and this trend persisted in 2023. As organised brick-and-mortar retail makes up 12% of the overall retail market, it is anticipated that the FMCG industry would develop faster than usual.

E-commerce push: The Indian online grocery market is anticipated to achieve sales exceeding US$ 17.12 bn by 2026, representing a Compound Annual Growth Rate (CAGR) of 28.99%. The gross merchandise value (GMV) of the online grocery segment in India is predicted to grow 18 times over the next five years, reaching US$ 37 bn by 2024-25. (Source: ibef.org)

Building brand communities: In the FMCG industry, companies are leveraging the ability of consumers to connect with each other and create brand communities based on shared social, political and cultural attributes. This marketing strategy involves creating a sense of belonging and loyalty among customers who have made similar transactions and it has become an increasingly popular approach for companies looking to engage with their target audience.

Value augmentation: The FMCG market is being driven by a rise in the rural retail sector and consumption, with 36% rural expenditure allocated towards FMCG. The FMCG industry experienced double-digit growth in 2021-22 on the back of government programs, including hygiene initiatives, increased agricultural production, reverse migration and packaged staples demand.

Value expansion: FMCG sales are witnessing higher growth in rural areas and tier-II & tier-III towns compared to metropolitan cities. In 2023-24, the growth rate in cities is expected to remain stagnant, while most of the growth is predicted to come from these smaller towns. This trend highlights the importance of focusing on these regions for overall growth in the FMCG sector.

Consumer spending: In the FMCG sector, private final consumption expenditure (PFCE), a proxy for household consumption, is expected to increase in absolute terms from ₹143 trillion in 2021-22 to ₹164 trillion in 2022-23. This projected increase in consumer spending highlights the potential and underscores the importance of adapting to changing consumer preferences to capture a larger market share. (Source: Indiatimes.com)

Technology driving growth: Technologies like artificial intelligence, big data and predictive analysis are being increasingly used by FMCG companies to forecast customer behaviour accurately, helping them understand what interests customers. The increasing use of smartphones and the internet benefit rural residents by enabling them to access e-commerce websites for online shopping, driving growth of the FMCG sector.

Health awareness: In a survey conducted by Accenture, 63% consumers said they are willing to pay more for healthier products. Consumers are more health-conscious than ever and the demand for healthier products is on the rise. FMCG companies that prioritise health and wellness in their product offerings are likely to see increased sales and market share.

Rise of quick commerce: A Quicksilver study in 2019 revealed that Indians are the most impatient shoppers in the world and, as a result, the demand for quicker delivery times has increased. The quick commerce sector is embracing this trend by offering fast and efficient delivery services to meet the rising expectations of customers.

In a survey conducted by Accenture, 63% consumers said they are willing to pay more for healthier products. Consumers are more health-conscious than ever

Financial Review

FINANCIAL CAPITAL

Overview

Emami's goal is to continually enhance shareholder value by surpassing returns of the past through the responsible use of available resources. Over the years, the Company consistently reinvested its earnings, generating strong cash flows, improving margins and enhancing shareholder value.

KEY FINANCIAL INPUTS

Prudent product selection (profitable and synergic)

Pool of funds available (capital and debt)

Robust internal control framework

Prudent management of financial reserves

Focus on tax-efficient investments

KEY FINANCIAL OUTCOMES

Attractive and sustainable cash flows

Low corporate tax incidence

High return on employed capital

Ability to capitalise on opportunities

Superior credit rating of A1+ by CARE and CRISIL

Our financial review, 2022-23

With unprecedented inflation, a rural slowdown, liquidity pressure and a subdued consumer sentiment, the FMCG sector faced another challenging year in terms of demand. Sales were also negatively impacted by a warmer winter season and unseasonal rains in Q3 & Q4 2022-23 respectively.

During the financial year under review, the industry also saw a significant correction in two major categories - pain management and healthcare. These two categories had enjoyed a high revenue base during the pandemic years but were met with corrections in the current year. This, coupled with high input costs, had an impact on margins, which were previously favorable due to the portfolio mix of the previous year.

In the given macroeconomic environment, the Company posted revenues of ₹3,406 Cr, i.e. a 7% growth over the previous year. The Company's domestic business posted a growth of 4% during the year due to higher sales of Pain Management and Healthcare range in the base year. However, when excluding the sales from these categories, domestic business grew by an impressive 16% in 2022-23.

During the financial year, the newly acquired brand Dermicool was integrated from 1st April, 2022. Additionally, Helios Lifestyle, which operates under the brand The Man Company, became a subsidiary of the Company on 1st July, 2022.

For the full year, Gross Margins at 64.7% declined by 160 basis points. This decline was on account of higher input costs and a favourable portfolio mix in the base year. Despite the integration of subsidiaries that the are in investment phase, the Company's EBIDTA at ₹863 Cr declined by 9% over the previous year but was higher by 4% on a 4-year CAGR basis. EBIDTA margins, excluding strategic investments at 26.9%, have normalised to pre-COVID levels and including strategic investments, they stand at 25.3%. Profit before MAT credit entitlement of the earlier years at ₹627 Cr grew by 4% over the previous year and by 20% on a four-year CAGR basis.

The Company continued rewarding shareholders during the year and announced dividends amounting to ₹8 per share. Additionally, the Board of Directors announced a buyback of shares amounting to ₹186 Cr, which commenced from April 2023. This buyback was a further demonstration of the Company's commitment to strong fundamentals.

Financial review

Particulars	Revenue growth	EBIDTA growth	PAT growth	APAT* growth
Q1FY23	17.8%	2.1%	-5.1%	0.3%
Q2FY23	3.4%	-29.5%	-0.6%	-15.4%
Q3FY23	1.2%	-13.8%	7.8%	-7.0%
Q4FY23	8.8%	21.9%	-59.4%	15.1%
2022-23	**6.9%**	**-9.4%**	**-23.8%**	**-7.6%**

Margins

Particulars	Gross margins	EBIDTA margins	PAT margins	APAT* margins
Q1FY23	62.6% (-340 bps)	22.3% (-340 bps)	9.5% (-230 bps)	17.7% (-310 bps)
Q2FY23	66.6% (-230 bps)	24.0% (-1120 bps)	22.6% (-90 bps)	25.5% (-570 bps)
Q3FY23	65.9% (-160 bps)	29.9% (-520 bps)	24.1% (+150 bps)	26.5% (-230 bps)
Q4FY23	63.1% (+60 bps)	23.9% (+260 bps)	17.3% (-2910 bps)	21.6% (+120 bps)
2022-23	**64.7% (-160 bps)**	**25.3% (-450 bps)**	**18.8% (-750 bps)**	**23.2% (-360 bps)**

Key ratios

Parameters	FY23	FY22	Reasons for variance
ROE (on Adjusted PAT)	38.09%	46.28%	-
ROCE (on Adjusted PAT)	36.62%	40.54%	-
Debt-equity ratio	0.03	0.13	Due to a decrease in working capital loans
Interest Cover (x)	91.59	137.72	Due to an increase in interest costs and reduction in EBIT
Current Ratio (x)	1.7	1.5	-

Notes

Debt Equity Ratio = (Borrowings + Interest + Lease Liabilities)/ Total Equity

Adjusted PAT = Reported PAT – MAT Credit Entitlement of earlier years + Exceptional Items + Amortisation of Kesh King & other brand related intangible assets

Current Assets = Total Current Assets - Cash and cash Equivalents - Other Bank Balances

Current Liability = Total Current Liability - Current Borrowings

Working capital

Parameters (days)	FY23	FY22
Trade receivables	44	37
Inventory	35	41
Trade payables	45	47
Other receivables	29	38
Net working capital	64	69

Internal control systems and their advocacy

The Company has in place a robust system of controls commensurate with its size, requirements and nature of operations. These systems are designed keeping in view the nature of activities carried out in each location and business operations. The Company's in-house audit department conducts audits across manufacturing locations, offices and sales depots to assess the existence, adequacy and operation of financial and operating controls set up by the Company and ensure compliance with the Companies Act, 2013, SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 and corporate policies. The Company's internal audit department and risk management system have been accredited with ISO 9001:2015 and ISO 31000:2009 certifications, respectively. A summary of all significant findings by the audit department along with the follow-up actions undertaken thereafter is placed before the Audit Committee for review. The Audit Committee reviews the comprehensiveness and effectiveness of the report and provides valuable suggestions and keeps the Board of Directors informed about major observations.

BRAND CAPITAL

Emami's brand ambassadors (past and present)

Overview

Emami is one of the largest homegrown Indian FMCG players across the personal care and healthcare categories. The Company offers a consumer portfolio of more than 14 brands. This portfolio has been periodically enriched or moderated with the objective to maximise consumer interest on the one hand and focus investments on a manageable portfolio on the other.

Over the decades, the Company has focused on creating brands from scratch - distinctive, niche and potential leaders across categories. These Emami brands have successfully fused age-old ayurveda and modern science, enhancing efficacy and trust. The result is that Emami is a brand-driver that derives virtually all its revenues from proprietary brands.

Over the years, Emami's brands have been respected for their pioneering features, distinctiveness, associations with popular brand ambassadors, easy accessibility-availability-affordability, swift offtake, attractive terms of trade, superior profitability and robust reinvestment, a virtuous cycle.

THE COOL COOLER COOLEST BRAND

Key numbers

3.2 Cr
Indian households where Navratna is used

4.9 mn
Outlets where Navratna is available

Overview

The Navratna brand with its ayurvedic roots, provides soothing relief and relaxation. The range includes cooling oils and talc. Its signature tagline of *Thanda Thanda Cool Cool* is synonymous with the entire cooling category, reinforcing brand Navratna's leadership and brand recall.

Competitive strengths

- Navratna is the most widely distributed brand, amongst all the brands in the cooling oil category.
- It is a cool oil category leader, accounting for around two-thirds of the market.
- It is present across all distribution channels, translating into a vast customer network.

Product brand profile

The prominent products under the Navratna brand comprise Navratna Cool Oil launched in 1989 and Navratna Cool Talc launched in 2007.

Navratna Cool Oil provides relief from headache, tension, sleeplessness, and body ache, among others; Navratna Talc provides cooling relief from heat and humidity.

Both products are available across all prominent channels of sale.

Challenges and counter-measures

Inflation affected consumers, resulting in downtrading.

The Company introduced a ₹20 pack for Navratna Cool Oil and Navratna talc, enhancing affordability. The Company increased mass media visibility and ran a successful consumer connect programme.

Brand initiatives in 2022-23

- Launched a new television campaign (2 minute *Jaadu Ki Champi*) with Salman Khan; utilised the digital platform and impact campaigns
- Launched a new commercial for Navratna Active Deo Talc featuring Varun Dhawan in a double role, highlighting the product's effectiveness in keeping users cool during hot weather
- Launched a campaign *Pariksha pe Charcha*, highlighting its solution for students during examination stress
- Launched bridge packs for Navratna Oil and Navratna Cool Talc to counter inflation
- The brand was one of the highest spenders through print media promotion in 2022-23
- Sponsored popular programmes on TV channels
- Used the digital medium to target cohorts; it executed temperature-linked digital hoardings for Navratna Talc
- Participated in 50 fairs pan-India, reaching nearly 1 Cr consumers who were introduced to the products through wet sampling
- Operated vans in villages below 5000 population; it widened its presence across YouTube, video-streaming platforms and Google display campaigns
- Launched campaigns in south markets (in, Kannada, Tamil and Malayalam) to acquire new users

How the Navratna brand transformed

Before: Low digital presence
After: High digital presence, engaging consumers through activations

Before: Lack of new product offerings
After: Introduced Navratna Gold ayurvedic cool oil, a new oil variant.

Before: Muted media spends across two years
After: High media spending with Share of Voice higher than the pre-pandemic level

Key outcomes, 2022-23

ACHIEVED
10.1% household penetration, a growth of 140 bps over previous year

ACHIEVED
67.5% market share volume in December 2022

WIDENED
the dealer base over pre-pandemic levels

ENHANCED
Share of Voice on TV over pre-pandemic levels

Outlook

The Company is optimistic of the brand's performance due to a widened distribution network and the introduction of new product variants cum formats. Enhanced media visibility and discussions on relevant cohort problems could build brand engagement, leading to new variants. The Company intends to introduce a new Navratna Cool Talc variant with a new fragrance profile. Proposed digital-first initiatives for Navratna Cool Talc therapy will deliver specific solutions for lifestyle-induced problems for the affluent.

Key numbers

~5 Cr
Indian households where Zandu Balm is used

2 mn
Outlets where Zandu Balm is available

INDIA'S PREFERRED AND TRUSTED PAIN RELIEVER

Overview

Zandu Balm, a trusted Indian remedy for pain relief, has been in use for over a century. This immediately makes it a benchmark for brand longevity and preference, graduating it from a brand into a reflex action - *'Zandu Balm dena!'*

The pain management relevance has only increased following the pandemic, with topline rising ~30% compared to the pre-COVID period. The brand ambassadors (Sonu Sood and The Great Khali) enhanced brand visibility; Dr Ali Irani's endorsement built Zandu Fast Relief credibility in the modern gel and spray formats.

The Company enhanced its focus on key regional markets (South and West zones), enhanced retail activation and countered local balm competition. Besides, new products (roll-on, gel, spray and oil formats) widened the brand's footprint. These initiatives helped the Zandu Balm portfolio maintain its market leadership position.

Challenges and mitigation

Zandu encountered local competition in Maharashtra and South India; the threat from counterfeits loomed. The Company worked with legal authorities in the conduct of raids on counterfeiters.

The Company encountered headwinds following the waning of the pandemic with a decline in consumers. The Company increased brands coverage through quick commerce and digital app-based platforms.

Competitive strengths

Zandu is 110+ years old with unmatched awareness and trust in relief against headaches.

The Zandu Balm portfolio is the widest in terms of brands/ SKUs in India, with a sustained leadership in prominent markets like Maharashtra.

The portfolio has been respected for efficacy in countering headaches as the *'peeda hari balm'* even as it has evolved into a multi-purpose remedy for headache, body ache and cold.

The portfolio is promoted on the social media and e-commerce platforms; its focus has been large SKUs like Zandu Balm 50ml and 100ml, Zandu Orthovedic Oil 120ml and Zandu Fast Relief Gel 45ml

Key initiatives, 2022-23

- Launched Zandu Fast Relief Gel & Spray-India's only pain relief brand recommended by The Indian Association of Physiotherapists and endorsed by Dr. Ali Irani, ex-physio of the Indian cricket team
- Launched 100 ml SKU for Zandu Balm
- Launched Zandu Roll-On in a flow wrap for better visibility at chemist outlets
- Enhanced visibility with 900+ chemists in core markets; visibility was enhanced round the year across 14,000+ chemists
- Strengthened consumer connect through high impact television and print campaigns featuring Sonu Sood and The Great Khali
- Deepened local/ regional consumer connect through melas and brand experience zones
- Focused on below the line activations for Zandu Balm, Zandu Orthovedic Oil, capitalizing on mass gatherings and events (Pandharpur Yatra, Puri Yatra, Sonepur Mela, Magh Mela, Lucknow Hastshilp Mahotsav, Chhat Puja and others)
- Engaged directly with consumers, enhancing brand visibility and drawing post-sampling consumer insights
- Focused on promotions at marathons and conferences across Uttar Pradesh, Maharashtra, and Karnataka. The brand associated with The Indian Association of Physiotherapists during events (Physio-Conference Kerala in November 2022, IAP Regional Meetings and IPCL Physio-Cricket League)

Key outcomes, 2022-23

The Zandu Pain Balm portfolio retained market leadership with more than 57% value market share (MAT June 2022 Nielsen data). The portfolio was present in over ~2 mn pan-India outlets right down to SEC- B, C, D class outlets.

Key campaigns, 2022-23

The portfolio was promoted through various marketing media and formats as a multi-purpose remedy (pain, headaches, joint pain, muscle pain and cold-related discomfort). Zandu Balm launched a purpose led *Chale Chalo* campaign, celebrating the spirit of bouncing back from pain, following the pandemic.

Zandu Ultra Power Balm was differentiated through formulation intensity, targeting consumers with severe pain around the *'Kadak Dard'* proposition and endorsed by The Great Khali. The messaging focused on communicating formulation potency leading to fast and long-lasting relief.

Zandu Orthovedic Oil targeted consumers of 45+ in age; its communication focused on results within seven days and positive tonality.

Zandu Fast Relief Range and Zandu Roll-On connected with a younger audience on account of modern formats of use (gel, spray and roll-on). Zandu Fast Relief messaged performance and efficacy – fast relief from muscle pain & sprains.

Outlook

The recent new products development and launches in the Zandu Fast Relief Range - gel and spray – are expected to catalyse growth.

ELEVATING SKINCARE AND BUILDING TRUST

Overview

Across the decades, BoroPlus has evolved from being India's number one antiseptic cream brand into a complete skincare solution offering multiple products in categories such as body lotion, moisturizing cream and soap. Through this evolution, the brand addresses a cross-section of consumers – across ages, occasions and seasons.

Rooted in rich Ayurvedic knowledge, the brand has incorporated changing consumer preferences to develop and market multiple skincare solutions that are efficacious and accessibly priced.

Key numbers

6.5 Cr
Indian homes where BoroPlus is used

20.3%
Brand penetration

Competitive strengths

- Strong brand recall built around associations of 'care' and 'trust'
- Loyal customer base that is consistently growing
- Widening distribution network, marked by high trade confidence
- An all-seasons product portfolio
- Presence across digital media (social media, OTT, e-commerce, web search, engagement tools and technologies)

Our brand vision

- Graduate the brand towards undisputed leadership in skincare
- Transform the brand into the go-to option for skin remedy/ care
- Deepen the brand's positioning around our Ayurvedic heritage
- Deliver efficacious, yet affordable, skincare for all
- Create a growing and loyal consumer base

Product brand profile

BoroPlus Antiseptic Cream: Launched in 1984, it is one of the Company's flagship products with crores of Indians trusting it for its antiseptic healing properties as well as dryness relief and protection, especially in winter.

BoroPlus Body Lotion: Launched in 2005, its contemporised offering has attracted consumers across urban and rural markets.

BoroPlus Prickly Heat Powder: Launched in the mid'80s, it provides relief against prickly heat during summer.

BoroPlus Soft: Launched in 2021 in the moisturizing cream category, it has generated traction among young consumers.

BoroPlus Aloe Vera Gel: Launched in 2020, it targets the urban youth to address specific needs of all-season moisturisation and has emerged as the number two brand in a short time.

BoroPlus Antiseptic Soap: Launched in 2020, it provides a unique combination of antiseptic benefits along with moisturisation for soft, healthy and protected skin. It continued to expand its portfolio in keeping with consumer needs and market opportunities.

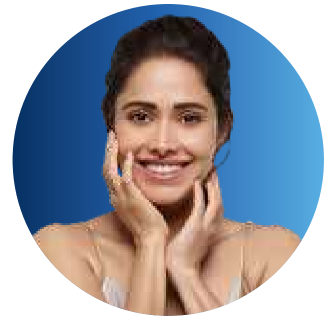
Challenges and counter measures

In 2022-23, there was a short and subdued winter, moderating BoroPlus Antiseptic Cream demand.

The Company sustained product availability and brand awareness, gaining consumers in the moisturizing cream, body lotion and soap segments (low seasonal impact). As a result, BoroPlus portfolio performance remained resilient.

Key initiatives

- Launched a new TV communication titled *'BoroPlus ka jaadu, de parivaar ko khushiyaan'*, highlighting multiple usage occasions and product adoption across the family. It engaged celebrity actor Akshay Kumar as brand ambassador to enhance the impact of communication and drive a youthful imagery.
- Launched new communication for BoroPlus Soft featuring Nushrratt Bharuccha.
- Launched a new variant of



BoroPlus Aloe Vera Gel with Green Tea.
- Invested in van promotion, rural campaigns, digital paintings, bus branding, participation in melas and modern trade visibility.
- Launched differentiated BoroPlus Soft packaging that helped create a consumer pull and grow the brand rapidly.
- Worked extensively in delivering the full marketing mix for the growing body lotion category plus impactful communication and availability.
- Built BoroPlus Soap for new age channels, extending the range to sandalwood.
- Launched a new bridge pack at ₹25 (10ml) in the BoroPlus Antiseptic Cream range to counter inflation and retain rural BoroPlus consumers.
- Employed digital marketing and OTT channels as a part of advertising campaigns to deepen consumer engagement and recall.

Outlook

The brand will continue to strengthen market penetration for antiseptic creams. It will continue to develop healthy consumer adoption funnels for body lotions, moisturizing creams and soap at all levels leading to enhanced awareness, higher consideration and increased adoption. It has planned multiple consumer communication, go-to-market and trade initiatives during the year.

Key numbers

2.6%
Household Penetration level

~82 lac
Indian households where Kesh King Oil is used

THE KING OF OILS

Overview

The phenomenon of hair fall is on the rise, a cause of concern for individuals. Factors like increasing stress, hectic schedules and unhealthy diets have disrupted natural hair growth. Emami's Kesh King has emerged as a hope for individuals, helping control hair fall. As a leader in the ayurvedic medicinal oil space, this brand addresses hair fall and re-growth.

Challenges and mitigation

The discretionary categories experienced a slowdown due to inflation and macro-economic conditions; competitive intensity increased.

The Company enhanced brand attractiveness through consumer promotion and launched smaller SKU options; it conducted large sampling programme, launched new variants and undertook awareness generation activities for shampoo sachets. It launched an anti-dandruff variant under the shampoo category, leveraged digital marketing, sales and engagement channels; introduced new products aligned with audience needs.

Competitive strengths

- Emami's Kesh King is respected for its strong Ayurvedic association, setting it apart as a leading ayurvedic medicinal hair care brand.
- The brand has an all-India distribution footprint

Brand-strengthening initiatives

- Enhanced its communication to emphasise Kesh King Oil relevance in addressing hair fall
- Launched a digital campaign for Kesh King Shampoo featuring Ali Fazal
- Introduced 30ml SKU for Kesh King Oil at ₹49
- Achieved Share of Voice leadership in most months during the year under review
- Enhanced sachet awareness for shampoos
- Incorporated influencer activities and products review
- Focused on direct-to-consumer website for better data management and remarketing
- Launched an organic hair care product range
- Promoted the brand on OTT platforms in addition to television advertising
- Deployed rural branding and distribution vans in priority markets

Results

Brand acceptance, penetration and distribution increased. There was higher household growth for Kesh King Oil compared to the category growth and competition. The brand gained market share (volume and value) in the ayurvedic hair oil category, more marked in modern trade and e-commerce. The sachet business doubled in a year.

Brand promotion channels

• Television	• Print media	• OTT digital	• Store branding
• Outdoor	• Rural vans and wall paintings	• Mela participation	• Festival branding

Prominent Kesh King products

Name of Product	Use	Medium of sale	Growth
Kesh King Ayurvedic Oil	Hair fall reduction and hair growth	General trade, modern trade, e-commerce and D2C	• Penetration increased by 20 bps • 13% household growth • Market share gain by volume and value (more than 30bps and 90bps)
Kesh King Ayurvedic Shampoo	Hair fall reduction, anti-dandruff, beauty benefits (soft silky shiny hair)	General trade, modern trade, e-commerce and D2C	• Penetration increased from 0.9% to 1.4% • 59% household growth • 15% growth in 2022-23
Organic Onion Range – Oil and shampoo	Hair fall reduction and smooth hair	General trade, modern trade, e-commerce and D2C	113% growth in sales
Organics range - shampoos	Ingredient-led variants	Modern trade and e-commerce	
Kesh King capsule	Hair fall reduction	General trade and e-commerce	
Kesh King conditioner	Superior conditioning	General trade, modern trade, e-commerce	

Outlook

- Enhance product trials; deepen market penetration.
- Enhance brand presence in specific geographies
- Achieve a two-fold increase in sachet sales
- Establish the anti-dandruff variant as a prominent offering
- Enhance the brand's digital presence; introduce products in the D2C space

Key numbers

2.0%
Household Penetration level

~65 lac
Indian households where Fair and Handsome is used

LOOK HANDSOME, GET NOTICED

Overview

The Fair and Handsome brand pioneered the male grooming category in India following its launch in 2005. The brand created the category of men's face care that extended beyond shaving. Following its launch, the brand strengthened its category leadership.

The brand is renowned for its understanding of the unique demands of men's skin. Fair and Handsome Face Wash provides a fresh appearance, while Fair and Handsome Radiance Cream provides instant radiance and sun protection.

The brand strengthened its equity by investing in timely product introductions, brand spending, and endorsements, as well as by leveraging the popularity of the brand ambassador Salman Khan coupled with trade activations.

Products portfolio

#1

Cream

- **Product:** Long lasting radiance cream
- **Launch:** 2005
- **Utility:** Instant radiance on application and visible radiance within a week; effect up to seven hours; 2x better dark spot reduction
- **Channels:** General trade, modern trade and e-commerce
- **Pricing:** Smallest pack at ₹10 a key business driver; other SKUs priced at a premium.

Face wash

- **Product**: Instant Radiance Face Wash and 100% Oil Clear Instant Radiance Face Wash
- **Launch:** Instant Radiance in 2014 and Oil Clear in 2016
- **Use of product:** Instant Radiance Face Wash for instant radiance, washing off fine pollutants and cooling freshness; 100% Oil Clear Face Wash for 43% pimple reduction, lower pimple marks, cleared dead cells, removal of blackheads and cooling freshness
- **Channels:** General trade, modern trade and e-commerce

Competitive strengths

- Rich Emami brand legacy
- Decadal category leadership
- On-boarding of celebrity brand ambassadors

The face wash segment reported 29% growth in 2022-23

Key initiatives 2022-23

- Relaunched Fair and Handsome with packaging revamp and refreshed communication
- Launched a new television commercial, communicating the key proposition of *Handsomegiri* - looking and doing good at the same time
- Introduced a 30g shelf ready unit for Fair and Handsome Cream
- Launched trade activations across channels

Key Outcomes, 2022-23

- Fair and Handsome Long Lasting Radiance Cream's penetration increased from 1.8% to 2%; household footprint increased by 18%
- The face wash segment reported strong growth in 2022-23
- The brand revamped its packaging with a sleeker appearance

Outlook

The new communication for sub-categories is expected to catalyse sales, leading to demand generation across channels & markets; a new cross category range launch in the cream and face wash segment will be attempted; a new launches will be made outside face wash and cream categories; momentum will be sustained in the Fair and Handsome Face Wash category; volumes will be driven through revamped communication and new cream product development; relevant packaging changes will be made.

Key numbers

2.2%
Household Penetration level

70 lac
Indian households where Dermicool is used

DERMICOOL. ACQUIRED TO GROW

Overview

Emami acquired Dermicool to catalyse its growth in the prickly heat powder category. The Company immediatedly improved the product and is focused on strengthening its 'Good for summers' proposition.

Consumer penetration increased by 19% in MAT Dec'2022 (Source: Kantar)

Competitive strengths

- High brand awareness at ~97%
- Second biggest brand in the prickly heat powder category
- Trusted ayurvedic proposition

Brand building initiatives

- Media campaign deployed across national and regional media
- Print campaign was deployed in Uttar Pradesh, Bihar, Punjab and Maharashtra
- ₹10 pack was launched in March 2023 to penetrate deeper in the rural and value focused consumer groups

Brand impact

- Consumer penetration increased by 19% in MAT December 2022 (Source: Kantar)
- Improved total brand awareness, consideration top box and most often used brand metrics. The metrics are stronger than pre-pandemic numbers.

Challenges and counter-initiatives

The brand was influenced by a change in ownership from Reckitt Benckiser to Emami.

Emami engaged with trade partners, assuring them of support during the ownership transition. The Company increased media spends that enhanced brand visibility. Communication gaps were plugged. New product development was accelerated to increase product shelf life from two to three years.

How Emami is transforming the brand

Portfolio development: Previously, there was no small pack (₹10) available in the brand portfolio. Emami launched a ₹10 pack for increasing consumer trials.

Brand equity: The revamped media campaign will create a strong association between DermiCool and the equity of 'brand to fight prickly heat'.

Market development: A complement of initiatives is expected to strengthen revenues. New market development initiatives are expected to continue through 2023-24.

Outlook

Dermicool is expected to capitalise on the 2023 summer through better sell-in to stores, better trade engagement and attractive channel initiatives. Product innovation will strengthen the brand franchise. The brand initiatives could comprise the following:

Digital campaign to drive consumer engagement, consumer activation in saloons, fairs and festivals; sampling initiatives across consumer touch points (railway stations and bus stands) to generate higher awareness & trial launch of a smaller pack size (₹10); and a larger size for e-commerce sales to cater to different shopper needs.

HOW WE STRENGTHENED OUR HEALTHCARE BUSINESS IN 2022-23

Overview

The complement of population size, tropical environment, population density and vulnerability to common ailments provide a strong rationale for the Company's healthcare industry presence. This reality has been catalysed by the pandemic, enhancing health and wellness awareness.

In this business, success is largely derived from the capacity to be available across a multitude of locations proximate to customers. The result is that, in the last two years, the Company widened its retail presence across around 40,000 outlets (chemists and ayurvedic stores mainly). The outcome has been that, when a customer needs a health care product, Emami is never far away.

The outcome is in the numbers: in four years ending 2022-23, the healthcare business grew at a CAGR of 8%.

Emami and Ayurveda

Over the decades, Emami has demonstrated a long-standing commitment to Ayurvedic product research, extending to personal care and healthcare applications. This investment has helped created a robust foundation that is translating into market visibility, superior margins and sustainable growth.

The Company's Ayurveda business has seen significant growth, strengthened by the approval of its R&D Centre as a drug testing laboratory for ayurvedic, siddha, unani and homeopathic products by the Ministry of AYUSH. This NABL-accredited R&D laboratory, also accredited by the Department of Science and Technology, Government of India, is backed by Emami's bio-resources department, sourcing quality ayurvedic herbs and resources.

OTC Range of Healthcare products

In the last two years, the Company widened its Healthcare retail presence across around 40,000 outlets (chemists and ayurvedic stores)

Competitive strengths

- The Company possesses over a century of Ayurvedic experience, resulting in a rich and institutionalised knowledge of needs and corresponding products.
- The Company's products are evidence-based, scientifically evaluated and clinically proven, value-added differentiated products, enhancing brand recall.
- The Company possesses an R&D laboratory accredited by AYUSH and NABL, an effective validation of the Company's commitment.
- The Company possesses a manufacturing facility enjoying WHO GMP certification, an effective national and international validation.
- The Company enjoys a strong consumer franchise for brands like Zandu Nityam, Kesari Jivan, Chyawanprash, Pancharishta, Lalima, Pure Honey and Vigorex, enhancing revenue visibility.
- The Company capitalises on consumer insight-led marketing communication coupled with trusted brand ambassadors.

KEY INITIATIVES, 2022-23

OTC range

• Continued to invest in Zandu Chyawanprash as per the Zandu Healthcare vision of being a 'Health Expert of Changing Life'

• Leveraged our brand ambassador Ajay Devgn's popularity to raise awareness about jaggery-based Chyavanprash being healthier than sugar-based equivalents

• Launched a pan-India television commercial campaign

• Ran multiple trade programme initiatives to generate a positive word of mouth for the Zandu brands

• Invested in Zandu Kesari Jivan on the *'60 saal ke budhe ya 60 saal ke jawaan'* claim with an improved benefit proposition of a scientifically proven 'Anti Age Action' claim

• Invested in doctor and consumer outreach programmes for Zandu Pancharishta, strengthening the brand claim of working on the seven digestive centers, to provide long-lasting relief from various digestive ailments

• Engaged Divyendu Sharma as the brand ambassador for Zandu Nityam to communicate the improved brand benefit proposition of making the consumer light and active throughout the day

Medico (generics and ethical products)

• Increased patients and doctors' network significantly through diverse initiatives

• Adopted multiple initiatives to improve doctor engagement

• Received extremely positive doctor feedback in health camps organised in clinics and hospitals

• Improved claims and consumption messaging on various brands

Zandu Digital ECO system (Zanducare)

Launched multiple products and digital marketing programmes to significantly expand the D2C consumer franchise – some of the initiatives are indicated below

• Launched 14 new products across categories

• Dedicated range launch for Seniorz, India's first ayurvedic range specially developed for senior citizens by experts

• Launched strong community and influencer-based marketing programmes

• D2C products reported strong growth around the Zanducare and e-commerce marketplaces with digital top-of-funnel campaigns across key categories

• Upgraded the Zanducare portal user interface

• Increased digital media spending as a share of total brand spending

• Significantly expanded new online consumer acquisition

Digital first products on Zanducare

OUR OTC HEALTHCARE PRODUCTS PORTFOLIO

Zandu Pancharishta

Zandu Pancharista offers an effective solution, prepared from 35 powerful Ayurvedic herbs that address indigestion, gas, acidity, flatulence and constipation.

Zandu Nityam

Zandu Nityam tablets are an all-natural laxative that offer 3-in-1 benefits. Zandu Nityam tablets provide immediate relief from constipation and help eliminate gas, acidity and flatulence without abdominal cramps.

Vigorex

Zandu Vigorex contains a blend of seven Ayurvedic herbs, rejuvenating endurance and performance. The brand is promoted through traditional trade (chemists and ayurvedic stores) and e-commerce (online marketplace and e-pharmacies). The brand promoted awareness that ayurvedic products can be used as energy supplements, establishing the credibility of ingredients like Shilajit, Ashwagandha etc

Zandu Chyavanprash and Kesari Jivan

Zandu Chyavanprash is trusted on account of relevant innovation, affordable pricing and easy accessibility, translating into sustained leadership. Zandu Kesari Jivan and Jaggery variant of Zandu Chyavanprash address evolving consumer lifestyles.

Emami is optimistic on account of an increasing consumer preference for ayurvedic products and increasing geriatric population needing to address health issues.

Features

Zandu Chyavanprash is the first product with scientifically proven anti-age actions: delayed skin ageing, bone strengthening and memory boost.

Challenges and counter-initiatives

Following the waning of the pandemic, demand for immunity boosters declined, followed by a delayed winter that further impacted offtake.

The Company enhanced retail visibility through innovative display and in-store counter-branding. It forged e-commerce partnerships that offered doorstep delivery.

Outlook

• As demand for Ayurvedic products and immunity boosters grows, the Company will focus on scientifically proven benefits for its range of healthcare products

• It is committed to build the Zandu Chyavanprash, Nityam, Pancharishta, Kesari Jivan, Pure Honey, Vigorex and other brands, providing healthier alternatives to consumers

• The Company will launch a range of new products in the retail and online segments, and target consumer need gaps with differentiated health benefits

• Digital technology in recent years has created opportunities to target niche mainstream consumers. Emami will use technology to retain and engage consumers, with innovations in healthcare communication, packaging and other consumer touch-points

• The Company intends to increase retail and doctor coverage

• The Company will focus on channel-specific strategies in e-commerce, general and modern trade, enhancing visibility and presence for focus D2C and retail brands

MANUFACTURING CAPITAL

OPERATIONS

Emami's manufacturing competence

The ability to manufacture products of a consistently first-rate quality at among the lowest costs is an enduring Emami hallmark

Emami Ltd's Pacharia Plant

The Company has deepened its manufacturing excellence through Total Preventive Maintenance, Lean Manufacturing, Automation and Supply Chain Optimisation.

Addresses on-time customer needs

Addresses need of quality consistency

Addresses need of hygienic environment

Addresses need of superior economies of scale

Addresses need for dispersed manufacturing

Overview

Emami is engaged in niche categories marked by seasonality and multiple competitors. This warrants the production of a large product volume at a competitive cost, consistent quality and highest uptime. Over the years, the Company has deepened its manufacturing excellence through Total Preventive Maintenance, Lean Manufacturing, Automation and Supply Chain Optimisation.

Challenges and counter-responses

The Company encountered demand variations, changing market channels, need for small batch sizes and enhanced quality expectation.

The Company's Operations team tracked evolving trends and responded with Lean Manufacturing, optimising production efficiency. This helped produce smaller batches with speed and cost effectiveness. It invested in the deployment of flexible manufacturing equipment and quality control. It monitored continuous improvement to proactively address quality issues.

The Company's operations were affected on account of floods in its largest unit (Pacharia, Assam).

The Company supported the administration and local community to address the situation, which helped limit impact. The Company has created back-up capacity across all key product lines as a redundancy measure.

There was a need to enhance competitiveness on account of evolving market dynamics.

The Company strengthened its operational efficiency, reflected in an enhanced input-output ratio; it optimised processes through Lean Manufacturing; it invested in cutting-edge technologies; it engaged in process review. It renegotiated contracts, optimised production planning and scheduling. These initiatives translated into a lower cost break-even.

Emami's operational strengths

Approach: Emami's operations are characterised by efficiency, sustainability, quality control, toll manufacturing and the deployment of advanced technologies.

Scale: At Emami, toll manufacturing helped widen the product range and scale production without additional investments.

Sustainable: Emami deepened its environment responsibility using renewable energy and eco-friendly processes.

Partnership: Emami partnered with specialised third-party manufacturers, leveraging their experience in the manufacture of select products.

Technology: Emami implemented advanced and automated technologies that helped optimise production.

Periodic testing: Emami's quality control comprised periodic testing and inspections at state-of-the-art quality laboratories at all manufacturing units.

Emami's operational transformation

Improving material efficiency

- **0.85** % of wastage in 2022-23
- **0.89** % of wastage in 2021-22
- **0.97** % of wastage in 2020-21
- **1.07** % of wastage in 2019-20

Improving equipment effectiveness

- **71** % of overall equipment effectiveness in 2022-23
- **69** % of overall equipment effectiveness in 2021-22
- **68** % of overall equipment effectiveness in 2020-21
- **64** % of overall equipment effectiveness in 2019-20

Operational highlights, 2022-23

• The Company achieved an On Time In Full (OTIF) of 98%

• It manufactured 20+ new products.

• It enhanced balm capacity expansion by 12 lac dozen pieces per month, additional capacity of 8 lac dozen BoroPlus Antiseptic Cream tub pack pieces and 120 tons per month of Kesh King shampoo capacity.

• It embarked on long-term manufacturing consolidation

• It participated in Quality Circle/ Kaizen competitions; it won more than 20 awards.

Outlook

Emami is committed to driving growth through a focused approach on quality, efficiency, safety, sustainability, and cost management.

Quality: The Company will deepen quality control by exceeding standards and implementing them across the manufacturing process. The Company will also focus on training and enhancing employee understanding to ensure a culture of quality. This will result in a significant reduction in defects, better customer satisfaction, and an improvement in the overall reputation of products.

Efficiency: Emami will continue to improve efficiency in its manufacturing processes by optimizing production processes, streamlining operations, identifying and eliminating waste, and exploring the use of advanced manufacturing technologies. This will result in a reduction in production costs, faster time-to-market, and improved productivity.

Safety: The Company will deepen its safety standards by implementing protocols across the entire manufacturing process and providing extensive training that leads to a behaviour-based safety model. This will result in a safer work environment for its employees, lower insurance costs, and a better overall reputation for Emami.

Sustainability: Emami is committed to enhancing responsibility standards by implementing eco-friendly practices and materials, reducing waste or emissions, and enhancing renewable energy utilisation. The Company will reduce its carbon footprint and energy consumption, ensuring that it has a positive impact on the environment and society at large.

Cost management: Emami shall continue to seek a lower break-even point by strengthening negotiations and investing in technology. The Company will implement effective cost control measures, which will enable it to maintain profitability and ensure its business to remain sustainable in the long term.

Through these efforts, Emami will continue to deliver sustainable growth, improve stakeholder value, and maintain its position as a market leader in the industry.

Case study

Impact of digitisation

Before

The processes were manual, time-consuming and paper-based.

After

The Company implemented digital portals for operational equipment effectiveness, quality and safety. Key performance indicators are tracked real-time, indicating areas for improvement, potential risks and hazards leading to corrective action.

Case study

Graduating to global standards

Reality

The Pantnagar manufacturing unit came as a part of the Zandu balm acquisition.

Challenges

The unit encountered challenges in addressing international good manufacturing practices (GMP) requirements related to the layout, processes and documentation.

Initiatives

The Company embarked on a project to upgrade the unit in line with WHO GMP TRS 937 guidelines. The unit subsequently complied with international good manufacturing practices, reflected in improved processes and quality control.

Outcome

The Company's operations complied with international GMP requirements, which enhanced the marketability of over-the-counter products.

Case study

Restructuring of EHS (Environment Health and Safety)

Before: The work on EHS was limited to OH&S (Occupational Health and Safety) with limited focus on Sustainability.

After: The Operations Department of Emami established a strong EHS governance system headed by the Associate Vice President (AVP) EHS. He is responsible for ensuring the implementation of an effective EHS management system across the Company's operations.

To support the AVP, every unit has an EHS Committee headed by the Unit Head. This committee is responsible for implementing the EHS management system at the unit level, and each unit has a dedicated EHS officer with formal qualifications in EHS to support the implementation of the system. This structure ensures that EHS management is integrated into the Company's operations.

Weekly EHS committee meetings are held to review the EHS performance of each unit. These meetings provide a forum to discuss issues related to EHS management and identify areas where improvements can be made. By holding these regular meetings, Emami can address issues before they become a problem.

Emami's EHS officers conduct monthly internal HSE audits at every unit using an internal HSE checklist with scoring. This audit is an important tool to assess the effectiveness of the EHS management system at the unit level. By regularly auditing the EHS management system, Emami can ensure that it remains effective and compliant with relevant EHS regulations and standards.

To monitor the progress of the EHS management system, every unit sends a monthly MIS of all EHS KPIs. The AVP, Corporate EHS Cell, supported by an EHS Executive, conducts monthly reviews of the EHS performance of all units, called 'L1 review'. This ensures an overview and helps identify areas where improvements are necessary.

The EHS performance of the Corporate EHS Cell is reviewed monthly by the President of Operation and COO, while the Director conducts a quarterly review to ensure that the EHS management system is being implemented effectively across all units. This multi-level review structure ensures that the EHS management system is continuously monitored and improved upon.

Emami Limited's EHS governance plays a critical role in ensuring the safety and health of all employees and stakeholders, as well as safeguarding the environment by promoting an effective EHS management system throughout the Company's operations. By reviewing and improving the EHS management system, Emami ensures that it remains effective and compliant with relevant EHS regulations and standards.

Emami and automation

- Increased efficiency
- Improved quality
- Improved data efficiency and integrity
- Enhanced collaboration
- Better agility
- Lower manual intervention
- Better speed
- Lower proportion of defects
- Better consistency

RAW MATERIALS MANAGEMENT

How we strengthened our raw materials sourcing in 2022-23

Sorting of raw materials at the Pacharia unit

Digitisation outcomes

- Increased agility (through process automation)
- Competitive sourcing (through e-auctions)
- Quick decision making (through online dashboards)
- Strategic actions and risk mitigation (through predictive data modelling)
- Best cost country sourcing and benchmarking (through global trade data dashboard)

Overview

In a business marked by dozens of products and hundreds of ingredients there is a premium on procuring right – in terms of time, quantity and quality – leading to higher asset utilisation and a capacity to put the right product at the right place in the market at the right time. The Company undertook measures related to raw material localisation (laminates, tubes, paper boards, corrugated boxes and rigid items), enhancing supply predictability.

The Company strengthened key materials sourcing to hedge inflation; it explored alternative procurement options and designed value programs that optimised costs. The Company reduced non-value adding activities, implemented advanced technologies and widened the digital eco-system.

Challenges and responses

Commodity prices skyrocketed in first half of 2022-23. The Company faced challenges in terms of optimising procurement cost.

The Company leveraged supply market intelligence to create timely buying opportunities, explored alternative sources and leveraged negotiation tactics to rationalise cost impact.

Highlights, 2022-23

- The Company strengthened the procurement supply chain ensuring business continuity
- It improved material delivery compliance (including new product development)
- It undertook timely action on major raw material price trends, which was communicated to brand heads for specific strategic decisions
- It established long-term contracts for key ingredients to hedge against volatility
- It used the e-auction platform leading to 8% savings
- It rolled out polymerase chain reaction material for the shrink film and polybag categories, strengthening sustainability
- It automated cost modules of master box (for Bangladesh)
- It updated inventory reports to real-time, notified brands and coordinated necessary liquidation to optimise costs
- It automated PR to PO [Purchase Requisition to Purchase Order conversion] with centralised procurement possibilities
- It implemented digital projects (online price trend dashboard and online purchase price variance report) for improved procurement

Outlook

The Company will focus on achieving zero failure in material availability, improve raw material planning leading to lead-time optimisation and improve time-to-market speed. The Company intends to strengthen supply chain preparedness during global crises.

The Company will continue to develop alternative vendors, localised sourcing , automated negotiation, techno-commercial project feasibility, process automation and digitisation. The Company will focus on pro-active monitoring, joint action plans (with R&D and Customer Quality Assurance teams) and root-cause analyses.

The Company intends to enhance vendor accountability around best practices. It aims to maintain a high sense of accountability, confidence, responsiveness, adaptability and proprietary analytical skills. It aims to increase the efficient use of market intelligence and benchmarking practices. It intends to deepen a culture of automated zero-based budgeting, increased use of cost models and real-time online management information systems / price trend dashboard development and inventory dashboards. It will address specific requirements through dedicated alternative vendors with a focus on digital marketplace/e-commerce.

The Company undertook measures for raw material localisation (laminates, tubes, paper boards, corrugated boxes and rigid items), enhancing supply predictability.

QUALITY ASSURANCE

Reinventing Quality Assurance at Emami

Overview

At Emami, quality vision has been reimagined and reframed with the objective to enhance capabilities, talent and competencies, and develop a best-in-class quality management system that inspires the team to become one of the top five companies in the FMCG industry.

The Company's quality management approach comprises important principles.

Leadership: The Company aims to benchmark all processes with best-in-class systems.

Approach: The Company will recreate and reframe the entire Quality Management System, quality policies and guidelines that address past learnings, latest applicable GMPs and quality standards adapted by prominent FMCG companies to emerge with a best-in-class quality management system.

Digital: The Company aims to continuously advance market-leading quality processes through digitalisation.

Customers: The Company aims to translate customer requirements into products - deliver first time right.

Upskilling: The Company will continue reskilling and people capability-building measures.

Emami and quality focus

The Company's principles of quality and leadership strategy are disseminated through quality guidelines. These guidelines consistently address evolving and demanding customer requirements aligned with national and global standards. These guidelines are dynamic with adequate room for quality enhancement, process robustness and superior practices.

Quality assurance in design and roll out is distinctive at Emami. The management perceives quality assurance as an enabler in the evaluation of operational capabilities and resources. The Company's Quality Assurance team reviews and ensures quality guidelines governing critical processes as existing or emerging regulatory norms. This team trains, validates and verifies implementation through audits.

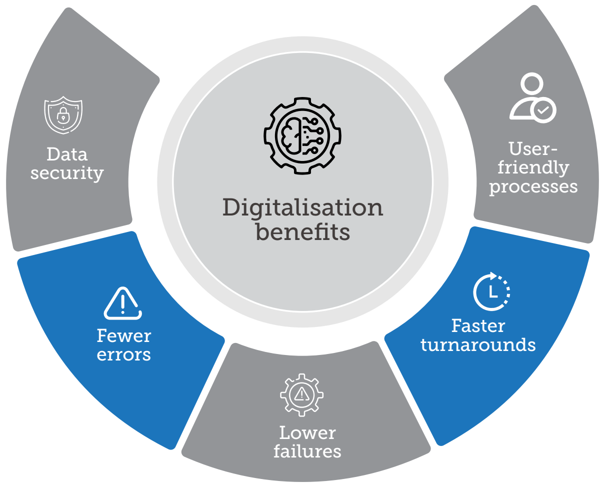
Emami's quality initiatives, 2022-23

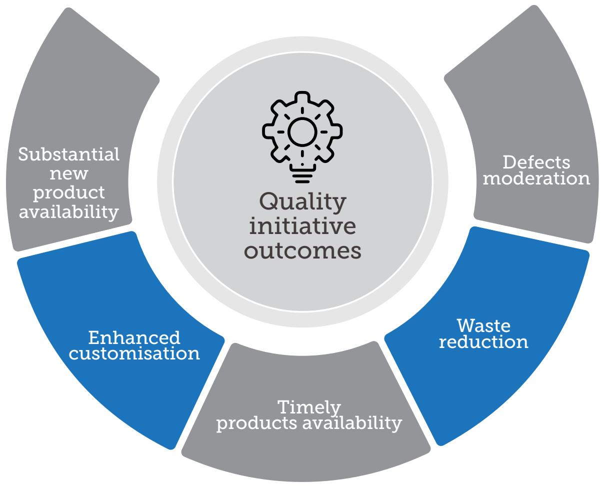
- The Company commenced the benchmarking of industry-relevant quality management systems with that of leading FMCG players .
- The Company strengthened quality system guidelines, benchmarking standards with National and Global Quality and Regulatory standards for building and maintaining excellent systems and processes.
- The Company digitised critical quality processes through workflow management tools, SAP automation, web application tools, cloud storage and technology tools.
- The Company commenced digitalised quality training and learning management.
- The Company created defect classification standards based on pack formats, enhancing defect observations.
- The Company initiated market visits by the Quality team to appraise the delivered product quality at the point-of-sale (shelf product quality performance) and understand where Emami stands in comparison to competitors.

The management perceives quality assurance as an enabler in the evaluation of operational capabilities and resources

The Quality Assurance function at our Vapi unit

The Company aims to translate customer requirements into products - deliver first time right





Quality systems assurance

- **Benchmark:** Emami's quality guidelines are benchmarked with corresponding technology standards and local / global regulations.
- **Audits:** Customer Quality Assurance conducts periodic Emami audits (owned and third-party sites)
- **Reviews:** The Company reviews the comprehensive health of quality systems and compliances
- **Appraisal & Assurance:** The Company ensures the technical qualification of vendors by analysing samples of raw materials and QMS capability evaluation (and audit of vendors of materials critical to quality) before vendor enlistment. This process of new vendor activation is enabled (through SAP) with an interlock that assures no purchase order until the vendor is formally qualified.

Highlights, 2022-23

- The Company created a 'green channel vendor rating system' that graded packing material according to vendor basis performance metrics (cost, service and quality).
- The Company embarked on the digitalisation of Quality Assurance processes (addressing customer complaints, monitoring and rating of vendor performance and quality risk management and customer feedback on resolution of their complaint grievance that helps in measuring customer satisfaction).
- The Company benchmarked 32 new quality management processes with national and global standards.
- The Company re-engineered secondary packaging to eliminate quality complaints related to bottle packaging breakage.
- The Company reduced customer complaints by 37%.
- The Company achieved the desired quality in new product introductions (consumer care and healthcare).
- The Company developed processes and capabilities leading to product extensions in its three new Indian manufacturing sites and overseas sites (Thailand, Sri Lanka and UAE) as well.

Outlook

The Company intends to implement the 'green channel vendor management system' for prospective raw and packaging materials. It intends to achieve the NABL accreditation of quality control labs across manufacturing sites for better laboratory analysis assurance (expected to raise third party business partner commitment). It intends to drive digitalisation in critical quality assessment processes (compliance audit management, deviations management and new learning management systems). It intends to implement Quality Management System as per ISO 9001: 2015. It intends to strengthen the customer care management system.

MANAGEMENT TEAM


N. H. Bhansali
CEO - Finance, Strategy & Business Development and CFO


Punita Kalra
CEO - Research & Innovation Strategy and CQA, CADE


Dr. C.K. Katiyar
CEO – Technical (Healthcare)


Vivek Dhir
CEO – International Business


Dhiraj Agarwal
Head Advisor - Media


Gul Raj Bhatia
President - Healthcare


Rajesh Sharma
President, Finance & Investor Relations


Shagun Tulsyan
President, Legal & Revenue


Sanjay Madan
President, Operations


Pradeep Kumar Pandey
President, Packaging


Tuhin Biswas
CHRO


Samrat Banerjee
CIO


Jaswant Sethia
Head - CPD & Operation Commercials


Shuchi Singhal
Head - Media

PACKAGING

How we are deepening our packaging innovation to enhance responsibility and competitiveness

Overview

In a world where impulse buying is increasing, attractive packaging influences consumer perception, expectation, impulse, and purchase. However, superior packaging is not just about aesthetics and presentation - it also plays a critical role in protecting and preserving the product, benefiting the trade partner and consumer. Therefore, packaging quality has become an essential element in ensuring that products are not only visually appealing but also durable and reliable.

Emami's packaging addresses consumer needs, enhances visual presence and helps moderate costs through design engineering. At Emami, packaging reconciles the science of preservation and an art of presentation.

Competitive strengths

Consumer-centric: Emami designs packaging as per consumer and societal priorities.

Sustainable design: The Company curates packaging that is environment friendly, socially responsible and economically viable; it uses recycled paper to reduce waste and conserve resources.

Cost-effectiveness: The Company optimised packaging through strategic partnerships, specifications optimisation, identification of alternative suppliers and automation.

Innovation: The Company invested in new packaging technologies, balancing scalability and quality.

Vendors: The Company deepened relationships with suppliers of proven track record in delivering quality material at competitive costs, minimizing supply chain disruptions.

Our approach

- Emami drives innovation through consumer-winning packaging through a user-centric approach
- The Company established an ecosystem to support e-commerce-compatible packaging, addressing online retail needs
- The Company's design-to-value approach helps balance product cost and consumer value
- The Company's packaging is compliant with laws and regulations
- The Company's packaging reconciles with the 3R principle (reduce, reuse and recycle), which promotes responsible consumption and production

Packaging line at the Pacharia unit

Highlights, 2022-23

- The Company launched new products on Zandu Care and other e-commerce platforms with best-in-class packaging
- The Company focused on cost saving through 'design to value' initiatives
- The Company invested in team development and competence building; it sustained training through multiple technical and competency-based programmes
- The Company contributed to ESG-focused webinars and workshops

Awards and recognition

In 2022-23, Emami received industry recognitions for its packaging solutions.

- Three packaging solutions received India Star Awards, prestigious recognition in packaging design and innovation excellence

Emami and packaging sustainability

Reduce: The Company is driven by optimised specification during the design of packaging solutions. The Company replaced PVC with sustainable PET-G in the design of shrink sleeves of Navratna Cool Talc Range.

Reuse: The Company implemented plastic reuse in rigid and flexible packaging. In the former, the Company made use of post-consumer resin (PCR) up to 60% in secondary packaging and around 25% in primary packaging, reducing its virgin plastic requirement. The Company converted all virgin single-layer plastic films to 50% PCR material.

Recycle: The Company remained committed to sustainable packaging solutions through design, development and qualifying recyclable multi-layer plastic in collaboration with industry partners and technology experts. The Company's goal is to reduce the environmental impact of its packaging solutions. The Company also supported Extended Producer Responsibility and Plastic Waste Management guidelines.

Outlook

Emami is driving speed-to-market through its direct-to-consumer platform, securing its supply chain and promoting sustainability. The Company is committed to drive cost innovation through technology, material innovation and supply chain optimisation. It is committed to achieve process excellence through digitalisation, project portfolio management, knowledge libraries, innovation, process standardisation and effective monitoring. The Company will reduce environmental impact through its 3R focus, sensitisation and training.

The Company's packaging reconciles the 3R principle (reduce, reuse and recycle) which promotes responsible consumption and production

SUPPLY CHAIN MANAGEMENT

Emami is engaged in initiatives to reinforce the supply chain around predictability, stability and dependability

~1%
Primary freight sales ratio

Overview

In the FMCG business, marked by the manufacture of many products and procurement of an even larger number of raw materials, there is a need to buy most at the lowest cost in the shortest time – obviating an inventory excess and stock out.

In such business, there is a premium on supply chain agility and flexibility in adapting to changes in consumer preferences and seasonal demands; there is a need to remain agile and flexible to variations in resource availability, costs, substitutes and quality.

At Emami, we service the needs of more than 450 products through the timely aggregation of hundreds of resources that need to be provided to proprietary and third-party manufacturing facilities without compromising availability.

Our strategy

The Company enhanced its supply chain productivity through the following initiatives:

- Statistical forecasting tool to facilitate demand planning
- Rough Cut Capacity Planning tool to recommend supply planning activities
- Integrated Sales and Operations Planning process to address demand
- Defined supply chain management approach aligned with core organisational objectives
- OGT tools to strengthen equilibrium distribution planning.
- Dashboards to measure Key Performance Indicators (KPIs) of the supply chain
- Technology use to enhance supply chain performance
- Periodic reviews to address bottlenecks, streamline operations and mitigate risks
- Digitised Transport Management System to enhance cost-effectiveness

We service the needs of more than 450 products through the timely aggregation of hundreds of resources that need to be provided to proprietary and third-party manufacturing facilities without compromising availability

Highlights 2022-23

Emami leveraged the power of technology to support production planning and distribution planning, driving supply chain optimisation and efficiency.

The Company aims to minimise loss of sale to less than 1.5% of sales.

The Company digitised its primary transport management system.

The Company maintained a Primary Freight Sales Ratio of ~1% considered best-in-class for cost-effectiveness.

The Company utilised the reverse auction platform (bidding) to capture the best freight rates.

The Trip Tracker technology helped the Company track shipments in real time and improve customer service.

The Company managed vehicle placement orders online, streamlining coordination between its logistics team and transportation partners.

The Company's digitised system for freight billing and payment, streamlined the process and improved supply chain commercial efficiency.

The Company leveraged business intelligence through a dashboard, making it possible to analyse Key Performance Indicators and metrics on real-time leading to informed decision-making.

Outlook

The Company intends to moderate inventory, improve its fill rate, ensure on-time products delivery, enhance the role of planning, widen supply chain visibility, improve demand forecasting, deepen digitisation, moderate the freight sales ratio and enhance the role of 'green' initiatives.

INTELLECTUAL CAPITAL

R&D

How we are deepening research and development at Emami

Emami's R&D function comprises product or process development today into what consumers may need tomorrow

Addresses the needs to make products better

Addresses the need to innovate and create new markets

Addresses the need to improve processes

Addresses the need to enhance Emami's respect for foresight

Overview

At Emami, of all the investments that we have made in our business in the last few decades, the most precious has been that of knowledge.

Emami's research and development has not merely been directed at the development of effective Ayurveda products, but also in cost moderation to enhance the consumer's price-value proposition. The Company's research and development competence has been captured in the following priorities:

One, Emami is committed to enhance the accessibility of effective Ayurveda and the latest modern science-based differentiated products for consumers.

Two, Emami is committed to cost-effectiveness, increasingly relevant when passing over increased costs to consumers is challenging

Three, Emami is committed to democratising its knowledge and expertise leading to superior research outcomes enabling cutting-edge product launches

Four, Emami prioritises governance, compliance, data management systems and processes, strengthening its positioning as a pioneer in innovation

Emami's approach to innovation

Emami's R&D team is engaged in the development of a pipeline of ayurveda-based leading edge, contemporary and differentiated personal care products to address unmet and emerging consumer needs. The Company focuses on multiple work streams like product formulation, processing science, consumer technical insights, competitive technology intelligence, analytical development, perfumery science, quality assurance and packaging development while designing any product.

Emami's cutting-edge research and development centres with high-end sophisticated design and development equipment and instruments are located in Mumbai and Kolkata. The Company has invested in talent-based specialists who deal with various aspects of product design and deployment through the NPD journey from inception to roll out. These functional experts comprise 99 members (scientists with aggregate experience of more than 978 years, 12 PhD/MD holders and more than 46 post-graduates).

R&D in Healthcare

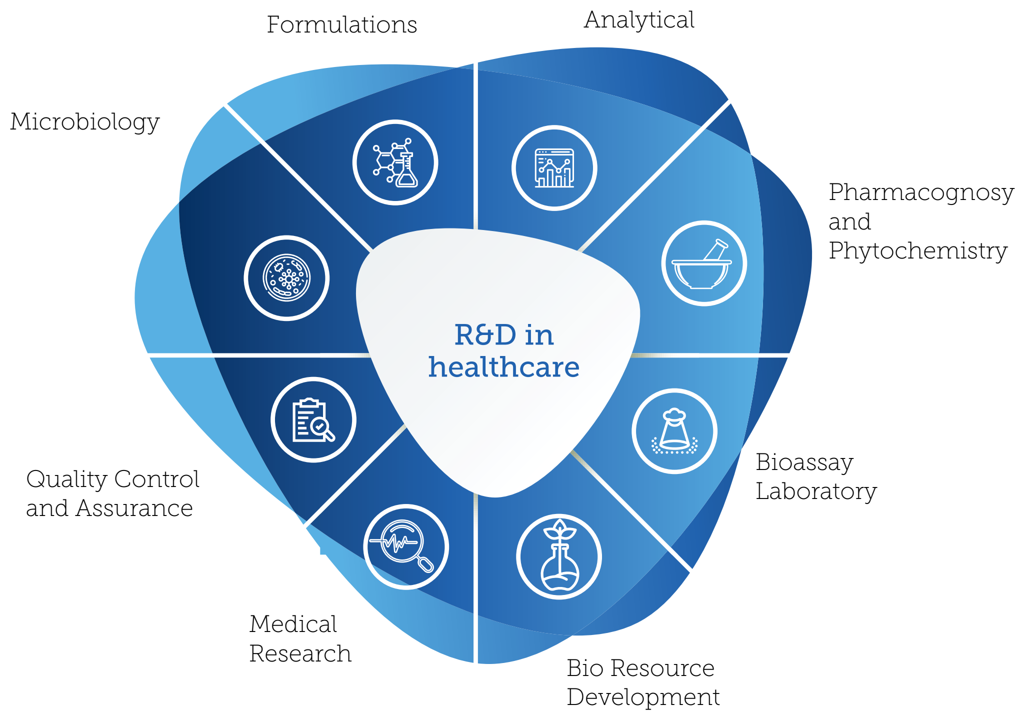
Emami leverages its extensive knowledge and over a hundred years of experience in the Ayurveda healthcare sector (through its longstanding Zandu brand). The acquisition of Zandu was complemented by Emami's validated scientific expertise, making it possible to develop therapies addressing lifestyle-related ailments and extracting medicinal properties from herbs.

Emami's cutting-edge Research and Development centres with high-end sophisticated design and development equipment and instruments are located in Mumbai & Kolkata

Emami's Healthcare R&D explores strengthening its market responsiveness and improvements in existing functions. The Company strengthened its scientific collaborations (partnership with the Department of Biotechnology (DBT), Government of India, New Delhi; Birla Institute of Technology & Science (BITS), Pilani; Motilal Nehru National Institute of Technology (MNIT) Allahabad, Prayagraj; Banasthali Vidyapeeth, Rajasthan; NSHM Knowledge Campus, Kolkata, etc) for complementing Emami's scientific capabilities for product development and claim support studies. The Company also conducted herb-drug interaction studies on new drugs for lifestyle disorders., This is perhaps the only Indian company having in-house facility to conduct herb-to-drug interaction studies before introducing new products, validating its commitment to advance R&D capabilities and create safe products.

Emami is engaged in the development of two phytopharmaceutical drugs in a new category (with Indian Council of Medical Research, Ministry of Health and Family Welfare, and the Department of Bio-Technology (DBT), Ministry of Science and Technology). It is committed to quality outcomes that ensure manufacturing of safe product in accordance with World Health Organisation's Good Manufacturing Practices (WHO-GMP) for Herbal Medicines. By infusing quality and safety in its process, Emami expects to provide reliable, safe and effective healthcare products.

The Company has expanded the scope of safety and quality of healthcare products by testing contaminants like heavy metals (mercury, cadmium, arsenic, and lead), aflatoxin and pesticide residues. All batches of every healthcare product undergo testing for these contaminants.



Competitive strengths

Infrastructure: The Company expanded its cutting-edge research center, aimed at developing innovative products across dosage forms.

Bioassay lab: This laboratory has accelerated efficacy studies, providing scientific validation, substantiating claims through data analysis. In 2022-23, the laboratory performed over 5000 Bioassays (enzymatic, non-enzymatic and cell-based assays) to support the health benefit claims.

Scientific experience: The Company invested in a cross-functional teams (Ayurveda, Chemistry, Pharmaceutics, Pharmacognosy, Microbiology, Molecular Pharmacology, and Biotechnology), resulting in a knowledge sharing platform.

Corporate Analytical Design Excellence: The Company's state-of-the-art Corporate Analytical Design Excellence (CADE) laboratory has isolated more than 120 marker compounds for standardizing raw materials and finished products, enhancing quality control and quality assurance capabilities.

Accreditations: The Company's R&D centre received accreditation from NABL, Ministry of AYUSH and the Department of Scientific Industrial Research.

Publications: Numerous peer-reviewed articles were published by team members in reputed scientific journals; few scientists were invited to serve on the editorial boards of international journals.

Bio-resources: The Bio-resources Development Department promoted the cultivation of medicinal plants through captive and contract farming. Despite pandemic related challenges, the Company maintained a sustainable supply of quality herbs and resources (tulsi, ginger, guduchi and others).

R&D initiatives

The R&D team introduced over 30 products and is focused on advancing approximately 150 New Product Development Projects across ethical marketing, OTC and generic categories.

A SENIORZ product range was developed (including SENIORZ Pain Relief Oil, SENIORZ Daily Health Booster Syrup, SENIORZ Bone Strength Tablet and SENIORZ Complete Joint Expert Tablet) addressing the elderly with a unique pharmaceutical technology application to develop easy-to-swallow tablets.

To strengthen the relevance of the claim the Bioassay laboratory developed a non-enzymatic assay to establish the Advanced Glycation End products (Anti-AGEs) assay to support the action of Kesari Jivan. Emami is the first company to conduct studies and make this claim on an Ayurvedic product in India. The R&D is evaluating the application of this assay for other products as well.

Fluctuating post-meal blood sugar level is a known but a widely under-addressed problem among patients of diabetes. The R&D team conducted a ground-breaking study using the Continuous Glucose Monitoring (CGM) approach to assess the effectiveness of Diabrishta, a self-fermented polyherbal preparation, as an adjuvant therapy for Type-II diabetes patients. The study yielded promising results, demonstrating that patients had post-meal blood sugar levels within the desired range.

The Bioassay laboratory generated efficacy data based on Reverse Pharmacology, ensuring the 'scientifically tested' validation. The existing capacity is limited to some therapeutic areas and to address this limitation, the R&D-Healthcare team is expanding capabilities to cover a wider therapeutic range.

The Company's expertise in conducting herb-drug interaction studies was recognised by the Central Council for Research in Ayurvedic Sciences (CCRAS), Ministry of AYUSH. The Company collaborated with CCRAS to provide data and insights related to herb-drug interaction for AYUSH-64, recommended during the pandemic. The team led the project, sharing results with CCRAS.

Highlights 2022-23

- The Company expanded the bioassay immunity platform beyond conventional NK cell activity studies to TNF-α and IL-6 based studies. While most companies are still focused on NK cell activity, the Company recognised the need to expand its research to comprehend complex immunity mechanism better. The proposed approach can be used in claims substantiation.
- The Company launched over 20 products through e-commerce and other marketing platforms. Various new products are currently in the launch pipeline.
- The CADE team isolated a compound Borapetol B exclusively present in Tinospora crispa, validating it as negative marker for Tinospora cordifolia. This intervention would help to ensure consistent quality and enhanced safety of Giloy.
- The Company has launched SENIORZ product range after in depth analysis of the special needs of the persons in silver range. R&D has applied unique pharmaceutical technologies probably for the first time in any Ayurvedic product in India by developing easy-to-swallow tablets with minimum effort.
- Following persistent multipronged efforts in the conservation and sustainable use of Biodiversity by captive and contract cultivation, Emami got a special recognition – the only corporate from the AYUSH stream to get a representation in G-20 Research and Innovation Initiative Gathering in Dibrugarh and Itanagar on 24-25th March 2023 by Department of Biotechnology, Ministry of Science and Technology on 'Circular Bio-economy', drawing participation from 35 countries.

Introduced a new scientific claim for Zandu Kesari Jivan

Before: The claim was updated from 'Improves immunity' to '2x immunity'

After: Zandu Kesari Jivan now claims an 'anti-age action' based on a newly developed assay by the Company's bioassay laboratory.

R&D in Consumer care

Emami is focused on developing aspirational products that improve quality of life of consumers. The Company launched innovative personal care products, designed with next-generation eco-friendly and sustainable technologies, being safe for both the consumer and the planet.

Competitive strengths

High-end product: The Company invested in tapping foresights, insights and trends to leverage modern technologies. The innovation team addresses the unmet needs of consumers through multitude tools. The R&D team is supported by the Corporate Analytical Design Excellence team, that strengthens design and evaluation through breakthrough analytical technologies, ensuring that the quality promised to the consumer is consistently delivered. The Company's innovation vision is supported by the analytical design group, accredited by NABL / AYUSH / DSIR.

R&D centre: The Company made significant investments in its research and development centre, marked by world-class formulation, design and development, performance assessment, processing technologies and scale-up process infrastructure. The centre also focuses on perfume development, assessment and validation. The NPD program was supported by Research & Development (R&D), Corporate Analytical Design Excellence (CADE) and Corporate Quality Assurance (CQA), resulting in timely and first-time right launch.

Knowledge management team: The Company's Knowledge Management teams possess a deep understanding of emerging sciences and advancements (pharmacognosy, dermatology, phytochemistry, pharmaceutical analytical technologies, physiology, chemical engineering, safety & toxicology and advanced technology delivery systems). The teams were responsible for developing disruptive products with relevance and credibility, engaged in all stages of the product development lifecycle (conceptualisation to design, development and deployment).

Outlook

The R&D team is dedicated to the development products with built-in efficacy through rigorous screening (from selecting quality raw materials to determining herb activity to product formulation).

The phytochemistry team observed that some marker compounds specified in the Pharmacopoeia were insoluble in water, making them unsuitable in final products standardisation. The team focused on isolating polar compounds and testing them using bioassays to establish new biologically active marker compounds that can be utilised in prospective product standardisation.

The R&D team is widening therapeutic areas of its products. The bioassay team is developing more cell line-based studies and include more enzymatic and non-enzymatic assays in research.

The R&D team recognised the importance of applying new and advanced pharmaceutical technology in developing novel dosage forms. The team explores collaborations with academic institutions and contract research organisations to seek expert assistance in areas that require development.

The Bio-Resources Development Department (BRD) was focused on cultivating a few herbs marked by price volatility or vulnerable to poor quality. BRD has shifted attention to cultivate species under the 'Rare, Endangered and Threatened' category. The BRD team achieved this goal with *kutki* and *chirata* (with import substitution possibility). The team developed a five-year plan to in-source a significant portion of herbal materials from within India.

30,000 sq. ft. state-of-the-art Research and Development centre in Kolkata

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY

Emami strengthened technology capabilities to enhance sustainability

Overview

The world of business has digitalised extensively in the last few years, with the pandemic accelerating it further beyond any forecast or imagination. The rationale is that in a rapidly transforming world, companies are turning to digital solutions to remain competitive and the fast-moving consumer goods (FMCG) industry is no exception. Digital technologies are empowering companies to derive insights that lead to faster and informed decision making. Emami is no exception with digital technologies helping optimise costs and improve performance.

Emami's digital technology strengths

Emami invested in new solutions and upgraded existing ones, widening its capabilities and deepening competitiveness. The Company launched initiatives that improved user adoption and customer satisfaction. The Company developed in-house capabilities and automation to foster an innovative mind set and enhance efficiencies. The Company also strengthened relationships with long standing global technology partners.

Key highlights, 2022-23

Emami leveraged automation and digital technologies in 2022-23. The digitised and automated processes comprised accounts payable, sales force effectiveness, purchase process, project & portfolio management and warehouse operations. The Company adopted digital technologies like Sales Force Automation to service the needs of the modern trade channel; it invested in in-house capabilities to deliver solutions using robotic process automation, develop learning contents and enable QR-enabled picking and packing.

Emami's statistical model-driven recommendation of product portfolios at retail outlets widened distribution and sales offtake. The Company optimised its sales force for a better distribution coverage by using statistical models. It also implemented analytical dashboards to enhance sales force effectiveness.

Outlook

Emami will equip its front-end sales force with analytics led insights that facilitate real-time decision making. The Company will upgrade its Salesforce Automation app and establish an analytics-led Command Centre for a deeper sales and metrics analysis. The Company plans to digitise its supply chain (demand & supply planning and execution), deploy solutions for integrated annual budget planning, digitise its travel and expense management process and automate processes around media management, sales order processing and other areas. Emami's cloud-first policy will drive towards an asset-light strategy by hosting its data centre on Cloud. It will also reinforce IT security, keeping in view the latest technology interventions.

Emami and digital technologies

Sales Force Automation

Robotic process automation

Learning content management

QR-enabled picking and packing

Benefits of Emami's digital technology interventions

Improved sales
Lower costs
Informed decision making
Products consistency
Superior people productivity

HUMAN CAPITAL

HUMAN RESOURCES

How we have deepened Knowledge Capital at Emami

The ability to leverage resident knowledge and experience has translated into sustained leadership and competitiveness at Emami

Addresses the need for knowledge accretion and sharing

Addresses the need for selective and specialised recruitment

Addresses the need for people-focused policies

Addresses the need for people capabilities translating into out-performance

Overview

Emami's talent practices are aligned with the standards recommended by national and international labour regulations. The Company's core values are embedded in Emami Code of Conduct, creating a safe, challenging, and rewarding work environment.

The Company is committed to being an equal opportunity employer, without any discrimination based on gender, race, religion, language, or geographic preference. The selection of candidates is solely based on their professional credentials, reflecting Emami's commitment to meritocracy in its hiring.

Emami's emphasis on talent has resulted in impressive growth. This emphasis is reflected through empowerment, resilience, accountability and a structured performance-oriented appraisal.

Emami fosters a conducive learning environment where employees are provided resources to maximise productivity. The Company's strength lies in its diverse, experienced, talented, and professional workforce, which enables it to thrive in the dynamic business environment.

Emami believes in empowering employees with the right competencies. The Company focuses not only on empowering with existing skills but emerging needs, making the team future ready. The Company's learning platforms - digital to analog - have deepened its 'Learning For All' commitment and momentum.

Emami has a robust recruitment process. Being a fast-moving organisation, it invested in organic and inorganic growth with a focus on hiring talents from diverse and new age domains like e-commerce, D2C etc. As an equal opportunity and merit-led employer, the Emami leadership avoids all discriminatory hiring practices related to caste, creed, religion and gender.

At Emami, candidates are sourced from internal references, portals, campuses or sourcing partners. The candidates undergo a rigorous process of functional and technical rounds of interview followed by psychometric assessments designed around an organisational competency framework for roles and levels. Emami also engages in a comprehensive reference check prior to recruitment.

Emami's robust induction process makes employees comfortable, marked by a flexi pay compensation module that inspires responsible tax planning. The organisation digitalised HR Life Cycle Management and Learning. The Company has developed a career growth plan across key and critical roles. It created a culture of reward cum recognition through a structured employee recognition and appreciation program called 'Wah!'

Emami's employee engagement has deepened, following the implementation of employee connect programs, health and insurance support, theme-based events, sports etc. enhancing the employee well-being index.

The Company's core values are embedded in Emami Code of Conduct, creating a safe, challenging, and rewarding work environment

Strengths

Skilled workforce

Collective experience and expertise

Employee-centric approach

Increasing employee retention

Employee-centric policies

HR strategies

Emami's 'First-Time Leadership Programme' flagship initiative is designed to reinforce leadership.

Implemented leadership interventions to foster leadership behaviours and relevant competencies.

Identified select individuals brought together as a cross-functional cohort.

Facilitated learning tools for a practical application of leadership behaviours, passing learnings to respective teams and promoting leadership across levels.

Complemented functional heads with capable leaders.

Steps taken to control attrition

- Retention of key talents
- Compensation correction
- Role enhancement and role change
- Better employee engagements

Achievements

- Launched e-learning modules like Learning Management System
- Obtained licenses from a renowned Massive Open Online Course provider, strengthening skills
- Committed to upskill Company's talent pool to ensure they are future-ready
- Dedicated to retaining talent in critical functions (sales, R&D and information technology)
- Strengthened Human Resources Business Partner function

Outlook

Emami is developing people capability by enhancing employee skillset and employee adaptability through upskilling.

Big numbers

Total employees (31st March, 2023)
3235

Average age of employees (31st March, 2023)
39

Average working experience per employee (person years) (2022-23)
13.2

Retention (%) (2022-23)
87.28

VARIOUS EMPLOYEE ENGAGEMENT INITIATIVES IN 2022-23

Innovation Leaders of Future: A two-day grooming and coaching workshop to empower young talent across innovation, design, research & development and deployment functions. This intervention covers departments like R&D, Packaging, CADE & CQA.

Nurture – Emami Employee Wellness: A wellbeing platform launched for its employees and their families is a SAAS-based online platform offering consultations by doctors, mental health counsellors, nutritionists and financial advisors for a holistic wellbeing at zero cost; it comprises online medicine delivery and medical investigations at a discounted rate; it provides online sessions of meditation, zumba, yoga and others.

Emami Premier League 2022: The 10th edition of the Emami Premier League was an exciting indoor cricketing event comprising 32 men's teams and four women's teams.

Wah! Awards: The programme was directed to recognise and reward employees who created an impact on business process and excelled at work.

MissionUnstoppable: The sales team deliberated on growth drivers, digitalisation road map, infrastructure development, analytics and efficient resource utilisation; the event comprised team building activities and a reward cum recognition programme.

Wah! Awards - Employee Reward Programme


Innovation Leaders of the Future Workshop

Mission Unstoppable Sales Team Building and Recognition Programme


Independence Day celebration at Emami's Pacharia unit


Emami Premier League

Governance review

SOCIAL & RELATIONSHIP CAPITAL

Emami: Pioneering excellence through ethical governance

Overview

Emami is committed to credible governance that enhances its respect as a responsible corporate citizen. The Company is led by a strong Board; it has outlined standard operating protocols for most functions, invested proactively in digitalisation and demonstrated an extensive commitment to regulatory compliances.

In view of this, governance at Emami comprises rules, protocols and processes by which the Company is managed. The spirit of governance balances the interests of all stakeholders (shareholders, management, customers, suppliers, financiers, government and community), making governance integral to the Company's existence.

External environment and governance at Emami

Emami operates in an environment, marked by economic impacts, demographic trends and technology advancements with a focus on alliances, trade consolidation and integration. This environment presents opportunities; there is a premium on speed, innovation and risk management. Emami's strategy is directed to enhance value across the medium to long-term. Emami outlined transparent disclosures and effective Board governance. The Company deepened its governance framework, policies and disclosures; it monitored and evaluated outcomes, contemporising relevance.

Actions for the Governance process

- Efficient service for stakeholders
- Compliance Management
- Compliance of Securities Laws & Policies
- Checks and control system, Internal controls through SOPs
- Reporting system; integrated Reports

Emami Board's independence

The Emami Board comprises 50% Independent Directors, who bring a dispassionate, independent and diverse judgment to the strategic table.

Emami Board's diversity

Emami's Board diversity harnesses differences in knowledge, skills, regional / industry experience, cultural / geographical backgrounds, age, and genders. There are 3 women Directors on the Board.

Key expertise areas of the Board of Directors-

- Management of complex business processes
- Visioning, Strategic Planning and M&A
- Consumer Insights, Innovation & Marketing
- Financial & Risk Management
- Supply Chain Management
- Governance and Regulatory Requirements

Emami Board committees

Emami Board committees cover a range of subjects with enhanced focus. The Company's Board comprised the following committees:

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders' Relationship Committee
- Corporate Social Responsibility Committee
- Risk Management Committee
- Corporate Governance Committee (also overseeing the responsibility of ESG Initiatives)
- Share Transfer Committee
- Finance Committee
- Buyback Committee

Emami Board oversight

Diverse Emami Board committees carry out defined roles. The Board supervised committees and was responsible for their actions. The Board also oversaw safety performance, validating a safety-first culture.

Responsibilities delegated by the Board

- Review of corporate governance practices
- Building an environment of trust and confidence with an eye on corporate performance and accountability
- Review of compliances as per listing regulations
- Enhancement and protection of shareholder value
- Implementation of business responsibility and sustainability report system

Compliance control mechanism

- A defined compliance matrix with responsibility specified for each statute for each business place
- Digitalisation of the control system
- Defined performers & reviewers
- Monthly statutory compliances are updated in the system from all locations via units, depots and offices
- Review and checking of a composite report of statutory compliances by the Legal Team & Internal Auditor

Emami's governance pillars

Accountability: Clarifying governance roles and responsibilities, establishing check cum controls through SOPs

Transparency: Reporting system; disclosure of timely, proper and adequate information

Responsibility: Ensuring compliance with relevant laws and regulations

Fairness: Ensuring efficient services to stakeholders

SALES & DISTRIBUTION

How Emami has widened and deepened its distribution coverage

Addresses the need for people-focused policies

Addresses the need for people capabilities translating into out-performance

Overview

At Emami, enhancing brand visibility across regions remains a priority, despite distribution challenges in the form of markets with varying population densities, changing consumer behaviour and with nearly 65% of the population residing in dispersed rural or semi-urban India.

At the Company, distribution efficiency is achieved through geographic clustering, route optimisation and load factor maximisation. Emami deepened its direct reach across towns and villages, utilizing a potential-based approach to maximise coverage.

Digitisation enhanced urban and rural presence, making it possible to target stores, curate assortments (store profiles and potential) and optimise routes. This digital transformation is revolutionizing the distribution landscape.

Challenges and mitigation

The Company has been encountering sluggish rural demand, which accounts for around a third of Emami's business. There has been considerable weakening in demand in the rubefacients portfolio.

Project Khoj – centered on rural coverage expansion - has played a significant role in mitigating rural decline. Emami's strategic investments, focused approach and channel-specific packs have been integral to the growth in modern trade and e-commerce channels.

Strategies

- The Company adopted a proactive approach, using data-driven analytics
- The Company made significant investments to target gap areas
- The Company mapped distribution opportunities based on consumption potential and other key metrics (proximity to transportation network and town-wise retail density)
- The Company established strategic partnerships with partners like CSC Grameen eStore to address rural demand.
- The Company improved in-market execution and productivity (geocode revalidation of retail stores, onboarding new chemist outlets, optimizing coverage beats and rolling out gamification for the front-end team).
- The Company implemented AI-led predictive selling algorithms to empower its urban sales team with advanced tools for enhancing the quality and quantity of productive coverage and sales calls

Emami's strategic investments, focused approach and channel-specific packs have been integral to the growth in modern trade and e-commerce channels

Strengths

- The Company shifted its focus in enhancing urban coverage by optimizing efficiency in the stores already expanded.
- The Company's expansion efforts are now focused on strategically targeted channels such as modern trade and chemists, with an emphasis on weighted stores.
- The Company is targeting an expansion in villages with potential in 400 districts.
- The Company added more than 3500 rural sub-distributors; approximately 400 field force members covered more than 20,000 additional villages. Emami's rural coverage increased from approximately 32,000 towns two years ago to more than 52,000 towns.

Achievements

- Emami ensured that products are available to consumers through diverse channels (traditional, modern and digital channels)
- Emami implemented targeted coverage expansion strategies, focusing on right-weighted stores and potential villages
- Emami rolled out D2C channels such as Zanducare.com, which allows the Company to directly service consumers
- Emami strengthened its supply chain, focusing on timely fulfilment and demand replenishment.
- Emami invested in digital platforms helping monitor reach and availability
- Emami's direct reach is around 9.4 lac outlets; its retail reach is around 49 lac outlets (direct and indirect)
- Emami's e-commerce presence and direct-to-consumer channels have expanded, covering over 17,000 pin codes (approximately 94% of Indian pin codes).
- Emami offers diverse pack sizes across its brands, catering to consumer segments across socio-economic classes.

Key highlights, 2022-23

Project Khoj: Emami expanded direct rural reach to target potential towns; it added over 11,000 villages by March 2023 (cumulative village addition of 20,000 since April 2021.)

Project Sirius: Emami implemented a predictive selling tool, enhancing the width and breadth of product assortments

E-commerce: The Company grew revenues by 83% and increased salience to 9% of the overall business with a sustained focus and channel specific assortment.

Modern trade: Emami's modern trade demonstrated 37% growth over the previous year, contributing 9% to domestic sales.

Acquisition: Emami integrated the Dermicool portfolio with new product developments, salience exceeding 3% of total net sales..

Extensive distribution grid

Emami's domestic consumer care division comprises an extensive retail reach, covering approximately 9.4 lac retailers through a robust multi-layer network of direct distributors, super stockists, sub-distributors, and wholesalers. Emami is expanding its rural footprint with coverage expected to reach 440,000 outlets.

Outlook

Emami will continue to drive reach and distribution across urban and rural channels, targeting potential channels and towns in each State. Apart from scaling Project Khoj in the rural channel to add 10,000 villages, consolidating Project Sirius in the urban channel and expanding coverage in weighted stores will be key imperatives for the year.

Emami aims to increase in-store presence in top retail formats nationwide. Emami is focusing on new product launches including the Dermicool portfolio to sustain growth. The Company plans to build new brands and strengthen the equity of its core brands through various channels (modern trade, e-commerce and general trade). Emami's project SAMT, aimed at improving its presence in over 6500 standalone modern trade stores in the top 50 towns, will remain a priority.

Before and After at Emami

Before: Emami covered 32,000 villages before Project Khoj

After: Emami added 20,000 villages in two years and increased village coverage to around 52000 following Project Khoj.

Before: Emami almost doubled performance compared to the previous year, leveraging the reach of its e-commerce channel.

After: The contribution of e-com business increased from 0.3% in FY19 to 9.3% in 2022-23.

How has Emami transformed in the last three years

- Emami undertook several initiatives to enhance and transform its route-to-market and distribution processes across various channels.
- Leveraged the latest tools and technology, in collaboration with industry experts, to drive effective solutions for demand and replenishment.
- Optimised its supply chain operations, enhanced demand forecasting accuracy, and improved overall distribution efficiency.
- Adopted a strategic and potential-based approach that involves fine-tuning the Company's activations at the level of feeder towns and villages, taking into consideration factors such as size, population, category consumption and economic prosperity.
- Integrated technology in Emami's sales process, helping facilitate the building of assortments in stores, with assisted selling playing a crucial role.
- Equipped the urban sales force with a store-wise customised assortment recommended at every outlet to assist in effective sales.
- Leveraged advanced tools and technologies to drive high fill rates on store shelves by closely monitoring in-store visibility, on-shelf inventory and store-level line extensions across modern trade formats and outlets.

Emami's e-commerce presence and direct-to-consumer channels have expanded, covering over 17,000 pin codes (approximately 94% of Indian pin codes)

Technology has played a pivotal role in Emami's sales transformation journey, with the integration of analytical tools into handheld devices used by the frontline sales force. This integration has enabled Emami's sales team to accurately capture geographic location, store-level information and intervene during sales calls at the point of purchase. Advancements in technology have facilitated the delivery of timely, personalised, and actionable reminders to the field force at the store front. Technology is also extensively used to identify the right modern trade and chemist stores and increasing their direct coverage by more than 4,000 modern trade and 30,000 key chemist stores.

Initiatives

- Geocoding of the retail direct coverage was undertaken.
- Continued implementation of Sales Force Automation enabled the organisation to progress to the next phase by integrating internal sales behavioral metrics with geospatial analysis.
- Reduction in non-value-added time is increasing productivity of the field force.
- Leveraging analytical tools in conjunction with image processing algorithms, Emami is ensuring enhanced in-store visibility in modern and traditional trade channels.

Results

- There has been a significant reduction in the distance covered by the field force for order taking, resulting in time saving that can be reinvested in engaging with retailers at the store front.
- Increased coverage in locations with the right market potential, allowing for more informed decision-making and effective resource allocation.
- Adopted a comprehensive approach to identify villages with growth potential. In addition to using external surrogate metrics such as size, proximity to highways, and type of housing (*pucca* vs *kutcha*), the organisation incorporates actual category size within each village, rather than solely relying on population as a benchmark.

INTERNATIONAL BUSINESS

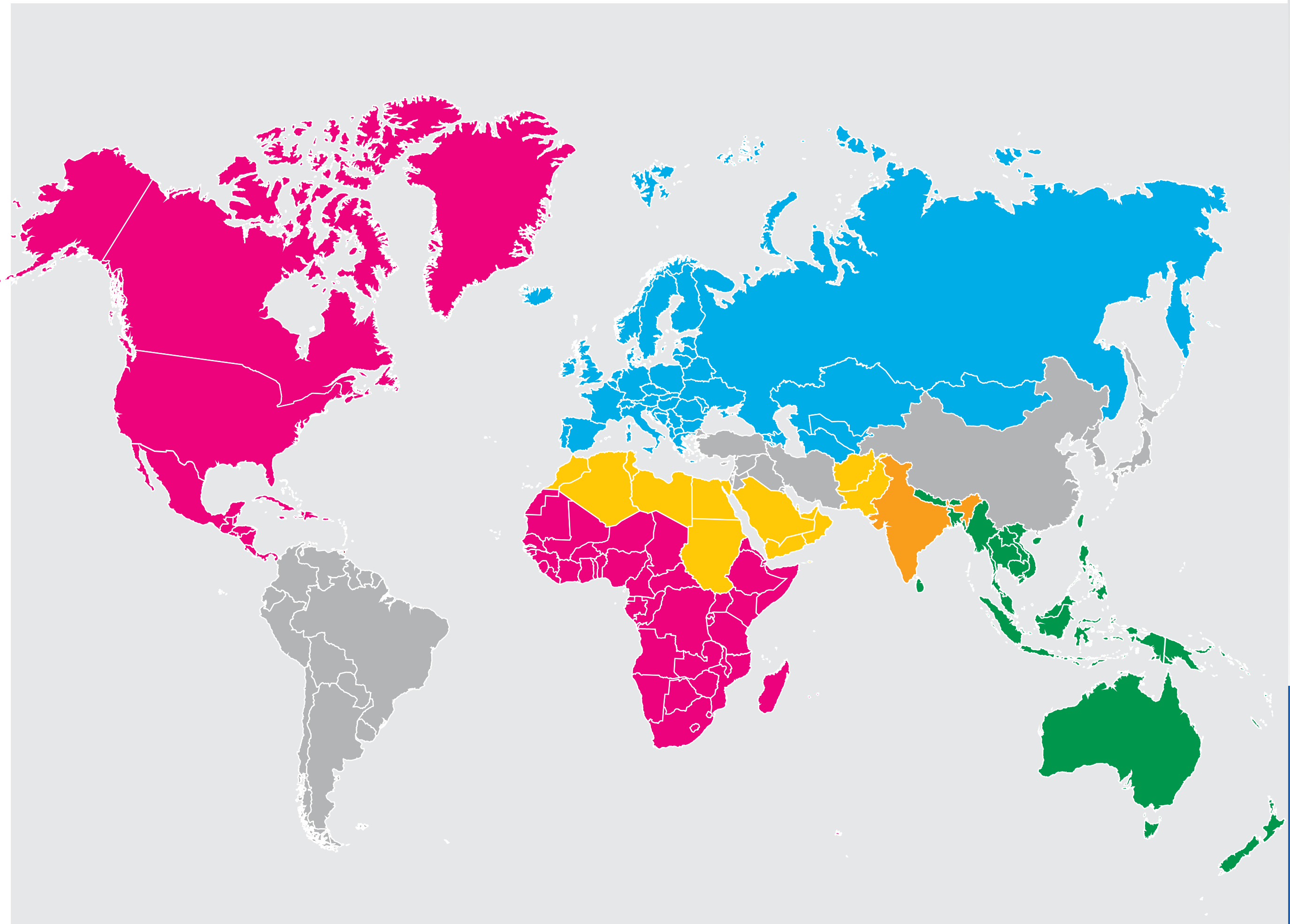
An Indian company evolved into a dynamic global citizen

Overview

Around 25 years ago, Emami sensed an opportunity for its brands and products in the international markets, venturing into exports through a distribution network across 70 countries.

The Company has come a long way with offices in Dubai, Moscow, Dhaka, Colombo and Kathmandu, coupled with own-cum-third party manufacturing units in Bangladesh, UAE, Germany, Sri Lanka and Thailand, reinforced by exports from India.

Emami's international presence



■ SAARC & SEA ■ MENAP ■ CIS & Eastern Europe ■ Africa & Others

Around six years ago, the business had plateaued; demand for Indian products were not growing in the international markets, warranting a different approach. The Company responded with a different mindset and the result is that the international business has grown, provides direct employment to more than 450 professionals outside India (90% foreign nationals), has been divided across clusters (SAARC, GCC/ Middle East, Russia/CIS, SEA, Sub-Saharan Africa etc.) and sales are sustained under enduring Emami brands or the acquired Creme21 brand.

Brand performance in the international markets

Boroplus: The brand retails around 15mn units across international geographies, contributing ~ 16% of overall International sales. In 2022-23, the brand grew by more that 50% in topline over the previous year despite challenging market conditions.

Navratna: Has moved beyond traditional red cooling oil catering to the needs of different consumers. More than ~100mn units of Navratna are sold across international geographies. In 2022-23, the brand grew more than 40%.

7 Oils in 1: The brand was introduced in the international market around 2015 and now commands a large revenue share compared to the Indian market. New offerings under hair oils made in recent years comprise Black seed, Cactus, Shea Butter, Castor, Almond, Coconut and Aloe Vera. With ~ 12mn units sold annually, the brand grew in mid-teen percentage during the last year.

Fair & Handsome / Smart & Handsome: In two decades, the brand, launched as male whitening, has evolved into an advanced male grooming brand. With sales of 12mn units, the brand registered a growth of 25%. In 2022-23 the brand was repositioned as Smart & Handsome in international geographies.

Creme21: This iconic German brand was acquired in 2019 and become an integral part of Emami's brands. Today ~5 mn units are sold annually in the international markets. In 2022-23, the brand grew in the mid-teen percentages.

Topical pain management: Includes balms, ointments and sprays under the Menthoplus, Fast Relief and Zandu brands. These offerings are leading the categories / markets they operate in. Today, ~ 40mn units are sold annually with mid-single digit sales growth.

Challenges and mitigation

In 2022-23, in spite of turbulence across geographies - liquidity crisis in Nepal, economic crisis in Sri Lanka, currency meltdown in Bangladesh and Egypt, disturbed macro-economic conditions and Russia-Ukraine conflict - the Company's international business delivered profitable growth in each quarter due to the following reasons: strong brands and brand building; prudent management of investments deployed selectively to maximise yield; pro-activeness while monitoring situations and timely responsiveness.

Strategies

Emami increased investments in key brands across Gulf countries, Middle East, SAARC, CIS, Southeast Asia and East Africa.

The Company expanded its footprint across international markets with a significant population. It focused on talent retention and attraction. It established a stronger direct control in markets like Russia, CIS, Sri Lanka and Bangladesh, among others.

It implemented e-commerce strategies in select geographies. Its marketing was directed towards online media, endorsements and online purchase.

Achievements

- Despite challenges, Emami's international revenues grew by 20%, catalysed by superior performance in key clusters like GCC, Russia or CIS, SEA and Africa.
- Despite geopolitical issues, the Russia or CIS cluster demonstrated a significant contribution to international business.

Outlook

In 2023-24, Emami's international business aims to achieve double-digit growth, despite tough macro-economic and socio-political situations in several geographies.

New products launched

- **Navratna:** Navratna Gold oil and Navratna Zaitoon oil for women and Arab audience.
- **Creme21:** Aloe Vera Face Gel and Petroleum Jelly for Arab consumers.
- **BoroPlus:** BoroPlus Panthenol and Boroplus Soft for CIS consumers.
- **Fair and Handsome:** Re-launched as Smart and Handsome in international geographies.

Big numbers

17%
Share of international revenues in the Company's total revenues in 2022-23 (15% in 2021-22)

70 +
Countries of presence

Emami's international products portfolio

EMAMI'S ROLE AS A RESPONSIBLE CORPORATE CITIZEN

CSR

We have engaged in responsible community development through various initiatives and activities

Focus on under-addressed areas

Enhanced effectiveness derived through NGO partnerships

Allocation of a sizable part of the surplus towards community development

Overview

Emami's CSR activities focus on holistic societal development. The Company's CSR programmes are designed by a Board-level committee, highlighting the Company's social development priority. By partnering civil society and NGOs, Emami has widened its CSR impact.

Emami and CSR

Emami has implemented social interventions across the country. Its Corporate Social Responsibility initiatives are designed around United Nations' Sustainable Development Goals, with an emphasis on advancing education, skill development and healthcare.

Emami's CSR policy

The CSR policy of Emami aligns with the Company's philosophy of fulfilling its responsibility as a corporate citizen with its business ethics, while undertaking initiatives for the well-being of under-privileged and deprived sections of the society.

CSR commitment, 2022-23

During 2022-23, the Company allocated ₹10.48 Cr for CSR initiatives across education & skill development, health, water & sanitation, and social upliftment engagements. Of the allocated corpus, ₹2.60 Cr was spent on education and skill development, ₹2.97 Cr on health, water and sanitation and ₹4.14 Cr on social uplift.

Project

PADHO INDIA PADHO

This initiative promotes holistic education support for the children and students from socially and economically downtrodden sections of the society.

Overview

With a strong belief in education being the driver of socio-economic progress, the project was initiated to promote a holistic approach towards supporting the education sector. This project provides students, schools and educational institutions with necessary learning resources and support. Deserving students from financially marginalised families are granted scholarships and study grants.

Emami's various CSR initiatives in the field of education

Rajkumar Goenka, *Patron-CSR*

Initiatives

Student Support Program: Provided scholarships, financial aid and education materials support to 124 underprivileged students for their studies and distributed textbooks to 500+ needy students.

Education Infrastructure Support: Provided infrastructure support to various school/educational institutions for better education facilities.

Ekal Vidyalaya: Provided support to Friends of Tribal Society to operate 75 one-teacher schools, benefitting 1131 students.

After School Support Program: Provided after-school coaching support to 170+ students at Emami Foundation CSR centres in Kolkata and Haripal.

Nanhi Saraswati Girl Child Education Support Program: Provided learning opportunities to meritorious as well as needy girl child students from economically weaker sections.

Project Udayan Care – Shalini Fellowship Program: Provided support for academic excellence and personality development of 50 Shalinis - girl students from underprivileged sections of the society. Individual attention, counselling and grooming through regular mentoring programmes were provided for their overall mental and moral development.

Digital education in rural areas: Smart classrooms were set up at Haripal Centre of Emami Foundation for rural students to access the best teachers from Kolkata.

Project

BADHTE KADAM

This initiative promotes employment generation and livelihood creation through skill development and enhancing relevant vocational skills.

Overview

This programme imparts training in vocational skills that enhances employability. The programme comprises in-demand skills such as apparel designing, stitching and tailoring, beauty and hairdressing, financial accounting such as GST and Tally, spoken English, grooming and personality development, among others.

Initiatives

Skill development programme: Skill and vocational training provided to 800+ underprivileged youths in Kolkata and the Hooghly district of West Bengal in various trades through CSR Skill Development Centres operating under the aegis of Emami Foundation.

Project

PADHENGE HUM PADHAANE KE LIYE

This initiative improves learning outcomes of students by capacity building of teachers through training and innovative teaching pedagogies.

Overview

The Company trains teachers to enable them to address the specific learning needs of students through a collaborative platform that facilitates communication among teachers, students, parents and the entire community.

Initiatives

Teachers' Training Program: Digital training was undertaken for 100+ teachers at rural schools under the Daksh Teachers' Digital Empowerment Program.

Project

JAN KALYAN

This initiative focuses on social uplift of the vulnerable sections

Overview

At Emami, sustainable development warrants a commitment to corporate social responsibility, supporting socio-economic progress. The initiative comprises a variety of actions like enhancing rural and slum areas, improving social infrastructure, addressing hunger, promoting arts and sports, animal welfare and managing disasters.

Hunger mitigation program: The Company addresses the issue of hunger, poverty and malnutrition by distributing food and supplements in and around factory units and through Emami Foundation-managed CSR centres in Kolkata and suburbs. This project benefitted more than 300,000 people during the year.

Promotion of sports: The Company contributed towards the promotion of sports and sportsmen in six schools, covering eight villages in the vicinity of the Pantnagar factory by enrolling sports talent into institutions. Around 192 sporting talents were identified under this program, comprising 129 boys and 63 girls. Around 90 parents were also counselled to encourage their children in sports.

Promotion of arts and culture: The Company played an instrumental role in connecting urban youth to their cultural roots by promoting classical and traditional music. Under Emami's Residency Programme, chosen artists were provided the opportunity to live and work outside of their usual environments and explore new locations, different cultures and experiment with different materials. A lot of art festivals of Indian cultural legacy were also organised for cross pollination of ideas and creativity where art exhibitions, graffiti and band competitions, art bazaar, musical concerts, folk performances, workshops and talks, virtual talk sessions and film screenings were held.

Disaster management and rescue services: The Company's rescue team provided disaster relief during the pandemic; it supported thousands with dry and cooked rations; it provided relief to thousands during natural disasters in Sundarbans, Contai and Ghatal areas of West Bengal. It rescued 380+ vulnerable people from Kolkata streets and reunited them with their families.

Animal welfare: The Company supported veterinary clinics for the treatment of sick animals in Kolkata.

Project Gokulam: Family-based rehabilitation of abandoned and parentless children, destitute women and widows was undertaken at Vrindavan, bringing them together and raising them as a family in a community environment. Some 15 Vatsalya Parivars benefitted under this program consisting of 169 children and 55 women.

SHE – Commerce: 50+ women were trained on e-commerce to support women's economic empowerment by addressing the practical need of women to become self-sufficient.

Project

SWASTHYA

This initiative provides the underprivileged population access to preventative & promotive healthcare services that facilitate demographic and socio-economic transition.

Overview

The Company's mission is to democratise healthcare - accessible, affordable, and available for all. Emami offers medical aid to financially challenged patients and conducts clinics to address healthcare needs.

Diabetes care centre: It launched a pioneering diabetes care and management centre for the underprivileged (comprising specialist diabetologist consultation, diabetes foot examination, diabetic retinopathy examination, diabetes diet advice and diabetes education). These services have been availed by 1100+ diabetes patients during the last year.

Health infrastructure: Provided healthcare infrastructure support to Mahavir Seva Sadan for setting up a research and rehabilitation centre for children with cerebral palsy; also upgraded the health infrastructure of the Haripal CSR centre.

Financial aid: Supported the treatment and health care of 800 + patients by providing financial aid to patients who needed urgent & emergency medical intervention.

Promoting health care: Operated and managed outpatient department clinics, benefitting 70,000+ beneficiaries at Emami Foundation-operated CSR Centres in Kolkata and suburbs.

Eye screening: A project on eye screening of students was held through training school teachers to detect defective vision among school children in Haripal area of West Bengal. Improved academic performance and overall wellbeing of the students was achieved with improved / corrected vision.

EMAMI'S SUSTAINABLE JOURNEY TO BUILD A BETTER WORLD

NATURAL CAPITAL

Addresses the need to grow the business with a lower carbon footprint

Overview

In a world becoming increasingly sensitive, there is a premium on the use of responsible resources and processes. This is the standard by which companies are now being appraised.

Emami made investments in cutting-edge technologies that improved process yields, reduced waste, improved output quality and moderated power or resource consumption.

Emami has embarked on a sustainability journey to ensure the Company's transformation into an organisation of the future, enhancing a sustainable outlook across all its businesses.

Our approach

Emami embraced a holistic approach to achieve sustainability in operations, encompassing safety, environment, water conservation, energy conservation and waste management. Over the years, the Company achieved few milestones towards zero accidents, zero liquid discharge and zero environmental incidents.

Key highlights, 2022-23

- Overall energy consumption reduced 8%
- Overall renewable energy use increased 15%
- Overall water consumption reduced 14%
- Reduced high speed diesel consumption by 36% in Pacharia. The boilers are now charged with approximately 96% bio-briquette and 4% diesel in most manufacturing units.
- At Pantnagar, the Company transitioned to PNG use in boilers as it produces negligible sulphur and mercury; besides, Co_2 emissions can be curbed to just 13% of High Speed Diesel.
- The Company invested 1MW renewable energy in Pacharia, which facilitated 12% of solar energy being used to address the electricity appetite. At Masat, the Company undertook solar generation with 200KW capacity and at Dongari, it invested in 320KW capacity.
- The Company established an integrated waste management system, responsible scrap disposal, reduction in ETP waste, recycling of plastic and e-waste through certified vendors.

Our R&D initiatives to reduce carbon footprint

Emami has undertaken various initiatives to drive sustainability. To moderate environment and social impact, the R&D team is engaged in product innovation and technology improvement. The Company is committed to reduce its environment footprint and promote sustainable practices. Some R&D initiatives comprised:

- For the production of Zandu Rhumasyl, the Company shifted to a cold-press process, reducing energy consumption and moderating carbon footprint.
- The Company made changes to Zandu Lalima's manufacturing process to conserve water.
- The Company replaced sugar with jaggery in the production of Zandu Chyavanprash, reducing upstream carbon emissions due to minimal processing requirements

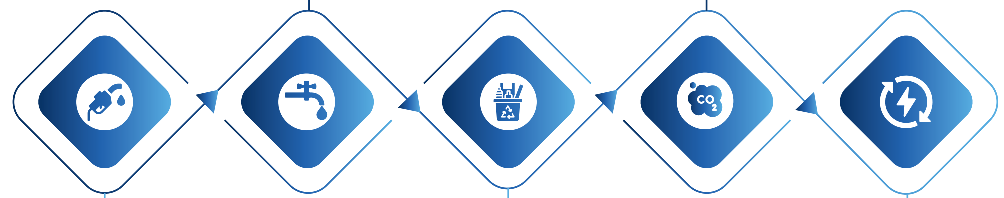
Emami's efforts towards environment protection

Water stewardship

- Implementation of zero liquid discharge at all manufacturing units
- Reducing water intake by utilizing treated wastewater
- Reducing dependence on groundwater extraction
- Operating in line with Consent to Operate (CTO) terms

GHG emissions reduction

- Initiatives to reduce greenhouse gas (GHG) emissions
- Utilisation of an efficient environmental management system and innovative technology
- Monitoring and containing GHG emissions within regulatory standards



Fuel consumption reduction

- Transitioning from high speed diesel to piped natural gas and bio-briquettes in boiler operations
- Running boilers with 96% briquette and 4% HSD selectively
- Introduction of electric vehicles in the corporate office and e-rickshaws in units

Circular economy and plastic recycling

- Introduction of significant recycled plastic in primary and secondary packaging
- Reduced dependence on virgin plastics
- Lowering carbon footprint associated with virgin plastic manufacturing

Renewable energy use

- Installation of solar rooftops in four manufacturing units
- Increased use of renewable energy sources

Sourcing and supply chain

The Company invested in cross-functional communication for optimal sourcing based on manufacturing and sales forecasts. The Company invested in light and recycled packing materials. It focused on the optimisation of structural and material design.

It appraised social, ethical, and environmental factors before selecting suppliers. A majority of raw and packing materials sourced were from suppliers covered by sustainable sourcing programs or compliant with ISO 14001, OHSAS 45001, FSC, FDA, BRC and USRA. It engaged with suppliers and transporters to deepen their sustainable sourcing commitment. It engaged in comprehensive supplier assessment to identify improvement areas.

Collaboration and farmer engagement

The Company collaborated with local authorities, government institutions, and self-help groups. It engaged in the contractual cultivation of medicinal herbs with farmers and collectors. It conducted capability building programs for farmers, providing technical guidance and training. It engaged in the distribution of quality planting materials and facilitated farmer registration under government cultivation programmes. It enhanced farmer incomes and promoted medicinal plant conservation awareness.

Herb cultivation and farmer engagement initiatives

Chirayta cultivation: Farmers in the Western Himalayas, situated at an elevation of 2700 meters, are engaging in the cultivation of Chirayta, an endangered species. This cultivation initiative is being extensively backed by Emami.

Kutki cultivation: Under the supervision of Emami, the cultivation of Kutki, a valuable and endangered species, is taking place at an elevation of 2800 meters in the Western Himalayan region.

Kapur Kachri cultivation: With the assistance of Emami, farmers in Uttarakhand are cultivating Kapur Kachri, a prominent species native to the Himalayas.

Farmer training: In the Western Himalayas, the Company organises training programmes for farmers focused on imparting knowledge and implementing 'Good Agricultural Practices'.

Zandu Foundation - Biotech Kisan Hub - Farmers' Training


Kutki Cultivation


Kapur Kachri Cultivation


Farmers' Training in Uttarakhand

Value-addition: Zandu Foundation for Healthcare (ZFHC) organises farmer demonstration programmes that educates farmers on the value-addition techniques associated with aromatic plants.

Azadi Ka Amrit Mahotsav: As a part of the 'Azadi Ka Amrit Mahotsav' programme, ZFHC conducted on-field training for farmers in Gujarat.

Biotech Kisan hub: ZFHC is implementing the 'Biotech Kisan Hub' project in Gujarat, funded by Department of Biotechnology, Ministry of Science & Technology, Government of India. This initiative has benefited approximately 1000 farmers.

Ashwagandha cultivation: ZFHC is promoting farmers in Gujarat to engage in the cultivation of Ashwagandha. This includes providing technical assistance and marketing support to farmers.

Koncha cultivation: For over ten years, farmers in Gujarat have been cultivating Koncha, a variety developed by ZFHC. This variety is known for its high content of L-dopa in seeds.

Sustainable packaging

Emami is in compliance with the requirements of Plastic Waste Management Rules, 2016 and subsequent amendments; its waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards. Emami partnered three associations registered with Central Pollution Control Board (CPCB) as a Plastic Waste Processor (PWP).

Waste bought back by PWP for brands are collected through waste pickers / aggregators and are subsequently sent to collection centres / manufacturing facilities where wastes are segregated and sorted. The segregated wastes are then cleaned, washed, extruded and compounded to pellets which are used to manufacture the final products.

The Company uses 50% Post-Consumer Recycled (PCR)-LDPE in shrink bundling films. Emami is qualified to use PCR PET for primary and secondary packaging after robust stability and moulding process qualifications. For the primary packaging of Navratna Oil, Emami uses PET bottles with 25% R-PET; for secondary packaging, PET jar is used with 40% R-PET content. In 2022-23, 10,204 MT of waste was processed via EPR, which accounted for approximately 74% of the total plastic consumption liability in each category.

Various Awards received by Emami Ltd. for environment protection

Pacharia plant was awarded 3 star rating two times in a row by CII Eastern Region Safety, Health & Environment (SHE) Awards

Pacharia unit was declared winner of in the "22nd Greentech Environment Award 2022" for the second time in a row for outstanding achievements 'Environment Protection' category

Pacharia unit was awarded Winner for EHS Best Practices at the Greentech International EHS Summit, 2023


Zandu Foundation - Azadi Ka Amrit Mahotsav - on-field farmers' training


Chirata cultivation

AWARDS & ACCOLADES

CORPORATE AWARDS AND RANKINGS

Received the **ET Bengal Corporate Award (ETBCA)** 2022 for **'Best Financial Performance'** among companies with a turnover of over ₹1500 Cr

BRANDS AND MARKETING AWARDS

BoroPlus felicitated as one of the **'Iconic Brands of India'** at the 5th edition of 'The Economic Times Iconic Brands of India'

Software Defined Network (SDWAN) implementation project selected as a winner at the 3rd Quantic India Technology Excellence Awards 2023 under the category of **'Best Infrastructure Transformation in FMCG Industry'**

QUALITY & OPERATIONS AWARDS

Emami Limited, Kamrup, Assam on behalf of Emami Guwahati Cluster (Amingaon & Pacharia) awarded as **'Best Unit for Compliance of Labours Laws'** and **'Best Labour Practices'** by the Labour Welfare Department, Govt. of Assam.

Received the prestigious **'Golden Peacock Business Excellence Award'**, for the year 2022 recognizing Emami's best in class standards of performance through structured continuous improvement and innovation projects with a specific focus on the various operations excellence initiatives at our units.

INDIVIDUAL RECOGNITION

Co-Founder and Chairman, **Mr. R. S. Goenka** conferred with the prestigious "Banga Bibhusan" award from the State Government of West Bengal.

CNBC TV18's list of India's top seven Indian 'heiresses', featured Wholetime Director, **Ms Priti A Sureka,** for leading her family businesses successfully.

Businessworld, featured **Ms. Priti A. Sureka,** Wholetime Director in its Special Issue on 'Most Influential Women' of India.

Mr Harsha V. Agarwal, Vice Chairman & Managing Director, elected as Vice President of Federation of Indian Chambers of Commerce and Industry – FICCI

Mr Prashant Goenka, Wholetime Director, felicitated with the **Entrepreneur of the Year – 2022** Award (Consumer Category) in Dubai by the ITP Media Group at its 14th Annual CEO Middle East Awards.

Directors' Report

Dear Shareholders,

It gives me great pleasure to share with you the performance of your Company along with audited accounts for the financial year ended March 31, 2023. In compliance with the applicable provisions of Companies Act, 2013, ("the Act") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), this report covers the financial results and other developments during the financial year from April 1, 2022 to March 31, 2023.

1. Operational Review

During the year under review, the demand environment continued to remain challenging with the FMCG sector impacted by an unprecedented inflation leading to rural slowdown, liquidity pressure and subdued consumer sentiment.

The year also witnessed significant corrections in two categories - pain management and Healthcare – that enjoyed a high revenue base during the pandemic year. This, along with high input costs and favourable portfolio mix last year impacted margins.

Further, a warmer winter season impacted the sales of winter portfolio in Q3FY23 and unseasonal rains across the country impacted the loading of summer products in Q4FY23. In the given macroeconomic environment, the Company posted Revenues of Rs. 3,406 cr. which was 7% higher than the previous year.

Most of the Company's major brands increased their household penetration levels during the year under review. Sustained interventions and marketing efforts ensured that they further cemented their leadership positions in their respective categories. Major brands like Navratna grew by 6%, Male Grooming range grew by 4%, 7 Oils in One grew by 10% and BoroPlus and Kesh King grew by 1% respectively.

Pain Management range and Healthcare range, being COVID contextual categories witnessed corrections during the year, however on a 4 year CAGR basis, Pain Management range grew by 6% and Healthcare range grew by 8%.

During the year under review, the newly acquired brand Dermicool was integrated from April 1,2022 and Helios Lifestyle which operates under the brand "The Man Company" became the Company's subsidiary with effect from July 1,2022

Further, the Company launched more than 20 products in FY23, with a majority being digital first launches on its D2C portal Zanducare.

The Company's Modern Trade and E-Commerce channels continued to grow strongly during the year. While Modern Trade grew by 37%, it increased its contribution to domestic business by 220 bps to 9.3%. E-Commerce sales also increased by 82% increasing its contribution to domestic business by 400 bps to 9.3%.

Over the past 2 years, the Company embarked on a journey under "Project KHOJ" to double its rural coverage adding ~20,000 rural towns & villages, taking its overall footprint to 52,000 such rural villages. In FY24, the Company plans to add further 8,000 villages to reach its target of 60,000 villages. This rural expansion is getting digitized and geocoded at the same time giving the organization a wealth of rural retail level behaviour and buying patterns to ensure higher service levels.

The Company's International business continued its stellar performance growing by 20% in FY23 despite of high inflation and several key markets facing challenges like currency depreciation in Bangladesh, economic crisis in Sri Lanka, forex & liquidity crisis in Nepal and ongoing political conflict in CIS countries etc. This was made possible only on account of strong brand building activities across key geographies.

During the financial year, Gross Margins at 64.7% declined by 160 bps on account of higher input costs and favourable portfolio mix in the base year. EBIDTA margins excluding strategic investments at 26.7% are close to pre-COVID levels and including strategic investments, they stand at 25.2%. PAT before MAT credit entitlement of earlier years at Rs. 627 Cr grew by 4% over previous year and by 20% on a 4 year CAGR basis.

Financial results for the year under review are summarised below:

Financial results

(Rs. lacs)

Particulars	Standalone		Consolidated	
	2022-23	2021-22	2022-23	2021-22
Operating income	**2,90,683**	**2,86,687**	**3,40,573**	**3,19,203**
Profit before interest, depreciation and taxation	**82,544**	**1,02,012**	**93,168**	**1,04,762**
Interest	373	345	739	507
Depreciation and amortisation	21,538	32,761	24,725	33,478
Profit Before Tax and Exceptional Items	**60,633**	**68,906**	**67,704**	**70,777**
Exceptional Items	-	-	-	518
Profit before taxation	**60,633**	**68,906**	**67,704**	**70,259**
Less: Provision for taxation				
- Current tax	11,077	12,209	12,678	13,539
- Deferred tax (net)	760	438	90	404
-MAT credit entitlement	(8,554)	(28,809)	(8,554)	(28,809)
Profit after taxation	**57,350**	**85,068**	**63,490**	**85,125**
Non-controlling interest	-	-	(1216)	(232)
Profit after minority interest	**57,350**	**85,068**	**64,706**	**85,357**
Share of profit/(loss) of associate	-	-	(750)	(1,458)
Profit for the year	**57,350**	**85,068**	**63,956**	**83,899**
Balance brought forward	1,16,684	67,182	1,15,830	67,646
Profit available for appropriation	**1,74,034**	**1,52,250**	**1,79,786**	**1,51,545**
Appropriation				
Effects of adoption of new accounting standard , i.e, Ind AS 115		-		-
Interim dividend	35,292	35,561	35,292	35,561
Corporate dividend tax		-		-
Re-measurement of net defined benefit plans (net of tax)	72	5	-29	154
Acquisition of Non-controlling interests	-	-	515	-
Balance carried forward	1,38,670	1,16,684	1,44,008	1,15,830
Total	**1,74,034**	**1,52,250**	**1,79,786**	**1,51,545**

2. Changes in the nature of business, if any

There has been no change in the nature of business of the Company during the financial year 2022-2023.

3. Dividend

During the year under review, the Company has paid two Interim Dividends aggregating to Rs. 8/- per share of Re. 1/- each. The two interim dividends so paid will be placed for confirmation by the members at the ensuing AGM. The total dividend outgo for the financial year ended March 31, 2023 amounted to Rs. 35,292 lacs and dividend pay-out ratio works out to 55.17%. The dividend pay-out is in accordance with the Company's Dividend Distribution Policy. The Policy is available on the Company's website www.emamiltd.in.

4. Transfer to reserve

Your Directors do not propose to transfer any amount to the general reserve.

5. Material changes and commitments

No material changes and commitments have occurred from the date of close of the financial year till the date of this Report, which might affect the financial position of the Company.

6. Buyback of Equity Shares

The Board of Directors at its Meeting held on March 24, 2023 approved the Buyback of equity shares from its shareholders/beneficial owners (other than those who are promoters, members of the promoter group or persons in control), from the open market through stock exchange mechanism for an aggregate amount not exceeding INR 18,600 lacs (Rupees Eighteen Thousand Six Hundred Lakh Only) which represented 9.94% and 9.99% of the aggregate of the total paid-up capital and free reserves of the Company based on the audited standalone and consolidated financial statements of the Company respectively as at March 31, 2022.

The Buyback process commenced on April 13,2023 and would tentatively close on July 19, 2023. The Company has bought back 17,26,508 equity shares till May 24, 2023 pursuant to the buyback offer by utilizing a sum of Rs. 65,59,44,574 (Rupees Sixty-Five Crores Fifty-Nine Lakhs Forty-Four Thousand Five Hundred and Seventy-Four Only) which represents 35.26% of the Maximum Buyback Size. The Company has completed the process of extinguishment of 7,41,881 Equity Shares bought back under the Buyback Process so far.

7. Share Capital

As on March 31, 2023 the authorised share capital of the company is 50,00,00,000 equity shares of Re. 1 each and the issued, subscribed and fully paid-up share capital of the company is 44,11,50,000 equity shares of Re. 1 each. There has been no change in the Capital during the year.

8. Internal control systems and their adequacy

Your Company has in place an adequate system of internal controls commensurate with its size, requirements and the nature of operations. These systems are designed keeping in view the nature of activities carried out at each location and various business operations.

Your Company's in-house internal audit department alongwith other audit firms carries out internal audits at all manufacturing locations, offices and sales depots across the country and overseas. The objective is to assess the existence, adequacy and operation of financial and operating controls set up by the Company and to ensure compliance with the Companies Act, 2013, SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 and corporate policies.

Your Company's internal audit department and risk management system have been accredited with ISO 9001:2015 and ISO 31000:2018 certifications, respectively.

A summary of all significant findings by the audit department along with the follow-up actions undertaken thereafter is placed before the Audit Committee for review. The Audit Committee reviews the comprehensiveness and effectiveness of the report and provides valuable suggestions and keeps the Board of Directors informed about its major observations, from time to time.

Internal financial controls

The Company has in place adequate financial controls commensurate with its size, scale and complexity of its operations. The Company has in place policies and procedures required to properly and efficiently conduct its business, safeguard its assets, detect frauds and errors, maintain accuracy and completeness of accounting records and prepare financial records in a timely and reliable manner.

9. Subsidiary companies, joint ventures and associate companies

Subsidiary companies

Pursuant to Section 134 of the Companies Act, 2013 and Rule 8(1) of the Companies (Accounts) Rules, 2014, the report on performance and financial position of subsidiaries is included in the Consolidated Financial Statements of the Company. The Company has a policy for determining the materiality of a subsidiary, which is available at www.emamiltd.in/investor-info/pdf/Policy-for-Determining-Materiality-of_subsidiaries.pdf. As of March 31, 2023, your Company had the following subsidiary companies:

i) Emami Bangladesh Ltd., Bangladesh, wholly-owned subsidiary of Emami Limited;

ii) Emami Lanka (Pvt.) Ltd., Sri Lanka., wholly-owned subsidiary of Emami Limited;

iii) Emami International FZE, UAE, wholly-owned subsidiary of Emami Limited;

iv) Crème 21, GmbH, wholly-owned subsidiary of Emami International FZE;

v) Emami International Personal Care Trading LLC- Dubai, a wholly-owned subsidiary of Emami international FZE;

vi) Emami Rus (LLC), Russia, a 99.99% subsidiary of Emami International FZE;

vii) Emami Overseas FZE, UAE., wholly-owned subsidiary of Emami International FZE;

viii) Pharma Derm SAE Co, Egypt, a 90.60% subsidiary of Emami Overseas FZE;

ix) Brillare Science Pvt. Ltd., an 82.92% subsidiary of Emami Ltd;

x) Helios Lifestyle Private Limited, a 50.40% subsidiary of Emami Limited.

In compliance with IND-AS-110, your Company has prepared its consolidated financial statements, which forms part of this Annual Report. Pursuant to the provisions of Section 129(3) of the Companies Act, 2013, a separate statement containing the salient features of the subsidiary companies in the prescribed form (AOC-1) is a part of the consolidated financial statements. The accounts of the subsidiary companies will be available to any member seeking such information at any point of time. The financial statements of the Company along with the accounts of the subsidiaries will be available at the website of the Company, www.emamiltd.in, and kept open for inspection at the registered office of the Company.

Brief financial and operational details of the subsidiary companies are provided hereunder:

Emami Bangladesh Ltd., Bangladesh

Emami Bangladesh Ltd., was incorporated on November 25, 2004 under the Companies Act of Bangladesh. It is engaged in the manufacture, import and sale of cosmetics and ayurvedic medicines from its unit in Dhaka. During the financial year ended March 31, 2023, the Company clocked revenues worth Rs. 17,824 lacs (previous year Rs. 15,501 lacs) and profit after tax of Rs. 3,875 lacs (previous year Rs. 2,597 lacs).

Emami Lanka (Pvt) Ltd., Sri Lanka

Emami Lanka (Pvt) Ltd., Sri Lanka was incorporated on June 27, 2017, with an objective of tapping the potential of the local market. It started manufacturing locally through a contract manufacturer. During the financial year 2021-2022 name of the Company had been changed from Emami Indo Lanka (Pvt) Ltd. to Emami Lanka (Pvt) Ltd.

During the period ended March 31, 2023, the Company earned revenues of Rs. 852 lacs (previous year Rs. 1,785 lacs) and Profit/(loss) after tax of Rs. (53) Lacs {previous year Rs. (174) lacs}.

Emami International FZE

Emami International FZE, was incorporated on November 12, 2005 in the Hamriyah Free Zone, Sharjah, UAE and is governed by the rules and regulations laid down by the Hamriyah Free Zone Authority. It is engaged in the business of purchasing and selling cosmetics and ayurvedic medicines.

During the financial year ended March 31, 2023, the Company clocked revenues worth Rs. 23,479 lacs (previous year Rs. 21,450 lacs) and profit/loss after tax of Rs. 1,465 lacs (previous year Rs. 1,079 lacs).

Crème 21, GmbH (Formerly Known as Fentus 113. GmbH)

Fentus 113 GmbH. Germany, was incorporated on January 3, 2019. It is engaged in the business of manufacturing skin care products.

During the period ended March 31, 2023, the Company earned revenues of Rs 80 lacs [previous year Rs. 985 lacs] and Profit after tax of Rs. (17) Lacs [previous year Rs. (1) lacs].

Emami International Personal Care Trading LLC- UAE

Emami International Personal Care Trading LLC-UAE, was incorporated on January 28, 2022. It has become the Wholly Owned Subsidiary of Emami international FZE w.e.f. February 15, 2022. It is enaged in the trading business of FMCG products.

During the period ended March 31, 2023, the Company earned revenues of Rs. 3,588 lacs (previous year Rs. Nil) and Profit/(loss) after tax of Rs. (677) Lacs [previous year Rs. (4) lacs].

Emami (RUS) LLC

Emami (RUS) LLC was incorporated on August 14, 2018 with an objective of trading of Perfumery products, Cosmetics and Pharma products.

During the period ended March 31, 2023, the Company earned revenues of Rs. 6,254 lacs [previous year Rs. 3,415 lacs] and Profit/(loss) after tax of Rs. 699 lacs [previous year Rs. (758) Lacs]

Emami Overseas FZE

Emami Overseas FZE was incorporated on November 25, 2010. It is the holding company of Pharma Derm S. A. E. Co. in Egypt.

During the financial year ended March 31, 2023, the Company recorded nil revenues and Profit/(loss) after tax of Rs. (2) lacs [previous year profit of Rs. (8) lac].

Pharma Derm S. A. E. Co.

Pharma Derm S. A. E. Co. was registered on September 6, 1998 under the relevant Companies Act of Egypt.

The Company was acquired to manufacture pharmaceuticals, disinfectants, cosmetics, chemicals, among others as a subsidiary of Emami Overseas FZE in FY 2010-11. The Company has not yet commenced operations.

During the financial year ended March 31, 2023, the Company recorded nil revenues (previous year Rs. NIL) and profit/ (loss) after tax of Rs. (836) lacs [previous year Rs. (225) lacs].

Brillare Science Private Limited

Brillare Science Private Limited has become a subsidiary of Emami Limited w.e.f. October 1, 2021.

It is engaged in the manufacturing of professional salon products and during the financial year ended

March 31, 2023, the Company earned revenues worth Rs. 1,958 lacs (previous year Rs. 1,772 lac) and Profit/(loss) after tax of Rs. (1,133) Lacs [previous year Rs. (495) lacs].

Helios Lifestyle Private Limited

Helios Lifestyle Private Limited has become a subsidiary of Emami Limited w.e.f 1st July, 2022.

It is engaged in online male grooming sector and during the financial year ended March 31, 2023, earned revenues worth Rs. 11,500 lacs (previous year Rs. 8,278 lacs) and a profit/(loss) after tax of Rs. (2,204) lacs {previous year Rs. (2,701) lacs}.

Associate companies

Tru Native F&B Pvt Ltd.

The Company made strategic investment in Tru Native F&B Pvt Ltd on March 5, 2022. The current strategic investment in Tru Native F & B Pvt. Ltd., is equivalent to 20.65% of its paid up capital on fully diluted basis. Tru Native is a smart nutrition company dedicated to empowering health and fitness enthusiasts with affordable and healthy food & nutrition options.

During the financial year ended March 31, 2023, the Company earned revenues worth Rs 324 lacs (Previous year Rs. 62 lacs) and a profit/(loss) after tax of Rs. (421) lacs (previous year Rs. (117) lacs).

Cannis Lupus Services India Pvt Ltd.

The Company has made strategic investment in Cannis Lupus Services India Pvt Ltd on 21st July, 2022. The current strategic investment in Cannis Lupus Services India Pvt. Ltd. is equivalent to 30% of its paid up capital on fully diluted basis. Cannis Lupus is a pet-care start- up offering Ayurvedic / herbal remedies for pets under the brand "Fur Ball Story".

During the financial year ended March 31, 2023, the Company earned revenues worth Rs 46 lacs (Previous year Rs, 22 lacs) and a profit/(loss) after tax of Rs. (123) lacs (previous year Rs. 5 lacs).

10. Public Deposits

The Company has not accepted any public deposits covered under Chapter V of the Companies Act, 2013 read with the Companies (Acceptance of Deposits) Rules, 2014.

11. Non-convertible debentures

The Company did not issue any non-convertible debentures during the financial year 2022-23.

12. Consolidated financial statements

The consolidated financial statements, prepared in accordance with (Ind AS 110) consolidated financial statements, form part of this Report. The net worth of the consolidated entity as on March 31, 2023, stood at Rs. 2,30,280 lacs as against Rs. 2,07,659 lacs at the end of the previous year.

13. Compliance with Secretarial Standards of ICSI

The Ministry of Corporate Affairs has mandated SS-1 and SS-2 with respect to board meetings and general meetings respectively. The Company has ensured compliance with the same.

14. Transfer of Unclaimed Dividend and Unclaimed shares

The details relating to unclaimed dividend and unclaimed shares forms part of the Corporate Governance Report forming part of this report.

15. Auditors and Auditors' Reports

Statutory auditor

Your Company's Statutory Auditors, M/s. S. R. Batliboi & Co. LLP, Chartered Accountants (FRN :301003E/E300005), were re-appointed as the Statutory Auditors of the Company for a second term of consecutive five years from the conclusion of 39th Annual General meeting till the conclusion of 44th Annual General Meeting.

The Auditor's report on the standalone & consolidated financial statement of the Company for the financial year ended on March 31, 2023 does not contain any qualification, reservation or adverse remark or disclaimer.

Secretarial auditor

Pursuant to the provisions of Section 204 of the Companies Act, 2013 read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company has appointed M/s MKB & Associates, Practicing Company Secretaries (FRN: P2010WB042700) as its secretarial auditor to undertake the Secretarial Audit for FY 2022-2023.

The secretarial audit report certified by the secretarial auditors, in the specified form MR-3 is annexed herewith and forms part of this report (Annexure I). The secretarial audit report does not contain any qualifications, reservations or adverse remarks. Furthermore, the Secretarial Auditor M/s MKB & Associates, Practicing Company Secretaries, have also certified the compliance as per the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the same has been intimated to the stock exchanges within the stipulated time.

Cost Auditor

The Company's Cost Auditors, M/s. V.K. Jain & Co. (FRN: 00049), were appointed by the Board of Directors at its meeting held on May 13, 2022 to audit the cost accounting records, as may be applicable to the Company for FY 2022-23 and their remuneration was approved during the previous Annual General Meeting.

As per the requirements of section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014, the Company has maintained cost accounts and records in respect of the applicable products for the year ended March 31, 2023.

M/s V. K. Jain & Co has been re-appointed as cost auditors for FY 2023-24 by the Board of Directors in its meeting held on May 25, 2023 and the remuneration payable to the cost auditors is required to be placed before the members in the ensuing Annual General Meeting for their ratification. M/s V. K. Jain & Co. have given their consent to act as Cost Auditors and confirmed that their appointment is within the limits of the section 139 of the Companies Act, 2013.

Accordingly, a resolution seeking members' ratification for the remuneration payable to the Cost Auditor is included in the notice convening the Annual General Meeting. The Board recommends the same for approval by members at the ensuing Annual General Meeting.

Pursuant to Companies (Cost Records and Audit) Rules, 2014, the Cost Audit Report for the financial year March 31, 2022 was filed with the Ministry of Corporate Affairs within prescribed time.

16. Conservation of energy, technology and exchange outgo

The particulars of conservation of energy, technology absorption and foreign exchange earnings and outgo in accordance with the provisions of Section 134(3) of the Companies Act, 2013 read with Rule 8 of the Companies (Accounts of Companies) Rules, 2014, is annexed herewith and forms part of this Report. (Annexure II).

17. Annual Return

In terms of Section 92(3) the Companies Act 2013 and Rule 12 of the Companies (Management and Administration) Rules 2014, a copy of the Annual Return of the Company for the financial year ended on March 31, 2023 is available on the website of the Company at the link http://www.emamiltd.in/investor-info/index.php#Compliance

18. Corporate Social Responsibility

Corporate social responsibility forms an integral part of your Company's business activities. The Company carries out its corporate social responsibility initiatives not just in letter but also in spirit and thus has touched thousands of lives across India.

In compliance with Section 135 of the Companies Act, 2013 read with Companies (Corporate Social Responsibility Policy) Rules, 2014, the Company has adopted a CSR policy, which is available at: http://www.emamiltd.in/holisticliving/pdf/CorporateSocial Responsibility Policy of EmamiLtd.pdf

The Report on CSR expenditures during the FY 2022-23 is annexed herewith and forms part of this report (Annexure III).

The Company spent Rs. 1059.20 lacs on CSR activities during the year against obligation of Rs. 1023.93 lacs including Rs. 40 lacs which has been deposited into separate bank account towards its on-going project. Also, there is an excess spent of Rs. 7.07 lacs during the year under review which is available for set off in the succeeding Financial Year.

19. Directors and Key Managerial Personnel

In accordance with provisions of Section 152 of the Companies Act 2013 read with Rules made thereunder, Shri Sushil Kumar Goenka (DIN: 00149916), Shri Harsha Vardhan Agarwal (DIN: 00150089) and Shri Aditya Vardhan Agarwal (DIN: 00149717) are liable to retire by rotation at the 40th Annual General Meeting and being eligible, offer themselves for re-appointment.

The first term of appointment of Smt. Mamta Binani & Shri Debabrata Sarkar as Independent Directors of the Company will also be completed on October 28, 2023 and on February 20, 2024 respectively. Considering their skills, expertise and contribution and based on the recommendation of the Nomination and Remuneration Committee, the Board has proposed their re-appointment for a second term of five consecutive years commencing from October 29, 2023 and February 21, 2024 respectively based on the approval of the Shareholders by way of Special Resolution at the ensuing Annual General Meeting.

The above proposed re-appointment of Independent Directors is as per the Board Diversity Policy of the Company.

Pursuant to section 149 of the Companies Act, 2013 (as amended) and Regulation 25(8) of SEBI Listing Regulations, 2015 the Company has received declarations from all the Independent Directors that they have met the criteria of Independence.

None of the Directors of the Company is disqualified for being appointed/re-appointed as Director, as specified under section 164(2) of the Companies Act, 2013 and Rule 14(1) of the Companies (Appointment and Qualification of Directors) Rules, 2014.

A brief resume of the Directors proposed to be re-appointed is provided in the Notice of the Annual General Meeting forming part of the Annual report.

The existing Company Secretary, Shri A.K. Joshi's term is going to complete at the end of closing hours of May 31, 2023 (on his retirement). Upon recommendation of the Nomination and Remuneration Committee, the Board of Directors has appointed Shri Sandeep Kumar Sultania as Company Secretary & Compliance Officer of the Company with effect from June 01, 2023.

20. Business Responsibility and Sustainability Report

As required under Regulation 34 of SEBI Listing Regulations 2015, the Business Responsibility and Sustainability Report of the Company for the financial year ended March 31, 2023 is attached as part of the Annual Report.

21. Dividend Distribution Policy

The Company has formulated a Dividend Distribution Policy, which has been displayed on the website of the Company, http://www.emamiltd.in/investor-info/pdf /Dividend_Distribution_Policy_Emamiltd.pdf.

22. Board induction, training and familiarisation programme for Independent Directors

Prior to the appointment of an Independent Director, the Company sends him/her a formal invitation along with a detailed note on the profile of the Company, the Board structure and other relevant information. At the time of appointment of the Director, a formal letter of appointment which inter alia explains the role, functions, and responsibilities expected of him/her as a Director of the Company is given. The role, functions, and responsibilities of the Director are also explained in detail and informed about the various compliances required from him/her as a Director under the various provisions of the Companies Act 2013, SEBI Listing Regulations, 2015, SEBI (Prohibition of Insider Trading) Regulations, 2015, the Code of Conduct of the Company and other relevant regulations.

A Director, upon appointment, is formally inducted to the Board. In order to familiarise the Independent Directors about the various business drivers, they are updated through presentations at Board Meetings about the performance and financials of the Company. They are also provided presentations about the business and operations of the Company from time to time.

The Directors are also updated on the changes in relevant corporate laws relating to their roles and responsibilities as Directors. The details of the Board familiarisation programme for the Independent Directors can be accessed at: http://www.emamiltd.in/investorinfo/pdf/EmamiLtdFamiliarisationProgrammeForIndependentDirectors.pdf

23. Performance evaluation

Pursuant to the provisions of Section 178 of the Companies Act, 2013 read with rules made thereunder, Regulation 17(10) of the SEBI Listing Regulations and the Guidance note on Board evaluation issued by SEBI vide its circular dated January 5, 2017, the Company has framed a policy for evaluating the annual performance of its Directors, Chairman, the Board as a whole, and the various Board Committees. The Nomination and Remuneration Committee of the Company has laid down parameters for performance evaluation in the policy.

The Board also evaluated the performance of each of the Directors, the Chairman, the Board as a whole and all committees of the Board. The process of evaluation is carried out in accordance with the Board Evaluation Policy of the Company and as per the criteria laid down by the Nomination & Remuneration Committee.

24. Number of meetings of the Board

The Board of Directors held five meetings during the year on May 13, 2022, July 29, 2022, November 11 , 2022, February 3, 2023 and March 24, 2023. The maximum gap between any two meetings was less than 120 days, as stipulated under SEBI's Listing Regulations, 2015. The details of Board Meetings held and attendance of Directors are provided in the Report on Corporate Governance forming part of this report.

25. Committees of the Board

The Company has constituted/reconstituted various Board-level committees in accordance with the requirements of the Companies Act, 2013 and SEBI Listing Regulations, 2015. The Board has the following committees as under:

I. Audit Committee

II. Nomination and Remuneration Committee

III. Share Transfer Committee

IV. Stakeholders Relationship Committee

V. Finance Committee

VI. Corporate Governance Committee

VII. Corporate Social Responsibility Committee

VIII. Risk Management committee

IX. Shares Buy-back Committee

Details of all the above Committees along with composition and meetings held during the year under review are provided in the Report on Corporate Governance forming part of this Report.

26. Separate meeting of Independent Directors

Details of the separate meeting of the Independent Directors held and attendance of Independent Directors therein are provided in the Report on Corporate Governance forming part of this Report.

27. Whistle-blower policy

The Company has established an effective Whistle-blower policy (Vigil mechanism) and procedures for its Directors and employees. The details of the same are provided in the Corporate Governance Report, which forms part of the Annual Report. The vigil mechanism of the Company provides for adequate safeguards against victimization of Directors, employees and third parties who avail of the mechanism and also provides for direct access to the Chairman of the Audit Committee in exceptional cases.

The policy on vigil mechanism may be accessed on the Company's website at: http://www.emamiltd.in/investor-info/pdf/WhistleBlowerPolicyEmami.pdf.

28. Remuneration policy

The remuneration policy of the Company aims to attract, retain and motivate qualified people at the executive and Board levels. The remuneration policy seeks to employ people who not only fulfill the eligibility criteria but also have the attributes needed to fit into the corporate culture of the Company. The remuneration policy seeks to provide well-balanced and performance-related compensation packages, taking into account industry standards and relevant regulations.

The remuneration policy ensures that the remuneration to the directors, key managerial personnel and the senior management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the company and its goals. The remuneration policy is consistent with the 'pay-for-performance' principle.

The Company's policy on remuneration and appointment of Board members as mentioned in the Remuneration Policy have been disclosed on the Company's website: http://www.emamiltd.in/investor-info/index.php#Compliance

29. Related party transactions

All related party transactions entered into by the Company during the financial year were conducted in the normal course of business on an arm's length basis. No material contracts or arrangements with related parties were entered into during the year under review.

Accordingly, disclosure of Related Party Transaction as required under Section 134(3)(h) of the Companies Act 2013 read with Rule 8 of the Companies (Accounts) Rules 2014 in form AOC-2 is not applicable.

During the year, the Audit Committee had granted an omnibus approval for transactions, which were repetitive in nature for one financial year. All such omnibus approvals were reviewed by the Audit Committee on a quarterly basis. All related party transactions were placed in the meetings of Audit Committee and the Board of Directors for the necessary review and approval. The Company has developed and adopted relevant SOPs for the purpose of monitoring and controlling such transactions.

Your Company's policy for transactions with the related party which was reviewed by the Audit Committee and approved by the Board, can be accessed at: http://www.emamiltd.in/investor-info/pdf/PolicyforTransactionswithRelatedParties.pdf.

30. Particulars of loans, guarantees and investments

Particulars of loans, guarantees and investments made by the Company pursuant to Section 186 of the Companies Act, 2013 are given in the notes to financial statements. The Company has granted loans, provided guarantee and made investment in its wholly owned subsidiary(ies) / associate(s) and other body corporate for their business purpose. The Company also holds securities of other body corporates as strategic investor.

31. Particulars of employees and managerial remuneration

The information of employees and managerial remuneration, as required under Section 197(2) read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014, and other details are annexed herewith and forms part of this Report. (Annexure IV)

32. Management discussion and analysis and Corporate Governance Report

As per Regulation 34(3) read with Schedule V of the SEBI Listing Regulations 2015, Management Discussion Analysis, Corporate Governance Practices followed by your Company, together with a certificate from the Company's auditors confirming compliance of conditions of Corporate Governance are an integral part of this Report.

33. Risk management system

The Company has developed and implemented a risk management policy which is periodically reviewed by the management. The system also complies with the requirements laid down under the ISO 31000: 2018 norms.

In accordance with Regulation 21 of SEBI Listing Regulations, 2015, the enterprise risk management policy of the Company, which has been duly approved by the Board, is reviewed by the Risk Management Committee, Audit Committee and the Board on a quarterly basis. The risk management process encompasses practices relating to identification, assessment, monitoring and mitigation of various risks to key business objectives. Besides exploiting the business opportunities, the risk management process seeks to minimise adverse impacts of risk to key business objectives.

34. Prevention of sexual harassment at workplace

Your Company is committed to provide a work environment which ensures that every woman employee is treated with dignity, respect and equality. There is zero-tolerance towards sexual harassment and any act of sexual harassment invites serious disciplinary action.

As per the requirements of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH), your Company has established a policy to prevent sexual harassment of its women employees. The policy allows every employee to freely report any such act with the assurance of prompt action to be taken thereon. The policy lays down severe punishment for any such act. The Company has complied with provisions relating to the constitution of internal complaints committee under POSH. During the year under review, the company has received one complaint under the Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013 and it has been resolved. There is no pending case at any of the business places of the Company.

Several initiatives were undertaken during the year to demonstrate the Company's zero tolerance philosophy against discrimination and sexual harassment including awareness programme, which included creation and dissemination of comprehensive and easy-to-understand training and communication material.

35. Details of significant and material orders passed by regulators/courts/ tribunals

There was no instance of any material order passed by any regulators/courts/tribunals impacting the going concern status of the Company.

36. Other Confirmations

During the year under review, the Company filed an application before the Hon'ble National Company Law Tribunal, Mumbai Bench (NCLT) to initiate corporate insolvency resolution process under the Insolvency and Bankruptcy Code, 2016 (Code) against Future Retail Limited, C.P (IB) No. 638 of 2022 for recovery of dues which is pending as on 31st March, 2023. Further, there are no instances of one-time settlement with any Bank or Financial Institutions.

37. Directors' Responsibility Statement

Pursuant to the requirements laid down under Section 134(5) of the Companies Act, 2013, with respect to the Directors' Responsibility Statement, the Directors confirm that:

I. In the preparation of the annual accounts for the year ended March 31, 2023, the applicable accounting standards have been followed and no material departures have been made;

II. The Directors have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as on March 31, 2023, and of the profit of the Company for the year ended on that date;

III. The Directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

IV. The annual accounts were prepared on a going concern basis;

V. The Directors have laid down effective internal financial controls to consistently monitor the affairs of the Company and ensured that such internal financial controls were adequate and operating effectively;

VI. The Directors have devised a proper system to ensure compliance with the provisions of all applicable laws and that the same are adequate and operating effectively

38. Acknowledgements

Your Directors would like to acknowledge and place on record their sincere appreciation of all stakeholders – shareholders, bankers, dealers, vendors and other business partners for the unstinted support received from them during the year under review. Your Directors recognise and appreciate the efforts and hard work of all the employees of the Company and their continued contribution to its progress.

For and on behalf of the Board

R.S. Goenka
Chairman
(DIN – 00152880)

Place: Kolkata
Date: May 25, 2023

FORM NO. MR-3
SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED March 31, 2023

[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,
EMAMI LIMITED

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **EMAMI LIMITED** (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

The Company's Management is responsible for preparation and maintenance of secretarial and other records and for devising proper systems to ensure compliance with the provisions of applicable laws and Regulations.

Based on our verification of the books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit and considering the relaxations granted by Ministry of Corporate Affairs and Securities and Exchange Board of India, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2023 generally complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2023, to the extent applicable, according to the provisions of:

i) The Companies Act, 2013 (the Act) and the rules made thereunder;

ii) The Securities Contracts (Regulation) Act, 1956 and Rules made thereunder;

iii) The Depositories Act, 1996 and Regulations and Bye-laws framed thereunder;

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;

v) The Regulations and Guidelines prescribed under the Securities & Exchange Board of India Act, 1992 ("SEBI Act") or by SEBI, to the extent applicable:

   i. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

   ii. The Securities & Exchange Board of India (Substantial Acquisition of Shares and Takeover) Regulations, 2011

   iii. The Securities & Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015

   iv. The Securities & Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018

   v. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021

   vi. The Securities & Exchange Board of India (Issue and listing of Non-convertible securities) Regulations, 2021

   vii. The Securities & Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993

   viii. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021

   ix. The Securities & Exchange Board of India (Buyback of Securities) Regulations, 2018

vi) Other than fiscal, labour and environmental laws which are generally applicable to all manufacturing/trading companies, the following laws/acts are also, inter alia, applicable to the Company:

   a) The Legal Metrology Act, 2009;

   b) Drugs & Cosmetics Act and Rules thereunder;

c) Indian Boiler Act, 1923

We have also examined compliance with the applicable clauses of the following:

a. Secretarial Standards issued by The Institute of Company Secretaries of India.

b. Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

During the period under review the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

We further report that:

a) The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

b) Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

c) None of the directors in any meeting dissented on any resolution and hence there was no instance of recording any dissenting member's view in the minutes.

We further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period, the Company has passed special resolutions for:

a. re-appointment of Shri Chandra Kumar Dhanuka (DIN: 00005684) as an Independent Director of the Company for second term of five consecutive years w.e.f 2nd August, 2022 to 1st August, 2027;

b. appointment of Shri Anand Nandkishore Rathi (DIN:00112853) as an Independent Director of the Company to hold office for a term of 5 Years from 2nd August, 2022 to 1st August, 2027.

c. appointment of Shri Anjani Kumar Agrawal (DIN: 08579812) as an Independent Director of the Company to hold office for a term of 5 Years from 2nd August, 2022 to 1st August, 2027.

d. appointment of Smt. Avani Vishal Davda (DIN: 07504739) as an Independent Director of the Company to hold office for a term of 2 Years from 2nd August, 2022 to 1st August, 2024.

e. appointment of Shri Rajiv Khaitan (DIN: 00071487) as an Independent Director of the Company to hold office for a term of 2 Years from 2nd August, 2022 to 1st August, 2024.

f. appointment of Shri Anjan Snehmoy Chatterjee (DIN: 00200443) as an Independent Director of the Company to hold office for a term of 2 Years from 2nd August, 2022 to 1st August, 2024.

We further report that during the period of review, Cannis Lupus Services India Private Limited has become an associate company of Emami Limited w.e.f. 21.07.2022 and Helios Lifestyle Private Limited has become a subsidiary company of Emami Limited w.e.f 01.07.2022.

We further report that the offer for buyback of equity shares of the company as approved by the Board of Directors at their meeting held on 24th March, 2023, opened on 13th April, 2023 and will close at earlier of (a) sixty six Working Days i.e. July 19, 2023 from the date of the opening of the Buyback; or (b) when the Company completes the Buyback by deploying the amount equivalent to the Maximum Buyback Size; or (c) at such earlier date as may be determined by the Board. .

This report is to be read with our letter of even date which is annexed as Annexure – I which forms an integral part of this report.

For **MKB & Associates**
Company Secretaries
Firm Reg No: P2010WB042700

Manoj Kumar Banthia
Partner
Membership no. 11470
COP no. 7596

Date: 25.05.2023
Place: Kolkata
UDIN: A011470E000373403

Annexure- I

To
The Members,
EMAMI LIMITED

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events, etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

For **MKB & Associates**
Company Secretaries
Firm Reg No: P2010WB042700

Manoj Kumar Banthia
Partner
Membership no. 11470
COP no. 7596

Date: 25.05.2023
Place: Kolkata
UDIN: A011470E000373403

ANNEXURE-II
STATEMENT OF PARTICULARS UNDER RULE 8(3) OF THE COMPANIES (ACCOUNTS) RULES, 2014

1. PARTICULARS WITH RESPECT TO CONSERVATION OF ENERGY

A. STEPS TAKEN OR IMPACT ON CONSERVATION OF ENERGY

The power consumption of the Company as a percentage of the total turnover comes to negligible percent. The efforts of the company are aimed to minimize energy consumption in spite of the rapid increase in operations of the company.

B. STEPS TAKEN FOR UTILISING ALTERNATE SOURCES OF ENERGY

As the energy consumption to total turnover is very minimal, use of alternate source of energy is presently not required. During the year, the company reported a rise in renewal energy use and reduction in specific energy consumption (vs production). The company also reported a reduction in effluent generation and reduction in water consumption (vs production)

C. CAPITAL INVESTMENT ON ENERGY CONSERVATION EQUIPMENT

As the energy consumption to total turnover is very minimal, investment in Energy Conservation Equipment is presently not required.

2. PARTICULARS WITH RESPECT TO TECHNOLOGY ABSORPTION

A. EFFORTS IN BRIEF TOWARDS TECHNOLOGY ABSORPTION, ADAPTATION AND INNOVATION

The Company has always been aware of the latest technological developments and adapted them to make products more cost-effective and to attain high levels of quality.

B. BENEFITS DERIVED

1. The benefits derived by the Company for such adaptation have been evident in reducing cost, improving packaging, upgrading existing products and developing new products. Thus, it helped the Company to satisfy consumer needs and business requirements.
2. Future plan of action: Emphasis will continue to be laid on innovative products keeping in view the need and taste of consumers, innovative packaging and adoption of latest technology and know-how to make products more cost-effective as well as of high quality.

C. IMPORTED TECHNOLOGY

Technology imported	: None
Year of import	: Not applicable
Has technology been fully absorbed?	: Not applicable

D. RESEARCH & DEVELOPMENT

1. The R&D activities of the Company are specifically focused on developing new products and improving existing products and analytical methods.
2. The result of such dedicated research work is the constant and innovative expansion in the range of products and achieving greater levels of quality by improved consumption of raw materials and reduction in wastage.
3. The Company's efforts are directed towards creating value-added products and packs for all consumer segments. It is focused on innovative packaging to achieve consumer appeal as well as providing convenience to consumers.
4. The Company's future plan includes putting greater emphasis on Ayurveda science to deliver innovative and effective products.

5. Expenditure in R&D:

Rs. In Lacs

Capital	10.74
Recurring	2195.06
Total	2205.80
R&D as a percentage of total turnover	1.54%

3. FOREIGN EXCHANGE EARNINGS AND OUTGO

A. Activity relating to exports: Initiatives were taken to increase exports, development of new export markets for products, and export plans

Total export in foreign exchange for the financial year 2022-23 was Rs. 10159.44 lacs. In order to expand overseas business, the Company registered its various brands in a number of countries apart from obtaining registration of respective products from the statutory authorities in those countries. The Company has also undertaken extensive marketing and advertising campaigns overseas to increase its exports business.

B. The total foreign exchange used during the year by the Company is apportioned under the following heads:

Rs. in Lacs

Raw materials	6273.66
Capital goods	289.45
Professional fees	228.03
Others	959.61
Total	**7750.75**

C. Foreign exchange earnings during the year

Rs. in lacs

Export of goods on FOB basis	10159.44
Dividend	-
Royalty	630.73
Interest	39.74
Guarantee Commission	68.19
Total	**10898.10**

Annexure -III

Report on Corporate Social Responsibilties

For the Financial year ended March 31, 2023

1. Brief outline on CSR Policy of the Company.

- Promoting Healthcare, water and sanitation programmes.
- Promoting education, enhancing vocational skills and livelihood enhancement projects.
- Rural development, social upliftment programmes and promotion of art and Culture.

These projects are in accordance with Schedule VII of The Companies Act, 2013. The aforesaid projects have been carried out by the Company directly and/or through implementing agencies.

2. Composition of CSR Committee:

Members	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
Shri S. K. Goenka, Chairman	Whole Time Director/ Promoter	4	4
Shri Anjan Chatterjee*	Independent Director	4	2
Shri Amit Kiran Deb**	Independent Director	4	2
Shri Mohan Goenka	Vice-Chairman & Whole-Time Director/ Promoter	4	4
Shri Harsha V. Agarwal***	Vice-Chairman & Managing Director/ Promoter	4	3
Smt. Priti A. Sureka	Whole Time Director/ Promoter	4	4
Shri Prashant Goenka	Whole Time Director/ Promoter	4	4

** Shri Anjan Chatterjee has been inducted as member of the committee w.e.f August 02, 2022.*

*** Shri Amit Kiran Deb ceased to be member of the committee on completion of his term as Independent Director at the close of business hours on August 01, 2022.*

**** Leave of absence was granted to Shri Harsha Vardhan Agarwal for the meeting held on February 02, 2023.*

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company:

www.emamiltd.in/investor-info/

4. Provide the executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable:

Not Applicable

5. (a) **Average net profit of the company as per sub- section 5 of section 135.** Rs 52,607 Lakhs

   (b) **Two percent of average net profit of the company as per section 135(5)** Rs. 1,052.13 Lakhs

   (c) **Surplus arising out of the CSR projects or programmes or activities of the previous financial years.** NIL

(d) **Amount required to be set off for the financial year, if any** Rs. 28.20 Lakhs

(e) **Total CSR obligation for the financial year [(b)+(c)-(d)).** Rs. 1023.93 Lakhs

6. (a) **Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project)** – 978.61 Lakhs

(b) **Amount spent in Administrative Overheads –** Rs. 52.39 Lakhs

(c) **Amount spent on Impact Assessment, if applicable -** Not Applicable

(d) **Total amount spent for the Financial Year [(a)+(b)+(c)] –** Rs. 1031.00 Lakhs

(e) **CSR amount spent or unspent for the financial year:**

Total Amount Spent for the Financial Year. (in Rs. Lakhs)	Amount Unspent (in Rs. Lakhs)				
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135.		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135.		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
1059.20	40.00	25.04.2023	Not Applicable	Not Applicable	Not Applicable

(f) **Excess amount for set off, if any**

Sl. No.	Particular	Amount (in Rs. Lakhs)
(1)	(2)	(3)
(i)	Two percent of average net profit of the company as per section 135(5)	1052.13
(ii)	Total amount spent for the Financial Year	1059.20
(iii)	Excess amount spent for the financial year [(ii)-(i)]	7.07
(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)]	7.07

7. Details of Unspent CSR amount for the preceding three financial years:

1	2	3	4	5	6		7	8
Sl. No.	Preceding Financial Year.	Amount transferred to Unspent CSR Account under section 135 (6) (in Lakhs)	Balance Amount in Unspent CSR Account under subsection (6) of section 135 (in Lakhs)	Amount Spent in the Financial Year (in Lakhs)	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 Lakhs.)	Deficiency, If any
					Amount (in Lakhs).	Date of transfer.		
1.	2021-22	75.00	-	75.00	-	-	-	-
2.	2020-21	-	-	-		-	-	-
3.	2019-20	-	-		-	-	-	-

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: Not Applicable

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]	Pin code of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner
(1)	(2)	(3)	(4)	(5)	(6)
NIL					

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5) – Not Applicable

Harsha Vardhan Agarwal
Vice Chairman & Managing Director
DIN: 00150089

Sushil Kumar Goenka
Chairman, CSR Committee
DIN: 00149916

Annexure IV Part - A

Statement of Disclosure of Remuneration under Section 197 of the Companies Act, 2013 and Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

i) Ratio of the remuneration of each director to the median remuneration of the employees of the company for the Financial Year 2022-23

Sl. No.	Name	Ratio
1	Shri S. K. Goenka	41.67
2	Shri Mohan Goenka	142.38
3	Shri H. V. Agarwal	142.38
4	Smt. Priti A Sureka	36.68
5	Shri Prashant Goenka	36.68

(ii) Percentage increase in remuneration of each director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in Financial Year 2022-23:

Sl. No.	Name	Designation	% Increase
1	Shri S. K. Goenka	Whole - Time Director	16.88%
2	Shri Mohan Goenka	Vice Chairman & Whole Time Director	331.65%
3	Shri H. V. Agarwal	Vice Chairman & Managing Director	358.55%
4	Smt. Priti A Sureka	Whole - Time Director	18.14%
5	Shri Prashant Goenka	Whole - Time Director	18.14%
6	Shri N. H Bhansali	CEO - Finance, Strategy & Business Development & CFO	0.40%
7	Shri A. K. Joshi	Company Secretary & VP - Legal	13.81%

With effect from April 1,2022, Shri Mohan Goenka and Shri H. V. Agarwal were elevated from the position of Whole time Directors to Vice Chairman & whole time Director and Vice Chairman & Managing Director respectively, accordingly their remuneration were revised.

(iii) Percentage increase in the median remuneration of employees in the Financial Year 2022-2023 : 8.91%

(iv) Number of permanent employees on the rolls of company as on March 31, 2023 : 3235

(v) Average percentage increase made in the salaries of employees other than the managerial personnel in the financial year was 8.70 % whereas the increase in the average managerial remuneration was 11.93 %. The average increase every year is an outcome of the Company's performance as against its peer group companies and standard industry practices aligned with the Remuneration Policy of the Company.

(vi) The Company affirms that remuneration is as per the Remuneration Policy of the Company.

Annexure IV Part- B

Statement pursuant to Rule 5(2) and 5(3) of Companies (Appointment & Remuneration of Managerial Personnel) Rules, 2014

A. Top ten Employees in terms of remuneration drawn:

Sl.No., Name, Designation, Remuneration (in Rs.), Nature of Employment, Experience (in Years), Qualification, Date of Commencement of employment, Age, Previous Employment, Position of Last Employment, % of Equity Shares held in the Company, Whether relative of any Director

1. Shri S. K. Goenka, Whole - Time Director, 18089600/-, Contractual, 42, B. Com, 17-05-1994, 65 years, Not applicable, Not applicable, 0.02, Brother of Shri R. S. Goenka, 2. Shri Mohan Goenka - Vice Chairman-Cum-Whole Time Director, 61807600/-, Contractual, 17, B. Com, MBA, 15-01-2005, 49 years, Not applicable, Not applicable, 0.01, Son of Shri R. S. Goenka. 3. Shri H. V. Agarwal- Vice Chairman-Cum-Managing Director, 61807600/-, Contractual, 17, B.Com, 15-01-2005, 45 years, Not applicable, Not applicable, 0.03, Son of Shri R. S. Agarwal & Brother of Shri A.V. Agarwal & Smt. Priti Sureka 4. Smt. Priti A Sureka - Whole - Time Director, 15923600/-, Contractual, 21, BA, 30-01-2010, 49 years, JB Marketing & Finance Ltd., Executive, 3.42,Daughter of Shri R.S. Agarwal & sister of Shri H.V. Agarwal & Shri A.V. Agarwal. 5. Shri Prashant Goenka- Whole - Time Director, 15923600/-, Contractual, 18, B.Com, MBA, 01-09-2004, 48 years, Not applicable, Not applicable, 0.04. 6. Smt. Punita Karla, CEO - R&D & Innovation, 43836055 /-, Employee, 25, Masters in Pharmaceutical Sciences, 01-04-2010, 50 years, Hindustan Unilever Ltd., Product Technology Group Head Skin Care, Skin Regional Technology Centre. 7. Shri C. K. Katiyar - CEO - Technical (HC), 29622081 /-, Employee, 39, PHD, 01-11-2012, 68years, Dabur India Ltd., Vice President & Head (R&D) 8. Shri N. H. Bhansali, CEO - Finance, Strategy and Business Development & CFO, 26703060 /-, Employee, 32, FCA, 01-11-2001, 57years, Reliance Industries Ltd., Business Analyst. 9. Shri Vivek Dhir, CEO-IMD, 29303855 /-, Employee, 27, MBA, 15-01-2018, 53 years, Dabur International Ltd, Chief Marketing Officer 10. Shri Vinod Nandgopal - President - Sales CCD, 29303855 /-, Employee, 27, MBA, 22-06-2020, 52years, Hershey's India - Director sales & Export.

B. Other employees employed throughout the financial year, was in receipt of remuneration for that year which, in the aggregate, was not less than one crore & two lakhs rupees:

Sl.No., Name, Age, Designation, Remuneration (in Rs), Experience (in Years), Qualification, Date of Commencement of employment, Previous Employment, Position of Last Employment, Whether relative of any Director

1. Shri Gul Raj Bhatia, President - HCD, 21391995 /-, Employee, 34, B.E., PGDM, 02-03-2020, 59 years, Dabur India Ltd., Vice-President, Healthcare. 2. Shri Pradeep Kumar Pandey, Senior Vice President - Packaging, 17528459 /-, Employee, 25, PGD in Packaging Technology, Management in Material Science, 02-03-2020, 51 years, Procter & Gamble., First Level Section Manager. 3. Shri Tuhin Biswas, Chief Human Resource Officer, 11185413 /-, Employee, 26, MBA, PGDPM, 05-08-2021, 47 years, Director Human Capital and organization Strategy-Jan'20 to 4th Aug'21 (Self Employed)., Director. 4. Shri Nalin Sood, Head – Digital Ecosystem HCD, 16206156 /-, Employee, 27, BE. MBA. 27-12-2021, 52 years, Teamonk Global Foods Private Ltd, CEO 5. Shri Suneet Yadav, Head Marketing – Health Suppliments, 10541400/-, Employee, 19, B. TECH, PGDBM, 17-02-2022, 44 years, Nexus Malls, CMO. 6. Shri Sanjay Madan- President - Operations, 11649549/-, Employee, 34, PGDBM (Marketing), 16-12-2006, 55 years, Dabur India Ltd. 7. Smt Sagun Tulsyan - President - Legal & Revenue, 10323569/-, Employee, 21, CA, 01-07-2008, 47years. 8. Shri Sayuj Jaganathan, Head - E Commerce, 10710375/-, Employee, 13, B.Tech Biotechnology, PGDM, 01-03-2021, 36 years, CavinKare, Head Of Ecommerce. 9. Shri UjjawaL Galada, Senior General Manager - Modern Trade, 10306332/-, Employee, 19, PGDBA, 15-01-2018, 44 years, Kellogg, Associate Director.

C. Other employees employed for a part of the financial year was in receipt of remuneration for any part of that year, at a rate which, in the aggregate was not less than eight lakh fifty thousand rupees per month

Sl.No., Name, Age, Designation, Remuneration (in Rs), Experience (in Years), Qualification, Date of Commencement of employment, Previous Employment, Position of Last Employment, Whether relative of any Director

1. Shri Giriraj Bagri, Chief Growth Officer, 5798585.99/-, Employee, 29, PGDBM, 18-01-2023, 53 years, Zinka Logistics Solution Private Limited, Chief Operating Officer. 2. Shri Samrat Banerjee - Senior Vice President-IT, 8281732/-, Employee, 17, BE, 01-08-2022, 49 years, Spencers Retail Ltd, Vice President - IT. 3. Shri Sanjay Sachdeva - President SAARC, E-commerce, 2155193/-, Employee, 30, MBA, 16-01-2023, 54 years, Dabur India Limited, Vice President Enterprise Business. 4. Shri Sachin Dingankar, AVP - Marketing, 2256974/-, Employee, 19, PGDM, 03-01-2023, 48 years, Momspresso, Business Head- MyMoney. 5. Shri Devendra Jain, Vice President - Supply Chain & Planning, 13968558/-, Employee, 22, BE, MBA, 15-01-2021, 47 years, Bajaj Consumer Care Ltd., Assistant Vice President. 6. Shri Anupam Chandra Katheriya, AVP - Marketing & Business Development, 6519258, Employee, MBA, 21-06-2012, 47 years, Nestle. 7. Shri chitradeep Aras, AVP - Marketing, 8979831/-, Employee, 26, BE, MBA, 27-12-2021, 47 years, SP Jain Institute of Management Research, Head – Centre for Entrepreneurship 8. Shri Ajay Motwani- AVP - Marketing, 8789704/-, Employee, 26, BE, MMS, 15-02-2022, 48 years, Adani Wilmar Ltd, CMO.

Corporate Governance Report

for the year ended March 31, 2023

COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

Emami firmly believes in adhering to established corporate governance practices in order to protect the interests of investors and ensure healthy growth of the Company. The Company stringently complies with the corporate governance practices as enumerated in the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 {hereinafter referred to as the SEBI Listing Regulations, 2015}.

The Company lays a strong emphasis on ethical corporate citizenship and the establishment of good corporate culture. The corporate governance processes and systems have gradually been strengthened over the years. The objective of an effective corporate governance mechanism according to a global consensus entails long-term maximization of shareholders' value. Pursuant to this objective, the Company has manufactured and marketed products, which have created long-term sustainable value for consumers, shareholders, employees, business partners, the society and the economy as a whole. The Company at the same time ensures full compliance with regulatory disclosure requirements.

The Company believes that the concept of corporate governance is founded upon the core values of transparency, empowerment, accountability, independent monitoring and environmental consciousness. The Company has always given its best efforts to uphold and nurture these values across all operational aspects. As a means to this end, the Company formed a Board comprising reputed experts, and inducted persons of eminence as Independent Directors. These people contribute to corporate strategizing and provide external perspectives, wherever appropriate.

BOARD OF DIRECTORS

a. Introduction

The Board of Directors is the apex body that governs the overall functioning of the Company. The Board provides and evaluates the strategic direction of the Company, its management policies and their effectiveness. It also ensures that the long-term interests of stakeholders are being served. The Board plays a pivotal role in ensuring good governance. The Board's role, functions, responsibility and accountability are clearly defined in this regard.

The members of the Board hail from diverse backgrounds, skilled and experienced in areas like taxation, banking, finance, entrepreneurship, marketing, consumer behavior mapping as well as legal and general managerial aspects. Many of them have worked extensively in senior managements of global corporations and formed an in-depth understanding of the Indian business environment. The Chairman, Managing Director and Whole-time Directors are assisted by the CEOs/CFO/senior managerial personnel's in overseeing the functional matters of the Company.

The Board reviews its strength and composition from time to time to ensure that it remains aligned with statutory as well as business requirements.

The Meetings of Board of Directors and Board level Committees are usually held at the registered office of the Company at Emami Tower, 687, Anandapur, E. M. Bypass, Kolkata- 700107 and the Company has all the facilitates of holding such meetings through Video conferencing. During the year under review, the Company has followed the rules and norms prescribed by the Central Government for holding meetings through Audio/ Video Mode and maintaining social distancing at each of the meeting.

b. Composition of the Board

The Board of Directors comprises professionals drawn from diverse fields, resulting in a wide range of skills and experience being brought to the Board. The Company's policy is to maintain an optimal combination of Executive and Non-Executive Directors. As on March 31, 2023 the Board comprises of a Non-Executive Chairman, a Managing Director, Four Executive Directors, Two Non-Executive Directors and Eight Independent Directors. Out of the total Strength, the Company also has Three Women Directors on its Board. The detailed profiles of all the Directors are available on the Company's website: www.emamiltd.in .

The Company has complied with the provisions of Section 149 of the Companies Act, 2013 and Regulation 17(1) of the SEBI Listing Regulations, 2015 with respect to the Composition of the Board. The Composition of the Board and category of Directors as on March 31, 2023 are as under:

Name and Category of Directors	
Promoter Directors	**Independent Non-Executive Directors**
Shri R. S. Agarwal, Non- Executive Director	Shri C. K. Dhanuka
Shri R. S. Goenka, Non- Executive Chairman	Shri Anand Rathi **
Shri S. K. Goenka, Wholetime Director	Shri Debabrata Sarkar
Shri Mohan Goenka, Vice - Chairman & Wholetime Director	Shri Anjani Agrawal**
Shri A. V. Agarwal, Non- Executive Director	Shri Anjan Chatterjee **
Shri H. V. Agarwal, Vice - Chairman & Managing Director	Shri Rajiv Khaitan **
Smt. Priti A. Sureka, Wholetime Director	Smt. Avani Davda**
Shri Prashant Goenka, Wholetime Director	Dr. (h.c.) Adv. Mamta Binani

Dr. K. N. Memani, Dr. Y. P. Trivedi, Shri P. K. Khaitan, Shri S.B. Ganguly & Shri Amit Kiran Deb ceased to be Independent Directors w.e.f. closure of business hours on Aug 1,2022.

***Shri Anand Nandkishore Rathi, Shri Anjani Agrawal, Shri Anjan Snehmoy Chatterjee, Smt. Avani Vishal Davda & Shri Rajiv Khaitan were appointed on the board as Independent Directors w.e.f Aug 2,2022.*

The names of listed companies wherein the above Board members are directors and category of their directorship is annexed. None of the Directors on the Board of the Company has been debarred or disqualified from being appointed or continuing as director by SEBI/MCA or any such statutory authority and a certificate in this respect from M/s MKB & Associates a Company Secretary in practice is annexed.

All the Independent Directors comply with the definition of Independent Director as given under Section 149(6) of the Companies Act, 2013 and Regulation 16(1)(b) of the SEBI Listing Regulations, 2015. At the time of appointment/re-appointment and at the commencement of each financial year, every Independent Director signs a declaration to confirm that he/she fulfills all the conditions for being an Independent Director as laid down by the law.

While appointing/reappointing of Independent Director/Non-Executive Director/ Executive Director on the Board, Nomination and Remuneration Committee (NR Committee) considers the criteria as laid down in the Companies Act, 2013 and Regulation 16(1)(b) of SEBI Listing Regulations, 2015 and Board Diversity policy.

c. Agenda papers distributed in advance

Agenda papers of all the meetings of Board of Directors/committees are circulated among the Directors/invitees, well in advance, in a structured format in both the modes digital and physical copies.

All material information except unpublished price-sensitive information are incorporated in the agenda papers to facilitate meaningful and focused discussions at the meeting.

Where it is not practical to attach any document to the agenda, the same is tabled before the meeting with specific reference to effect of the agenda and approval for the same is taken from the Board/ committees as applicable. In special and exceptional circumstances, additional or supplementary item(s) on the agenda are permitted.

d. Directors' responsibilities

i. The principal responsibility of the Board is to oversee the management of the Company, and in doing so, serve to the best interests of the Company and its stakeholders. These include:
   - Reviewing and approving operating, financial and other corporate plans, strategies and objectives.
   - Evaluating whether the corporate resources are used for the appropriate business purposes.
   - Establishing a corporate environment that promotes timely and effective disclosures (including robust and appropriate control procedures and incentives), fiscal responsibility, high ethical standards and compliance with all applicable laws and regulations.
   - Evaluating the performance of the Company.
   - Attending the meetings of the Board, committees and shareholders.

ii. Exercise best business judgments: In discharging their fiduciary duties with care and loyalty, the Directors exercise their judgment to act in what they reasonably believe to be in the best interest of the Company and its stakeholders.

iii. Understand the Company and its business: The Directors have an obligation to remain informed about the Company and its business, including principal operational and financial objectives, strategies and plans.

iv. Establish effective systems: The Directors ensure that the effective systems are in place for periodic and timely reporting to the Board on matters concerning the Company.

e. The role of Company Secretary in the overall governance process

The Company Secretary plays a vital role in ensuring that Board procedures are followed and regularly reviewed. The Company Secretary ensures that all relevant information, details and documents are made available to the Directors and the senior management for effective decision-making at the meeting.

f. Compliance

The Company Secretary is responsible for and is required to ensure adherence to all the applicable laws and regulations primarily of the Companies Act, 2013 read with the rules thereunder, Secretarial Standards prescribed by ICSI and SEBI Listing Regulations, 2015.

Besides preparing the agenda, the notes on the agenda and minutes of the meeting, among others, the Company Secretary establishes and regularly monitors the compliance mechanism in place to carry out effective and timely compliance of relevant laws, rules and regulations.

The Company has put in place an online system based compliance management tool which provides real time compliance report and status of compliances. The application of the tool has been extended to cover all locations including subsidiaries.

This compliance system is monitored and controlled by the Company's dedicated team.

The tool is intended to provide an assurance to the Board on legal compliances as ensured by the Company. The Company has a dedicated email id for better compliance management and communications among the users of the tool.

A System Generated Comprehensive Report of Statutory Compliances of all applicable laws, rules and regulations is placed before the Audit and Board on a quarterly basis.

A certificate of statutory compliances duly signed by the Wholetime Director and the CEO Finance, Strategy & Business Development and CFO along with the Certificates of Compliance from responsible persons of each of the business places are placed before the board of Directors .

The Audit Committee and the Board of Directors review the compliance reports of the laws applicable to the Company as well as instances of non–compliances, if any, together with their possible impacts on the business, if any. A strict internal audit system is also in place to monitor and certify the compliance system. The Corporate Governance Committee also reviews it.

g. Risk management

The Company has a comprehensive ISO31000:2018 certified Enterprise Risk Management System at work, duly approved by the Board of Directors of the Company.

The Board has appointed Shri Manoj Agarwal, Senior Vice President – Audit & Control as the Chief Risk Officer.

The Risk Management System is reviewed regularly by risk owners and necessary steps are taken for the risks identified. During the year, comprehensive report on the risks, challenges or opportunities due to Covid 19 pandemic were also considered by the Risk management Team.

Composite reports of all risk areas including cyber laws are periodically reviewed by the Risk Management Committee, Audit Committee and the Board of Directors of the Company. The Corporate Governance Committee also reviews it.

h. Number of Board meetings and the Directors present therein

The Board of Directors held 5 meetings during the year on May 13, 2022; July 29, 2022; November 11, 2022; February 3, 2023 and March 24,2023

Details of board meetings held during the financial year and the number of Directors present:

Dates on which the Board Meetings were held	Strength of the Board	No. of Directors present
May 13, 2022	16	16
July 29, 2022	16	15*
November 11, 2022	16	16
February 3, 2023	16	15**
March 24 , 2023	16	15***

*'*Leave of Absence was granted by the Board to Shri C. K. Dhanuka on July 29, 2022.*

***Leave of absence was granted to Shri Anjan Chatterjee on February 3, 2023.*

****Leave of Absence was granted by the Board to Shri Mohan Goenka on March 24, 2023.*

The maximum time gap between any two meetings was less than 120 days as prescribed under Regulation 17(2) of SEBI Listing Regulations, 2015. Video Conferencing facilities were also used to facilitate Directors at other locations to participate in the Board/Board-level Committee Meetings. In compliance with the MCA circulars issued in view of COVID 19, the Company had arranged participation in the meeting through video conferencing by using the WebEx platform. All necessary compliances were made by the Company whenever the Directors used the videoconferencing facility in the Board/ Board-level Committee Meetings.

i. Attendance of Directors at Board meetings, last Annual General Meeting, relationship with other Directors, number of Directorships held and Chairmanship or memberships of committees of each Director in various companies as on March 31, 2023

S.L. No	Name of Director and DIN	Position	Relationship with other Directors	Date of joining	Number of Board meetings attended	Number of directorship held in Public Limited Companies as on 31.03.2023*	Number of committee positions held**	Attendance at the last AGM
1	Shri R. S. Agarwal DIN 00152996	Non Executive –Non Independent director	Father of Shri A.V. Agarwal, Shri H.V. Agarwal and Smt. Priti A Sureka	03/05/1994	5	1	None	Yes
2	Shri R. S. Goenka DIN 00152880	Non- Executive Chairman	Brother of Shri S.K. Goenka and father of Shri Mohan Goenka	03/05/1994	5	1	Member-1	Yes
3	Shri S. K. Goenka DIN 00149916	Promoter Executive Director	Brother of Shri R.S. Goenka	17/05/1995	5	1	None	Yes
4	Dr. K. N. Memani# DIN 00020696	Non – Executive Independent Director	-	15/05/2006	2	-	-	NA
5	Dr. Y. P. Trivedi# DIN 00001879	Non – Executive Independent Director	-	30/01/2010	2	-	-	NA
6	Shri P. K. Khaitan# DIN 00004821	Non- Executive Independent Director	-	24/06/2013	2	-	-	NA
7	Shri S. B. Ganguly# DIN 00012220	Non – Executive Independent Director	-	30/01/2010	2	-	-	NA
8	Shri Amit Kiran Deb# DIN 02107792	Non – Executive Independent Director	-	30/01/2010	2	-	-	NA
9	Shri C. K. Dhanuka DIN 00005684	Non – Executive Independent Director	-	02/08/2017	4	9	Chairman-2 Member-10	Yes
10	Shri Debabrata Sarkar DIN: 02502618	Non- Executive Independent Director	-	21/02/2019	5	8	Chairman-2 Member-7	Yes
11	Dr (hc) Advocate Mamta Binani DIN 00462925	Non- Executive Independent Director	-	29/10/2021	5	8	Member-4	Yes
12	Shri Anand Rathi## DIN 00112853	Non- Executive Independent Director	-	02/08/2022	3	6	Chairman-1 Member-4	Yes

S.L. No	Name of Director and DIN	Position	Relationship with other Directors	Date of joining	Number of Board meetings attended	Number of directorship held in Public Limited Companies as on 31.03.2023*	Number of committee positions held**	Attendance at the last AGM
13	Shri Anjani Agrawal## DIN 08579812	Non- Executive Independent Director	-	02/08/2022	3	6	Chairman-4 Member-9	Yes
14	Shri Anjan Snehmoy Chatterjee## DIN 00200443	Non Executive Independent Director	-	02/08/2022	2	3	Member-2	Yes
15	Smt. Avani Vishal Davda## DIN 07504739	Non- Executive Independe nt Director	-	02/08/2022	3	5	Member-4	Yes
16	Shri Rajiv Khaitan## DIN 00071487	Non Executive Independe nt Director	-	02/08/2022	3	4	Member-3	Yes
17	Shri Mohan Goenka DIN 00150034	Promoter Executive Director	Son of Shri R. S. Goenka	15/01/2005	4	1	Member-1	Yes
18	Shri A. V. Agarwal DIN 00149717	Promoter Non-Executive Director	Son of Shri R.S. Agarwal and brother of Shri H.V. Agarwal and Smt.Priti A Sureka	15/01/2005	5	2	None	Yes
19	Shri H. V. Agarwal DIN 00150089	Promoter Executive Director (Managing Director)	Son of Shri R.S. Agarwal and brother of Shri A.V. Agarwal and Smt.Priti A Sureka	15/01/2005	5	1	Member-1	Yes
20	Smt. Priti A Sureka DIN 00319256	Promoter Executive Director	Daughter of Shri R S Agarwal and sister of Shri A.V. Agarwal and Shri H.V. Agarwal	30/01/2010	5	2	None	Yes
21	Shri Prashant Goenka DIN 00703389	Promoter Executive Director	Nephew of Shri R.S. Goenka and Shri S.K. Goenka	20/01/2014	5	1	Member-1	Yes

#ceased to be directors in the company with Closing hours of Aug 1,2022 due to completion of term as Independent Directors.
** Excludes Private Companies, Foreign Companies and Companies registered under Section 8 of the Companies Act, 2013.*
*** Includes Audit Committee and Stakeholders Relationship Committee as per Regulation 26(1) of the SEBI (LODR) Regulations, 2015.*
*** The Total number of Membership in committees include their position of chairmanship in the companies as well.*
appointed on the Board of Directors w.e.f. Aug 2, 2022.

None of the Directors is member of more than ten board-level statutory committees or Chairman of more than five such Committees, the Company has taken a declaration for the same from each of the Directors.

Name of the listed companies in which the company's directors are holding position of Directors and the category of their directorship as on March 31, 2023 is as under:

S.L. No	Name of Director	Name of The Listed Company	Category
1	Shri R. S. Agarwal	Emami Limited	Promoter Director / Non Executive Director - Chairman Emeritus
2	Shri R. S. Goenka	Emami Limited	Promoter Director / Non-Executive Chairperson
3	Shri C. K. Dhanuka	Emami Limited	Independent Director
		Dhunseri Investments Ltd.	Chairman
		CESC Ltd.	Independent Director
		Dhunseri Tea & Industries Ltd.	Managing Director
		Dhunseri Ventures Ltd	Executive Chairman
		Naga Dhunseri Group Ltd	Chairman
		Mint Investments Ltd	Chairman
4	Shri Debabrata Sarkar	Emami limited	Independent Director
		GOCL Corporation Limited	Independent Director
5	Smt Mamta Binani	Ddev Plastiks Industries Limited	Independent Director
		Emami Limited	Independent Director
		Balrampur Chini Mills Ltd.	Independent Director
		Emami Paper Mills Limited	Independent Director
		GPT Infraprojects Limited	Independent Director
		Skipper Limited	Independent Director
6	Shri Anand Rathi	Emami Limited	Independent Director
		Anand Rathi Wealth Limited	Promoter / Non – Executive Director
7	Shri Anjani Agrawal	Hindustan Zinc Limited	Independent Director
		Vodafone Idea Limited	Independent Director
		Emami Limited	Independent Director
		Firstsource Solutions Limited	Independent Director
8	Shri Anjan Chatterjee	Speciality Restaurants Limited	Promoter Director / Chairman & Managing Director
		Emami Limited	Independent Director
9	Smt. Avani Davda	Mahindra Logistics Limited	Independent Director
		Emami Limited	Independent Director
		Persistent Systems Limited	Independent Director
		NIIT Limited	Independent Director
10	Shri Rajiv Khaitan	Himatsingka Seide Limited	Independent Director
		Emami Limited	Independent Director
11	Shri S. K. Goenka	Emami Limited	Promoter Director / Whole Time Director
12	Shri Mohan Goenka	Emami Limited	Promoter Director/Vice Chairman & Whole Time Director
13	Shri A. V. Agarwal	Emami Limited	Promoter Director / Non-Executive Director
		Emami Paper Mills Limited	Executive Chairman
14	Shri H. V. Agarwal	Emami Limited	Promoter Director / Vice Chairman & Managing Director
15	Smt. Priti A Sureka	Emami Limited	Promoter Director / Whole Time Director
16	Shri Prashant Goenka	Emami Limited	Promoter Director / Whole Time Director

j. Information placed before the Board of Directors

The Company has complied with Part A of Schedule II of SEBI (LODR) Regulations, 2015 read with Regulation 17(7) of the said regulations with regard to information being placed before the Board of Directors.

The following items are generally tabled for information and review of the Board:

- Annual operating plans and budgets and any updates;
- Capital budgets and any updates;
- Quarterly results of the Company, its Subsidiary & Associate companies; Company's annual financial results, financial statements, Auditors' Report;
- Formation/reconstitution, terms of references and minutes of Board Committees including Audit Committee
- Information on recruitment and remuneration of senior officers just below the Board level, including appointment or resignation of Chief Financial Officer and the Company Secretary;
- Show cause, demand, prosecution notices and penalty notices which are materially important;
- Fatal or serious accidents, dangerous occurrences and material effluent discharge or pollution related problems;
- Any materially relevant default in financial obligations to and by the Company or substantial non-payment for goods sold by the Company;
- Any issue, which involves possible public or product liability claims of substantial nature, including any judgment or order which may have been passed strictures on the conduct of the company or taken an adverse view regarding another enterprise that can have negative implications for the Company;
- Details of any joint venture or collaboration agreement;
- Transactions that involve substantial payment towards goodwill, brand equity or intellectual property;
- Significant labour problems and their proposed solutions. Any significant development on human resources/industrial relations front like signing of wage agreement, implementation of voluntary retirement scheme;
- Sale of material nature of investment, subsidiaries and assets, which is not in the normal course of business;
- Quarterly details of foreign exchange exposures and the steps taken by the management to limit the risks pertaining to adverse exchange rate movements, if material;
- Non-compliance of any regulatory, statutory or listing requirements and shareholders service such as non-payment of dividend, delay in share transfer, among others;
- Financials and minutes of meetings of subsidiary companies;
- Appointment, remuneration and resignation of Director(s) and key managerial personnel;
- General notices of interest to the Directors including declaration of Independent Directors at the time of appointment/annually;
- Appointment of internal auditors, cost auditors and secretarial auditors;
- Secretarial audit report submitted by secretarial auditor;
- Certificate of statutory compliance certifying compliance with all laws as applicable to the Company;
- Reconciliation of Share Capital Audit Report under SEBI (Depositories and Participants) Regulation, 1996;
- Dividend declaration;
- Grant of loans and making investments of surplus funds;
- Transactions /Agreements/Contracts with related parties;
- Review of the risk management policy;
- Any other important or critical matters.

The Board is presented with all the information under the above heads whenever applicable and materially significant. These are submitted either as a part of the agenda papers well in advance of the Board meetings, or are tabled in the course of the Board meetings or meetings of the relevant committees. Functional heads are also called upon to provide additional inputs to the items being discussed by the Board/Committee, as and when required

k. Presentation by the management

Before putting on record the quarterly/annual financial results of the Company, a presentation is made before the Board on operations of the Company including performance of major brands, international businesses, performance of subsidiary companies, initiatives taken for sales promotion and all other matters having impact on the business of the Company.

l. Succession plan: The Company has proper plans in place for orderly succession for outgoing members of the Board of Directors and Senior Management Personnel.

m. Training of Board members and Familiarization Programme for Independent Directors

At Emami, all the members of the Board of Directors are experienced professionals who are well-acquainted with the nature of industry, the prevailing business model and other aspects of the Company and keep themselves updated about the changes in laws relating to Company's business and their roles and responsibilities as Directors of the Company.

At each of the Board Meeting, presentation is made before Board Members details of Company's operations, the FMCG business as a whole, the business model and new launches & initiatives.

In each of the Committee Meetings, the committee members are updated about relevant changes of laws/ statutes applicable to them.

The Company arranges discussions/meetings on the risks associated with the Company's business wherein experts are invited and mitigation plans are discussed with the Executive Directors. Such discussions in the form of training exercises enable them to take better decisions when it comes to discharging their responsibilities.

The relevant statutory changes/updates are explained / informed to the Directors from time to time so that they can take better and informed decisions.

The Independent Directors are given a formal update about the operations of the Company and their role and responsibilities.

Independent Directors are regularly informed and updated on the business activities of the Company by providing them with the details of businesses of the Company as well as details of competitors, changes in relevant laws, their duties/responsibilities and liabilities as a Director.

Such information enables the Independent Directors to familiarize themselves with the Company's operations and the industry at large.

Directors are updated on amendments of the Companies Act 2013 and SEBI Listing Regulations,2015.

The Company had conducted a Familiarization Programme for the Independent Directors as required under Regulation 25(7) of the SEBI Listing Regulations, 2015.

The details of the Familiarization Programme can be accessed at: http://www.emamiltd.in/investor-info/pdf/EmamiLtdFamiliarisationProgrammeForIndependentDirectors.pdf.

On an on-going basis, periodic presentations are made at the Board and Committee meetings on Health and Safety, Sustainability, performance updates of the Company, Industry scenario, business strategy, internal control and risks involved and mitigation plan. The Directors are also provided with quarterly update on relevant statutory changes, judicial pronouncements and important amendments.

n. Whistleblower mechanism

The Company has a strong and effective whistleblower policy in place, which aims to deter and detect actual or suspected misconducts. It has been established to ensure that genuine concerns of misconduct/unlawful conduct, which an individual believes may be taking place within the organization, are raised at an early stage in a responsible and confidential manner. The above mechanism was appropriately communicated within the Company, across levels, and was displayed on the Company's intranet as well as the website: http://www.emamiltd.in/investor-info/pdf/WhistleBlowerPolicyEmami.pdf

This mechanism also provides for adequate safeguards against victimization of employees who avail of the mechanism. The Audit Committee is empowered to monitor the functioning of the mechanism. It reviews the status of complaints received under this policy. The Committee has, in its report, affirmed that no personnel was denied access to the Audit Committee.

o. Criteria for the selection of the Directors

The selection process of Board members is dependent on several parameters and the policies framed by the Board of Directors of the Company. The Board has identified skill, expertise and competency required in context to its business for it to function effectively and these are Leadership, governance & regulatory laws, finance & risk management, entrepreneurship, marketing and consumer insights which are available with the Board.

The Company recognizes and embraces the benefits of having a diverse Board and believes that it will enhance the quality of the decisions of the Board by utilizing their varied skills, qualifications, professional experience, gender and knowledge, among others, of the members of the Board, which is necessary for achieving sustainable and balanced growth of the Company.

The Nomination and Remuneration Committee recommends appointment of suitable professionals who may be inducted into the Board. Upon fulfillment of the parameters, the Directors are appointed.

p. Terms and conditions for appointment of Independent Directors

The terms and conditions of appointment of the Independent Directors are subject to the provisions of the applicable laws, including the Companies Act, 2013, SEBI Listing Regulations, 2015 along with the Articles of Association of the Company. Each Independent Director is issued a letter specifying the details of appointment at the time of joining. Every Independent Director signs a declaration to confirm that he/she fulfills all the conditions for being an Independent Director as laid down under the law.

q. Board diversity policy

The Company recognizes and embraces the benefits of having a diverse Board of Directors. The Company believes that increasing diversity at the Board level is an essential for maintaining a competitive advantage in the complex business segment that it operates in. It recognizes that a Board comprising appropriately qualified people, with a broad range of experience relevant to the business of the Company, is imperative to achieve effective corporate governance and sustained commercial success.

The Board of Directors of the Company has an optimum combination of Executive and Non-Executive Directors, and Women Directors. The composition of the Board is in accordance with requirements of the Articles of Association of the Company, the Companies Act, 2013, SEBI Listing Regulations, 2015 and all other statutory, regulatory and contractual obligations of the Company.

r. Board evaluation policy

The primary objective of the policy is to provide a framework and set standards for the evaluation of the Board as a whole and each Director individually. The Company aims to achieve a balance of merit, experience and skills on the Board. The policy is to assess and enhance the effectiveness of the Board as a whole. Individual members are assessed on their effective contribution and commitment to their roles and responsibilities as Directors. On the basis of criteria fixed by the Nomination and Remuneration Committee, the Board evaluation process is carried out by the Independent Director in their separate meeting and by the board. The Evaluation process is conducted through filling up evaluation form by each of the directors. The Board Evaluation Policy can be accessed at http://www.emamiltd.in/investor-info/pdf/Board-Evaluation-Policy.pdf

s. Post-meeting follow-up mechanism

The important decisions taken at the Board/Board-level Committee meetings are promptly communicated to the concerned departments/divisions. A report on the action taken on the decisions/suggestions of the previous meeting(s) is placed at the immediately succeeding meeting of the Board/committee for noting the same.

t. Code of conduct

The Company has established a Code of Conduct for all the members of the Board including Independent Directors, Committees and Heads of Departments. In compliance with SEBI Listing Regulations, 2015 and the Companies Act, 2013, the Code of Conduct also lays down the duties of the Independent Directors. Pursuant to the Provisions of the Code of the Conduct, the Board has designated the Managing Director of the Company as Chief Executive Officer (CEO).

The said code is displayed on the Company's website, www.emamiltd.in/investor-info/pdf/CodeofConduct.pdf.

The CEO affirmed to the Board that the members of the Board and Committees and Heads of Departments have complied with the provisions of this code. A declaration signed by the CEO in this regard is annexed at the end of this Report.

u. Skill/Expertise/Competence of the Board of Directors

In compliance with the SEBI (LODR) Regulations, the Board of Directors of the Company having the list of core skills/ expertise / competencies in the context of the company's business and its sector for effective functioning are as follows:

The board has identified the following skills required for the company and the availability of such skills with the board:

Sl. No	Skills and its Descriptions	Shri R. S. Agarwal	Shri R. S. Goenka	Shri C K Dhanuka	Shri Anand Rathi	Shri Debabrata Sarkar	Shri Anjani Agrawal	Shri Anjan Chatterjee	Smt Avani Davda	Shri Rajiv khaitan	Shri S. K. Goenka	Smt Mamta Binani	Shri Mohan Goenka	Shri A. V. Agarwal	Shri H. V. Agarwal	Smt Priti A Sureka	Shri Prashant Goenka
1	**Leadership of Large Organizations** Deep knowledge and experience of managing complex business processes, regulatory environment, foresight and ability to strategize during dynamic & challenging situations to manage change successfully in large corporations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	**Visioning, Strategic Planning and M&A** Ability to use experience & expertise in chartering the growth path of a company in challenging and competitive business environment by developing well thought-out strategies for successful implementation. Strategies to include inorganic growth through potential mergers & acquisitions that enhance and add value to the existing strength of the company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	**Consumer Insights, Innovation & Marketing exposure** Deep consumer insights and knowledge of consumer trends and preferences that help in developing marketing strategies through innovations in both product development and communication to reach out to wider consumer base and gain market share.	✓	✓		✓			✓	✓				✓	✓	✓	✓	✓
4.	**Financial & Risk Management** Experience & expertise in handling complexities of Financial management, reporting processes, with requisite knowledge of accounting, treasury, Risk Management etc. in large organizations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Sl. No	Skills and its Descriptions	Shri R. S. Agarwal	Shri R. S. Goenka	Shri C K Dhanuka	Shri Anand Rathi	Shri Debabrata Sarkar	Shri Anjani Agrawal	Shri Anjan Chatterjee	Smt Avani Davda	Shri Rajiv khaitan	Shri S. K. Goenka	Smt Mamta Binani	Shri Mohan Goenka	Shri A. V. Agarwal	Shri H. V. Agarwal	Smt Priti A Sureka	Shri Prashant Goenka
5.	**Supply Chain Management** In-depth knowledge, experience & expertise in the management of complexities of supply chain processes and leveraging the use of technology to enhance efficiency of the system in an ever-changing dynamic competitive environment	✓	✓	✓			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
6.	**Governance and Regulatory Requiements Oversight** Knowledge & understanding of corporate laws, and experience & expertise in maintaining board and management accountability, practicing good corporate governance , driving corporate ethics and values to serve towards the best interest of the stakeholders and maximising stakeholders' value.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Committees of the Board

With an objective to have a more focused attention on various facets of business, better accountability and ensuring compliances, the Board has constituted the committees, which comply with the requirements of the Companies Act, 2013 as well as SEBI Listing Regulations, 2015, these comprise:

1. Audit Committee
2. Nomination and Remuneration Committee
3. Share Transfer Committee
4. Stakeholders Relationship Committee
5. Finance Committee
6. Corporate Governance Committee
7. Corporate Social Responsibility Committee
8. Risk Management Committee
9. Shares Buy-Back Committee

Each of these committees has been mandated to operate within a given framework. The details of composition of the above mentioned committees is available on the Company's website: www.emamiltd.in

1. Audit Committee

The Audit Committee was constituted by the Board of Directors on March 28, 2001.

The Audit Committee acts as the link between the Statutory Auditors, the Internal Auditors and the Board of Directors of the Company.

The terms of reference of the Audit Committee are as per the guidelines set out in Regulation 18 of the SEBI Listing Regulations, 2015 read with Section 177 of the Companies Act, 2013.

The Company has a well-defined and structured internal audit control system to ensure reliability of operational and financial information, statutory/ regulatory compliances and safeguard of the assets of the Company.

The internal audit department governs its audit through modules/checklists to carry out process-wise audits and ensure effective discharging of their duties and compliance with SEBI Listing Regulations, 2015. The audit process being used by internal audit department is also reviewed from time to time with a view to bring it in line with the regulatory framework.

The representatives of statutory auditors are permanent invitees to the audit committee meeting. The representative of the cost auditor is invited to attend the meeting of the audit committee when the cost audit report is tabled for discussion. The Whole-time Director, the CEO-Finance, Strategy and Business Development and Chief Financial Officer and President – Finance and Investor Relations attend the Audit Committee as special invitees.

Shri Anand Rathi and Shri Anjani Agrawal were inducted as new members of the Committee effective from August 2,2022 after completion of term of appointment of Shri S B Ganguly, Shri Amit Kiran Deb as the Independent Directors of the Company on August 1,2022. Shri Anand Rathi and Shri Anjani Agrawal are qualified Chartered Accountants having very rich experience of finance, auditing & accounting.

As on March 31, 2023 the Audit Committee comprised five (5) Directors, out of whom, four (4) are Independent Directors.

Shri Anand Rathi, Chairman of the Committee, possesses vast and longstanding experience in corporate matters and finance.

Shri R.S. Goenka has expertise in commercial and taxation matters. Shri C. K. Dhanuka is a commerce graduate and well-known industrialist and promoter of Dhunseri Group of Companies. Shri Debabrata Sarkar is a master of commerce and a holder of distinctive qualifications of FCA and CAIIB and he is the former Chairman & Managing Director of Union Bank of India. Shri Anjani Agrawal, Chartered Accountant is former partner of EY and have more than 40 years of experience in corporate governance, risk management and sustainable development.

Shri A. K. Joshi, Company Secretary and VP - Legal, is the Secretary of the Committee. Shri Manoj Agarwal is the Internal Auditor of the Company.

The Audit Committee held four (4) meetings during the year on May 13, 2022; July 29, 2022; November 11, 2022 and February 3, 2023.

Shri Anand Rathi, Chairman of the Committee, was present at the Annual General Meeting held on September 9, 2022.

The gap between any two meetings did not exceed 120 days complying with the Companies Act, 2013 and provisions of SEBI Listing Regulations, 2015.

The functions of the Committee include:

- Overseeing the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible;
- Recommendation for appointment, remuneration and terms of appointment of Statutory Auditors of the Company including the Cost Auditor of the Company;
- Approval of payment to Statutory Auditors for any other services rendered by them;
- Reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
    - Matters required to be included in the Director's Responsibility Statement to be included in the Board's report in terms of Clause (c) of Sub-section 3 of Section 134 of the Companies Act, 2013;
    - Changes, if any, in accounting policies and practices and reasons for the same;
    - Major accounting entries involving estimates based on the exercise of judgment by management;
    - Significant adjustments made in the financial statements arising out of audit findings;
    - Compliance with listing and other legal requirements relating to financial statements;
    - Disclosure of any related-party transactions;
    - Qualifications in the draft audit report; if any.
    - Disclosure of promoters regarding encumbrance at the beginning of year under Regulation 31(4) of SEBI(SAST) Regulations.
- Reviewing, with the management, the quarterly financial statements before submission to the Board for approval;
- Reviewing, with the management, the statement of uses/application of funds raised through an issue (public issue, rights issue, preferential issue, among others), the statement of funds utilized for purposes other than those stated in the offer document/prospectus/notice and the report submitted by the monitoring agency monitoring the utilization of proceeds of a public or rights issue, and making appropriate recommendations to the Board to take up steps in this matter;
- Reviewing and monitoring the auditor's independence, performance and effectiveness of the audit process;

- Approval or any subsequent modification of transactions of the Company with related parties;
- Scrutiny of inter-corporate loans and investments;
- Valuation of undertakings or assets of the Company, wherever necessary;
- Evaluation of internal financial controls and risk management systems;
- Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;
- Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
- Discussion with internal auditors of any significant findings and follow-up thereon;
- Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud, irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;
- Discussion with Statutory Auditors, before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any areas of concern;
- To look into the reasons for substantial defaults in payments to depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
- Reviewing the functioning of the vigil mechanism and whistleblower mechanism;
- Approval of appointment of CFO (i.e., Chief Financial Officer or any other person heading the finance function or discharging that function) after assessing the qualifications, experience and background among others of the candidate;
- Carrying out any other function mentioned in the terms of reference of the Audit Committee;
- Reviewing the following information:
    - Management discussion and analysis of financial condition and results of operations;
    - Statement of significant related party transactions (as defined by the Audit Committee), submitted by management;
    - Management letters/letters of internal control weaknesses issued by the statutory auditors;
    - Internal audit reports relating to internal control weaknesses; and appointment, removal and terms of remuneration of the chief internal auditor.

Composition of the Committee and attendance of the members at the meetings held during the year:

Name of the member of the Committee	Category of Director	Number of meeting held during the year	Number of meetings attended
Shri Anand Rathi, Chairman w.e.f 2.08.2022**	Independent	4	2
Shri R.S Goenka	Non Executive Director	4	4
Shri C.K Dhanuka ***	Independent	4	3
Shri Debabrata Sarkar	Independent	4	4
Shri Anjani Agrawal w.e.f 2.08.2022**	Independent	4	2
Shri S.B Ganguly (upto 1.08.2022)*	Independent	4	2
Shri Amit Kiran Deb (upto 1.08.2022)*	Independent	4	2

**Shri S.B Ganguly and Shri Amit Kiran Deb ceased to be members of the committee on completion of their term as Independent Directors on close of Business hour on Aug 1,2022.*

***Shri Anand Rathi and Shri Anjani Agarwal were inducted as members of the committee w.e.f Aug 2,2022.*

**** Leave of absence was granted by the committee to Shri C.K Dhanuka on July 29,2022.*

2. Nomination and Remuneration Committee

The Committee was constituted by the Board on January 31, 2003 under the name of 'Remuneration Committee' in terms of the prevailing provisions of the Listing Agreement and Companies Act. The Board at its meeting held on May 5, 2014, changed the nomenclature of the Committee to 'Nomination and Remuneration Committee' to align it with the scope of functions of the Committee in terms of Section 178 of the Companies Act, 2013.

As at March 31,2023, the Committee comprises three (3) Independent Directors and Shri A.K. Joshi, Company Secretary as its Secretary.

The Committee held two (2) meeting during the year on May 13, 2022 and July 29, 2022.

Shri Anand Rathi and Shri Anjani Agrawal were inducted as new members of the Committee effective from August 2, 2022 after completion of term of appointment of Shri S B Ganguly, Shri Amit Kiran Deb as the Independent Directors of the Company on August 1, 2022. Both Shri Anand Rathi and Shri Anjani Agrawal are qualified Chartered Accountants having very rich professional experience in finance & investment and in policy & strategy making respectively.

Shri Anand Rathi, Chairman of the Committee was present at the Annual General Meeting held on September 9, 2022. The Company complies with the Regulation 19 of SEBI Listing Regulations, 2015 with respect to composition, role and responsibilities of Nomination and Remuneration Committee.

The functions of the Committee include:

- To formulate the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board a policy relating to remuneration of the Directors, key managerial personnel and other employees.
- To formulate criteria for evaluation of Independent Directors, Non Independent Directors, the Chairman, the Board as a whole and other Committees
- To devise policy on Board diversity.
- Identifying persons who are qualified to become a Director and who may be appointed in senior management.
- To evaluate, review and recommend to the Board, the remuneration of the Executive Directors, striking a balance between performance and achievement.
- To recommend whether to extend or continue the term of appointment of Independent Directors, on the basis of the report of performance evaluation of Independent Directors.

Composition of the Committee and attendance of the Members at the meeting held during the year:

Name of the member of the Committee	Category of Director	Number of meeting held during the year	Number of meetings attended
Shri Amit Kiran Deb, Chairman upto August 1, 2022 *	Independent	2	2
Shri C. K. Dhanuka	Independent	2	2
Shri S. B. Ganguly*	Independent	2	2
Shri Anand Rathi Chairman w.e.f August 2,2022**	Independent	2	No meeting held since his appointment
Shri Anjani Agrawal**	Independent	2	No meeting held since his appointment

**Shri Amit Kiran Deb and Shri S.B Ganguly ceased to be the members of the committee on Aug 1,2022 on completion of their term as an Independent Director on that date.*

***Shri Anand Rathi and Shri Anjani Agrawal were inducted as new members w.e.f. Aug 2,2022.*

REMUNERATION POLICY

Executive Directors

The Nomination and Remuneration Committee takes into account experience, qualification, contributions and prevailing industry practices before giving its recommendations to the Board. The Board, based on the recommendations, decides the quantum of remuneration to be paid to Executive Directors, subject to approval by the shareholders in terms of the provisions of the Companies Act, 2013, read with Schedule V thereof. The Committee aims to reward stellar performances on a periodic basis.

The Company has entered into agreement with each of the Executive Directors which may be terminated by either party by giving to the other party three/six months' notice of such termination as the case may be.

Service contracts, notice period, severance fees: Appointment of Whole-time Directors is on contractual basis for a period of five years with the notice period of three / six months from either side, and there is no provision of payment of severance fees.

Stock option details, if any and whether issued at a discount as well as the period over which accrued and over which exercisable: Not applicable

Non-Executive Directors / Criteria for payment to Non-Executive Directors

The Non-Executive Directors bring with them significant professional expertise and substantial benefits through their rich experience in finance, banking, legal, marketing, consumer behaviors and corporate strategy.

Using their experience and knowledge, they safeguard the interest of investors by exercising appropriate control at various levels. The Company has also inducted them in the various committees of the Board – Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Finance Committee, Corporate Governance Committee, Corporate Social Responsibility Committee, Share Transfer Committee, Risk Management Committee and Buyback Committee.

Non-Executive Directors are paid sitting fees for attending the meetings of the Board/Committee(s) within the prescribed limits and profit related commission being paid to Non-Executive Independent Directors under Section 149(9) of the Companies Act, 2013 as per the Company's Remuneration Policy for the inputs and guidance provided by them.

The Non-Executive Directors are paid sitting fees of Rs. 50,000 (Rupees fifty thousand only) for attending Board meeting, Rs. 40,000 (Rupees forty thousand only) for attending Audit Committee meeting and Rs. 25,000 (Rupees twenty five thousand only) for attending each of other Committee meetings including Separate Meeting of Independent Directors. The aggregate sitting fees paid to Non-Executive Directors for the FY 2022-23 amounted to Rs. 46,85,000 (excluding GST). The Non-Executive Directors are also reimbursed expenses incurred for attending the meeting.

The Nomination and Remuneration Committee has laid down the criteria for performance evaluation of Independent Directors, Executive & non executive directors, the Board and the board level committees. The Committee formulates evaluation criteria for the Independent Directors, which are broadly based on:

- Knowledge to perform the role;
- Time and level of participation;
- Level of oversight; and
- Professional conduct and independence.

In terms of Section 134 of the Companies Act 2013, the Directors' Report also includes a statement indicating the process that the Board has used for a formal annual evaluation of its own performance, performance of the Committees and the individual Directors of the Company.

Details of remuneration during the financial year 2022-23 (Rs. in lacs)

Sl. No	Name of Director	Sitting fees	Salary	Commission	Contribution to PF	Perquisites and Allowances	Total
1	Shri R.S. Agarwal (Non Executive –Non Independent Director)	2.50	-	-	-	-	2.50
2	Shri R.S. Goenka (Non-Executive Chairman)	6.85	-	-	-	-	6.85
3	Shri S.K. Goenka (Whole-time Director)	-	150.00	-	18.00	12.90	180.9

Sl. No	Name of Director	Sitting fees	Salary	Commission	Contribution to PF	Perquisites and Allowances	Total
4	Dr. K.N. Memani* (Independent Director)	1.00	-	2.00	-	-	3.00
5	Dr. Y.P. Trivedi* (Independent Director)	1.00	-	2.00	-	-	3.00
6	Shri P. K. Khaitan* (Independent Director)	1.00	-	2.00	-	-	3.00
7	Shri C. K. Dhanuka (Independent Director)	4.20	-	5.00	-	-	9.20
8	Shri S.B. Ganguly* (Independent Director)	2.80	-	2.00	-	-	4.80
9	Shri Amit Kiran Deb* (Independent Director)	2.80	-	2.00	-	-	4.80
11	Shri Debabrata Sarkar (Independent Director)	4.85	-	5.00	-	-	9.85
12	Dr. (hc) Advocate Mamta Binani (Independent Director)	4.00	-	5.00	-	-	9.00
13	Shri Mohan Goenka Vice - Chairman & Whole-time Director	-	264.00	300.00	31.68	22.40	618.08
14	Shri A. V. Agarwal (Non-Executive Director)	5.00	-	-	-	-	5.00
15	Shri H. V. Agarwal Vice-Chairman & Managing Director	-	264.00	300.00	31.68	22.40	618.08
16	Smt.Priti A.Sureka (Whole Time Director)	-	132.00	-	15.84	11.40	159.24
17	Shri Prashant Goenka (Whole-time Director)	-	132.00	-	15.84	11.40	159.24
18	Smt Avani Davda** (Independent Director)	2.00	-	4.00	-	-	6.00
19	Shri Rajiv Khaitan** (Independent Director)	2.25	-	4.00	-	-	6.25
20	Shri Anand Rathi** (Independent Director)	2.55	-	4.00	-	-	6.55
21	Shri Anjan Snehmoy Chatterjee** (Independent Director)	1.50	-	4.00	-	-	5.50
22	Shri Anjani Agrawal** (Independent Director)	2.55	-	4.00	-	-	6.55

** Dr. K.N. Memani, Dr. Y.P. Trivedi, Shri P.K. Khaitan, Shri S.B. Ganguly & Shri Amit Kiran Deb completed their terms as Independent Directors on August 01, 2022.*

*** Smt Avani Davda, Shri Rajiv Khaitan, Shri Anand Rathi, Shri Anjan Chatterjee & Shri Anjani Agrawal were inducted on the Board of Directors w.e.f Aug 2, 2022.*

Payment of Sitting Fee and Commission of Shri P.K. Khaitan & Rajiv Khaitan was made to Khaitan & Co LLP

Shares held by the Non–Executive Directors as on March 31, 2023

Sl. No.	Name of the Director	Category of Director	Number of shares
1	Shri R. S. Agarwal	Non-Executive Non Independent Director	1,95,000
2	Shri R. S. Goenka	Non-Executive Non Independent Director	4,00,876
3	Shri C.K Dhanuka	Independent	Nil
4	Shri Anand Rathi	Independent	Nil
5	Shri Debabrata Sarkar	Independent	Nil
6	Shri Anjani Agrawal	Independent	1600
7	Shri Anjan Chatterjee	Independent	Nil
8	Shri Rajiv Khaitan	Independent	Nil
9	Smt Avani Davda	Independent	Nil
10	Dr. (hc) Mamta Binani	Independent	Nil
11	Shri Aditya Vardhan Agarwal	Non-Executive Non Independent Director	1,34,668

There is no pecuniary relationship or transaction with the Non-Executive Directors vis-à-vis the Company other than receipt of sitting fees for the meetings of Board and Committees to Non-Executive Directors and profit linked commission to the Independent Directors and dividend on their shareholdings, if any, in the Company.

3. Share Transfer Committee

The Share Transfer Committee was constituted on August 19, 2010.

The Share Transfer Committee comprises three (3) Executive Directors and one (1) Non-Executive Director. Shri A. K. Joshi, Company Secretary is the Secretary of the Committee.

The Committee held five (5) meetings during the year on April 26, 2022; May 18, 2022; August 8, 2022; September 19, 2022 and January 18, 2023.

The functions of the committee include:

- Approval of transfer/transmission of securities of the Company;
- Dealing with the rematerialization requests and IEPF related matters;
- Overseeing of the performance of the registrar and share transfer agents of the Company;
- Redressal of shareholders' complaints relating to transfer of shares, non-receipt of annual reports and non-receipt of declared dividend, among others;
- Disposal of old stationeries of dividend warrants, among others;
- Issue of letter of confirmation for issue of duplicate share certificate.
- Recommending upgradation measures for the standard of service to investors;
- Any other matter(s) out of and incidental to these functions and such other acts assigned by the Board.

Composition, category of Directors and number of meetings attended:

Members	Category of Director	Total No. of Meting held during the year	Number of meetings attended
Shri Mohan Goenka, Chairman	Promoter Executive	5	5
Shri A. V. Agarwal	Promoter Non-Executive	5	5
Shri H. V. Agarwal*	Promoter Executive	5	4
Smt. Priti A. Sureka	Promoter Executive	5	5

** Leave of Absence was granted by the Committee to Shri H.V Agarwal on May 18, 2022.*

4. Stakeholders Relationship Committee

The Board at its meeting held on August 19, 2010 constituted a committee under the name of 'Investors' Grievance Committee' in terms of the then prevailing provisions of the Listing Agreement. Further, the Board at its meeting held on May 5, 2014 changed the nomenclature of the above committee to 'Stakeholders' Relationship Committee' in line with the provisions of the Companies Act, 2013 and delegated the role and responsibilities as per provisions of the Companies Act, 2013. The Company complies with provisions of Regulation 20 of SEBI Listing Regulations, 2015

The Stakeholders Relationship Committee comprises two (2) Independent Directors, three (3) Promoter Executive Directors and Shri A. K. Joshi, Company Secretary, is the Secretary of the Committee.

The functions of the Committee include:

- Considering and resolving the grievances of security holders of the Company;
- Providing guidance for overall improvement in the quality of services to investors;
- Dissemination of factually correct information to investors and the public at large;
- Any other matter(s) out of and incidental to these functions and such other acts assigned by the Board.

The Committee held one (1) meeting during the year on February 2, 2023 wherein the Committee reviewed the status of unclaimed shares, unclaimed dividend of previous years and the system of providing investors' services, among others.

Composition and attendance of the Members at the meeting:

Members	Category of Director	Total No. of Meting held during the year	Number of meetings attended
Shri C. K. Dhanuka, Chairman	Independent	1	1
Shri S.B Ganguly**	Independent	1	NA
Shri Mohan Goenka	Promoter Executive	1	1
Shri H. V. Agarwal	Promoter Executive	1	-*
Shri Prashant Goenka	Promoter Executive	1	1
Shri Rajiv Khaitan***	Independent	1	1

**Leave of Absence was granted by the Committee to Shri H.V Agarwal on February 02, 2023.*

*** Shri S.B Ganguly ceased to be the member of the committee on August 01, 2022 on completion of his term as Independent Director.*

****Shri Rajiv Khaitan was inducted as member of the committee on August 02 2022.*

Shri A. K. Joshi Company Secretary & VP- Legal is the Compliance Officer as per the SEBI Listing Regulations, 2015.

During the year ended March 31, 2023, 3 (Three) complaints were received from shareholders, all of which have been attended to/resolved as of date. Details of the complaints received and redressed are given below:

Nature of complaint	Pending as on 1st April 2022	Received during the year	Disposed during the year	Pending as on March 31, 2023
1. Non-receipt of dividend	Nil	2	2	Nil
2. Non-receipt of share certificate	Nil	Nil	Nil	Nil
3. Non-receipt of annual report	Nil	Nil	Nil	Nil
4. Others	Nil	1	1	Nil
Total	**Nil**	**3**	**3**	**Nil**

5. Finance Committee

The Finance Committee was constituted on May 28, 2008. Subsequently, the Board changed the nomenclature of the committee to 'Risk Management and Finance Committee' and assigned an additional responsibility of reviewing risk management aspects of the Company. However, in view of Regulation 21 of the SEBI Listing Regulations, 2015 a specific committee for risk management was constituted by the Board on October 29, 2015 and the committee has now been renamed as the Finance Committee.

The Finance Committee of the Board comprises six (6) Directors, Four (4) of whom are Executive Directors and Two (2) are Non-Executive Directors. Shri A. K. Joshi, Company Secretary, is the Secretary of the Committee.

The Committee held six (6) meetings during the year on May 13, 2022; June 16, 2022; July 21, 2022; December 9, 2022, February 15, 2023 and March ,27,2023.

The functions of the Committee include:

- Opening, modification and closure of bank accounts;
- Reviewing and considering periodical budgets of the Company and approval of capital expenditures;
- Execution of power of attorney for empowering executives and/or authorized representatives for business operations of the Company;
- Opening, modification and closure of trading and DEMAT accounts required for securities, derivatives, foreign currency and all other options;
- Consideration of matters relating to participation in bids/tenders/expressions of interest and all other business alliances and joint ventures, among others, if any;
- Any other matters(s) out of and incidental to these functions and such other acts assigned by the Board.

Composition, category of Directors and number of meetings attended:

Members	Category of Director	Number of meetings attended
Shri R.S. Goenka, Chairman	Promoter Non-Executive	6
Shri S.K. Goenka	Promoter Executive	5*
Shri Mohan Goenka	Promoter Executive	6
Shri Aditya V. Agarwal	Promoter Non-Executive	6
Shri H. V. Agarwal	Promoter Executive	4**
Smt. Priti A. Sureka	Promoter Executive	3***

**Leave of Absence was granted by the Committee to Shri S.K Goenka on July,21, 2022.*

***Leave of Absence was granted by the Committee to Shri H.V Agarwal on July 21, 2022 and September 9, 2022.*

****Leave of Absence was granted by the Committee to Smt. Priti A Sureka on June 16, 2022 , July 21, 2022 and February 15,2023.*

6. Corporate Governance Committee

The Corporate Governance Committee was constituted by the Board on July 30, 2010.

As at March 31,2023, the Corporate Governance Committee comprises Three (3) Independent Directors, one (1) Promoter Non Executive Director of the Company and Shri A. K. Joshi, Company Secretary is the Secretary of the Committee.

The functions of the committee include

- Review of corporate governance practices;
- Review compliance with corporate governance across levels and offer suggestions for its furtherance wherever necessary;
- Enhancement of shareholders' value and protection of their interests;
- Building an environment of trust and confidence with an eye on corporate performance and accountability;
- Review of compliances as per the Listing Regulations.
- Review of Implementation of BRSR policy and other regulations applicable thereto.

The committee held one (1) meeting during the year on February 2, 2023.

Composition, category of Directors and number of meetings attended:

Members	Category of Director	Number of meetings attended
Shri R. S. Goenka	Promoter Non- Executive	1
Shri Rajiv Khaitan, Chairman*	Independent	1
Smt Avani Davda*	Independent	1
Dr. (h.c.) Adv. Mamta Binani	Independent	1
Shri Y P Trivedi**	Independent	-
Shri A K Deb**	Independent	-

**Shri Rajiv Khaitan and Smt Avani Davda were inducted as members of meeting w.e.f Aug 02,2022.*

***Shri Y P Trivedi and Shri A.K. Deb ceased to be members of the committee on completion of their term as Independent Directors on close of business hours on Aug 01,2022.*

7. Corporate Social Responsibility Committee

The Corporate Social Responsibility Committee was constituted on March 31, 2014.

As at March 31,2023, the Corporate Social Responsibility Committee comprises five (5) Promoter Executive Directors and one (1) Non-Executive/Independent Director. Shri A.K. Joshi Company Secretary is the Secretary of the Committee.

The Committee has been delegated and empowered to do the following:

- Formulate and recommend to the Board, a corporate social responsibility policy, Annual Action Plan which shall indicate the CSR activities to be undertaken by the Company as specified under the Companies Act, 2013, mechanism for monitoring and ensuring the action plan;
- Recommend the Programme / project and amount of expenditure to be incurred on such Programme / project;
- Monitor the expenses incurred as per the CSR policy of the Company from time to time;
- Any other matters as may be considered expedient by the members in furtherance of and to comply with the CSR policy of the Company.

The Committee held four (4) meetings during the year on May 12, 2022; July 29, 2022; November 11, 2022 and February 2, 2023.

Composition, category of Directors and number of meetings attended:

Members	Category of Director	Number of meetings attended
Shri S. K. Goenka, Chairman	Promoter Executive	4
Shri Amit Kiran Deb**	Independent	2
Shri Mohan Goenka	Promoter Executive	4
Shri H. V. Agarwal*	Promoter Executive	3
Smt. Priti A. Sureka	Promoter Executive	4
Shri Prashant Goenka	Promoter Executive	4
Shri Anjan Chatterjee***	Independent	2

**Leave of Absence was granted by the Committee to Shri H.V Agarwal on February 2 , 2023.*

***Shri Amit Kiran Deb ceased to be the member of the committee w.e.f August 1,2022 on completion of his term as Independent Director.*

****Shri Anjan Chatterjee has been inducted as member of the committee w.e.f August 2,2022.*

8. Risk Management Committee

In terms of Regulation 21 of the SEBI (LODR) Regulations, 2015, the Board constituted a Risk Management Committee on October 29, 2015. The risk management committee of the Board comprises seven (7) Directors, four (4) of whom are Executive Directors Two (2) Independent Directors and One (1) Non Executive Director. Shri A. K. Joshi, Company Secretary is the Secretary of the Committee.

The Committee held four (4) meetings during the year on May 12, 2022; July 29, 2022; November 11, 2022 and February 2, 2023.

The functions of the Committee include:

- Review and monitoring of the enterprise risk management system of the Company;
- Review and monitoring of the risk mitigation plan of the Company;

- Any other matters(s) out of and incidental to these functions and such other acts assigned by the Board;

Composition, category of Directors and number of meetings attended:

Name of the Members	Category of Director	Number of meetings attended
Shri R. S. Goenka, Chairman	Promoter Non Executive	4
Shri S. B. Ganguly*	Independent Director	2
Shri S. K. Goenka	Promoter Executive	4
Dr. (hc) Advocate Mamta Binani	Independent Director	4
Shri Mohan Goenka	Promoter Executive	4
Shri H. V. Agarwal**	Promoter Executive	3
Smt. Priti A. Sureka	Promoter Executive	4
Shri Debabrata Sarkar***	Independent Director	2

**Shri S.B Ganguly ceased to be member of the committee w.e.f August 1, 2022 due to completion of his term of appointment as an independent director.*

***Leave of absence was granted to Shri H.V Agarwal on February 2, 2023.*

****Shri Debabrata Sarkar was inducted as member of the committee w.e.f. August 2, 2022.*

9. Share Buyback Committee

The Board at the Meeting held on March 24, 2023 considered and approved Buyback of equity shares from the open market and formed the buyback committee comprising of 3(Three) Executive Directors and 1 (one) Non- Executive Director to assist the Board in implementing the share Buy-back proposal in the best interest of the company. Shri A. K. Joshi, Company Secretary and VP - Legal, is the Secretary of the Committee.

The Committee held one (1) meeting during the year on March 27, 2023.

Composition, category of Directors and number of meetings attended:

Name of the Members	Category of Director	Number of meetings attended
Shri R. S. Goenka, Chairman	Promoter Non -Executive	1
Shri S. K. Goenka	Promoter Executive	1
Shri Mohan Goenka*	Promoter Executive	-
Shri H. V. Agarwal	Promoter Executive	1

**Leave of absence was granted to Shri Mohan Goenka on March 27,2023 .*

10. Separate meeting of the Independent Directors

A separate meeting of Independent Directors was held on February 3, 2023 without the presence of any Non-Independent Directors and Executive Directors. In accordance with Schedule IV of the Companies Act 2013 and SEBI Listing Regulations, 2015 the following matters were, inter alia reviewed and discussed in the meeting:

- Performance of Non-Independent Directors and the Board as a whole;
- Performance of the Chairman of the Company taking into consideration the views of Executive and Non-Executive Directors;
- Assess the quality, quantity and timeliness of flow of information between the management and the Board, which is necessary for the Board to effectively and reasonably perform their duties.

Governance in subsidiary companies

The Company does not have a material subsidiary. The policy for determination of materiality of subsidiaries can be accessed at: http://www.emamiltd.in/investor-info/pdf/Policy-for-Determining-Materiality-of-Subsidiaries.pdf

The Company has ten non - material subsidiary companies. The Audit Committee reviews the financial statements and investments of each of the subsidiary companies. Minutes of the Board & general meetings, financials, statement of all significant transactions/ arrangements and compliances of the subsidiary companies are placed before the Board.

The Company has complied with Regulation 24 of the SEBI Listing Regulations, 2015 with respect to the subsidiary companies.

As on March 31, 2023 the Company had the following non-listed Overseas/ Domestic subsidiary Companies:

1. Emami Bangladesh Ltd, a wholly-owned subsidiary of Emami Limited.
2. Emami International FZE, UAE, a wholly-owned subsidiary of Emami Limited.

3. Emami Overseas FZE, UAE, a wholly-owned subsidiary of Emami International FZE.
4. Pharma Derm SAE Co, Egypt, a 90.60% subsidiary of Emami Overseas FZE.
5. Emami Lanka (Pvt.) Ltd., Sri Lanka, a wholly-owned subsidiary of Emami Limited.
6. Emami Rus (LLC), Russia, a 99.99% subsidiary of Emami International FZE, UAE.
7. Creme 21, GmbH, a wholly-owned subsidiary of Emami International FZE, UAE.
8. Brillare Science Pvt. Ltd, a 82.92% subsidiary of Emami Limited w.e.f October 1, 2021.
9. Emami International Personal Care Trading LLC- Dubai, a wholly owned subsidiary of Emami International FZE Dubai w.e.f 15th February, 2022.
10. Helios Lifestyle Private Limited, a 50.40%-Subsidiary of Emami Limited w.e.f 1st July, 2022.

DISCLOSURES

a. Related-party transactions

In accordance with relevant provisions of the Companies Act, 2013 and SEBI Listing Regulations, 2015 the Company has formulated a policy on materiality of related-party transactions and on dealings with related-party transactions which can be accessed at: http://www.emamiltd.in/investorinfo/pdf/PolicyforTransactionswithRelatedParties.pdf

Approval of the Audit Committee for transactions with the related parties were obtained prior to the transaction. Transactions of repetitive nature in normal course of business with related parties are approved by the Audit Committee on an omnibus basis for one financial year at a time. All transactions pursuant to omnibus approval are reviewed by the Audit Committee on a quarterly basis.

A confirmation of compliance pertaining to related-party transaction as per SEBI Listing Regulations, 2015, is also presented along with the quarterly compliance report on corporate governance.

As per the Regulation 23(9) of the SEBI Listing Regulations, the disclosures of related party transactions on a consolidated basis have been submitted by the company for the year ended March 31, 2022 and half year ended September 30, 2022 to the Stock Exchanges and published the same on the website of the company.

Disclosure for the half year ended March 31, 2023 will be submitted to the stock exchanges within the stipulated time.

There were no materially-significant related-party transactions that may have potentially conflict with interest of the company at large and all contracts/agreements/transactions entered into during the period with the related parties were carried out at an arm's length basis at fair market value.

Details of such transactions as per requirements of IND-AS24 are disclosed in Note 3.49 to the audited accounts. A statement of these transactions was also placed before the Audit Committee and in the Board meetings from time to time.

b. Details of non-compliance by the Company, penalties and strictures imposed on the Company by the stock exchanges or SEBI or any statutory authority, on any matter related to capital markets, during the last three years.

There has been no instance of any non-compliance.

c. Fair Disclosure Code

Pursuant to Regulation 8 read with Schedule A of the SEBI (PIT) Regulations, 2015, the Board of Directors of the Company adopted the Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information (UPSI) which lays down principles and practices to be followed by the Company pertaining to universal disclosure of UPSI. The Said Code is available on the Company's website at http://www.emamiltd.in/investorinfo/pdf/CodeOfProcedureAndPracticeForFairDisclosure0001.pdf

d. Accounting treatment in preparation of financial statements

The Company followed the guidelines as laid down in the IND-AS, prescribed by the Institute of Chartered Accountants of India, for the preparation of the financial statements.

e. Risk management

The Company has framed a comprehensive enterprise risk management policy and a new risk register, not only to manage risks but also to minimize their impact. This policy is periodically reviewed by the management and the risk management committee in consultation with reputed and specialized consultants. The policy is updated as per requirements to ensure that the risks are properly dealt and mitigated. The risk management procedures are discussed and reviewed by the Risk Management Committee, Audit Committee and the Board of Directors, every quarter.

f. Proceeds from public issues, right issues and preferential issues, among others

The Company did not have any of the above issues during the year under review.

g. Management discussion and analysis report

The Company's annual report has a separate section for detailed management discussion and analysis.

h. Observance of the Secretarial Standards issued by the Institute of Company Secretaries of India

The Institute of Company Secretaries of India has issued secretarial standards on board meetings & general meetings and also issued draft secretarial standards for payment of dividend, maintenance of register and records, minutes of meetings, transmission of shares and debentures, passing of resolution by circulation, affixing of common seal among others. The Ministry of Corporate Affairs has mandated SS-1 and, SS-2 with respect to board/committee meetings and, general meetings respectively. The Company has complied with these two standards and voluntarily complied with the other standards.

i. Audit report for reconciliation of share capital

M/s. MKB & Associates, Company Secretaries, carried out a share capital audit to reconcile the total admitted equity share capital with the NSDL and the CDSL and the total issued and listed equity share capital. The audit report confirms that the total issued/paid-up capital is in agreement with the total number of shares in physical form and the total number of dematerialized shares held with the NSDL and the CDSL.

j. Disclosure on compliance with corporate governance requirements specified in SEBI Listing Regulations, 2015

The Company has complied with the requirements of Part C (Corporate Governance Report) of sub-paras (2) to (10) of Schedule V of the SEBI Listing Regulations, 2015.

The Company has complied with corporate governance requirements specified in SEBI Listing Regulations, 2015 (as applicable) and necessary disclosures thereof have been made in this Corporate Governance Report.

k. Disclosure on commodity price risks or foreign exchange risk and hedging activities

The Company is subject to market risks with respect to commodity price fluctuations for a wide range of materials, which are drawn from the agricultural and petrochemical value chains. The Company hedges its exposure to commodity risks through a judicious mix of long-term contracts for seasonal items and strategic buying initiatives for other commodities as and when required. A robust framework and governance mechanism is in place to ensure that the Company is effectively safeguarded from market volatilities in terms of price and availability. A robust planning and strategy framework ensures that the Company's interests are protected despite volatilities in commodity prices. With regard to foreign exchange risks, keeping in view the position of rupee in the market vis-à-vis foreign currency, the Company has been taking forward cover for foreign currency exports and imports from time to time and the same are fully-hedged at the time of inception itself, as per the forex policy framework of the Company.

l. Disclosure of payment to statutory auditors and other firms under network of the statutory auditors:

During the financial year ended March 31, 2023, the Company has paid a sum of Rs 110 lacs to M/s S. R. Batliboi & Co. LLP, Chartered Accountants, Statutory Auditors of the Company and a sum of Rs 33.51 lacs to Ernst &Young LLP, a firm in the network of the Statutory Auditors.

m. Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

As per the requirement of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013(POSH), Company has established a policy to prevent sexual harassment of its women employees.

During the year under review, the company has received one complaint under the Sexual Harassement of Women at the Workplace (POSH) and it has been resolved. There is no pending case at any of the business places of the company.

GENERAL SHAREHOLDERS' INFORMATION

Directors retire by rotation

In accordance with provisions of Section 152 of the Act read with the Rules made thereunder, Shri Sushil Kumar Goenka (DIN 00149916), Shri. Harsha Vardhan Agarwal (DIN 00150089) and Shri Aditya Vardhan Agarwal (DIN 00149717) are liable to retire by rotation at the 40th Annual General Meeting and being eligible, offer themselves for reappointment.

Appointment/Reappointment in 39th AGM

The Board of Directors upon recommendation of Nomination & Remuneration Committee at their meeting held on July 29, 2022 appointed Shri Anand Kishore Rathi, Shri Anjani Agrawal, Shri Anjan Chatterjee, Smt. Avani Davda and Shri Rajiv Khaitan as Additional Independent Directors with effect from August 02, 2022 and appointment of these additional Independent Directors was also approved by shareholders in the 39th AGM of the Company held on September 9, 2022.

Also, Shri C. K. Dhanuka was reappointed as an Independent Director through Postal Ballot with effect from August 02, 2022.

Reappointment of Independent Directors

Dr. (h.c.) Adv. Mamta Binani (DIN: 00462925) & Shri C. K. Dhanuka (DIN: 02502618) whose terms as Independent Directors will complete on October 28, 2023 and February 20, 2024 respectively and being eligible to be reappointed, offer themselves to be reappointed.

GENERAL BODY MEETINGS

The location and time of the last three Annual General Meetings and special resolutions passed therein were as follows:

For March 31, 2022: Friday, September 9, 2022 at 11:30 a.m. through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM"). Five (5) special resolution required to be passed at the Meeting.

For March 31, 2021: Wednesday, September 29, 2021 at 11:30 a.m. through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM"). No special resolutions were passed at the Meeting.

For March 31, 2020: Friday, September 18, 2020 through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM"). No special resolution required to be passed at the Meeting.

Whether any special resolution passed through postal ballot in the previous year / Details of resolutions passed through e-voting through Postal Ballot:

During the year under review, the company had sought approval of the shareholders through postal ballot, summary of the same is given hereunder. In compliance with the provisions of Section 108 of the Companies Act, 2013 and Rule 20 of the Companies (Management and Administration) Rules, 2014, the Company provided members the facility of e-voting as provided by CDSL to exercise their right to vote on resolutions transacted through Postal Ballot by remote e-voting process:

Resolution passed as on June 28, 2022

Re-appointment of Shri C K Dhanuka (DIN:00005684) as an Independent Director of the Company not liable to retire by rotation and to hold office for a term of 5 (Five) Years from August 02, 2022.(Special Resolution)

Green initiatives undertaken as per the directives of the Ministry of Corporate Affairs, Government of India

The Company as a responsible corporate citizen welcomes and supports the green initiatives taken by the Ministry of Corporate Affairs, Government of India by its circular, enabling electronic delivery of documents to the shareholders.

The Company has already implemented sending of the communication to the shareholders by electronic mode at their e-mail addresses registered with the depository/registrar and share transfer agent and all such communications were immediately uploaded at the Company's website. This helped in prompt delivery of documents while avoiding loss in transit.

The Company had requested the shareholders to register their e-mail IDs with the registrar and share transfer agents of the Company or to their depository participants so as to enable the Company to use the same for serving documents to them electronically.

Code for prevention of insider trading practices

As per the SEBI (Prohibition of Insider Trading) Regulations 2015, the Company Secretary is the compliance officer and is responsible for setting forth policies, procedures, monitoring adherence to the rules for the preservation of price-sensitive information, pre-clearance of trade, monitoring of trades and implementation of the code of conduct for trading in Company's securities under the overall supervision of the Board.

The Company has adopted a code of conduct for prevention of insider trading as well as a code of corporate disclosure practices.

All the Promoters, Directors on the Board, senior management and other employees who could be privy to unpublished price-sensitive information of the Company are governed by this code.

The Company has also formulated code of practices and procedures for fair disclosure of unpublished price-sensitive information, which is available on the Company's website: www.emamiltd.in

The Board has also formulated Policy of legitimate purpose for sharing of unpublished Price- sensitive information as part of code of practices and procedures for fair disclosure of unpublished price-sensitive information.

In adherence to SEBI (Prohibition of Insider Trading) Regulations, 2015, the Board of Directors have ensured that the Structured Digital Database (SDD) to record creation and movement of Unpublished Price Sensitive Information (UPSI) among the Company's Designated Persons (DPs) and their Connected Persons (CPs)is maintained internally within the organization in a non-tamperable manner along with adequate internal checks, time-stamping and audit trail.

Foreign exchange risk management policy

With an objective to indemnify the Company as a result of foreign exchange fluctuations, the Company has framed a structure of foreign exchange risk management policy which elaborates on the process of risk management and to protect profits/insulate itself against losses on account of forex fluctuations.

Dividend distribution policy

As required under Regulation 43A of the SEBI Listing Regulations 2015, Dividend Distribution policy is given separately in the Annual Report and same is also available at the Company's website at: www.emamiltd.in

Means of communication

i. Quarterly /Annual results

Financial results of the Company are published in The Business Standard(In English), and Ajkaal(in Bengali) and are displayed on the Company's website at: www.emamiltd.in

ii. Presentations/News releases

Presentations and official press release made to the media, analysts, and institutional investors, among others are displayed on the Company's website at: www.emamiltd.in. The same are also disseminated to the stock exchanges as per the SEBI Listing Regulations, 2015.

iii. Website

The Company's corporate website www.emamiltd.in contains comprehensive information. An exclusive section is for investors wherein annual reports, quarterly/half-yearly financial results, notices, shareholding patterns and policies, among others, are available for reference or download.

iv. Annual report

The annual report containing inter alia audited annual accounts, consolidated financial statements, reports of the auditors and directors, chairman's statement, management discussion and analysis report and other important information is circulated to the members and displayed on the Company's website.

v. Designated exclusive e-mail ID

The Company has designated e-mail ID exclusive for investor services: investors@emamigroup.com, which has been displayed on the Company's website at: www.emamiltd.in

vi. Intimation to stock exchanges

The Company intimates the stock exchanges about all price-sensitive information or such other matters which in its opinion are material and of relevance to the shareholders.

vii. Investor relations

The Company's executives participate in investor meetings including conferences in India and abroad from time to time organized by financial institutions, analyst and broking houses. A conference call is done every quarter after declaration of financial results to address the queries of analysts.

Shareholders' information

Date, time and venue of the Annual General Meeting: The 40th Annual General Meeting of the Company for the financial year 2022-23 will be held on Wednesday, August 23, 2023 at 11:30 am. through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM").

Electronic voting: Pursuant to Section 108 and other applicable provisions of the Companies Act 2013, read with Companies (Management and Administration) Rules 2014, remote e-voting will be made available at the 40th Annual General Meeting. The voting details will be informed to shareholders in due course.

Financial calendar

Financial year: April 1, 2022 to March 31, 2023

The board meetings for approval of financial results for financial year 2022-23 were held on the following dates:

Period	First quarter	Second quarter	Third quarter	Fourth quarter and annual results
Date	July 29 ,2022	November 11,2022	February 3,2023	May 25,2023

The tentative dates of the board meetings for consideration of quarterly and annual financial results for the financial year 2023-24 are as follows:

Period	First quarter	Second quarter	Third quarter	Fourth quarter and annual results
Date	August 14, 2023	November 14, 2023	February 14,2024	May 30, 2024

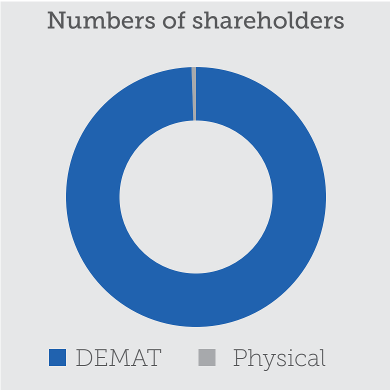
Market information

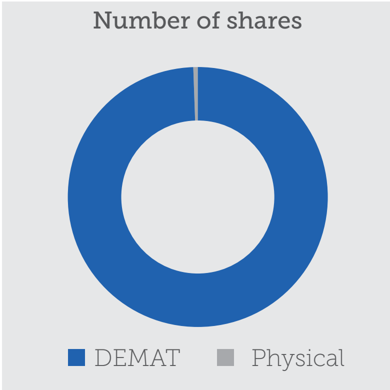
Listing on stock exchanges

The Company's shares are listed on the following stock exchanges and the listing fees have been duly paid:

Name and address of the exchange	Stock code
The National Stock Exchange of India Ltd Exchange Plaza, Bandra- Kurla Complex, Bandra (E) Mumbai 400 051, India	EMAMILTD
BSE Ltd Phiroze Jeejeebhoy Towers, Dalal Street Mumbai – 400 023, India	531162

Number of shareholders and shares held in physical and dematerialised form as on March 31, 2023:





Dematerialization of shares and liquidity as on March 31, 2023

Nature of holding	Holders	Percentage	Shares	Percentage
DEMAT	99075	99.66%	440186473	99.78%
Physical	333	0.34%	963527	0.22%
Total	**99408**	**100%**	**441150000**	**100%**

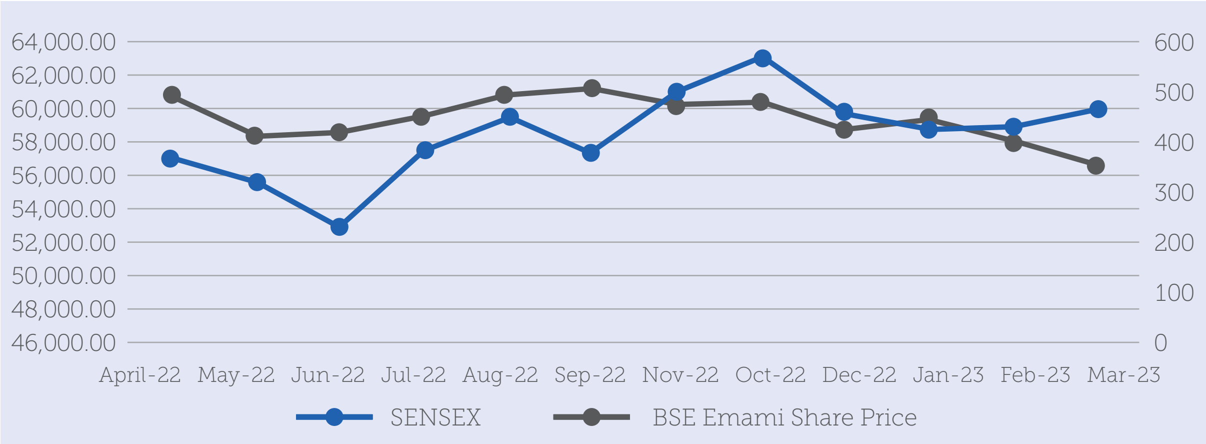
** Number of shareholders is as per folio*

Emami share price at BSE and NSE

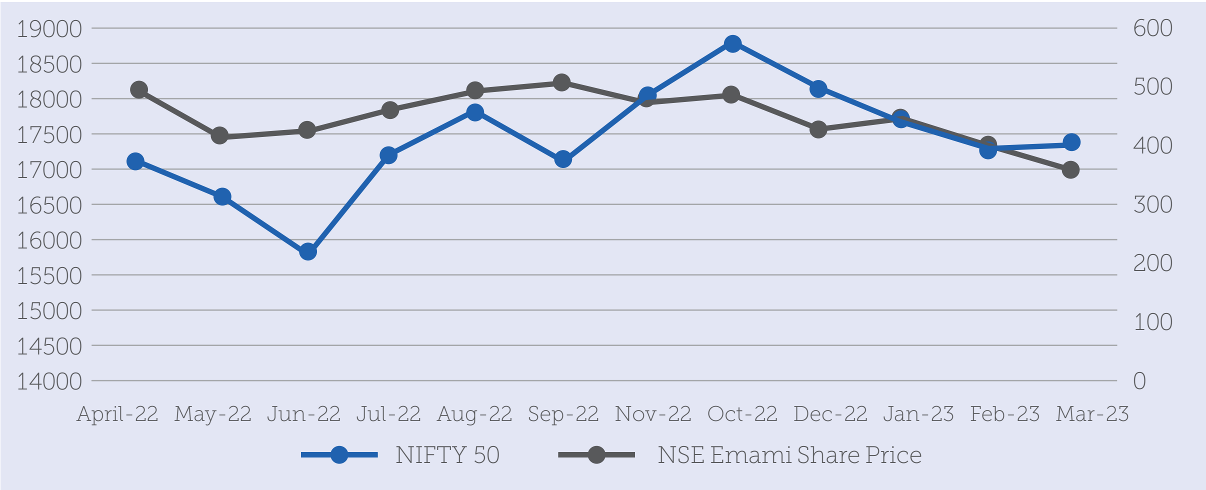
April 2022-March 2023 (Face value of shares: Rs. 1 each)

Month	Emami share price on BSE			Emami share price on NSE		
	High	Low	Close	High	Low	Close
April 2022	497.30	444.05	491.85	497.20	444.00	491.75
May 2022	493.00	400.50	413.50	493.30	400.00	416.35
June 2022	432.00	393.60	418.30	424.00	393.40	420.25
July 2022	478.80	415.75	450.05	479.70	415.35	454.30
August 2022	508.90	441.10	484.25	509.00	441.00	482.65
September 2022	524.95	473.45	505.80	524.00	473.25	504.30
October 2022	509.05	456.70	473.90	509.75	456.35	474.05
November 2022	492.55	425.00	478.85	493.15	425.75	478.75
December 2022	480.05	408.20	425.20	481.00	410.10	425.05
January 2023	449.20	414.45	442.55	449.80	414.00	443.20
February 2023	443.00	374.90	398.80	443.20	374.80	399.35
March 2023	402.75	340.95	358.40	403.15	340.55	358.55

Graphical representation of share price of Emami Limited at BSE vis-à-vis S&P BSE Sensex



Graphical representation of share price of Emami Limited at NSE vis-à-vis Nifty



Registrar and Share Transfer Agent

M/s Maheshwari Datamatics Private Limited

23, R. N. Mukherjee Road, Kolkata – 700001

West Bengal, India

Telephone: 91- 033- 2248 2248, 2243 5809/5029

Fax: 91-033-2248 4787

E-mail:mdpldc@yahoo.com

Maheshwari Datamatics Pvt. Ltd, the Registrar & Transfer Agent (RTA) duly authorized to provide the services to the Shareholders of the Company, a compliance certificate in this respect duly signed by the compliance officer and the authorised representative of the share transfer agent is submitted to the exchanges within one month from the end of the financial year with the requirements of Sub- regulation 7(3) of SEBI Listing Regulations, 2015.

As per SEBI circular, no transaction for transfer of securities of a listed company can happen in physical certificate form from April 1, 2019. Applications for transmission etc. of shares held in the physical form are received at the office of the RTA of the Company. All valid requests are processed within 15 days from the date of receipt.

Physical shares received for dematerialization are processed and completed within a period of 21 days from the date of receipt, provided they are in order in all respects. Bad deliveries are immediately returned to depository participants under advice to the shareholders.

RTA has intimated to all its shareholders holding shares in physical mode and asked them to submit Forms ISR-1, ISR-2 and ISR-3 or SH 13 or SH 14 on January 5, 2022 as prescribed by SEBI vide its circular dated November 3, 2021 & December 14, 2021.

SEBI vide its circular dated January 25, 2022 prescribed issue of securities in dematerialized form including while processing the service requests of the Shareholders i.e. Claim from unclaimed suspense account, Transmission, transposition etc., the RTA has implemented the circular.

Pursuant to the provisions of Regulation 40(9) of SEBI Listing Regulations, 2015, a certificate on the compliance of share transfer formalities on yearly basis, as a quarterly certificate for timely dematerialization of the shares as per SEBI (Depositories & Participants) Regulation, 1996 are sent to the stock exchanges where the shares are listed.

Reconciliation of share capital audit report

Reconciliation of share capital audit report by M/s. MKB & Associates, Company Secretaries, for reconciliation of the share capital confirming that the total issued capital of the Company is in agreement with the total number of shares in physical form and total number of dematerialized shares held with NSDL and CDSL, is placed before the Board on a quarterly basis. A copy of the audit report is submitted to the stock exchanges where the Company's shares are listed.

Distribution of shareholding by size as on March 31, 2023

No of Equity Shares Held	Holders	% of total holders	No of Shares	% of total shares
1 - 500	90938	93.7090	6472362	1.4672
501 - 1,000	3205	3.3027	2250992	0.5103
1,001 – 2,000	1339	1.3798	1896147	0.4298
2,001 – 3,000	465	0.4792	1135241	0.2573
3,001 – 4,000	200	0.2061	689797	0.1564
4,001 – 5,000	137	0.1412	618410	0.1402
5,001 – 10,000	259	0.2669	1831988	0.4153
10,001 and above	500	0.5152	426255063	96.6236
Grand total	97043	100.0000	441150000	100.0000

** Number of shares as per PAN base*

Shareholding pattern as on March 31, 2023

Category	Number of shares held	% of shareholding
1. Promoters and Promoter Group	23,93,93,412	54.27
Sub-total	**23,93,93,412**	**54.27**
Public Holding		
2. Institutional Investors		
a. Mutual Funds/AIF	104328234	23.64
b. Banks, Financial Institutions and Insurance Companies	14419665	3.41
c. Foreign Institutional Investors	48579419	11.00
Sub-total	**167327318**	**38.05**
3. Non-Institutional Investors		
a. Private Corporate Bodies (including Clearing Members and NBFCs)	14108369	3.20
b. Individuals (including Trusts)	18470074	4.18
c. NRIs/OCBs/Foreign Nationals	1375336	0.31
d. IEPF and others	475492	0.09
Sub-total	**34359694**	**7.78**
Grand total (1+2+3)	**441150000**	**100**

Top-ten shareholders as on March 31, 2023

Sl. No.	Name	Number of shares held	% of shareholding
1	Suraj Finvest Private Limited	105720226	23.96
2	Sneha Enclave Private Limited	98667956	22.37
3	DSP Dynamic Asset Allocation Fund	25240139	5.72
4	Mirae Asset Balanced Advantage Fund	18699585	4.24
5	Priti A Sureka	15104702	3.42
6	Hdfc Large And Mid Cap Fund	13131121	2.98
7	Avees Trading And Finance Pvt Ltd	928535	2.10
8	HDFC Life Insurance Company Limited	8669303	1.96
9	Kotak Debt Hybrid	7837951	1.78
10	HSBC Flexi Cap Fund	7575850	1.71

Corporate benefits offered to investors during the year:

1st Interim and 2nd Interim Dividend FY2022-23

On November 11, 2022 the Board of Directors declared payment of 1st Interim Dividend @ Rs. 4/- per share for the Financial Year 2022-23 which was paid to all the shareholders registered in the Register of Members maintained by the Registrar and Share Transfer Agent of the company and the Depositories on the Record date i. e. November 21 , 2022 fixed for determining entitlement of said interim dividend.

On February 3, 2023 the Board of Directors declared further payment of 2nd Interim Dividend @ Rs. 4/- per share for the Financial Year 2022-23 which was paid to all the shareholders registered in the Register of Members maintained by the Registrar and Share Transfer Agent of the company and the Depositories on the Record date i. e. February 13 , 2023 fixed for determining entitlement to the 2nd Interim Dividend.

Buy-Back of Equity Shares

The Board at its meeting held on March 24, 2023 approved Buy Back for equity shares from open market through stock exchange mode and approved maximum size of Rs 18600 lakh with the maximum price Rs 450/- per equity share. The Buyback committee at its meeting held on March 27 ,2023 approved the public announcement under the SEBI (Buy Back of Securities) Regulation ,2018 and fixed record date as April 12,2023. The Buyback process commenced from April 13, 2023 .

As on May 24, 2023, 17,26,508 Equity Shares of the company had been bought back. The Company has completed the extinguishment of 7,41,881 Equity Shares bought under the Buyback process so far.

Unclaimed dividends

Unclaimed dividend for FY 2014-15 (Final), amounting to Rs. 12,62,748/- was transferred into Investor Education & Protection Fund (IEPF) of the Central Government on September 6, 2022 in compliance with Section 124 the Companies Act, 2013.

The dividend which remains unclaimed for seven years from the date it is lying in the unpaid dividend account will be transferred to the IEPF on the date given hereunder in table:

Year	Type of dividend	Date of declaration	Due date for transfer to IEPF
2015-16	Final	August 3, 2016	September 4, 2023
2016-17	Interim	March 6, 2017	April 6,2024
2016-17	Final	August 3, 2017	September 3, 2024
2017-18	Final	August 1, 2018	September 3, 2025
2018-19	Final	August 8, 2019	September 9, 2026
2019-20	1st Interim	November 6, 2019	December 8, 2026
2019-20	2nd Interim	March 19, 2020	April 21, 2027
2020-21	1st Interim	November 5, 2020	December 8, 2027
2020-21	2nd Interim	January 27, 2021	March 1, 2028
2021-22	1st Interim	October 29, 2021	November 30, 2028
2021-22	2nd Interim	February 3, 2022	March 8, 2029
2022-2023	1st Interim	November 11,2022	December 14,2029
2022-2023	2nd Interim	February 3,2023	March 8,2030

The members who have not yet encashed their dividend warrants are requested to send their request for issue of duplicate warrants. The particulars of unpaid dividend for the previous seven years were filed with the Ministry of Corporate Affairs and uploaded on the Company's website at www.emamiltd.in.

Equity shares lying with the Company in suspense account as per Listing Regulations

As per the provisions of Regulation 39(4) of the SEBI Listing Regulations 2015, the unclaimed shares certificates which were lying in the possession of the Company were transferred into a special demat account held by the Company. This account is being held by the Company purely on behalf of the shareholders entitled for these shares and voting rights on these shares shall remain frozen until the rightful owner has claimed the shares.

Shareholders who have not yet claimed their shares are requested to immediately approach the registrar and transfer agents of the Company by forwarding a request letter duly signed by all the joint holders furnishing their complete postal address along with pin code, self-attested copies of PAN card and proof of address, and for delivery of shares in demat form - a copy of demat account - client master report duly certified by the depository participant (DP) and a recent demat account statement, to enable the Company to release the said shares to the rightful owner.

The status of equity shares lying in the unclaimed suspense account is given below:

Particulars	No. of shareholders	No. of equity shares held
Aggregate number of shareholders and the outstanding shares in the 'Emami Ltd Unclaimed Securities Suspense Account' lying at the beginning of the year.	44	34186
Number of shareholders along with shares held whose shares transferred in 'Emami Ltd Unclaimed Securities Suspense Account' during the year.	Nil	Nil
Number of shareholders along with shares held who approached the Company for transfer of shares from suspense account during the year.	Nil	Nil
Number of shareholders along with shares held whose shares have been transferred to Investor Education and Protection Fund in compliance with Section 124 of the Companies Act 2013	5	3612
Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year.	39	30574

Transfer of unclaimed shares to Investor Education & Protection Fund (IEPF)

As per provisions of Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, the Company has issued individual notice through registered post to all the shareholders whose dividends were lying unclaimed for consecutive seven years and a public notice in this respect has been given in English and vernacular newspapers and details of such shareholders were uploaded on the Company's website.

Particulars	No. of equity shares
Number of shares lying in the Investor Education and Protection Fund beginning of the Financial Year	353475
Number of shares transferred to the Investor Education and Protection Fund during the Financial Year	21866
Claim approved by Company and refund of shares from IEPF	Nil
Number of shares lying in the Investor Education and Protection Fund at the end of the Financial Year	375341

The Company has uploaded the Guidelines for claiming the shares transferred to IEPF account of the Central Government at the Company's website at www.emamiltd.in.

During the year, the Company has received claims for shares which were processed as per applicable law, rules and guidelines prescribed by the IEPF Authority.

Dividend history of the Company with EPS and payout ratio:

Financial year	Dividend (%)	Dividend per share (Rs.)	Earnings per share (Rs.)	Payout ratio* (%)
2012-13	800%	8.00	20.80	45.00%
2013-14	700%	7.00	17.73	46.24%
2014-15	700%	7.00	21.40	38.75%
2015-16	700%	7.00	15.82	53.26%
2016-17	700%	7.00	14.98	55.21%
2017-18	700%	7.00	13.53	61.90%
2018-19**	400%	4.00	6.68	72.20%
2019-20	400%	4.00	6.67	75.70%
2020-21	800%	8.00	10.23	74.85%
2021-22	800%	8.00	18.88	42.37%
2022-23	800%	8.00	14.50	55.17%

**Including dividend distribution tax*

****During the year 2012-13, the Company has issued Bonus Shares in the ratio 1:2.*

Correspondence regarding change of address, among others

Shareholders are requested to ensure that any correspondence for change of address and change in bank mandates among others should be signed by the first named shareholder. The Company is now further requesting for supporting documents such as proof of residence and proof of identification, whenever a letter requesting for change of address is received. This is being done in the interest of shareholders, to avoid fraudulent change of the registered address of shareholders by unscrupulous parties. Shareholders are requested to kindly cooperate and submit the necessary documents/evidence while sending the letters for change of address. Shareholders who hold shares in dematerialized form should correspond with the depository participant with whom they have opened demat account(s).

The Company has entered into agreements with both the NSDL and the CDSL, whereby shareholders have an option to dematerialize their shares with either of the depositories.

Outstanding GDRs/ADRs/warrants or any convertible instruments, conversion date and likely impact on equity

None

Plant locations

Assam

Amingaon plant

EPIP Complex Amingaon, Guwahati, Assam – 781031

Abhoypur plant

Abhoypur Plant P.O. College Nagar, Abhoypur, Guwahati, Assam – 781031

Pacharia plant

Pacharia Nalgar Road, Pacharia,
Dolarpathar, Kamrup, Assam – 781104

Maharashtra

Plot No.200, Sanjan-Amgaon Road, Village Dongari,
Tal-Talasari, Dist-Palghar, Maharashtra-401606

Gujarat

Plot No. 82, G I D C, Vapi,
Gujarat -396195

Uttarakhand

Plot No 40 & 41, Sector 5,IIE,Pantnagar,
Udhamsingh Nagar, Uttarakhand - 263 153

Dadra and Nagar Haveli

Survey No. 61/2, Plot No. 1,
Village Masat, Silvassa,

Dadra and Nagar Haveli – 396230

Representing officers

Compliance officer
Shri A. K. Joshi,
Company Secretary and VP –Legal

Institutional investors/Financial analysts
Shri Rajesh Sharma, President- Finance and Investor Relations

Indian retail investors
Shri Ashok Purohit, Deputy Company Secretary

Communication address of the above officers
Emami Limited
Emami Tower,
687, Anandapur, E M Bypass,
Kolkata 700107,
West Bengal
investors@emamigroup.com
T + 91- 033 - 6613 6264
F +91-033-6613 6600

Registrar and share transfer agents
M/s Maheshwari Datamatics Private Limited, 23, R. N. Mukherjee Road, Kolkata-700001, West Bengal, India
Telephone:91-033-2248 2248,2243 5809/25029 Fax: 91-033-2248 4787, E-mail :mdpldc@yahoo.com

Communication channels

Category	Channels
Shareholders	Annual reports, shareholders meetings, formal communications, website announcements, e-mails and newspaper publications
Financial analysts	Annual reports, press releases and website announcements
General public	Website announcements and newspaper publications

Details of publication of financial results

Quarter ended	National	Vernacular
31.03.2022	Business Standard (published on May 14, 2022)	Ajkaal (published on May 14, 2022)
30.06.2022	Business Standard (published on July 30, 2022)	Ajkaal (published on July 30, 2022)
30.09.2022	Business Standard (published on Nov 12, 2022)	Ajkaal (published on Nov 12, 2022)
31.12.2022	Business Standard (published on February 4, 2023)	Ajkaal (published on February 4, 2023)

CEO's (Managing Director)/CFO's certification

The CEO's and CFO's certification, as required by SEBI Listing Regulations, is enclosed at the end of the report.

Report on corporate governance

The quarterly compliance report has been submitted to the stock exchanges where the Company's equity shares are listed in the prescribed format as per SEBI Listing Regulations, 2015, duly signed by the company secretary.

Compliance requirements

Details of compliance with mandatory requirements and adoption of the non-mandatory requirements of the regulations are as below:

Mandatory requirements

The Company was fully-compliant with the mandatory requirements of the SEBI Listing Regulations, 2015.

Non-mandatory requirements:

1. The Board (maintenance of Chairman's office):

The Company maintains the office of Non- Executive Chairman.

2. Shareholders' rights

The quarterly and half-yearly financial results are published in widely-circulating national and local dailies and are displayed on the Company's website: www.emamiltd.in.

3. Audit qualification

There is no audit qualification given in the Auditors' Report.

4. Separate posts of Chairman, Managing Director and CEO

The Company has separate persons as Non - Executive Chairman and Managing Director. Shri R.S. Goenka is the Non -Executive Chairman, whereas Shri Harsha Vardhan Agarwal is the Managing Director of Emami Limited and also designated as the CEO for the said purpose.

5. Reporting of internal auditor

The Company has a well-defined and structured internal audit control system to ensure reliability of operational and financial information, statutory/regulatory compliances and safeguard of the assets of the Company. The internal auditor reports directly to the Audit Committee.

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To
The Members,
Emami Limited
687, Anandapur, E M Bypass
Kolkata – 700107

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Emami Limited (CIN: L63993WB1983PLC036030) having its Registered office at 687, Anandapur, E M Bypass, Kolkata - 700107(hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications [including Directors Identification Number (DIN)] status at the portal www.mca.gov.in as considered necessary and explanations furnished to us by the Company and its officers, we certify that following are the Directors on the Board of the Company as on 31st March 2023:

Sl. No.	DIN	Name	Designation	Date of Appointment
1	00152996	Mr. Radhe Shyam Agarwal	Chairman Emeritus	03/05/1994
2	00152880	Mr. Radhe Shyam Goenka	Non-Executive Chairman	03/05/1994
3	00005684	Mr. Chandra Kumar Dhanuka	Independent Director	02/08/2017
4	02502618	Mr. Debabrata Sarkar	Independent Director	21/02/2019
5	00462925	Mrs. Mamta Binani	Independent Director	29/10/2021
6	00112853	Mr. Anand Nandkishore Rathi	Independent Director	02/08/2022
7	08579812	Mr. Anjani Kumar Agrawal	Independent Director	02/08/2022
8	00200443	Mr. Anjan Snehmoy Chatterjee	Independent Director	02/08/2022
9	07504739	Mr. Avani Vishal Davda	Independent Director	02/08/2022
10	00071487	Mr. Rajiv Khaitan	Independent Director	02/08/2022
11	00149916	Mr. Sushil Kumar Goenka	Whole Time Director	17/05/1995
12	00150034	Mr. Mohan Goenka	Vice-Chairman and Whole Time Director	15/01/2005
13	00149717	Mr. Aditya Vardhan Agarwal	Non-Executive Director	15/01/2005
14	00150089	Mr. Harsha Vardhan Agarwal	Vice-Chairman and Managing Director	15/01/2005
15	00319256	Mr. Priti A Sureka	Whole Time Director	30/01/2010
16	00703389	Mr. Prashant Goenka	Whole Time Director	20/01/2014

We further certify that none of the aforesaid Directors on the Board of the Company for the financial year ended on 31st March 2023 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **MKB & Associates**
Company Secretaries
Firm Reg No: P2010WB042700

Manoj Kumar Banthia
Partner
Membership no. 11470
COP no. 7596

Date: 17.05.2023
Place: Kolkata
UDIN: A011470E000320625

Certification by Managing Director and CEO-Finance, Strategy and Business Development and CFO of the Company

We, H. V. Agarwal –Vice Chairman & Managing Director and N. H. Bhansali, CEO-Finance, Strategy and Business Development and CFO of Emami Limited, to the best of our knowledge and belief certify that:

1. We have reviewed the financial statements of the Company for the year ended March 31, 2023, and all its schedules and notes on accounts, as well as the cash flow statement.
2. To the best of our knowledge and information:
   a. these statements do not contain any materially untrue statement or omit to state a material fact or contain statements that might be misleading;
   b. these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations;
3. We also certify that based on our knowledge and information provided to us, there are no transactions entered into by the Company, which are fraudulent, illegal or violate the Company's code of conduct.
4. The Company's other certifying officers and we are responsible for establishing and maintaining internal controls and procedures for the Company, and we have evaluated the effectiveness of the Company's internal controls and procedures.
5. The Company has disclosed where ever applicable, to the Company's auditors and to the audit committee of the Company, the following:
   a. All significant deficiencies in the design or operation of internal controls, which we are aware and have taken steps to rectify these deficiencies;
   b. Significant changes in internal control during the year;
   c. Any fraud, which we have become aware of and that involves Management or other employees who have significant role in the Company's internal control systems;

We further declare that all members of the Board and Committees and all employees working at the level of head of the department have affirmed compliance with the Code of Conduct of the Company for the financial year 2022-23.

Date: May 25, 2023
Place: Kolkata

H V Agarwal
Vice-Chairman & Managing Director

N H Bhansali
CEO-Finance, Strategy and Business Development and CFO

Independent Auditor's Report on compliance with the conditions of Corporate Governance as per provisions of Chapter IV of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended

The Members of Emami Limited

1. The Corporate Governance Report prepared by Emami Limited (hereinafter the "Company"), contains details as specified in regulations 17 to 27, clauses (b) to (i) and (t) of sub – regulation (2) of regulation 46 and para C, D, and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("the Listing Regulations") ('Applicable criteria') for the year ended March 31, 2023 as required by the Company for annual submission to the Stock exchange.

Management's Responsibility

2. The preparation of the Corporate Governance Report is the responsibility of the Management of the Company including the preparation and maintenance of all relevant supporting records and documents. This responsibility also includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the Corporate Governance Report.
3. The Management along with the Board of Directors are also responsible for ensuring that the Company complies with the conditions of Corporate Governance as stipulated in the Listing Regulations, issued by the Securities and Exchange Board of India.

Auditor's Responsibility

4. Pursuant to the requirements of the Listing Regulations, our responsibility is to provide a reasonable assurance in the form of an opinion whether, the Company has complied with the conditions of Corporate Governance as specified in the Listing Regulations.
5. We conducted our examination of the Corporate Governance Report in accordance with the Guidance Note on Reports or Certificates for Special Purposes and the Guidance Note on Certification of Corporate Governance, both issued by the Institute of Chartered Accountants of India ("ICAI"). The Guidance Note on Reports or Certificates for Special Purposes requires that we comply with the ethical requirements of the Code of Ethics issued by ICAI.
6. 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.
7. The procedures selected depend on the auditor's judgement, including the assessment of the risks associated in compliance of the Corporate Governance Report with the applicable criteria. Summary of procedures performed include:
   i. Read and understood the information prepared by the Company and included in its Corporate Governance Report;
   ii. Obtained and verified that the composition of the Board of Directors with respect to executive and non-executive directors has been met throughout the reporting period;
   iii. Obtained and read the Register of Directors as on March 31, 2023 and verified that at least one independent woman director was on the Board of Directors throughout the year;
   iv. Obtained and read the minutes of the following committee meetings / other meetings held April 1, 2022 to March 31, 2023:
      (a) Board of Directors;
      (b Audit Committee;
      (c) Annual General Meeting (AGM);
      (d) Nomination and Remuneration Committee;
      (e) Stakeholders Relationship Committee;

(f) Risk Management Committee;

(g) Finance Committee;

(h) BuyBack Committee;

(i) Independent Director's Meeting;

(j) Share Transfer Committee;

(k) Corporate Social Responsibility Committee;

(l) Corporate Governance Committee;

v. Obtained necessary declarations from the directors of the Company.

vi. Obtained and read the policy adopted by the Company for related party transactions.

vii. Obtained the schedule of related party transactions during the year and balances at the year-end. Obtained and read the minutes of the audit committee meeting where in such related party transactions have been pre-approved prior by the audit committee.

viii. Performed necessary inquiries with the management and also obtained necessary specific representations from management.

8. The above-mentioned procedures include examining evidence supporting the particulars in the Corporate Governance Report on a test basis. Further, our scope of work under this report did not involve us performing audit tests for the purposes of expressing an opinion on the fairness or accuracy of any of the financial information or the financial statements of the Company taken as a whole.

Opinion

9. Based on the procedures performed by us, as referred in paragraph 7 above, and according to the information and explanations given to us, we are of the opinion that the Company has complied with the conditions of Corporate Governance as specified in the Listing Regulations, as applicable for the year ended March 31, 2023, referred to in paragraph 4 above.

Other matters and Restriction on Use

10. This report is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

11. This report is addressed to and provided to the members of the Company solely for the purpose of enabling it to comply with its obligations under the Listing Regulations with reference to compliance with the relevant regulations of Corporate Governance and should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care or for any other purpose or to any other party to whom it is shown or into whose hands it may come without our prior consent in writing. We have no responsibility to update this report for events and circumstances occurring after the date of this report.

For **S.R. Batliboi & Co. LLP**
Chartered Accountants
ICAI FRN: 301003E/E300005

per **Sanjay Agarwal**
Partner
Membership Number: 060352
UDIN-23060352BGWRFP9731
Place of Signature: Kolkata
Date: May 25, 2023

Business Responsibility & Sustainability Report FY 2022-23

Section A: General Disclosure

I. Details

1	Corporate Identity Number (CIN) of the Listed Entity	L63993WB1983PLC036030
2	Name of the Listed Entity	Emami Limited
3	Year of incorporation	1983
4	Registered office address	Emami Tower, 687, Anandapur, E.M. Bypass, Kolkata 700107
5	Corporate address	
6	Email	investors@emamigroup.com
7	Telephone	+91-33-66136264
8	Website	www.emamiltd.in
9	Financial year for which reporting is being done	Financial Year 2022-2023 (April 2022 to March 2023)
10	Name of the Stock Exchange(s) where shares are listed	National Stock Exchange of India Ltd (NSE), Bombay Stock Exchange (BSE)
11	Paid-up Capital	₹ 44.12 crores
12	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Name: Mr. Sandeep Kumar Sultania Tel: +91-33-66136264 Email id: investors@emamigroup.com
13	Reporting boundary	Standalone basis

II. Product/services

14. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	% Of Turnover of the entity
1	Marketing & manufacture of FMCG products	Engaged in manufacture and marketing of consumer goods like Personal care & Healthcare products	99.8%

15. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

S. No.	Product/service	NIC Code	% Of total Turnover contributed
1	'Ayurvedic' or 'Unani' pharmaceutical preparation	21003	85%
2	Cosmetics and toiletries	20237	12%

III. Operations

16. Number of locations where plants and/or operations/offices of the entity are situated:

Emami Limited carries out its operations through its Head Office in Kolkata, 4 regional offices, 1 R&D lab, 7 manufacturing units and depots across 24 states in India.

Location	Number of plants	Number of offices	Total
National	7	6	13
International	-	-	-

17. Markets served by the entity:

a. Number of locations

Locations	Number
National (No. of States)	Pan-India
International (No. of Countries)	Emami Limited's products are exported to 60+ Countries

b. **What is the contribution of exports as a percentage of the total turnover of the entity?**

During FY 2022-23, exports contributed to 6.1% of the total Standalone Revenues of the Company.

c. **A brief on types of customers**

Our product lines are available across urban and rural markets of India, with a target customer base spanning across all age groups. Currently, we operate across general trade, modern trade, E-commerce marketplaces and pharmacy platforms and D2C portals.

IV. Employees

18. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
EMPLOYEES						
1	Permanent (D)	2,023	1,828	90%	195	10%
2	Other than permanent (E)	59	56	95%	3	5%
3	**Total employees (D+E)**	**2,082**	**1,884**	**90%**	**198**	**10%**
WORKERS						
4	Permanent (F)	1,212	982	81%	230	19%
5	Other than permanent (G)	3,015	2,261	75%	754	25%
6	**Total workers (F+G)**	**4,227**	**3,243**	**77%**	**984**	**23%**

b. Differently abled Employees and workers:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
DIFFERENTLY ABLED EMPLOYEES						
1	Permanent (D)	3	2	67%	1	33%
2	Other than permanent (E)	0	0	-	0	-
3	**Total employees (D+E)**	**3**	**2**	**67%**	**1**	**33%**
DIFFERENTLY ABLED WORKERS						
4	Permanent (F)	3	3	100%	0	-
5	Other than permanent (G)	2	2	100%	0	-
6	**Total workers (F+G)**	**5**	**5**	**100%**	**0**	**-**

Note: Definition of employee cluster is as under:
Permanent Employees include employees (staffs) who are on company's payroll
- *Other than Permanent Employees include retainers and consultants*
- *Permanent Workers include those workers who are on company's payroll*
- *Other than Permanent Workers Contractual workers engaged in Contractor's payroll*
- *Trainees and Apprentices not included in the Workforce*

19. Participation/Inclusion/Representation of women:

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	16	3	19%
Key Management Personnel*	7	1	14%

** Comprises of Wholetime Directors, Chief Financial Officer and Company Secretary*

20. Turnover rate for permanent employees and workers:

	FY2022-23 (Turnover rate in current FY)			FY 2021-22 (Turnover rate in previous FY)			FY 2020-21 (Turnover rate in the year prior to the previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent employee	19.6%	21.1%	19.8%	17.9%	17.3%	17.8%	12.8%	21.1%	13.7%
Permanent workers	4.0%	4.6%	4.1%	3.0%	3.8%	3.1%	3.6%	0.8%	3.0%

V. Holding, Subsidiary and Associate Companies (including joint ventures)

21.Names of holding / subsidiary / associate companies / joint ventures

S. No.	Name of the holding / subsidiary / associate companies / joint ventures	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% Of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Emami Bangladesh Ltd.	Wholly Owned Subsidiary	100%	The subsidiary companies do not participate in the Business Responsibility initiatives of the listed Company. They conduct their own initiatives applicable on them based on local laws
2	Emami Lanka (Pvt. Ltd.)	Wholly Owned Subsidiary	100%	
3	Emami International FZE	Wholly Owned Subsidiary	100%	
4	Emami Overseas FZE	Wholly Owned Step Down Subsidiary	100%	
5	Creme 21 Gmbh	Wholly Owned Step Down Subsidiary	100%	

S. No.	Name of the holding / subsidiary / associate companies / joint ventures	Indicate whether holding/ Subsidiary/ Associate/ Joint Venture	% Of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
6	Emami International Personal Care Trading LLC	Wholly Owned Step-Down Subsidiary	100%	
7	Emami Rus (LLC)	Step Down Subsidiary	99.99%	
8	Pharma Derm SAE Co	Step Down Subsidiary	90.60%	
9	Brillare Science Pvt. Ltd.	Subsidiary	82.92%	
10	Helios Lifestyle Pvt. Ltd.	Subsidiary	50.40%	
11	Tru Native F & B Pvt Ltd	Associate	20.65%	
12	Cannis Lupus Services India Pvt Ltd	Associate	30.00%	

VII. CSR Details

22. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/ No): Yes

(ii) Turnover – ₹ 2,906.83 crores

(iii) Net worth – ₹ 2263.70 crores

VIII. Transparency and Disclosures Compliances

23. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Emami Limited has defined channels for receiving complaints/grievances from stakeholders and the same is addressed upholding the ethical standards implemented by the company as laid down in its Code of Conduct (CoC). The CoC is applicable to the Board Members including Independent Directors, members of the Management Committees and all employees up to the level of functional heads (HODs). The CoC provide guidance on matters related to ethics, workplace responsibilities and conflict of interest. The same can be accessed on company's website through: https://www.emamiltd.in/investor-info/pdf/CodeofConduct.pdf

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If yes, then provide web-link for grievance redress policy)	FY 2022-23			FY 2021-22		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes	0	0	-	0	0	-
Investor (other than shareholders)	Yes	0	0	-	0	0	-
Shareholders	Yes https://www.emamiltd.in/investor-info/index.php#InvestorsServiceCentre	3	0	-	6	0	-
Employees and workers	Yes https://www.emamiltd.in/investor-info/pdf/WhistleBlowerPolicyEmami.pdf	1	0	-	0	-	
Customers	Yes	494	0	-	778	0	-
Value chain partners	Yes[1]	-	-	-	-	-	-

[1]We are in the process of developing an online portal for value chain partners to lodge their grievances; however, we have a system in place for responding to complaints received via mails or calls.

24. Overview of the entity's material responsible business conduct issues.

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format

Materiality assessment is the process of determining topics (issues) that can impact economic, environmental, social and governance attributes in our business. It has the potential to influence the decisions of stakeholders. Our stakeholders are entities, individuals, organizations, and institutions who influence and are also interested in our business performance. The preliminary step in our materiality assessment is to identify and consult with the right set of stakeholders (or representatives) who can provide useful insights for our business. Our materiality assessment process includes –

a) **Identification of sector specific material topics:** The process involves identifying mapping of standards like Global Reporting Initiative (GRI), United Nations Sustainable Development Goals (UN SDGSs), International Integrated Reporting Council (IIRC) requirements, to understand the appropriate material topics.

b) **Identification of external stakeholders:** We assess the impact of our business operations on investors, customers, employees, community, industry associations, suppliers and NGOs and evaluate ways to improve stakeholder value creation.

c) **External stakeholder consultation:** We liaison with external stakeholders and seek their perception-based scoring on the material topics identified. Such material topics are further prioritized basis the importance it holds to each stakeholder group.

d) **Prioritization of material topics relevant to our Company:** External stakeholder responses are first assessed and collated in a table and average score of each material topic is calculated based on stakeholder scoring. The collated tables of material topics are categorized into low, medium, and high category and finally the materiality map is finalized post consultation with our decision-making committee and senior leadership team.

We are committed towards implementing relevant policies to ensure responsible business conduct and undertake required sustainability initiatives. We are evaluating the scope of procedures that needs to be incorporated and identify key personnel to monitor our performance at regular intervals.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Positive or negative financial implications
1	Waste Management and Circular Economy	Risk and Opportunity	▪ Stringent regulations by government around waste management ▪ We have a prolonged 3R (Reduce-Reuse-Recycle) approach in place to promote circular economy in our operations ▪ Emami's increased focus on R&D and innovation has led to higher utilization of eco-friendly and/or recycled packaging options	▪ Continuous sustainable efforts towards waste reduction, segregation and disposal system ▪ Usage of Post-Consumer Recycled (PCR) plastics in our packaging ▪ We have replaced 50% of our LDPE shrink films with recycled content ▪ For our Navratna Brand, we have used 25% and 40% of recycled Polyethylene terephthalate (R-PET) in our primary and secondary packaging respectively	**Positive –** a) Herbal waste generated at our manufacturing sites are converted into manure and utilized as an organic fertilizer for plants at our site Consumers are becoming more aware of the environmental impact of the products they buy, and they are more likely to support companies that prioritize sustainability. b) Using Post-Consumer Recycled plastics (PCR) over virgin plastic, can save on costs, increase profits, lower carbon footprint. **Negative –** Government has enacted environmental and waste management regulations that promotes recycling of generated waste. Failure to comply with these regulations can result in fines, legal action, and damage to the company's reputation

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Positive or negative financial implications
2	Water and Effluents	Risk	▪ A growing population and the effects of climate change have disrupted traditional water sources. Hence, water being a finite resource will pose a risk to our operations	▪ Reduction in groundwater extraction at all our manufacturing facilities through technological intervention ▪ We continuously take targets to achieve the ETP treated water parameters within the permissible limit, thus, moving on our journey towards water stewardship at all our manufacturing facilities ▪ Rainwater harvesting system at four manufacturing sites to recharge ground water	**Neutral –** No positive or negative financial implication is foreseen in the near future. We are taking continuous efforts for better water management in our system
3	Energy Management & Climate Change	Risk and Opportunity	▪ Increase in temperature and excessive heat due to global warming and erratic rainfall have caused deep impact on cultivation of herbs ▪ Higher fuel/ energy costs due to enhanced regulatory stringency and fuel supply/ demand imbalance has led to increase in cost of electricity	▪ We have installed solar panels as renewable sources of energy at three of our facilities with capacity – ✓ Pacharia Unit: 1 Mega Watt Capacity ✓ Masat Unit: 200 KW Capacity ✓ Dongari Unit: 320 KW Capacity ▪ We are transitioning towards other alternative forms of energy like Piped Natural Gas (PNG) and Bio-briquettes to increase usage of cleaner fuels ▪ We are evaluating to collaborate with Government for promoting micro region-specific agronomic practices for supporting the farmers to indulge in organic herb cultivation to mitigate adverse weather impacts	**Positive –** Increased solar power usage confirms lesser dependency on conventional energy sources thereby reducing electricity consumption cost PNG is more commercially viable than High Speed Diesel (HSD) in terms of fuel efficiency and maintenance cost as it offers clean and efficient combustion by not leaving deposits on heat exchange surfaces
4	GHG Emissions	Risk	▪ Growing requirement from customers, society and investors to disclose, commit and work towards reduced emissions. The potential carbon taxes in future either directly or in-directly is also considered as a risk for Emami	▪ We have taken significant efforts towards reducing our Scope 1 & Scope 2 emissions through energy efficiency improvement, alternative fuel, use of renewable energy	**Neutral –** Energy efficient processes, directly help in reducing electricity consumption, leading to savings in electricity expenditures, and resulting in savings in cost of carbon abatement associated with it
5	Human Rights	Risk	▪ Changing regulations around human rights may pose as a challenge to maintain the brand reputation	▪ The company has put in substantial efforts to ensure that no human right violations have occurred in our business. This is embedded in our Human Rights policy of ESG policy framework and Code of Conduct	**Negative –** Any violation can lead to severe reputational and financial risk for the organization

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Positive or negative financial implications
6	Community Welfare	Opportunity	▪ Corporate Social Responsibility (CSR) has been a long-standing commitment at Emami Limited. Our objective is to support socio-economic sustainable development. ▪ During FY2022-23, the Company allocated ₹ 10.48 crores for CSR initiatives across education & skill development, health, water & sanitation, and social upliftment engagements for ~70,000 beneficiaries	NA	**Positive –** We acknowledge our social obligations and contributes to the nation building through our corporate social responsibility programs
7	Occupational health and safety	Risk	▪ Workplace accidents and illnesses can result in significant financial costs to a company, including medical expenses, lost productivity, workers' compensation claims, legal fees, and damage to equipment or property. These costs can have a significant impact on a company's bottom line, especially if they occur frequently or involve serious injuries.	▪ The employees of the company have undergone numerous OHS training programs. ▪ Health and term life insurance have been provided to the company's employees ▪ The Company has system in place to identify and prevent any potential hazards which can cause work related accident ▪ We have completed HIRA for all regular processes in our operations. All non-standard works are controlled through defined work permit system. ▪ We have appointed dedicated Health & Safety officer for each manufacturing unit, who is responsible for highlighting the prevalent concerns and prepare mitigation plan to address the changing requirements of health & safety parameters to the EHS Committee ▪ All our manufacturing facilities are ISO 45001 / OHSAS 18001 certified ▪ All our manufacturing units facilitates prompt reporting and recording of hazards identified, whereby workers can scan QR codes to report incidents	**Negative –** OHS risks can lead to injuries, illnesses, or fatalities, resulting in significant human costs such as medical expenses, lost productivity, and reduced employee morale

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Positive or negative financial implications
8	Employee Wellbeing	Opportunity	▪ Building an innovative work environment to foster employee well-being, enhance relationships and sustain long term productivity by providing work life balance, better career progression, healthy & safe working environment has been a long-term commitment for Emami Limited. ▪ Company's ability to ensure that it's culture and hiring and promotion practices foster the building of a diverse and inclusive workforce	NA	**Positive** – Create a workplace culture in which employees feel valued, respected, and accepted
9	Corporate Governance & Business Ethics	Risk	▪ Poor corporate governance may lead to issues such as corruption, negligence, fraud and lack of accountability. ▪ Lack of proper policies and procedures that govern the success of business may result in moral and ethical problems	▪ Emami Limited has a robust corporate governance structure to evaluate potential risks impacting the business and identify the likelihood and impact of such risks. ▪ Adequate policies and procedures are put in place to govern the effective implementation of our business strategy.	**Negative** – Lack of mechanism to assess and manage risks effectively, may result in stunted business growth and loss of brand reputation
10	Consumer Health, Wellness and Benefits	Opportunity	▪ Consumers around the world are prioritizing their well-being needs. Hence, effective engagement with consumers is crucial for promoting wellness around health, fitness, nutrition and significantly influence their behaviour for prioritizing wellness. ▪ Emami Limited believes in enriching customer value by advocating high customer satisfaction through adequate preference assessment.	NA	**Positive** – Changing healthcare demands have led to increased awareness of ayurvedic products, reckoning high growth potential in the health and wellness segment
11	Regulatory Compliance	Risk	▪ Stringent statutory requirements pose threat to an organization's reputation through potential exposure to legal penalties, monetary fines and material losses in the event of failure to act ethically	Emami Limited ensures adherence to all relevant environmental, statutory, and regulatory laws	**Negative** – Unethical practices may lead to high monetary and non-monetary fines / penalties thereby impacting brand perception in the minds of customers and investors

Section B: Management and Process Disclosures

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management process									
1. a. Whether your entity's policy / policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
c. Web Link of the Policies, if available	http://www.emamiltd.in/investor-info/pdf/Business_Responsibilty_Policy.pdf								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4. Name of the national and international codes / certifications/labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	▪ For Pacharia unit, Pantnagar unit, Massat unit, Amingaon unit and Vapi unit we have obtained: ✓ Environment Management System (EMS): ISO 140001 certification ✓ Occupational Health & Safety Management System (OHSMS): ISO 45001 certification ✓ Quality Management Systems - ISO 9001:2015 ▪ Good Manufacturing Practices - WHO GMP for Vapi and Massat manufacturing units ▪ Certificate of Pharmaceutical Products (COPP) for all products of Vapi and Massat manufacturing units								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	Emami Limited has taken short-term targets for advocating commitments towards prevention of natural resources degradation. We are consciously monitoring environmental and social impacts of our business operations across all manufacturing units. Our HSE team at each manufacturing unit monitors current performance level against environmental and social parameters and develops next year targets basis baseline determined. By FY 2023-2024, across all manufacturing units, we pledge to: ▪ Reduce grid electricity consumption by 3.9 lac units through focussed energy reduction projects ▪ Reduce water consumption by 4,400 KL through water conservation technological interventions ▪ Reduce fuel consumption by 12,500 litres through efficiency improvement of high energy consumption equipment ▪ Reduce 2% in Scope 1 & Scope 2 emissions by transitioning towards cleaner fuel and process optimisation ▪ Contribute towards 2% reduction in solid waste generation by creating awareness on circular economy and responsible waste management through 3R approach (Reduce, Reuse and Recycle)								
6. Performance of the entity against the Specific commitments, goals, and targets along-with reasons in case the same are not met.	Emami Limited has embraced a holistic approach to achieve sustainability in their operations encompassing parameters of safety, environment, water conservation, energy conservation and waste management. Over the years, the Company has achieved few milestones on our journey towards zero accidents, zero liquid discharge and zero environmental incidents. ▪ In the last year, the Company has reduced 36% High Speed Diesel (HSD) consumption in boilers at Pacharia unit, Assam. The boilers are now charged with approximately 96% bio-briquette and 4% diesel.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
	▪ At Pantnagar unit, Uttarakhand, we have transitioned into the PNG use in boilers as it produces negligible amount of sulphur and mercury, and CO2 emissions can be curbed to an extent of 13% compared to that of HSD. ▪ In our efforts to reduce dependency on conventional energy sources, we have significantly increased solar energy usage across four manufacturing units. At Pacharia unit, Assam, we have undertaken solar power generation with 1MW capacity, which has facilitated 12% of solar energy being used for electricity. At Massat unit, Silvassa, we have undertaken solar power generation with 200KW capacity and at Dongari unit, Maharashtra, with 320KW capacity. ▪ We have established an integrated waste management system, responsible scrap disposal process, reuse of ETP treated water, recycling of plastic and e-waste through certified vendors to promote circular economy. ▪ We have also eliminated identified safety risks through engineering controls, high emphasis is placed on process safety, 360-degree machine guarding is done with interlocks, robust EHS leadership control and structured hazard identification and mitigation.								
	Governance, leadership, and oversight								
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievements	The issues of climate change and environmental degradation have taken centre stage among many agencies and authorities around the world. The need for sustainable development has gained immense importance. The FMCG industry has witnessed growing environment consciousness among its customers, hence lack of ESG accountability and supply chain ethics will taint brand image, affect consumer decisions, despite high growth potential. We at Emami Limited are guided by a comprehensive set of policies which outlines our commitment to combat the negative impacts of climate change and preserve natural and human resources. As a responsible organization, we are taking concerted efforts and take decisive actions that benefit people and planet towards building a brighter future. By taking on sustainability commitments and working towards their achievement, we create value for our stakeholders including employees, investors, customers, value chain partners, local community etc. and positive footprints for a healthy and sustainable future. We continuously engage with our stakeholders to identify key ESG risks and concerns that have become our core focus. We have defined our commitments, goals and targets in line with the identified material topics. When I look back on FY23, I'm particularly proud of the work we did to bolster our commitment to sustainability and corporate social responsibility (CSR). To preserve our natural resources, we have adopted the principles of Reduce, Reuse, and Recycle (3R's) and have replaced more than 25% of primary PET bottles, 40% of secondary PET bottles and 50% of LDPE with recycled materials. We have also installed solar rooftop system at three of our manufacturing sites to promote clean energy. Our Effluent Treatment Plants and transition towards Zero Liquid Discharge (ZLD) is helping us to manage our water footprint. The Company's CSR programmes are focused on strengthening the country's holistic societal development with its thrust in areas such as education & skill development, health, water & sanitation, and social upliftment engagements. The success of these initiatives lies in delivering impact with optimum use of resources, leveraging strengths and collaborating on areas where capacities need to be built. We engage with reputed NGOs to carry out our community welfare activities. In the fiscal year 2022-23, the company prioritized its efforts on providing support to the 78,000+ beneficiaries in the areas of education, healthcare, skill development and sustainable livelihood. Emami Limited has embarked on a sustainability journey to ensure our transformation into becoming a Company of the future, enhancing a sustainable outlook across all our businesses and operations and build a better world by taking one step at a time. While we are proud of our achievements, we recognize that there is still much to be done. We will continue to take proactive steps towards sustainability and integrate it into every aspect of our business practices.								

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	The Board has delegated Corporate Governance Committee to supervise the implementation of BRSR framework during the year.								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes. The Corporate Governance Committee is delegated the duty to monitor, supervise and guide through the sustainability journey undertaken by Emami Limited. The Committee will be responsible for decision making on sustainability related issues and lay down requisite procedures to mitigate the risks.								

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee				Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)				
	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Performance against above policies and follow up action	All the policies of the Company are approved by the Board and reviewed periodically or on a need basis by Senior Management as a part of ESG review. The Corporate Governance Committee reviews the performance of business keeping the ESG agenda at top priority. Such reviews are conducted on an annual basis and improvement plans are shared with the respective operations team heads. During the review, the effectiveness of the policies is evaluated and necessary amendments to policies and procedures are implemented, if required.								
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Emami Limited is in compliance with all statutory laws and regulatory statutes.								

11. Has the entity carried out independent assessment / evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.	Yes. Det Norske Veritas (DNV) & Ernst and Young (EY)
12. If answer to question (1) above is "No" i.e., not all Principles are covered by a policy, reasons to be stated:	Not applicable

Section C: Principle Wise Performance Disclosure

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators

1. **Percentage coverage by training and awareness programmes on any of the principles during the financial year:**

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	1	▪ All	100%
Key Managerial Personnel	1	▪ All	100%
Employees other than BoD and KMPs	1	▪ All including specific trainings on POSH	100%
Workers	16	▪ All	100%

Note: All the principles laid down in BRSR are covered by Emami Limited's mandatory training which is adhered to by Board of Directors, Key Managerial Personnel, and all employees.

2. **Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in FY 2022-23.**

   Nil

3. **Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.**

   Not applicable

4. **Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.**

   Yes. We recognize that ethics, transparency, and accountability are the key pillars to a sound governance structure. We assign significant importance to managing risks and opportunities surrounding ethical conduct of business, including fraud, corruption, bribery and facilitation payments, fiduciary responsibilities, and other behaviour that may have an ethical component. Our Code of Conduct (https://www.emamiltd.in/investor-info/pdf/CodeofConduct.pdf) complies with the legal requirements of applicable laws and regulations, including anti-bribery, anti-corruption and ethical handling of conflicts of interest. Additionally, we also have Whistle Blower Policy that provides the framework for vigil mechanism for reporting unethical behaviour of all employees.

5. **Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:**

   Nil

6. **Details of complaints with regard to conflict of interest:**

	FY2022-23		FY 2021-22	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	0	-	0	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	0	-	0	-

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.**

Not applicable

Leadership Indicators

1. **Awareness programmes conducted for value chain partners on any of the principles during the financial year:**

   Yes. Emami Limited conducts workshops with value chain partners to discuss on product traceability and supply chain ethics. We are focussed towards developing awareness on key areas like human rights, labour management and business sustainability.

   Over the past 2 years, we have embarked on a journey to double the rural coverage from 32,000 villages to 60,000 villages as part of our rural expansion and micro-entrepreneur skill building program through Project Khoj. This rural expansion is getting geocoded at the same time giving the organization a wealth of rural retail level behaviour and buying patterns to ensure higher service performance. The approach uses analytical tools to identify the right villages and map them by their coordinates to create a full-proof expansion plan for reaching out to the places with the right potential. We conduct one-on-one sessions with the distributors to discuss benefits of association, product portfolio and analyse consumer purchase patterns.

   We have already added approximately 20,000 villages in the last 2 years, thereby taking the total rural footprint upwards to 52,000 villages. In FY 23-24, we plan to add 8,000 villages more to reach our target of 60,000 villages.

2. **Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/No) If yes, provide details of the same.**

   Yes. The Company has defined the Code of Conduct, which applies to all employees across the organization including the Board of Directors. The Code of Conduct provides procedural guidance on matters related to work ethics, business responsibilities and conflict of interest. As per the Code of Conduct, all the employees and Board of Directors of the organization are required to avoid situations which may be in conflict with the interest of the Company or prejudicial to the Company's interest. The Board Members are required to disclose their interest at the time of appointment and thereafter every year as required under the Companies Act 2013.

PRINCIPLE 2 Businesses should provide goods and services in a manner that is sustainable and safe.

Essential Indicators

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

   Emami Limited has undertaken various initiatives to drive the overall organizational sustainability objectives. In order to lower environmental and social impacts of our products and processes, our R&D team is actively engaged in product innovation and technological improvements. The company is strongly committed to reduce its environment footprint and promoting sustainable practises across our operations. Few such key aspects of our R&D efforts are:

   - For the production of Zandu Rhumasyl, the Company has developed a heating free process to advocate the objective of reducing energy intensity and promote sustainable practices. By eliminating heat, the Company is not only reducing their energy consumption, but also lowering their carbon footprint.
   - The company has made changes to Zandu Lalima's manufacturing process in order to conserve water. Previously, the herbs used as raw materials were individually extracted and mixed, which required more water usage. However, the Company has now switched to mixing the herbs together, which has reduced the overall water consumption requirement for manufacturing the product. This change is in line with the Company's commitment to sustainable practices and water conservation.
   - The company has replaced sugar with jaggery for the production of Zandu Chyawanprash, Jaggery is an unrefined natural sweetener that requires less processing compared to sugar, which is typically refined. This ensures minimal processing requirements. Furthermore, jaggery has lower sucrose content than sugar, making it a better alternative.

2. a. **Does the entity have procedures in place for sustainable sourcing? (Yes/No)**

Yes. There are procedures in place for sustainable sourcing. Emami Limited has Board approved ESG policy framework which includes product lifecycle sustainability. The policy outlines Emami Limited's commitment to making its supply chain more responsible and sustainable.

b. **If yes, what percentage of inputs were sourced sustainably?**

Emami Limited has a strong cross-functional communication to enable the sourcing team to procure optimum quantity in accordance with manufacturing and sales forecast. We have taken initiatives like using lightweight packing materials, recycled materials, optimising structural and material design to promote sustainability.

The Company takes into consideration various social, ethical, and environmental performance factors while selecting suppliers. Majority of the raw and packing materials are sourced from suppliers who are either covered by the Company's sustainable sourcing programmes and/or are certified to be compliant with standards such as ISO 14001, OHSAS 45001, FSC, FDA, BRC and USRA.

The Company also engages with suppliers and transporters to establish and strengthen best practices that emphasizes on sustainable sourcing. Emami Limited follows a comprehensive supplier assessment process to identify areas of improvement and providing required support to bridge the gaps.

Further, the Company collaborates with local authorities, Govt. institutions, self-help groups and engages with local farmers and collectors in various states through contractual cultivation of medicinal herbs. Emami Limited has conducted 20+ capability building programs across regions wherein the Company provides technical guidance, training on cultivation and post-harvest management to 1,200+ participant farmers along with quality planting material for this purpose. This initiative not only enhanced the incomes of the farmers but also made them aware about conservation of medicinal plants. The Company has also facilitated registration of 800+ farmers under State Government Cultivation Programmes and distributed planting materials to farmers.

Overall, Emami Limited sources 60% of its input material from within the district and neighbouring districts in the vicinity of its manufacturing units supporting local economy and livelihood.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling, and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.**

Emami Limited endeavours to promote circular economy and resource optimization across its value chain. We have adopted a multipronged approach to reduce wastes in the Company's operations:

a) Plastics - We are cognizant of our EPR obligations and partnered with 3 associations for responsible handing over and disposal of plastic waste generated from our business operations.

b) E-waste - E-waste generated from our operations across all the offices and manufacturing units are responsibly disposed through certified vendors.

c) Hazardous Waste – Shelf-life expired products are responsibly directed towards certified vendors for disposal directly from our depots.

4. **Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

Yes. Emami Limited is in compliance with the requirements of Plastic Waste Management Rules, 2016 and subsequent amendments and the waste collection plan are in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards. We have partnered with 3 associations, who are registered with Central Pollution Control Board (CPCB) as a Plastic Waste Processor (PWP).

Waste bought back by PWP for brands are collected through waste pickers / aggregators and are subsequently sent to collection centres / manufacturing facilities where wastes are segregated and sorted. The segregated wastes are then cleaned, washed, extruded and compounded to pellets which are used to manufacture the final products.

We use 50% of Post-Consumer Recycled (PCR)-LDPE in our shrink bundling films. We are also successfully qualified to use PCR PET for primary and secondary packaging after robust stability and moulding process qualification. For primary packaging of Navratna Oil we are using PET bottles with 25% R-PET and for secondary packaging PET Jar is used with 40% R-PET content. In FY 2022-23, 10,204 MT of waste has been processed via EPR, which accounts for approximately 74% of total plastic consumption liability of each category.

Leadership Indicators

1. **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products?**
   No

2. **If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.**

   Not applicable

3. **Percentage of recycled or reused input material to total material (by value) used in production.**
   During FY 2022-23, we have used recycled/ reused input material to total material of:

   - 25% R-PET in primary PET packaging
   - 40% R-PET in secondary PET packaging
   - 50% R-LDPE in LDPE shrink films

4. **Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:**

   Not applicable

5. **Reclaimed products and their packaging materials (as percentage of products sold) for each product category.**

   Not applicable

PRINCIPLE 3 Businesses should respect and promote the well-being of all employees, including those in their value chains.

Essential Indicators

1. a. Details of measures for the well-being of employees:

Category	% Of employees covered by										
	Total A	Health insurance		Accident insurance		Maternity benefits		Parental benefits		Day care facilities	
		No. B	% (B/A)	No. C	% (C/A)	No. D	% (D/A)	No. E	% (E/A)	No.F	% (F/A)
Permanent employees											
Male	1,828	1,390	76%	1,828	100%	0	-	0	-	0	-
Female	195	121	62%	195	100%	195	100%	0	-	195	100%
Total	**2,023**	**1,511**	**75%**	**2,023**	**100%**	**195**	**10%**	**0**	**-**	**195**	**10%**
Permanent employees											
Male	56	11	20%	56	100%	0	-	0	-	0	-
Female	3	0	-	3	100%	3	100%	0	-	3	100%
Total	**59**	**11**	**19%**	**59**	**100%**	**3**	**5%**	**0**	**-**	**3**	**5%**

b. Details of measures for the well-being of workers:

Category	% Of employees covered by										
	Total A	Health insurance		Accident insurance		Maternity benefits		Parental benefits		Day care facilities	
		No. B	% (B/A)	No. C	% (C/A)	No. D	% (D/A)	No. E	% (E/A)	No.F	% (F/A)
Permanent employees											
Male	982	327	33%	982	100%	0	-	0	-	0	-
Female	230	56	24%	230	100%	230	100%	0	-	230	100%
Total	**1,212**	**383**	**32%**	**1,212**	**100%**	**230**	**19%**	**0**	**-**	**230**	**19%**
Permanent employees											
Male	2,261	2,261	100%	2,261	100%	0	-	0	-	2,261	100%
Female	754	754	100%	754	100%	754	100%	0	-	754	100%
Total	**3,015**	**3,015**	**100%**	**3,015**	**100%**	**754**	**25%**	**0**	**-**	**3,015**	**100%**

2. Details of retirement benefits, for Current FY and Previous Financial Year.

Benefits	FY2022-23			FY 2021-22		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % Of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	Yes	100%	100%	Yes
ESI	10%	68%	Yes	13%	75%	Yes

3. **Accessibility of workplaces: Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**

   Yes, most of the Company's key establishments including offices and manufacturing units are accessible to the differently abled. We have taken several measures to create an inclusive environment such as installing ramps, and elevators for ease of movement of people with locomotive disability. We have also ensured that doorways and corridors are wide enough for wheelchair users. Additionally, we have made the restrooms, workstations, and common areas accessible to all and equipped with necessary accommodations.

4. **Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.**

   Yes. Emami Limited provides equal employment opportunity to all candidates irrespective of race, caste, creed, religion, and employees are encouraged to work without any kind of biasness / discrimination in practice, the details of which are laid down in our ESG Policy Framework. The same can be accessed on company's website through: https://www.emamiltd.in/investor-info/pdf/BRSR-Policy.pdf.

5. **Return to work and Retention rates of permanent employees and workers that took parental leave.**

FY 22-23	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	-	-	-	-
Female	100%	100%	100%	100%
Total	**100%**	**100%**	**100%**	**100%**

6. **Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.**

	Yes/No (If yes, then give details of the mechanism in brief)
Permanent employees Other than permanent employees	Yes. Emami Limited has a grievance redressal mechanism available to employees which facilitates management of workplace conflicts effectively and maintain harmony. Employees are encouraged to report work related concerns and prompt actions are sought for, with an intent to address the matter in a fair and just manner, whilst being in compliance with the company policies and procedures. The Whistle Blower Policy entails reporting of unethical behaviour to the management and confirms protection to the whistle blower from being victimised.
Permanent workers Other than permanent workers	Across all manufacturing units, Emami Limited maintains a Grievance register which contains details of complaints raised by workers. The grievance handling team has the responsibility to investigate and resolve all such issues on priority basis as & when any grievance gets registered.

7. **Membership of employees and worker in association(s) or Unions recognised by the listed entity:**

Category	FY2022-23			FY 2021-22		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B / A)	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association (s) or Union (B)	% (B / A)
Total Permanent Employees	**2023**	**18**	**1%**	**2013**	**26**	**1%**
Male	1828	14	1%	1829	19	1%
Female	195	4	2%	184	7	4%
Total Permanent Workers	**1212**	**1088**	**90%**	**1192**	**1094**	**92%**
Male	982	858	87%	953	858	90%
Female	230	230	100%	239	236	99%

8. **Details of training given to employees and workers:**

Category	FY 2022-23					FY 2021-22				
	Total A	On health & safety measures		On skill upgradation		Total D	On health & safety measures		On skill upgradation	
		No. (B)	% (B/A)	No. (C)	No. (B)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	1,884	1,884	100%	1,228	65%	1,870	1,870	100%	871	47%
Female	198	198	100%	189	95%	188	188	100%	97	52%
Total	**2,082**	**2,082**	**100%**	**1,417**	**68%**	**2,058**	**2,058**	**100%**	**968**	**47%**
Workers										
Male	3,243	3,243	100%	251	7.7%	2,572	2,572	100%	613	24%
Female	984	984	100%	65	6.6%	882	882	100%	236	27%
Total	**4,227**	**4,227**	**100%**	**316**	**7.5%**	**3,454**	**3,454**	**100%**	**849**	**25%**

9. Details of performance and career development reviews of employees and workers:

Category	FY2022-23			FY 2021-22		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	1,884	1,612	86%	1,870	1,500	80%
Female	198	164	83%	188	150	80%
Total	**2,082**	**1,776**	**85%**	**2,058**	**1,650**	**80%**
Workers						
Male	3,243	93	3%	2,572	173	7%
Female	984	3	0%	882	71	8%
Total	**4,227**	**96**	**2.27%**	**3,454**	**244**	**7%**

10. Health & safety management system

a. **Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?**

Yes

b. **What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?**

We have established a strong Environment, Health and Safety (EHS) governance system that is headed by the Associate Vice President (AVP) EHS. The AVP is responsible for ensuring the implementation of an effective EHS management system across all the Company's operations. To support the AVP, every unit has an EHS Committee that is headed by the Unit Head. This committee is responsible for implementing the EHS management system at the unit level, and each unit has a dedicated EHS officer to support the implementation of the system. This structure ensures that EHS management is well integrated into the Company's operations.

Weekly meetings by the EHS committee are held to review the EHS performance of each unit. These meetings provide a forum to discuss any issues pertaining to environment, health and safety and identify areas of improvements. By holding these regular meetings, Emami Limited can proactively identify and address any issues through corrective actions to prevent any incidents.

Our EHS officers also conduct monthly internal HSE audits at every unit using an internal checklist with scoring. This audit is an important tool to assess the effectiveness of the EHS management system at the unit level.

To monitor the progress across the Company, every unit sends a monthly MIS of all EHS KPIs to the corporate. The AVP, Corporate EHS Cell, supported by an EHS Executive, conducts monthly reviews of the EHS performance of all units, called L1 review. This ensures a clear overview of the EHS performance of each unit and helps identify any areas where improvements are necessary.

The EHS performance of the Corporate EHS Cell is reviewed by the President of Operation and COO monthly in an L2 review, while the Director conducts a quarterly review in an L3 review to ensure that the EHS management system is being implemented effectively across all units. This multi-level review structure ensures that the EHS management system is continuously monitored and improved upon.

Our EHS governance system plays a critical role in ensuring the safety and health of all employees and stakeholders, as well as safeguarding the environment by promoting an effective management system throughout the Company's operations. By regularly reviewing and improving the system, we can ensure that all our sites are compliant with relevant EHS regulations and standards. We have adopted Occupational Health & Safety Management System (OHSMS): ISO 45001 certification for Pacharia unit, Pantnagar unit, Massat unit, Amingaon unit and Vapi unit.

c. **Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/No)**

Yes, we have a system in place for reporting all work-related hazards and offer suggestion for improvements. All employees and workers are provided necessary trainings on hazard identification, hazard responsiveness and encouraged to participate in discussions related to safety issues. All our manufacturing units facilitates prompt reporting and recording of hazards, whereby workers can scan QR codes to register incidents. Inspections are conducted at regular intervals to identify hazard related risk and formulate necessary corrective and preventive measures to mitigate such risks.

d. **Do the employees have access to non-occupational medical and healthcare services? (Yes/ No)**

Yes, all the manufacturing units of Emami Limited have their own occupational health centre, to support employees/workers in any case of emergency.

11. **Details of safety related incidents, in the following format:**

Safety Incident/Number	Category	FY 2022-23	FY 2021-22
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.15	0.13
	Workers		
Total recordable work-related injuries	Employees	3	0
	Workers		
No. of fatalities	Employees	0	0
	Workers		
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers		

12. **Describe the measures taken by the entity to ensure a safe and healthy workplace.**

To develop a positive health and safety culture, Emami Limited emphasizes on worker participation for implementing and monitoring safety practices. Team members from health and safety team interacts with workers during evaluation of the occupational health and safety management system in order to capture practical and effective ways of enhancing operational safety. Emami Limited maintains trained medical team at all manufacturing units and has ambulance facility for providing support in the event of any emergency. In order to ensure safety at the manufacturing units, safety protocol video is played at the reception for spreading awareness among all visitors. The units have dedicated walk pathways to avoid collision with the ongoing logistical fleet of vehicles, trucks. Several assembly points are created with dedicated white marking rings denoting space to assemble at in the event of any emergency.

13. **Number of Complaints on the following made by employees and workers:**

Category	FY2022-23			FY 2021-22		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	0	-		0	-	
Health and safety	0	-		0	-	

14. **Assessments for the year:**

	% Of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Working Conditions	38% (5 out of 13 offices & manufacturing units)
Health and safety	38% (5 out of 13 offices & manufacturing units)

15. **Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.**

Emami Limited has developed a comprehensive health and safety management system framework and a health and safety policy to minimize workplace related risks to ensure the safety of the people. Workers are provided training on occupational health and safety principles and work procedures. There are on-site safety teams who record near-miss incidents, medical and first-aid cases. We recognize and identify situations that have the potential to cause accidents and apply measures to mitigate impacts of the same. We have a medical bay present within the premises to handle emergencies. Detailed investigations have also been conducted to identify the root cause behind the accidents reported and understand the measures required to prevent recurrence. The learnings from the investigation process are disseminated across the organization at periodic intervals to explore all possible solutions to prevent or minimize the risk the risk of such incidents from recurring in the future.

Leadership Indicators

1. **Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Yes/No) (B) Workers (Yes/No).**

	(Yes/No)
Employees	Yes
Workers	Yes

2. **Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.**
   Emami Limited conducts periodic review meetings with value chain partners to assess their performance and adherence to statutory norms. The Company also provides direction to inculcate a sense of accountability and transparency in all operations across the supply chain. Invoices of value chain partners are cleared subject to submission of payment proof of statutory dues.

3. **Provide the number of employees / workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:**

	Total no. of affected employees / workers		No. of employees / workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2021-22	FY 2022-23	FY 2021-22	FY 2022-23
Employees	0	1	NA	1
Workers	0	0	NA	NA

4. **Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment?**
   Yes. Emami Limited provides transition assistance programs to facilitate continued employability to employees who have attained retirement age. The Company has retainer scheme in place for the employees who are subject to retirement. The respective Functional head is notified by Human Resources team 3 months prior to retirement of the employee, and requisite approval are sought for to evaluate the competency of the candidate and requisite retention terms that may be offered based on the performance showcased during his/her service tenure. As per the approval of Functional head, employees may be retained for a period of 6 months or more as the case maybe. The existing retainer schemes are classified as:

   - **Full time retainer scheme:** Employees are rehired post retirement for more than 6 months period and they are eligible for all employee benefits subject to Company policy
   - **Part-time retainer scheme:** Employees are rehired post retirement for less than or equal to 6 months period and are only eligible to certain employee benefits subject to management discretion

5. **Details on assessment of value chain partners:**

	% Of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	100%
Working conditions	

6. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.**

   Not applicable

PRINCIPLE 4 Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. **Describe the processes for identifying key stakeholder groups of the entity.**

   Emami Limited has an approved policy on stakeholder engagement under the ESG Framework Policy. We have evolved a structured framework for engaging with our stakeholders.

   Our stakeholder identification approach takes into consideration the dependency, spontaneity, responsibility, vulnerability, and materiality while identifying our key stakeholder groups, taking into consideration all entities who have a direct and indirect influence on the business operations.

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.**

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly /others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers	No	• Consistent brand advertising • Engagement events • Periodic brand audit • Exhibitions / Fair • / Salon channels	Regularly	• Quality and affordability of products • Quick and effective complaint resolution • Product features & efficacy
Government and competent authorities	No	• Inspections and Audits on requirement basis • Compliance reports	Need-Basis	• Meeting legal and regulatory requirements • Social and environmental responsibility • Contribution to taxes & levy charges
Employees and Workers	No	• Performance review & feedback • Onboarding induction and internal trainings • Outbound exercises • Employee wellness programmes • Employee grievance monitoring and redressals • Safety Meetings • Interactions for celebrating days of individual, organizational, national significance	Regularly and Need-Basis	• Respecting human rights • Workplace health and safety • Career advancement and opportunities • Training and development • Rewards and recognition

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly /others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Suppliers	No	• Individual meetings with suppliers and vendors • E-mail Communication • Vendor assessments and reviews • Supplier meets • Interactions regarding quality of raw materials and ethical compliance	Periodically and Need basis	• Timely payment • Consistency in orders • Safety management • Ethics and transparency
Investors and Shareholders	No	• Investor and analyst presentations and conference calls • Media releases • Quarterly presentations and published results • Annual General Meetings • Investor section of the Corporate Website • Designated Email ID and system for registering and redressal of investor complaints • Road shows	Quarterly and Need basis	• Growth in revenue, EBITDA and returns on investment • Gearing, solvency, and liquidity position • Security over assets, ethical stewardship of investments and good corporate governance • Transparent disclosures • Improvements in ESG disclosures
Local Communities	Yes	• Community need assessment • Frequent community visits • CSR centres	Need basis	• Healthcare access • Hygiene & sanitation facilities • Quality education opportunities • Student counselling and teachers training • Livelihood development • Improving rural infrastructure

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/ Half yearly/ Quarterly /others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Media	No	• Press releases, media events and announcements	Regularly	• Corporate Brand Building • To communicate authentic and transparent information via media to public at large.

Essential Indicators

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

   Emami Limited acknowledges the inputs it receives from stakeholders for sustainable business growth. Thus, the company's Board of Directors interact on need basis with the key stakeholders to share their views, interests and concerns around the evolving ESG (Environment, Social, Governance) landscape and its impact on the business operations. Further, the Board of Directors provides strategic direction to the Company's sustainability and CSR practices along with reviewing and monitoring of the planning initiatives. The economic aspects of the Company are regularly discussed with the investors and shareholders.

   Also, the Company has been conducting stakeholder engagement exercise from time to time to address multiple concern areas including economic, social and environment. The feedback received from the stakeholder engagements is reported to the Board for integration into the business strategy and decisions.

2. **Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.**

   Yes. The management representatives of the Company analyse the impact of shortlisted material topics and how it affects the day-to-day business and operations of the Company. In view of Emami Limited's sustainability objectives, business strategies, Company policies, and global market trends, the responses and feedbacks gathered during stakeholder consultation are reviewed by top management to understand external stakeholders' perspectives. Post review and assessment of material topics, the management team validates the prioritized material topics and strategies are framed to incorporate those material topics within the operations.

3. **Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.**

   Emami Limited conducts need assessments in the communities we operate prior to starting the projects there. All our projects involve active stakeholder consultations and engagements with local communities and high-level collaboration with the civil society, NGOs and experts to understand the requirements before modification of the CSR project design and/ or Social Infrastructure Development, to understand their perspective and address their concerns.

PRINCIPLE 5 Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY2022-23			FY 2021-22		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
Employees						
Permanent	2,023	2,023	100%	2,013	2,013	100%
Other than permanent	59	59	100%	45	45	100%
Total employees	**2,082**	**2,082**	**100%**	**2,058**	**2,058**	**100%**
Workers						
Permanent	1,212	1,212	100%	1,192	1,192	100%
Other than permanent	3,015	0	-	2,262	0	-
Total workers	**4,227**	**1,212**	**29%**	**3,454**	**1,192**	**35%**

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2022-23					FY 2021-22				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Permanent	**2,023**	**-**	**-**	**2,023**	**100%**	**2,013**	**-**	**-**	**2,013**	**100%**
Male	1,828	-	-	1,828	100%	1,829	-	-	1,829	100%
Female	195	-	-	195	100%	184	-	-	184	100%
Other than permanent	59	-	-	59	100%	45	-	-	45	100%
Male	56	-	-	56	100%	41	-	-	41	100%
Female	3	-	-	3	100%	4	-	-	4	100%
Workers										
Permanent	**1,212**	**-**	**-**	**1,212**	**100%**	**1,192**	**164**	**14%**	**1,028**	**86%**
Male	979	-	-	979	100%	953	89	9%	864	91%
Female	233	-	-	233	100%	239	75	31%	164	69%
Other than permanent	3,015	3,015	100%	-	-	2,262	2262	100%	-	-
Male	2,261	2,261	100%	-	-	1,619	1,619	100%	-	-
Female	754	754	100%	-	-	643	643	100%	-	-

3. Details of remuneration/salary/wages, in the following format:

	Male		Female	
	Number	Median remuneration / salary/ wages of respective category	Number	Median remuneration / salary/ wages of respective category
Board of Directors	4	₹ 399.48 lakhs	1	₹ 159.23 lakhs
Key managerial personnel	6	₹ 223.96 lakhs	1	₹ 159.23 lakhs
Employees other than BoD and KMP	1826	₹ 6.03 lakhs	195	₹ 5.74 lakhs
Workers	982	₹ 3.35 lakhs	230	₹ 3.22 lakhs

4. **Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)**

   Yes. Emami Limited has central Internal Complaints Committee to report on human rights impacts and issues.

5. **Describe the internal mechanisms in place to redress grievances related to human rights issues.**

   The Company is dedicated to upholding human rights in accordance with applicable national and international regulations. The company maintains a strict zero-tolerance towards all forms of child labour, forced labour, violence, and any physical, sexual, psychological or verbal abuse.

   The BRSR and Whistle Blower policy of Emami Limited provide the guidelines with respect to human rights of the employees and the company also has a system in place to address employee grievances in a fair and structured manner.

   Emami Limited encourages employees to escalate human rights violation incidents to the HR department for carrying out detailed investigation of the matter and ensure that subsequent actions are taken against persons responsible.

6. **Number of Complaints on the following made by employees and workers:**

Category	FY2022-23			FY 2021-22		
	Filled during the year	Pending resolution at the end of year	Remarks	Filled during the year	Pending resolution at the end of year	Remarks
Sexual harassment	1	0		0	0	
Discrimination at workplace	0	0		0	0	
Child labour	0	0		0	0	
Forced labour	0	0		0	0	
Wages	0	0		0	0	
Other human rights related issues	0	0		0	0	

7. **Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.**

   Emami Limited is committed to create a workplace that is inclusive and free from any type of discrimination or harassment. To achieve this goal, we have drafted a comprehensive ESG Framework Policy that set guidelines to ensure that all employees are treated equally and with dignity.

   The company also has a grievance mechanism in place to report cases related to discrimination and harassment and ensure that they are addressed by an appropriate authority. Additionally, the company regularly conducts internal meetings to educate and sensitize its employees on the prevention of sexual harassment in the workplace.

   The company ensures that no unfair treatment is meted out to a Whistle Blower by virtue of his/her having reported a Protected Disclosure under the Whistle Blower Policy. The Company condemns any kind of discrimination, harassment, victimization, or any other unfair employment practice being adopted against Whistle Blowers. Complete protection is, therefore, given to Whistle Blowers against any unfair practice like retaliation, threat, or intimidation of termination/suspension of service, disciplinary action, transfer, demotion, refusal of promotion, or like including any direct or indirect use of authority to obstruct the Whistle Blower's right to continue to perform his duties/functions including making further Protected Disclosure.

8. **Do human rights requirements form part of your business agreements and contracts?**

   Yes. Emami Limited requires indemnifying to adhere to all statutory provisions including human rights assessment in certain agreements and contracts based on business partner requirements.

9. Assessment of the Year

	% Of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others – Please specify	

10. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.**

    Not applicable

Leadership Indicators

1. **Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.**

   In FY 2022-23, no business processes have been modified as a result of addressing human rights grievances/complaints.

2. **Details of the scope and coverage of any Human rights due diligence conducted.**

   Human Rights due diligence are conducted for all employees across the organization. Several initiatives are undertaken, like –

   - Periodic surveys are conducted to assess employee well-being. Suggestions received are scrutinized to evaluate proposed improvement ideas
   - HR Helpdesk helps in addressing grievances and concerns received from employees
   - ICC is entrusted with the responsibility to address any sexual harassment complaints raised

3. **Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**

   Yes, most of the Company's key establishments including offices and manufacturing units are accessible to the differently abled. The Company has taken several measures to create an inclusive environment such as installing ramps, and elevators for ease of movement of people with locomotive disability. The Company ensures that doorways and corridors are wide enough for wheelchair users. Additionally, the Company has made the restrooms, workstations, and common areas accessible and equipped with necessary accommodations.

4. **Details on assessment of value chain partners:**

	% Of value chain partners (by value of business done with such partners) that were assessed
Child labour	Supplier due diligence is underway for evaluation by the management; however, all value chain partners are assessed on human right parameters at the time of signing of agreements.
Forced labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others – Please specify	

5. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.**

   Not applicable

PRINCIPLE 6 Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. **Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:**

Parameter	FY 2022-23	FY 2021-22
Total electricity consumption (A) [GJ]	80,621	86,499
Total fuel consumption (B) [GJ]	47,865	53,120
Energy consumption through other sources (C) [GJ]	0	0
Total energy consumption (A+B+C) [GJ]	1,28,486	1,39,619
Energy intensity per rupee of turnover (GJ/ ₹ crore)	44.20	48.70

If any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

No

2. **Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**

Emami Limited does not belong to an energy intensive sector and we are not notified to be part of the 13 sectors identified as designated consumers (DCs).

3. **Provide details of the following disclosures related to water, in the following format:**

Parameter	FY 2022-23	FY 2021-22
Water withdrawal by source (in kilolitres)		
(i) Surface water	0	0
(ii) Groundwater	2,01,059	2,32,547
(iii) Third party water	20,418	22,171
(iv) Seawater/ desalinated water	0	0
(v) Others	0	0
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	2,21,477	2,54,718
Total volume of water consumption (in kilolitres)	2,21,477	2,54,718
Water intensity per rupee of turnover (kilolitres/ ₹ crore)	76.19	88.85

If any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

No

4. **Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

Emami Limited has implemented mechanism towards achieving Zero Liquid Discharge at all manufacturing units. Our approach to water stewardship focuses on reducing water intake by utilising treated wastewater within the manufacturing units, thereby reducing dependency on groundwater extraction. All our manufacturing units operate in line with the Consent to Operate (CTO) terms.

5. **Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:**

Parameter	Please specify unit	FY 22-23	FY 21-22
SOx	Kg	6.3	5.6

If any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

No

6. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:**

Parameter	Unit	FY 2022-23	FY 2021-22
Total Scope 1 emissions	Metric tonnes of CO_2 equivalent	3,106.07	3,073.63
Total Scope 2 emissions	Metric tonnes of CO_2 equivalent	15,342.22	16,507.90
Total Scope 1 and Scope 2 emissions per rupee of Turnover	tCO_2e/ ₹ crore	6.35	6.83

If any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

No

7. **Does the entity have any project related to reducing Green House Gas emission? If yes, then provide details.**

Yes. In cognizance with our sustainability objective, we have undertaken several initiatives for reducing GHG emissions. We manage GHG emissions through successful utilization of an efficient environmental management system and innovative technology, as we aim to reduce our carbon footprint. Significant GHG emissions are monitored to estimate the improvement in the Company's performance beyond compliance with regulatory standards.

We have undertaken initiatives to reduce fuel consumption across our operations by transitioning from HSD to PNG and Bio-Briquettes in boiler operations. Boilers are run with 96% briquette & 4% on HSD at some of our units. We have introduced EVs in corporate office and e-rickshaws in units for transporting utility within facility for responsibly monitoring logistical emissions.

Being focussed towards increasing the usage of renewable sources of energy, we have installed solar rooftop in four of our manufacturing units. As part of our commitment towards promoting circular economy, we have introduced significant quantum of recycled plastic (PCR) in our primary and secondary packaging to reduce dependency on virgin plastics, as product carbon footprint of virgin plastic manufacturing is much higher than that of PCR.

8. **Provide details related to waste management by the entity, in the following format:**

Parameter*	FY 2022-23	FY 2021-22
Total waste generated (In metric tonnes)		
Plastic waste (A)	13,268	12,969
E-waste (B)	5.5	2.75
Bio-medical waste (C)	0	0
Construction and demolition waste (D)	0	0
Battery waste (E)	0	0
Radioactive waste (F)	0	0
Other Hazardous waste. Please specify, if any. (G)	44.89	26.57
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e., by materials relevant to the sector)	0	0
Total (A+B + C + D + E + F + G + H)	**13,318.39**	**12,998.32**

Parameter*	FY 2022-23	FY 2021-22
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled (Plastic waste + E-waste)	10,209.5	3,755.75
(ii) Re-used	0	0
(iii) Other recovery operations	0	0
Total	**10,209.5**	**3,755.75**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	0	0
(ii) Landfilling	0	0
(iii) Other disposal operations	44.89	26.57
Total	**44.89**	**26.57**

**includes only the quantity disposed through authorised vendors*

If any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

No

9. **Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

   We have an ongoing program to assess and reduce usage of Hazardous and Toxic chemicals

10. **If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:**

    Emami Limited do not have any manufacturing units or offices around ecologically sensitive areas.

11. **Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:**

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
Emami Limited strives to promote sustainability and mitigate potential risks to the environment and recognizes the importance of impact assessments of our business operations. To ensure compliance with applicable laws and regulations, the Company takes environmental clearances and applicable consents (CTE, CTO) from regulatory bodies across all manufacturing units. The Company understands that conducting impact assessments will contribute to our sustainability goals and enhance our brand reputation as a socially responsible entity and are committed to taking proactive measures to protect the environment and ensure sustainability going forward.					

12. **Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India, such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Yes/No). If not, provide details of all such non-compliances, in the following format:**

    Yes, all our manufacturing units and offices operate in compliance with applicable environmental regulations of the country.

Leadership Indicators

1. Provide break-up of the total energy consumed (in Joules or multiples) from renewable and non-renewable sources, in the following format:

Parameter	FY 2022-23	FY 2021-22
From renewable sources		
Total electricity consumption (A)	4,357	3,789
Total fuel consumption (B)	0	0
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	**4,357**	**3,789**
From non-renewable sources		
Total electricity consumption (D)	76,264	82,710
Total fuel consumption (E)	47,865	53,120
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	**1,24,129**	**1,35,830**

If any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

Yes. M/S Quark Solar has conducted independent assessment/ evaluation of our renewable energy parameters.

2. Provide the following details related to water discharged:

Parameter	FY 2022-23	FY 2021-22
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
No treatment		
With treatment – please specify level of treatment	49,838	49,991
(IV) Sent to third parties		
No treatment		
With treatment – please specify level of treatment	7,480	8,251
Total water discharged (in kilolitres)	**57,318**	**58,241**

If any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

No

3. Water withdrawal, consumption, and discharge in areas of water stress (in kilolitres): For each facility / plant located in areas of water stress, provide the following information:

   (i) **Name of the area:** Silvassa, Dadra and Nagar Haveli

   (ii) **Nature of operations:** Massat manufacturing unit

   (iii) **Water withdrawal, consumption, and discharge in the following format:**

Parameter	FY 2022-23	FY 2021-22
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Groundwater	46,632	46,462
(iii) Third party water	-	-
(iv) Seawater / desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kilolitres)	46,632	46,462
Total volume of water consumption (in kilolitres)	46,632	46,462
Water intensity per rupee of turnover (kilolitres/ ₹ crore)	16.04	16.2

Parameter	FY 2022-23	FY 2021-22
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water	-	-
No treatment	-	-
with treatment – please specify level of treatment	-	-
(ii) To Groundwater	-	-
No treatment	-	-
with treatment – please specify level of treatment	-	-
(iii) To Seawater	-	-
No treatment	-	-
with treatment – please specify level of treatment	-	-
(iv) Sent to third parties	-	-
No treatment	-	-
with treatment – please specify level of treatment	-	-
(v) Others	-	-
No treatment	-	-
with treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	-	-

If any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

No

4. **Please provide details of total Scope 3 emissions & its intensity, in the following format:**

   Not applicable

   If any independent assessment/ evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

   Not applicable

5. **With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.**

   Not applicable

6. **If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:**

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Change in Drying process of Existing Solid Oral Products at shop floor	We have replaced tray drier with fluid bed drier. In ordinary Tray Drier, heat passes through longer distance whereas in Fluid Bed Driers the heat passes through floating material and vapor diffuses through a small distance, due to this the material dries very fast.	• Less time, less energy, and less labour consumption • Increase productivity by doubling the batch size • Fast, Efficient and Homogeneous drying • Cost savings by optimizing operational parameters

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
2	Replacement of forms of Active Herbs	Herbs replaced with Equivalent quantity of Extract	• Time and Energy savings by outsourcing ready to use dry powder extract and thereby eliminating In-house Extraction Process • Cost Savings, keeping the product quality remain same
3	Dust extractor		• To restrict accumulation of dust in the surrounding environment
4	Replacement of high-speed diesel with bio-briquettes / PNG in boiler operations		• Low carbon emissions
5	Sustainable fleet: E-rickshaw introduced from transporting utilities at Pacharia unit, EV used in HO		• Low Scope 1 emission • Environment friendly mode of transport • Less dependency on fuel

7. **Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.**
   Yes, Emami Limited has an emergency response plan in place covering various contingencies such as natural disasters-cyclone, earthquake, flood, various civil disturbances, operational and facility failures, as well as health and safety emergencies. The ERP includes a detailed step-by-step guide with specific responses, responsible personnel, key responsibilities, and timelines. The Company also has an emergency response management team and a works main controller (WMC) with defined roles and responsibilities to handle any such emergencies.

8. **Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?**
   Emami Limited does not engage in any activities which may have any significant adverse impact on the environment due to its supply chain.

9. **Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.**
   Emami Limited does not have any formal assessment mechanism to monitor the environmental impact of value chain partners' activities. However, the Company is evaluating the process of developing a Supplier Code of Conduct encompassing all business partners, to bind the concerned parties for abiding necessary socio-environment norms applicable for the geography of operation.

PRINCIPLE 7 Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a. **Number of affiliations with trade and industry chambers/ associations.**

   b. **List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.**

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/ National)
1	FICCI - Federation of Indian Chambers of Commerce & Industry	National
2	CII - Confederation of Indian Industry	National
3	ICC – Indian Chamber of Commerce	National
4	MCCI - Merchants' Chamber of Commerce & Industry	State
5	Bharat Chamber of Commerce	State
6	National Safety Council	National

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

   Not applicable, as there have not been any cases related to anti-competitive conduct of the Company.

Leadership Indicators

1. **Details of public policy positions advocated by the entity:**

   Emami Limited engages in public policy advocacy by partnering with few associations for setting benchmarks, like –

   a) We give suggestions through Chambers before Union Budget for desired changes in GST laws. We have also made representations through Chambers for introducing Amnesty schemes in states like Uttaranchal to settle past litigations.

   b) We give suggestions for amendments in proposed Drugs & Cosmetics laws, Legal Metrology laws, Plastic Waste Management laws through Chambers like FICCI.

PRINCIPLE 8 Businesses should promote inclusive growth and equitable development

Essential Indicators

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.**

   None of the projects undertaken by Emami Limited in FY 2022-23 required Social Impact Assessments (SIA). However, the CSR projects being implemented by us are assessed on the potential positive and negative social effects.

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity.**

   In FY 2022-23, Rehabilitation and Resettlement (R&R) was not undertaken for any of the projects. However, while implementing CSR projects at the ground level, all efforts are made to mitigate the adverse social and economic impacts if any on individuals, families, and communities affected by the CSR projects.

3. **Describe the mechanisms to receive and redress grievances of the community.**

   A Grievance Redressal Policy for the community being served specific to CSR projects is currently under development outlining the objectives, procedures, and timelines for addressing grievances raised by the local communities.

   Currently, the CSR implementing team have an anecdotal process of collecting community feedback through testimonials and capturing the same through voice / videos. Beneficiary feedback / complain boxes are also put up in the CSR centres managed by Emami Foundation to capture service improvements and specific complaints if any.

4. **Percentage of input material (inputs to total inputs by value) sourced from suppliers:**

Parameter	FY 2022-23	FY 2021-22
Directly sourced from MSMEs/ small producers	29%	31%
Sourced directly from within the district and neighbouring districts	60%	45%

Leadership Indicators

1. **Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above).**

   Not applicable

2. **Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies.**

S. No.	State	Aspirational District	Amount spent (₹)
1	Jharkhand	Gumla	₹16.5 lakhs
2	Jharkhand	East Singbhum	₹11 lakhs

3. **a. Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No)**

   The ESG Framework Policy on product lifecycle sustainability provides the guidelines for responsible sourcing. We consistently emphasize on sourcing of raw materials and finished products from local suppliers and farmers, and we actively strive to support and promote the growth and livelihoods of these suppliers.

We are working with farmers to make them more sustainable and help build their adaptive capacity to cultivate medicinal herbs. We are also committed towards raising awareness and train the farmers on crop quality, safety, protection, etc.

b. **From which marginalised/vulnerable groups do you procure?**

Please refer to response provided in Question 3 a) above.

c. **What percentage of total procurement (by value) does it constitute?**

Not applicable

4. **Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge.**

Not applicable

5. **Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.**

Not applicable

6. **Details of beneficiaries of CSR Projects:**

CSR Project	No. of persons benefitted from CSR Projects	% Of beneficiaries from vulnerable and marginalised groups
Scholarship/Assistance to Students, Education Infrastructure Support & After School support Program		
Provided Financial Aids & Education Material Support to 124 underprivileged and needy students for their studies; Book Dist. to 437 Students	561	100%
Provided support to Friends of Tribal Society to operate 75 one teacher schools (Ekal Vidyalaya) 1131 boys & Girls	1131	100%
Support to Param Shakti Peeth towards Vatsalyagram Project consisting of 15 Vatsalya Parivars at Gokulam. No. of Children: 169; No. of Women: 55. Covering Shelter & Basic Necessities; Education; Food Security; Healthcare; Life-Skills.	224	100%
Supporting 50 girl students fellowship under Udayan Care Program	50	100%
Provided after school coaching support for the After School Support Program to 168 students at Emami Foundation CSR centres in Kolkata & Haripal	168	100%
Skill Development Program		
Skilling and support of 768 underprivileged youths in Kolkata & Hooghly dist. in various trades through CSR Skill Development Centres operating under Emami Foundation plus learning enhancement program	768	100%
Disaster Management Program		
Contributed towards Rescue & Rehabilitation of vulnerable people from streets of Kolkata under the "Save Life Kolkata" program + community support by Pacharia factory unit during Assam floods	400	100%
Promoting Health Care through Clinics & Camps		
Supported the treatment and health care of 807 patients by providing financial aids to patients who needed urgent & emergency medical intervention.	807	100%
Operated and managed outpatient department clinics, benefitting 68,752 needy beneficiaries at Emami Foundation operated CSR Centres in Haripal and Kolkata.	68,752	100%

PRINCIPLE 9 Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

   Consumers can register their grievance and complaint over Phone or E-mail (Contact number and E-Mail ID is mentioned on every pack we sell in the market.

   Upon receipt of a complaint call or email, our Customer Care Executive (who is designated to answer customers' calls and emails) will register the complaint in the online internal portal with all necessary information and the complaint verbatim and submit the details to the internal team members for investigation, and an acknowledgement email will be sent to the complaints with a unique complaint tracking number.

   Concern Investigating Team (Manufacturing Unit, Corporate Quality, and other technical functions as required) shall investigate the complaints and submit the report to Corporate Quality Function who evaluate the report and Corrective Action (Wherever Required) against all substantiated complaints and revert to the consumer with findings and a final response Note to the Customer Care Executive to respond to the complainant.

   Whenever required (on consumer demand), consumer queries on product safety and other technical aspects are answered by connecting complainant to our technical team (e.g., Research & Development)

   Replacement of defective samples (if the complaint is genuine and substantiated) is ensured through personal visits by our Sales team. Customer Care Executive sends a formal closure email to the complainant with a link to submit their feedback. Customer feedback and overall service rating are recorded for internal reference.

2. **Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:**

	As a percentage to total turnover
Environmental and social parameters relevant to the product	0%
Safe and responsible usage	100%
Recycling and/or safe disposal	0%

3. **Number of consumer complaints in respect of the following:**

Category	FY2022-23			FY 2021-22		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	0	0	-	0	0	-
Advertising	0	0	-	0	0	-
Cyber-security	0	0	-	0	0	-
Delivery of essential services	NA	NA	-	NA	NA	-
Restrictive trade practices	0	0	-	0	0	-
Unfair Trade practices	0	0	-	0	0	-
Other	494	0	-	778	0	-

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls	0	NA
Forced recalls	0	NA

5. **Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/ No) If available, provide a web-link of the policy.**

   Yes, the Company has an internal Information Security Policy in place for risks related to data privacy.

6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**

   Emami Limited is cognizant of the emerging risks associated with cyber security and ensuring data privacy of customers. We encourage our customers to report security breaches proactively by reaching out to senior management or lodge complaints through helpdesk.

Leadership Indicators

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

   Emami Limited shares information about their products on the Company websites, by reaching out to the external public through press release (national and regional), social media handles like Facebook, Instagram, YouTube, LinkedIn, and unpaid editorial space. The links to such channels are-

   Corporate Website: www.emamiltd.in

   Facebook: https://www.facebook.com/EmamiLimited

   LinkedIn: https://www.linkedin.com/Company/emami-ltd/

   Instagram: https://instagram.com/emami.ltd

   YouTube: https://www.youtube.com/@EmamilimitedIndia

   Emami Limited has also ventured into e-commerce platforms like Tata 1mg, Grofers, Blinkit. We have also developed D2C platforms for few of our products (Zandu, Kesh King & BoroPlus). Focus is also expanding our reach through modern trade i.e., Standalone Modern Trade (SAMT) stores.

   Emami Limited also has brand specific channels and platforms to build consumer preference for a brand through continuous advertising and marketing campaigns.

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

   Emami Limited engages in communication to educate consumers to take informed purchase decisions. We comply with all relevant industry regulations and marketing communications. Focus is maintained on creating brand perception in the minds of public in consort with developing a sense of responsible usage of such products.

   All Mandatory information with respect to the consumer safety, product technical and legal information are ensured through ensured by printing all such necessary information on pack (Primary or Secondary) as readable information to the consumers. Wherever required, detailed information (as listed below) is also provided through additional leaflets along with the packs:

   - List of ingredients
   - Product Usage Instructions
   - Cautions - Like Skin Sensitivity test for Hair Colour Cream
   - Product Storage Conditions (e.g., Store in cool and Dry place)
   - Specific behaviour of the product (e.g., Crystallization in Pure Honey is a natural phenomenon)

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

   Emami Limited's operations and products/services do not qualify under essential services hence, this is not applicable for the Company.

4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey regarding consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)**

   Yes. All regulatory obligations are ensured through robust pack Artwork design and verification process that includes:

   - List of ingredients (and concentration)
   - Product Usage Instructions
   - Cautions - Like Skin Sensitivity test for Hair Colour Cream
   - Product Storage Conditions

   Legal Metrology:

   - Quantity-Number/Weight of Volume packed

   Other Information such as:

   - Batch number (Including Font Size)
   - Expiry (Product Shelf Life)
   - MRP (Including Price per Unit)
   - Product Registration number (e.g., FSSAI number)/License Number
   - Details of Manufacturing Unit

5. **Provide the following information relating to data breaches:**

   a. Number of instances of data breaches along-with impact: 0

   b. Percentage of data breaches involving personally identifiable information of Customers: 0

INDEPENDENT AUDITOR'S REPORT

To the Members of Emami Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying standalone financial statements of Emami Limited ("the Company"), which comprise the Balance sheet as at March 31 2023, the Statement of Profit and Loss, including the statement of Other Comprehensive Income, the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and notes to the standalone financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013, as amended ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2023, its profit including other comprehensive income, its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the standalone financial statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Standalone Financial Statements' section of our report. We are independent of the Company in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of 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 audit opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements for the financial year ended March 31, 2023. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the standalone financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the standalone financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying standalone financial statements.

Key audit matters	How our audit addressed the key audit matter
(a) Recoverability of Minimum Alternate Tax ("MAT") Credit (as described in note 3.8 and 3.48 of the standalone financial statements)	
One of the manufacturing facilities of the Company is availing tax benefits under section 80IE of Income Tax Act, 1961 (IT Act) as a result of which the Company is paying taxes under MAT to the government basis the book profits. As on 31st March, 2023, the Company has Minimum Alternate Tax (MAT) credit entitlement amounting to ₹37,362.55 lacs. The utilization of MAT credit entitlement will be through offsetting it when the Company pays normal taxes under the provision of Income Tax Act, 1961. Therefore, the recoverability of MAT credit entitlement is dependent upon generation of sufficient future taxable profits within the stipulated period prescribed under the Income Tax Act, 1961. Recoverability of MAT credit entitlement is sensitive to the assumptions used by the management to determine the forecasted profits, expected future market scenario, economic conditions, interpretation of tax laws, management's expansion plans etc. Accordingly, the recoverability of MAT credit entitlement is determined as a key audit matter in our audit of the standalone financial statements.	Our audit procedures amongst others included the following: ▪ Understood the income tax computation process for normal tax and minimum alternate tax and reviewed controls around recognition of MAT credit. Evaluated the design and tested the effectiveness of relevant controls in this regard. ▪ Assessed management's assumptions that substantiate the probability that the unused MAT credit will be recovered through taxable profit under normal provision in future years and also assessed the tax planning strategies, budgets and the plans prepared by the management and the relevant tax legislations. ▪ Evaluated the basis used in determining the forecasted income of taxable and non-taxable units including allocations of costs. ▪ Reviewed returns submitted to the relevant tax authorities and compared these with the basis for accounting records. ▪ Evaluated the adequacy of the disclosures made by the Company in this regard in the standalone financial statements.
(b) Revenue from sale of goods *(as described in note 2.2.a, note 3.31 and note 3.60 to the standalone financial statements)*	
The Company recognizes revenues when control of the goods is transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods. In determining the sales price, the Company considers the effects of rebates and discounts (variable consideration). The terms of arrangements in case of domestic and exports sales, including the timing of transfer of control, the nature of discount and rebates arrangements, delivery specifications including incoterms, create complexity and judgment in determining sales revenues. The risk is, therefore, that revenue may not be recognised in accordance with terms of Ind AS 115 'Revenue from contracts with customers', and accordingly, it is determined to be a key audit matter in our audit of the standalone financial statements.	Our audit procedures amongst others included the following: ▪ Considered the appropriateness of the Company's revenue recognition policy in terms of Ind AS 115 'Revenue from contracts with customers'. ▪ Assessed the design and tested the operating effectiveness of internal financial controls related to revenue recognition. ▪ Performed sample tests of individual sales transaction and traced to sales invoices and other related documents. In respect of the samples selected, tested that the revenue has been recognized in accordance with Ind AS 115. ▪ Selected sample of sales transactions made pre- and post- year end and tested the period of revenue recognition based on underlying documents. ▪ Selected samples of rebates and discounts during the year, compared them with the supporting documents and performed re-calculation of those variable considerations as per scheme documents. ▪ Assessed the adequacy of relevant disclosures made in the standalone financial statements.

Key audit matters	How our audit addressed the key audit matter
(c) Impairment assessment of Investment in certain subsidiaries (as described in note 3.5 to the standalone financial statements)	
The Company carries its investment in subsidiaries at cost and performs an impairment assessment for certain investment as per applicable Ind AS. For these assessments, the Company involves external valuer to determine the recoverable value of such investments using the discounted cash flow method of valuation, which is highly sensitive to changes in inputs used in valuation and involves judgement due to inherent uncertainty in the assumptions used for forecasting the future cash flows. Accordingly, the impairment assessment of investments in certain subsidiary companies is determined to be a key audit matter in our audit of the standalone financial statements	Our audit procedures amongst others included the following: ▪ Assessed the design and tested the operating effectiveness of internal financial controls related to impairment assessment of investments in subsidiaries. ▪ Evaluated the objectivity and competence of the external valuation specialist involved by the management for such valuation and obtained confirmation of independence from them. ▪ Discussed with the management the methodology and assumptions used in the valuation including discount rates, expected growth rates and terminal growth rates. ▪ Involved valuation specialists where considered necessary, to independently assess the assumptions and methodologies used by the Company in computing the recoverable amount. In making this assessment, we also assessed the objectivity, independence and competency of the valuation specialists. ▪ Obtained suitable management representation on the projections of future cash flows and the various assumptions used in the valuation. ▪ Tested the arithmetical accuracy of the management's impairment testing model. ▪ Assessed the adequacy of relevant disclosures made in the standalone financial statements.

Other Information

The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Business Responsibility and Sustainability Report and Corporate Governance Report, but does not include the standalone financial statements and our auditor's report thereon.

Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management for the Standalone Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. 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 the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to 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 management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements for the financial year ended March 31, 2023 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Act, we give in the "Annexure 1" a statement on the matters specified in paragraphs 3 and 4 of the Order.

2. As required by Section 143(3) of the Act, we report that:

   (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;

   (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books;

   (c) The Balance Sheet, the Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Cash Flow Statement and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account;

   (d) In our opinion, the aforesaid standalone financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;

   (e) On the basis of the written representations received from the directors as on March 31, 2023 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2023 from being appointed as a director in terms of Section 164 (2) of the Act;

   (f) With respect to the adequacy of the internal financial controls with reference to these standalone financial statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure 2" to this report;

   (g) In our opinion, the managerial remuneration for the year ended March 31, 2023 has been paid / provided by the Company to its directors in accordance with the provisions of section 197 read with Schedule V to the Act;

   (h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

      i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements – Refer note 3.40 and 3.43 to the standalone financial statements;

      ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses;

      iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company

      iv. a) The management has represented that, to the best of its knowledge and belief, as disclosed in the note 3.65(iv) to the standalone 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, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

      b) The management has represented that, to the best of its knowledge and belief, as disclosed in the note 3.65(v) to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c) Based on such 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 (a) and (b) contain any material misstatement.

v. The interim dividends declared and paid by the Company during the year and until the date of this audit report is in accordance with section 123 of the Act. The Company has not proposed any final dividend for the year.

vi. As proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 is applicable for the Company only w.e.f. April 1, 2023, reporting under this clause is not applicable.

For **S.R. Batliboi & Co. LLP**
Chartered Accountants
ICAI Firm Registration Number: 301003E/E300005

per **Sanjay Kumar Agarwal**
Partner
Membership Number: 060352
UDIN: 23060352BGWRFO6968

Place of Signature: Kolkata
Date: 25th May, 2023

Annexure 1 referred to in paragraph under the heading "Report on other legal and regulatory requirements" of our report of even date

Re: Emami Limited ("the Company")

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of intangibles assets.

(b) All Property, Plant and Equipment have not been physically verified by the management during the year but there is a regular programme of verification of all the Property, Plant and Equipment over a period of three years in a phased manner which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.

(c) The title deeds of immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) disclosed in note 3.1 and 3.4 to the standalone financial statements are held in the name of the Company except (2) two number of immovable properties as indicated in the below mentioned cases as at March 31, 2023 for which title deeds were not available with the Company and hence we are unable to comment on the same.

Description of Property	Gross and net carrying value (amount in ₹ lacs)	Held in name of	Whether promoter, director or their relative or employee	Period held Since	Reason for not being held in the name of Company
Freehold land	12.00	Uttam Keot / Dhanjyoti Deka	No	9th June, 2015	These plots of land are having periodic patta, hence as per Assam Land rules, registration can be done after completion of 10 years of "Purchase date/ Agreement date".
Freehold land	4.35	Gopal Chandra Kalita	No	9th June, 2015	

(d) The Company has not revalued its Property, Plant and Equipment (including Right of use assets) or intangible assets during the year ended March 31, 2023.

(e) There are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The management has conducted physical verification of inventory at reasonable intervals during the year. In our opinion the coverage and the procedure of such verification by the management is appropriate. No discrepancies of 10% or more in aggregate for each class of inventory were noticed on such physical verification.

(b) As disclosed in note 3.63 to the standalone financial statements, the Company has been sanctioned working capital limits in excess of Rs. five crores in aggregate from banks during the year on the basis of security of current assets of the Company. Based on the records examined by us in the normal course of audit of the financial statements, the quarterly returns/statements filed by the Company with such banks are not in agreement with the unaudited books of accounts of the Company and the details are as follows:

In ₹ lacs

Quarter ending	Value as per books of account	Value as per quarterly return/ statement	Discrepancy (give details) *
For each class			
Trade Receivable			
June 30	22,142.00	24,925.00	(2,783.00)
Trade Payables #			
June 30	5,480.00	4,981.00	499.00

**The Quarterly statements submitted to banks were prepared and filed before the completion of all financial statement closure activities including Ind AS related adjustments / reclassifications & regrouping as applicable, which led to these differences between the final books of accounts and the quarterly statements submitted to banks based on provisional books of accounts.*

 # based on confirmation obtained, Company has only considered creditors for goods and does not include creditors for services / provisional liabilities and deducted advance paid to vendor.

The Company do not have sanctioned working capital limits from financial institutions.

(iii) (a) During the year the Company has provided loans and stood guarantees to following companies or other parties:

In ₹ lacs

Particulars	Guarantees	Loans
Aggregate Amount granted/provided during the year		
- Subsidiary	-	300.00
- Others		
- Employees	-	760.85
Balance outstanding as at balance sheet date in respect of above cases		
- Subsidiary	8,573.89	858.77*
- Others		
- Employees	-	443.45

**net of provision amounting to ₹238.00 lacs*

During the year the Company has not provided loans, advances in the nature of loans, stood guarantee and provided security to companies, firms, Limited Liability Partnerships or any party other than as mentioned above.

(b) During the year the investments made and the terms and conditions of the grant of all loans and investments to companies or any other parties are not prejudicial to the Company's interest. The Company has not provided guarantee, provided security and advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties during the year.

(c) The Company has granted a loan during the year to a company where the schedule of repayment of principal and payment of interest has been stipulated and the repayment or receipt of principal and interest has not yet fallen due for payment.

(d) There are no amounts of loans and advances in the nature of loans granted to companies, firms, limited liability partnerships or any other parties which are overdue for more than ninety days.

(e) There were no loans or advance in the nature of loan granted to companies, firms, Limited Liability Partnerships or any other parties which was fallen due during the year, that have been renewed or extended or fresh loans granted to settle the overdues of existing loans given to the same parties.

(f) The Company has not granted any loans or advances in the nature of loans, either repayable on demand or without specifying any terms or period of repayment to companies, firms, Limited Liability Partnerships or any other parties. Accordingly, the requirement to report on clause 3(iii)(f) of the Order is not applicable to the Company.

(iv) Loans, investments, guarantees and security in respect of which provisions of sections 185 and 186 of the Companies Act, 2013 are applicable have been complied with by the Company.

(v) The Company has neither accepted any deposits from the public nor accepted any amounts which are deemed to be deposits within the meaning of sections 73 to 76 of the Companies Act and the rules made thereunder, to the extent applicable. Accordingly, the requirement to report on clause 3(v) of the Order is not applicable to the Company.

(vi) We have broadly reviewed the books of account maintained by the Company pursuant to the rules made by the Central Government for the maintenance of cost records under section 148(1) of the Companies Act, 2013, and are of the opinion that prima facie, the specified accounts and records have been made and maintained. We have not, however, made a detailed examination of the same.

(vii) (a) Undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of custom, duty of excise, value added tax, cess and other material statutory dues applicable to the Company have generally been regularly deposited with the appropriate authorities though there has been a slight delay in a few cases. According to the information and explanations given to us and based on audit procedures performed by us, no undisputed amounts payable in respect of these statutory dues were outstanding, at the year end, for a period of more than six months from the date they became payable.

(b) The dues of goods and services tax, provident fund, employees' state insurance, income-tax, sales-tax, service tax, duty of custom, duty of excise, value added tax, cess, and other material statutory dues have not been deposited on account of any dispute, are as follows:

Name of the statute	Nature of dues	Amount (₹ in lacs)*	Period to which the amount relates (Financial Year)	Forum where dispute is pending
Sales Tax and Central Sales Tax	Various Sales tax related matters	3,461.36	1989-90, 1993-94 to 2007-08, 2009-10 to 2017-18	Supreme Court/ High Court/ Tribunal/ DC(Appeal)/ Jt. Commissioner (Appeals) / Appellate Deputy Commissioner/ AC
The Central Excise Act, 1994	Excise duty demand	367.29	2008-09 to 2013-14	CESTAT / Assistant Commissioner
MP Entry Tax Act, 1976	Entry Tax demand	40.33	2001-02	Supreme Court
The West Bengal Tax on Entry of Goods into Local Areas Act, 2012.	Entry Tax demand	622.82	2013-14 to 2016-17	High Court
Customs Act, 1962	Custom Duty demand	25.06	2008-09	CESTAT
Service Tax (Finance Act, 1994)	Service tax demand	750.42	2008-09 to 2011-12, 2014-15 to 2017-18	CESTAT/Assistant Commissioner/ Commissioner (A)

** Net of amount deposited on account of dispute.*

(viii) The Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.

(ix) (a) The Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender.

(b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(c) The Company did not have any term loans outstanding during the year hence, the requirement to report on clause (ix)(c) of the Order is not applicable to the Company.

(d) On an overall examination of the financial statements of the Company, no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) On an overall examination of the financial statements of the Company, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries or associates.

(f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries or associate companies. Hence, the requirement to report on clause (ix)(f) of the Order is not applicable to the Company.

(x) (a) The Company has not raised any money during the year by way of initial public offer / further public offer (including debt instruments) and hence, the requirement to report on clause 3(x)(a) of the Order is not applicable to the Company.

(b) The Company has not made any preferential allotment or private placement of shares / fully or partially or optionally convertible debentures during the year under audit and hence, the requirement to report on clause 3(x)(b) of the Order is not applicable to the Company.

(xi) (a) No fraud by the Company or no material fraud on the Company has been noticed or reported during the year.

(b) During the year, no report under sub-section (12) of section 143 of the Companies Act, 2013 has been filed by cost auditor/ secretarial auditor or by us in Form ADT – 4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.

(xii) The Company is not a Nidhi Company as per the provisions of the Companies Act, 2013. Therefore, the requirement to report on clause 3(xii)(a), (b) and (c) of the Order is not applicable to the Company.

(xiii) Transactions with the related parties are in compliance with sections 177 and 188 of Companies Act, 2013 where applicable and the details have been disclosed in the notes to the financial statements, as required by the applicable accounting standards.

(xiv)(a) The Company has an internal audit system commensurate with the size and nature of its business.

(b) The internal audit reports of the Company issued till the date of the audit report, for the period under audit have been considered by us.

(xv) The Company has not entered into any non-cash transactions with its directors or persons connected with its directors and hence requirement to report on clause 3(xv) of the Order is not applicable to the Company.

(xvi)(a) The provisions of section 45-IA of the Reserve Bank of India Act, 1934 (2 of 1934) are not applicable to the Company. Accordingly, the requirement to report on clause (xvi)(a) of the Order is not applicable to the Company.

(b) The Company is not engaged in any Non-Banking Financial or Housing Finance activities. Accordingly, the requirement to report on clause (xvi)(b) of the Order is not applicable to the Company.

(c) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi)(c) of the Order is not applicable to the Company.

(d) The Group has total two Core Investment Companies as part of the Group.

(xvii) The Company has not incurred cash losses in the current year as well as in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year and accordingly requirement to report on Clause 3(xviii) of the Order is not applicable to the Company.

(xix) On the basis of the financial ratios disclosed in note 3.62 to the standalone financial statements, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

(xx) (a) In respect of other than ongoing projects, there are no unspent amounts that are required to be transferred to a fund specified in Schedule VII of the Companies Act (the Act), in compliance with second proviso to sub section 5 of section 135 of the Act. This matter has been disclosed in note 3.53 to the financial statements.

(b) All amounts that are unspent under section (5) of section 135 of Companies Act, pursuant to any ongoing project, has been transferred to special account in compliance of with provisions of sub section (6) of section 135 of the said Act. This matter has been disclosed in note 3.53 to the financial statements.

For **S.R. Batliboi & Co. LLP**
Chartered Accountants
ICAI Firm Registration Number: 301003E/E300005

per **Sanjay Kumar Agarwal**
Partner
Membership Number: 060352
UDIN: 23060352BGWRFO6968

Place of Signature: Kolkata
Date: 25th May, 2023

Annexure 2 to the Independent Auditor's Report of even date on the standalone financial statements of Emami Limited

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls with reference to standalone financial statements of Emami Limited ("the Company") as of March 31, 2023 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's Management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to these standalone financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, as specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to these standalone financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to these standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of internal financial controls with reference to these standalone financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to these standalone financial statements.

Meaning of Internal Financial Controls With Reference to these Standalone Financial Statements

A company's internal financial controls with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to standalone financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls With Reference to Standalone Financial Statements

Because of the inherent limitations of internal financial controls with reference to standalone financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to standalone financial statements to future periods are subject to the risk that the internal financial control with reference to standalone financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to standalone financial statements and such internal financial controls with reference to standalone financial statements were operating effectively as at March 31, 2023, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **S.R. Batliboi & Co. LLP**
Chartered Accountants
ICAI Firm Registration Number: 301003E/E300005

per **Sanjay Kumar Agarwal**
Partner
Membership Number: 060352
UDIN: 23060352BGWRFO6968

Place of Signature: Kolkata
Date: 25th May, 2023

Balance Sheet

as at 31st March, 2023

₹ in Lacs

	Notes	As at 31.03.2023		As at 31.03.2022	
ASSETS					
1. Non-Current Assets					
(a) Property, Plant and Equipment	3.1	60,716.51		66,247.28	
(b) Capital Work-in-Progress	3.1	112.73		127.76	
(c) Investment Properties	3.2	4,330.30		4,461.60	
(d) Intangible Assets	3.3	42,549.27		54,978.49	
(e) Right of Use Assets	3.4	1,223.93		1,361.03	
(f) Intangible Assets under Development	3.3	57.32		135.41	
(g) Financial Assets					
(i) Investments	3.5	27,819.02		32,133.63	
(ii) Loans	3.6	1,029.12		1,051.51	
(iii) Other Financial Assets	3.7	2,621.48		8,373.19	
(h) Deferred Tax Assets (Net)	3.8	36,164.50		28,370.50	
(i) Other Non-Current Assets	3.9	592.65	177,216.83	908.16	198,148.56
2. Current Assets					
(a) Inventories	3.10	29,209.32		32,871.21	
(b) Financial Assets					
(i) Investments	3.11	11,336.88		3,951.69	
(ii) Trade Receivables	3.12	25,969.71		19,354.50	
(iii) Cash and Cash Equivalents	3.13	2,632.17		1,312.34	
(iv) Bank balance other than (iii) above	3.14	6,947.50		4,248.14	
(v) Loans	3.15	273.10		183.27	
(vi) Other Financial Assets	3.16	7,428.99		5,362.86	
(c) Other Current Assets	3.17	14,123.14	97,920.81	17,156.16	84,440.17
TOTAL ASSETS			**275,137.64**		**282,588.73**
EQUITY AND LIABILITIES					
Equity					
(a) Equity Share Capital	3.18	4,411.50		4,411.50	
(b) Other Equity	3.19	221,958.44	226,369.94	204,184.10	208,595.60
Liabilities					
1. Non-Current Liabilities					
(a) Financial Liabilities					
(i) Lease Liabilities	3.20	474.50		491.75	
(ii) Other Financial Liabilities	3.21	687.85		690.74	
(b) Provisions	3.22	2,232.18		2,017.78	
(c) Other Non-Current Liabilities	3.23	1,612.97	5,007.50	1,790.42	4,990.69
2. Current Liabilities					
(a) Financial Liabilities					
(i) Borrowings	3.24	1,073.16		21,257.85	
(ii) Lease Liabilities	3.25	505.46		601.10	
(iii) Trade Payables	3.26				
Total outstanding dues of Micro Enterprises & Small Enterprises		2,854.53		3,339.84	
Total outstanding dues of creditors other than Micro Enterprises & Small Enterprises		22,344.46		26,269.46	
(iv) Other Financial Liabilities	3.27	9,331.72		8,875.28	
(b) Other Current Liabilities	3.28	2,010.87		2,953.15	
(c) Provisions	3.29	4,352.80		4,681.53	
(d) Current Tax Liabilities (Net)	3.30	1,287.20	43,760.20	1,024.23	69,002.44
TOTAL EQUITY AND LIABILITIES			**275,137.64**		**282,588.73**
Summary of Significant Accounting Policies	2				

The accompanying notes are an integral part of these standalone financial statements

As per our report of even date

For S. R. BATLIBOI & Co. LLP
Chartered Accountants
Firm Registration No: 301003E/E300005

per Sanjay Kumar Agarwal
Partner
Membership No: 060352

Kolkata
25th May, 2023

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
DIN: 00150089

Mohan Goenka
Vice-Chairman & Whole Time Director
DIN: 00150034

N H Bhansali
CEO -Finance, Strategy & Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary & VP-Legal
FCS No: 4976

Statement of Profit and Loss

for the year ended 31st March, 2023

₹ in Lacs

		Notes	2022-2023	2021-2022
INCOME				
Revenue from Operations		3.31	290,682.55	286,687.46
Other Income		3.32	4,799.97	12,293.91
Total Income	(A)		**295,482.52**	**298,981.37**
EXPENSES				
Cost of Materials Consumed		3.33	78,814.14	85,712.35
Purchases of Stock-in-Trade			22,654.50	17,164.55
(Increase)/Decrease in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress		3.34	3,312.12	(5,173.26)
Employee Benefits Expense		3.35	29,692.56	27,893.07
Other Expenses		3.37	78,465.21	71,372.19
Total Expenses before Interest, Depreciation & Amortisation and Tax	(B)		**212,938.53**	**196,968.90**
Earnings before Interest, Depreciation & Amortisation and Tax	(A-B)		**82,543.99**	**102,012.47**
Finance Costs	(C)	3.36	372.54	345.19
Depreciation & Amortisation Expense:	(D)			
a) Amortisation of Intangible Assets		3.3	12,637.75	23,963.62
b) Depreciation of Tangible Assets		3.1 & 3.2	8,252.41	8,229.83
c) Depreciation of Right of Use Assets		3.4	648.33	567.36
Total Expenses before Tax	(B+C+D)=E		**234,849.56**	**230,074.90**
Profit Before Tax	(A-E)=F		**60,632.96**	**68,906.47**
Tax Expense:	(G)	3.48		
Current Tax (MAT)			11,077.00	12,209.21
MAT Credit Entitlement			(8,554.00)	(5,775.55)
MAT Credit Entitlement for earlier years			-	(23,033.00)
Deferred Tax Charge			760.00	438.05
Profit for the year	(F-G)=H		**57,349.96**	**85,067.76**
Other Comprehensive Income				
Items that will not be reclassified to Profit or Loss in subsequent periods				
Equity Instrument through Other Comprehensive Income			(4,112.03)	3,165.73
Remeasurement of the net defined benefit liability/asset			(87.55)	(5.47)
Income tax relating to remeasurement of the net defined benefit asset/liability			15.30	0.96
Total Other Comprehensive Income for the year (net of tax)			**(4,184.28)**	**3,161.22**
Total Comprehensive Income for the year			**53,165.68**	**88,228.98**
Earnings Per Equity Share		3.58		
(1) Basic (Face Value of Re 1 each)			13.00	19.15
(2) Diluted (Face Value of Re 1 each)			13.00	19.15
Summary of Significant Accounting Policies		2		

The accompanying notes are an integral part of these standalone financial statements

As per our report of even date

For S. R. BATLIBOI & Co. LLP
Chartered Accountants
Firm Registration No: 301003E/E300005

per Sanjay Kumar Agarwal
Partner
Membership No: 060352

Kolkata
25th May, 2023

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
DIN: 00150089

Mohan Goenka
Vice-Chairman & Whole Time Director
DIN: 00150034

N H Bhansali
CEO -Finance, Strategy & Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary & VP-Legal
FCS No: 4976

Cash Flow Statement

for the year ended 31st March, 2023

₹ in Lacs

		2022-2023	2021-2022
A.	CASH FLOW FROM OPERATING ACTIVITIES :		
	NET PROFIT BEFORE TAX	60,632.96	68,906.47
	Adjustments for :		
	Profit on Sale/Fair Value of mutual funds and AIF (Net)	(547.38)	(5,141.39)
	Depreciation and Amortisation Expenses	21,538.49	32,760.81
	Finance Costs	372.54	345.19
	Interest income on Loans and Deposits	(832.94)	(2,601.59)
	Profit on Sale/Disposal of Property, Plant & Equipments (Net)	(473.53)	(81.62)
	Dividend Income from equity investment carried at fair value through OCI	(127.14)	-
	Sundry balances written off/(back) (Net)	(124.85)	6.11
	Unrealised Foreign Exchange Loss/(Gain) (Net)	238.31	(79.50)
	Dividend Income from equity investment carried at cost	-	(2,153.86)
	Profit on fair value of Derivative Instruments	(334.49)	(838.49)
	Provision for doubtful trade receivables	488.32	-
	Profit on fair value of Loan at FVTPL	-	(53.39)
	Loss on Impairment of Investment in subsidiary	3,188.64	852.09
	Gain on reversal of provision for financial guarantee obligation	(852.12)	-
	Profit on fair value of investment in CCPS	(652.83)	(575.34)
	Provision for Doubtful Receivables	30.58	84.00
	Cash Generated from operations before working capital changes	82,544.56	91,429.49
	Adjustments for working capital changes :		
	(Decrease)/Increase in Trade Payables and Other Liabilities	(4,346.19)	1,493.98
	Decrease/(Increase) in Inventories	3,661.89	(5,946.34)
	(Increase) in Trade Receivables	(6,195.96)	(9,344.34)
	Decrease in Loans and Advances and Other Financial Assets	5,421.86	1,602.49
	Decrease/(Increase) in Other Non Financial Assets	3,010.44	(7,295.54)
	(Decrease)/Increase in Provisions	(201.88)	659.74
		1,350.16	(18,830.01)
	CASH GENERATED FROM OPERATIONS	83,894.72	72,599.48
	Less : Direct Taxes Paid (net of refund)	10,798.73	13,014.44
	NET CASH FLOW GENERATED FROM OPERATING ACTIVITIES	73,095.99	59,585.04
B.	CASH FLOW FROM INVESTING ACTIVITIES :		
	Proceeds from Sale of Property, Plant & Equipment	1,041.84	332.72
	Interest Received	581.77	2,359.72
	Dividend Received	127.14	2,153.86
	Purchases of Investments	(204,307.21)	(142,475.00)
	Sale of Investments	197,479.23	148,679.77
	Purchase of Property, Plant & Equipment and Intangible Assets (Including Capital Work-in-Progress and Intangible Assets under Development)	(3,183.07)	(47,736.05)
	Investment in CCPS	-	(700.00)
	Investment in Equity Shares of Associate	(280.00)	(6,055.22)
	Investment in Subsidiary Company	(1,300.00)	-
	Investment in Alternative Investment Fund (AIF)	(414.82)	(185.00)
	Proceeds from Alternative Investment Fund (AIF)	-	134.49
	Loans given to Subsidiary Company	(300.00)	(300.00)
	Proceeds from repayment of loan given to subsidiary company	-	1,829.00
	Fixed Deposits made	(7,003.55)	(11,058.00)
	Proceeds from maturity of Fixed Deposits	7,000.00	34,229.66
	NET CASH FLOW USED IN INVESTING ACTIVITIES	(10,558.67)	(18,790.05)

Cash Flow Statement

for the year ended 31st March, 2023

₹ in Lacs

		2022-2023	2021-2022
C.	CASH FLOW FROM FINANCING ACTIVITIES		
	Repayment of Borrowings	(23,223.22)	(7,996.59)
	Proceeds from Short Term Borrowings	22,938.53	5,000.00
	Buy Back of Shares including Transaction Costs and Taxes	(99.34)	(20,005.03)
	Transfer to Escrow Account	(4,650.00)	-
	Interest Paid	(294.66)	(292.60)
	Dividend Paid	(35,292.00)	(35,561.10)
	Payment of Principal Portion of Lease Liabilities	(696.80)	(552.69)
	Cash Credit (repaid)/taken (Net) (Including working capital demand loan)	(19,900.00)	19,601.51
	NET CASH USED IN FINANCING ACTIVITIES	**(61,217.49)**	**(39,806.50)**
	NET INCREASE IN CASH & CASH EQUIVALENTS (A+B+C)	**1,319.83**	**988.49**
	Add- CASH & CASH EQUIVALENTS- OPENING BALANCE	1,312.34	323.85
	CASH & CASH EQUIVALENTS- CLOSING BALANCE	2,632.17	1,312.34
	Cash & Cash Equivalents includes:		
	Balances with Banks	1,116.17	1,293.88
	Fixed Deposits with Banks (Original Maturity of less than 3 Months)	1,500.00	-
	Cash on Hand	15.83	18.46
	Cheques in hand	0.17	-
	Total Cash & Cash Equivalents (Refer Note No. : 3.13)	**2,632.17**	**1,312.34**

The accompanying notes are an integral part of these standalone financial statements

As per our report of even date

For S. R. BATLIBOI & Co. LLP
Chartered Accountants
Firm Registration No: 301003E/E300005

per **Sanjay Kumar Agarwal**
Partner
Membership No: 060352

Kolkata
25th May, 2023

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
DIN: 00150089

Mohan Goenka
Vice-Chairman & Whole Time Director
DIN: 00150034

N H Bhansali
CEO -Finance, Strategy & Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary & VP-Legal
FCS No: 4976

Statement of Changes in Equity

As at & for the year ended 31st March, 2023

₹ in Lacs

Particulars	Equity Share Capital	OTHER EQUITY						Total Equity
		Reserve & Surplus					Other Comprehensive Income	
		Capital Reserve	Securities Premium	Retained Earnings	General Reserve	Capital Redemption Reserve	Investment in Equity shares at Fair value through Other Comprehensive Income	
Balance as at 1.04.2022	**4,411.50**	**79.64**	**-**	**116,683.85**	**74,625.56**	**127.85**	**12,667.20**	**208,595.60**
Profit for the Year	-	-	-	57,349.96	-	-	-	57,349.96
Other Comprehensive Income								
Fair value gain on Equity instrument through other comprehensive income	-	-	-	-	-	-	(4,112.03)	(4,112.03)
Remeasurement of the net defined benefit liability/ asset	-	-	-	(87.55)	-	-	-	(87.55)
Income tax relating to remeasurement of the net defined benefit asset/liability	-	-	-	15.30	-	-	-	15.30
Total Comprehensive Income	**-**	**-**	**-**	**57,277.71**	**-**	**-**	**(4,112.03)**	**53,165.68**
Interim Dividend Paid#	-	-	-	(35,292.00)	-	-	-	(35,292.00)
Buy back of shares @	-	-	-	-	(99.34)	-	-	(99.34)
Balance as at 31.03.2023	**4,411.50**	**79.64**	**-**	**138,669.56**	**74,526.22**	**127.85**	**8,555.17**	**226,369.94**
Balance as at 1.04.2021	**4,445.14**	**79.64**	**7,224.80**	**67,181.70**	**87,405.79**	**94.21**	**9,501.47**	**175,932.75**
Profit for the Year	-	-	-	85,067.76	-	-	-	85,067.76
Other Comprehensive Income								
Fair value loss on Equity instrument through other comprehensive income	-	-	-	-	-	-	3,165.73	3,165.73
Remeasurement of the net defined benefit liability/ asset	-	-	-	(5.47)	-	-	-	(5.47)
Income Tax Effect	-	-	-	0.96	-	-	-	0.96
Total Comprehensive Income	**-**	**-**	**-**	**85,063.25**	**-**	**-**	**3,165.73**	**88,228.98**
Interim Dividend Paid#	-	-	-	(35,561.10)	-	-	-	(35,561.10)
Amount transferred to Capital redemption reserve upon Buyback of Equity Shares @	-	-	-	-	(33.64)	33.64	-	-
Buy back of shares @	(33.64)	-	(3,341.22)	-	(12,746.59)	-	-	(16,121.45)
Buyback distribution tax @	-	-	(3,755.18)	-	-	-	-	(3,755.18)
Transaction cost towards Buyback of Equity Shares @	-	-	(128.40)	-	-	-	-	(128.40)
Balance as at 31.03.2022	**4,411.50**	**79.64**	**-**	**116,683.85**	**74,625.56**	**127.85**	**12,667.20**	**208,595.60**

 # Refer Note No : 3.49
@ Refer Note No : 3.56
Refer Note No. 3.19 for nature & purposes of reserve

The accompanying notes are an integral part of these standalone financial statements

As per our report of even date

For S. R. BATLIBOI & Co. LLP
Chartered Accountants
Firm Registration No: 301003E/E300005

per Sanjay Kumar Agarwal
Partner
Membership No: 060352

Kolkata
25th May, 2023

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
DIN: 00150089

Mohan Goenka
Vice-Chairman & Whole Time Director
DIN: 00150034

N H Bhansali
CEO -Finance, Strategy & Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary & VP-Legal
FCS No: 4976

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

1. Company Overview

Emami Limited ("the Company") is one of India's leading FMCG Companies engaged in manufacturing & marketing of personal care & healthcare products with an enviable portfolio of household brand names such as Boro Plus, Navratna, Fair and Handsome, Zandu Balm, Kesh King, Zandu Pancharishta, Mentho Plus Balm, Dermicool and others.

The Company is a public limited company domiciled in India and is primarily listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). The registered office of the Company is located at 687, Anandapur, E.M. Bypass, Kolkata, West Bengal.

2.1. Basis of Preparation

The standalone Ind AS financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013 .These standalone Ind AS financial statements are prepared under the historical cost convention on the accrual basis except for following assets and liabilities which have been measured at fair value amount :

a) Derivative financial instruments

b) Certain financial assets and liabilities measured at fair value (refer accounting policy regarding financial instruments)

c) Defined benefit plans – plan asset

The Company has prepared the financial statements on the basis that it will continue to operate as a going concern.

The standalone Ind AS financial statements were approved for issue in accordance with the resolution of the Board of Directors on 25th May, 2023.

2.2. Summary of Significant Accounting Policies

a. Revenue Recognition

Revenue from contract with customers

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer.

Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of goods sold and services rendered is net of variable consideration on account of various discounts, volume rebates offered by the Company as part of the contract, excluding amounts collected on behalf of third parties like outgoing sales taxes including goods and service tax. Revenue from sale of goods is recognised at the point in time when control of the goods is transferred to the customer and the amount of revenue can be measured reliably and recovery of the consideration is probable. Trade receivables that do not contain a significant financing component are measured at transaction price.

The Company recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Company regardless of when the payment is being made.

The specific recognition criteria described below must also be met before revenue is recognised.

<u>Sale of Products</u>

Revenue from sale of products is recognized when the Company transfers the control of goods to the customer as per the terms of contract. The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price, the Company considers the effects of variable consideration, the existence of significant financing component, non-cash considerations and consideration payable to the customer (if any). In case of domestic sales, the Company believes that the control gets transferred to the customer on dispatch of the goods from the factory/depot and in case of exports, revenue is recognised on passage of control as per the terms of contract / incoterms.

Variable consideration

Volume rebates

Variable consideration in the form of volume rebates is recognised at the time of sale made to the customers and are offset against the amounts payable by them. To estimate the variable consideration for the expected future rebates, the Company applies the expected value method or most likely method. The selected method that best predicts the amount of variable consideration is primarily driven by the number of volume thresholds contained in the contract. The most likely amount is used for those contracts with a single volume threshold, while the expected value method is used for those with more than one volume threshold. The Company then applies the requirements on constraining estimates of variable consideration and recognises a liability for the expected future rebates.

Rights of return

Certain contracts provide a customer with a right to return the damaged goods within a specified period. The Company uses the expected value method to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Company will be entitled. The requirements in Ind AS 115 on constraining estimates of variable consideration are also applied in order to determine the amount of variable consideration that can be included in the transaction price. For goods that are expected to be returned, the Company recognises a provision for damage return and net it from revenue.

Contract balances

Trade receivables

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

Advance from customer

Advance from customer is the obligation to transfer goods or services to a customer for which the Company has received consideration from the customer. Advance from customer is recognised as revenue when the Company performs under the contract.

Provision for rebates and damage return

Provision for rebates and damage return is the obligation to refund some or all of the consideration received (or receivable) from the customer and is measured at the amount the Company ultimately expects it will have to return to the customer. The Company updates its estimates of Provision for rebates and damage return (and the corresponding change in the transaction price) at the end of each reporting period.

b. Property, Plant & Equipment

Capital work in progress, plant and equipment are stated at acquisition cost, less accumulated depreciation and accumulated impairment loss, if any. The cost of Property, Plant & Equipment comprises of its purchase price, including import duties and other non-refundable taxes or levies and any directly attributable cost of bringing the asset to its working condition for its intended use. Interest and other financial charges on loans borrowed specifically for acquisition of capital assets are capitalised till the start of commercial production.

When significant parts of plant and equipment are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in the Statement of Profit or Loss as incurred.

Depreciation is provided on the straight line method over the estimated useful lives of assets and are in line with the requirements of Part C of Schedule II of the Companies Act, 2013, except certain items of building and plant & machinery as detailed in next paragraph. The estimated useful lives are as follows

Factory Building	30 Years
Non-factory Buildings (including Roads)	5 - 60 Years
Plant & Machinery*	7-15 Years
Furniture & Fixtures	10 Years
Office Equipment	3-5 Years
Computers	3-6 Years
Vehicles	8 Years

Freehold land is not depreciated.

**Block, Dies & Moulds (other than High-End Moulds) are depreciated @100% on pro rata basis.*

The Company, based on assessment made by technical expert and management estimate, depreciates certain items of building and plant

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and equipment over 20 years and 3 - 10 years respectively. These estimated useful lives are different from the useful life prescribed in Schedule II to the Companies Act, 2013. The management believes that these estimated useful lives are realistic and reflect fair approximation of the period over which the assets are likely to be used.

Advances paid towards the acquisition of property, plant and equipment outstanding at each balance sheet date is classified as 'Capital Advances' under other 'Non-Current Assets'.

An item of property, plant and equipment and any significant part initially recognised is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. The cost and related accumulated depreciation are eliminated from the financial statements upon derecognition and the resultant gains or losses are recognized in the Statement of Profit & Loss.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate. In particular, the Company considers the impact of health, safety and environmental legislation in its assessment of expected useful lives and estimated residual values.

c. Investment Property

Property that is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the Company, is classified as investment property. Investment property is measured initially at its cost, including related transaction costs and are stated at cost less accumulated depreciation and accumulated impairment loss, if any. Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably.

The cost includes the cost of replacing parts and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of the investment property are required to be replaced at intervals, the company depreciates them separately based on their specific useful lives. All other repair and maintenance costs are recognised in the Statement of Profit & Loss as incurred.

The Company depreciates building component of investment property on the straight line method over the estimated useful life of 60 years from the date of original purchase and are in line with the requirements of Part C of Schedule II of the Companies Act, 2013.

Though the Company measures investment property using cost based measurement, the fair value of investment property is disclosed in the notes. Fair values are determined based on an annual evaluation performed internally by the Company.

Investment properties are derecognised either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition.

Transfers are made to (or from) investment properties only when there is a change in use. Transfer between investment property, owner-occupied property and inventories do not change the carrying amount of the property transferred and they do not change the cost of that property for measurement or disclosure purpose.

d. Intangible Assets

Intangible Assets acquired separately are measured on initial recognition at cost. Intangible Assets acquired in a business combination is valued at their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses, if any.

The useful lives of Intangible Assets are assessed as either finite or indefinite.

Intangible Assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an Intangible Asset with a finite useful life are reviewed at the end of each reporting period. The amortisation expense on Intangible Assets with finite lives is recognised in the Statement of Profit & Loss. The Company amortises intangible assets over their estimated useful lives using the straight line method.

The estimated useful lives of assets are as follows:

Softwares & Licences	6 Years
Brand & Trademarks (Acquired)	7 Years
Copy Rights (Acquired)	7 Years

Intangible Assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Statement of Profit & Loss when the asset is derecognised.

e. Research & Development Cost

Research costs are expensed as incurred. Development expenditures on an individual project are recognised as an intangible asset when the Company can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale
- Its intention to complete and its ability and intention to use or sell the asset
- How the asset will generate future economic benefits
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when development is complete and the asset is available for use. It is amortised over the period of expected future benefit.

During the period of development, the asset is tested for impairment annually.

f. Inventories

Inventories are valued at the lower of cost and net realisable value.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

i) Raw materials, Packing materials and Stores & Spares: cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on moving weighted average method.

ii) Finished goods and work in progress: cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity. Cost is determined on moving weighted average method.

iii) Stock in trade: cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on moving weighted average basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

g. Impairment of non-financial assets

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used.

Impairment losses of continuing operations, including impairment on inventories, are recognised in the Statement of Profit and Loss.

A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment

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loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of profit or loss.

The Company assesses where climate risks could have a significant impact, such as the introduction of emission-reduction legislation that may increase manufacturing costs, etc. These risks in relation to climate-related matters are included as key assumptions where they materially impact the measure of recoverable amount. These assumptions have been included in the cash-flow forecasts in assessing value-in-use amounts, as applicable.

h. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

<u>Financial assets</u>

Initial recognition and measurement

All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset.

Subsequent measurement

Financial instruments at amortised cost

A 'financial instrument' is measured at the amortised cost if both the following conditions are met:

i) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and

ii) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the profit or loss.

Equity investments

All equity investments (excluding investments in subsidiaries and associates) in scope of Ind AS 109 are measured at fair value. Equity instruments which are held for trading are classified as at Fair Value Through Profit and Loss (FVTPL). For all other equity instruments, the Company makes an irrevocable election to present in Other Comprehensive Income (OCI) subsequent changes in the fair value. The Company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable. These equity shares are designated as Fair Value Through OCI (FVTOCI) as they are not held for trading and disclosing their fair value fluctuation in profit and loss will not reflect the purpose of holding.

If the Company decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognized in the OCI. There is no recycling of the amounts from OCI to Statement of Profit and Loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss within equity.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognized in the Statement of Profit and Loss.

Investments in subsidiaries and associate are stated at cost less provision for impairment loss, if any. Investments are tested for impairment wherever event or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised under the head "Other Expenses" for the amount by which the carrying amount of investments exceeds its recoverable amount.

Investment in mutual funds / alternate investment funds

Investment in mutual funds / alternate investment funds falls within the FVTPL category are measured at fair value with all changes recognized in the Statement of Profit and Loss.

Derivative Instruments

Derivative Instruments are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to their fair value at the end of each reporting period, with changes included in 'Other Income'/'Other Expenses'.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Company's balance sheet) when:

i) The rights to receive cash flows from the asset have expired, or

ii) The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of the Company's continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

<u>Income recognition</u>

Interest Income - Interest income from financial instruments is recognised using the effective interest rate method (EIR). The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of a financial asset. When calculating the effective interest rate, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument but does not consider the expected credit losses.

Dividend - Dividend is recognised in profit or loss only when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Company, and the amount of the dividend can be measured reliably.

Impairment of financial assets

In accordance with Ind AS 109, the Company applies expected credit loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

i) Financial assets that are financial instrument, and are measured at amortised cost e.g., loans, debt securities, deposits, trade receivables and bank balance

ii) Trade receivables or any contractual right to receive cash or another financial asset that result from transactions that are within the scope of Ind AS 115 (referred to as 'contractual revenue receivables' in these financial statements)

The Company follows 'simplified approach' for recognition of impairment loss allowance on Trade receivables or contract revenue receivables.

The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

ECL is the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the entity expects to receive (i.e., all cash shortfalls), discounted at the original Effective Interest Rate (EIR). Lifetime ECL are the expected credit losses resulting from all possible default events over the expected life of a financial instrument. The 12-month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after the reporting date.

ECL impairment loss allowance (or reversal) recognized during the period is recognized as income/ expense in the Statement of Profit and Loss. This amount is reflected under the head 'other expenses' (or 'other income') in the Statement of Profit and Loss.

For recognition of impairment loss on other financial assets and risk exposure, the Company determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide

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for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL.

<u>Financial liabilities</u>

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings or payables.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

Subsequent measurement

Loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the Statement of Profit and Loss.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

i. Fair Value Measurement

The Company measures financial instruments, such as, equity instruments and derivatives at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

i) Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

ii) Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

iii) Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In determining fair value measurement, the impact of potential climate-related matters, including legislation, which may affect the fair value measurement of assets and liabilities in the financial statements has been considered. These risks in respect of climate-related matters are included as key assumptions where they materially impact the measure of recoverable amount. These assumptions have been included in the cash-flow forecasts in assessing value-in-use amounts.

At present , the impact of climate change-related matters is not material to company's financial statement .

j. Cash & Cash Equivalents

Cash and Cash Equivalent in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Company's cash management.

k. Leases

The company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Company as a lessee

The company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, are as follows:

Building 2 to 5 years

Leasehold Land is amortised over the period of lease ranging from 30 to 99 years.

If ownership of the leased asset transfers to the company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment

ii) Lease liabilities

At the commencement date of the lease, the company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the company and payments of penalties for terminating the lease, if the lease term reflects the company exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is re-measured if there is a modification, a change in the

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lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The company's lease liabilities are included in Other Financial Liabilities.

iii) **Short-term leases and leases of low-value assets**

The company applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

<u>Company as a lessor</u>

Leases in which the Company does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

l. Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs.

m. Employee Benefits

Defined Contribution Plan

The Company makes contributions towards provident fund and superannuation fund to the regulatory authorities in a defined contribution retirement benefit plan for qualifying employees, where the Company has no further obligations. Both the employees and the Company make monthly contributions to the Provident Fund Plan equal to a specified percentage of the covered employee's salary.

Defined Benefit Plan

i) In respect of certain employees, provident fund contributions are made to a Trust administered by the Company. The Company's liability is actuarially determined (using the Projected Unit Credit method) at the end of the year and any shortfall in the fund size maintained by the Trust set up by the Company is additionally provided for.

ii) The Company operates a defined benefit gratuity plan in India, comprising of Gratuity fund with Life Insurance Corporation of India and Other Funds. The Company's liability is actuarially determined using the Projected Unit Credit method at the end of the year in accordance with the provision of Ind AS 19 - Employee Benefits.

The Company recognizes the net obligation of a defined benefit plan in its balance sheet as an asset or liability. Gains and losses through re-measurements of the net defined benefit liability/(asset) are recognized in other comprehensive income and are not reclassified to profit or loss in subsequent periods. The effect of any plan amendments are recognized in the Statement of Profit & Loss.

The Company recognises the changes in the net defined benefit obligation like service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements and net interest expense or income, as an expense in the Statement of Profit and Loss.

Other Long Term Employee Benefits

The Company treats accumulated leaves expected to be carried forward beyond twelve months, as long term employee benefit for measurement purposes. Such long-term compensated absences are provided for based on the actuarial valuation using the projected unit credit method at the end of each financial year. This benefit is not funded except in Vapi, Dongari and Masat units, where the Leave Fund is with Life Insurance Corporation of India. The Company presents the leave as current liability in the balance sheet, to the extent it does not have an unconditional right to defer its settlement beyond 12 months after the reporting date. Where the Company has unconditional legal and contractual right to defer the settlement for the period beyond 12 months, the same is presented as non-current liability. Actuarial gains/losses are immediately taken to the Statement of Profit and Loss and are not deferred.

n. Income Taxes

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities (DTL) are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

  Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

In assessing the recoverability of deferred tax assets, the Company relies on the same forecast assumptions used elsewhere in the financial statements and in other management reports, which, among other things, reflect the potential impact of climate-related development on the business, such as increased cost of production as a result of measures to reduce carbon emission, etc., as applicable in the respective scenarios.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities

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and the deferred taxes relate to the same taxable entity and the same taxation authority.

Current and Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Current and Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Minimum alternate tax (MAT) paid in a year is charged to the Statement of Profit and Loss as current tax for the year. The deferred tax asset is recognised for MAT credit available only to the extent that it is probable that the concerned 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 recognizes MAT credit as an asset, it is created by way of credit to the Statement of Profit and Loss and shown as part of deferred tax asset. The company reviews the "MAT credit entitlement" asset at each reporting date and writes down the asset to the extent that it is no longer probable that it will pay normal tax during the specified period.

One unit of the Company is entitled to tax holiday under the Income-tax Act, 1961 enacted in India. Accordingly, no deferred tax (asset or liability) relating to such units is recognized in respect of temporary differences which reverse during the tax holiday period. Deferred tax in respect of temporary differences which reverse after the tax holiday period is recognized in the year in which the temporary differences originate. However, the Company restricts recognition of deferred tax assets to the extent it is probable that sufficient future taxable income will be available against which such deferred tax assets can be realized.

o. Foreign Currency Transactions & Translations

Functional and presentation currency

The standalone financial statements are presented in INR, the functional currency of the Company. Items included in the financial statements of the Company are recorded using the currency of the primary economic environment in which the Company operates (the 'functional currency').

Transaction and balances

Transactions in foreign currencies are initially recorded by the Company at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Exchange differences arising on settlement or translation of monetary items are recognised in profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

p. Provisions and Contingent Liabilities

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made.

q. Government Grants

The Company recognizes government grants only when there is reasonable assurance that the conditions attached to them shall be complied with and the grants will be received. Grants related to assets are treated as deferred income and are recognized as other operating income in the Statement of profit & loss on a systematic and rational basis over the useful life of the asset. Grants related to income are recognized on a systematic basis over the periods necessary to match them with the related costs which they are intended to compensate and are deducted from the expense in the statement of profit & loss.

When the Company receives grants of non-monetary assets, the asset and the grant are recorded at fair value amounts and released to profit or loss over the expected useful life in a pattern of consumption of the benefit of the underlying asset i.e. by equal annual instalments.

Exports entitlements are recognised when the right to receive credit as per the terms of the schemes is established in respect of the exports made by the Company and when there is no significant uncertainty regarding the ultimate collection of the relevant export proceeds.

r. Earnings Per Share

Basic earnings per share is computed by dividing the net profit for the period attributable to the equity shareholders of the Company by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares outstanding during the period is adjusted for events such as bonus issue, bonus element in a rights issue, share split, and reverse share split (consolidation of shares) that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net profit for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period is adjusted for the effects of all dilutive potential equity shares.

s. Current and non-current classification

The Company presents assets and liabilities in the Balance Sheet based on current/non-current classification.

An asset is classified as current when it is:

a) expected to be realised or intended to be sold or consumed in the normal operating cycle,

b) held primarily for the purpose of trading,

c) expected to be realised within twelve months after the reporting period, or

d) cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

e) All other assets are classified as non-current.

A liability is classified as current when:

a) it is expected to be settled in the normal operating cycle,

b) it is due to be settled within twelve months after the reporting period, or

c) there is no unconditional right to defer settlement of the liability for at least twelve months after the reporting period.

d) held primarily for the purpose of trading.

e) All other liabilities are classified as non-current.

f) Deferred tax assets and liabilities are classified as noncurrent.

The terms of the liability that could, at the option of the counterparty, result in its settlement by issue of equity instruments do not affect its classification.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

t. Dividend:

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

u. Measurement of EBITDA

The Company presents Earnings before Interest expense, Tax, Depreciation and Amortisation (EBITDA) in the statement of profit or loss; this is not specifically required by Ind AS 1. The terms EBITDA are not defined in Ind AS. Ind AS complaint Schedule III allows companies to present Line items, sub-line items and sub-totals shall be presented as an addition or substitution on the face of the Financial Statements when such presentation is relevant to an understanding of the company's financial position or performance or to cater to industry/ sector-specific disclosure requirements or when required for compliance with the amendments to the Companies Act or under the Indian Accounting Standards.

Accordingly, the Company has elected to present earnings before interest expense, tax, depreciation and amortization (EBITDA) as a separate line item on the face of the Statement of Profit and Loss. The company measures EBITDA on the basis of profit/ (loss) from continuing operations. In its measurement, the Company does not include depreciation and amortization expense, finance costs and tax expense, but includes other income.

v. Rounding of amounts

All amounts disclosed in the standalone Financial Statements and notes have been rounded off to the nearest Lakhs (with two places of decimal) as per the requirement of Schedule III, unless otherwise stated.

w. Standards issued not yet effective:

The Ministry of Corporate Affairs has notified Companies (Indian Accounting Standards) Amendment Rules, 2023 dated 31 March 2023 to amend the following Ind AS which are effective from 1st April, 2023.

Definition of Accounting Estimates - Amendments to Ind AS 8

The amendment introduces a definition of 'accounting estimates.' The amendments clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of error Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates. The amendments are effective for annual reporting years beginning on or after 1 April 2023 and apply to changes in accounting policies and changes in accounting estimates that occur on or after the start of that year.

The amendments are not expected to have a material impact on the Company's financial statements.

Disclosure of Accounting Policies - Amendments to Ind AS 1

The amendment provides guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

The amendments are applicable for annual years beginning on or after 1 April 2023 with earlier application permitted. The Company is revisiting its accounting policy information disclosures to ensure consistency with the amended requirements.

Deferred tax related to Assets and Liabilities arising from a Single Transaction - Amendments to Ind AS 12

The Ministry of Corporate Affairs (MCA) has notified amendments to Ind AS 12, which narrow the scope of the initial recognition exception under Ind AS 12, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences. The amendments should be applied to transactions that occur on or after the beginning of the earliest comparative year presented. In addition, at the beginning of the earliest comparative year presented, a deferred tax asset (provided that sufficient taxable profit is available) and a deferred tax liability should also be recognised for all deductible and taxable temporary differences associated with leases and decommissioning obligations.

The amendments had no material impact on the Standalone Financial statement of the company.

x. Changes in accounting policies and disclosures

Amendments in Ind AS

The Ministry of Corporate Affairs has notified Companies (Indian Accounting Standard) Amendment Rules 2022 dated March 23, 2022, to amend the following Ind AS which are effective from April 1, 2022. However, these amendments and interpretations does not have an impact on the consolidated financial statements.

a) Onerous Contracts – Costs of Fulfilling a Contract – Amendments to Ind AS 37

b) Reference to the Conceptual Framework – Amendments to Ind AS 103.

c) Property, Plant and Equipment: Proceeds before Intended Use–Amendments to Ind AS 16.

d) Ind AS 109 Financial Instruments – Fees in the '10 per cent' test for de-recognition of financial liabilities.

The Company has not early adopted any standards or amendments that have been issued but are not yet effective.

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.1 PROPERTY PLANT & EQUIPMENT (CURRENT YEAR)

₹ in Lacs

Particulars	Gross Block				Depreciation				Net Block	
	As at 1.4.2022	Additions	Disposals/ Transfer in /(Out)	As at 31.3.2023	As at 1.4.2022	For the year	Disposals/ Transfer in /(Out)	As at 31.3.2023	As at 31.3.2023	As at 31.3.2022
Freehold Land (Refer Note (a) below)	5,611.61	-	(28.69)	5,582.92	-	-	-	-	5,582.92	5,611.61
Building (including roads)	34,241.93	240.64	(77.16)	34,405.41	5,916.72	1,135.75	(11.06)	7,041.41	27,364.00	28,325.21
Plant & Equipment	60,438.09	1,845.42	(870.29)	61,413.22	31,482.21	6,081.04	(557.33)	37,005.92	24,407.30	28,955.88
Furniture & Fixture	2,349.05	68.58	(22.63)	2,395.00	1,415.56	219.31	(16.65)	1,618.22	776.78	933.49
Office Equipment	3,593.45	298.97	(30.75)	3,861.67	2,243.17	365.45	(25.15)	2,583.47	1,278.20	1,350.28
Computers	1,358.05	99.93	(90.27)	1,367.71	1,077.54	175.84	(90.27)	1,163.11	204.60	280.51
Motor Vehicles	1,526.29	605.11	(255.85)	1,875.55	735.99	179.69	(142.84)	772.84	1,102.71	790.30
Property, Plant & Equipment Total	**109,118.47**	**3,158.65**	**(1,375.64)**	**110,901.48**	**42,871.19**	**8,157.08**	**(843.30)**	**50,184.97**	**60,716.51**	**66,247.28**
Capital Work-in-Progress*	127.76	13.77	(28.80)	112.73	-	-	-	-	112.73	127.76
Total	**109,246.23**	**3,172.42**	**(1,404.44)**	**111,014.21**	**42,871.19**	**8,157.08**	**(843.30)**	**50,184.97**	**60,829.24**	**66,375.04**

(a) Title deeds of immovable property not held in name of the Company

Relevant line item in the Balance sheet	Description of item of property	Gross and Net carrying value (₹ in lacs)	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/ director or employee of promoter/ director	Property held since which date	Reason for not being held in the name of the company
Property, Plant & Equipment	Freehold land	12.00	Uttam Keot / Dhanjyoti Deka	No	9th June, 2015	These plots of land are having periodic patta, hence as per Assam Land rules, registration can be done of such land after completion of 10 years of "Purchase date/Agreement date".
Property, Plant & Equipment	Freehold land	4.35	Gopal Chandra Kalita	No	9th June, 2015	

***Capital Work-in-Progress (CWIP) ageing schedule - As at 31st March, 2023**

₹ in Lacs

Capital Work-in-Progress	Amount in CWIP for a period of	
	Less than 1 year	Total
Projects in progress #	112.73	112.73

#All the projects in progress includes CWIP, whose completion is neither overdue nor exceeded its cost compared to its original plan.

Note:

(1) There are no CWIP with ageing above 1 year.

(2) There are no projects as on reporting period where activity has been suspended.

3.2 INVESTMENT PROPERTIES (CURRENT YEAR)

₹ in Lacs

Particulars	Gross Block				Depreciation				Net Block	
	As at 1.4.2022	Additions	Disposals/ Transfer in /(Out)	As at 31.3.2023	As at 1.4.2022	For the year	Disposals/ Transfer in /(Out)	As at 31.3.2023	As at 31.3.2023	As at 31.3.2022
Building	5,323.39	-	(43.36)	5,280.03	861.79	95.33	(7.39)	949.73	4,330.30	4,461.60
	5,323.39	**-**	**(43.36)**	**5,280.03**	**861.79**	**95.33**	**(7.39)**	**949.73**	**4,330.30**	**4,461.60**

Refer Note No. 3.45 for disclosure of fair value of investment properties.

3.3 INTANGIBLE ASSETS (CURRENT YEAR)

₹ in Lacs

Particulars	Gross Block				Amortisation				Net Block	
	As at 1.4.2022	Additions	Disposals/ Transfer in /(Out)	As at 31.3.2023	As at 1.4.2022	For the year	Disposals/ Transfer in /(Out)	As at 31.3.2023	As at 31.3.2023	As at 31.3.2022
Goodwill	1,050.00	-	-	1,050.00	1,050.00	-	-	1,050.00	-	-
Other Intangible Assets										
Software	3,788.46	208.53	-	3,996.99	2,617.57	375.69	-	2,993.26	1,003.73	1,170.89
Brands , Trade Marks & Others	222,901.27	-	-	222,901.27	169,093.67	12,262.06	-	181,355.73	41,545.54	53,807.60
Other Intangible Assets Total	**226,689.73**	**208.53**	**-**	**226,898.26**	**171,711.24**	**12,637.75**	**-**	**184,348.99**	**42,549.27**	**54,978.49**
Intangible Assets under Development	135.41	130.44	(208.53)	57.32	-	-	-	-	57.32	135.41
Grand Total	**227,875.14**	**338.97**	**(208.53)**	**228,005.58**	**172,761.24**	**12,637.75**	**-**	**185,398.99**	**42,606.59**	**55,113.90**

Intangible Assets Under Development (IAUD) ageing schedule - as at 31st March, 2023

₹ in Lacs

Intangible asset under development	Amount in IAUD for a period of		
	Less than 1 year	1-2 years	Total
Projects in progress#	54.32	3.00	57.32

#All the projects in progress includes IAUD, whose completion is neither overdue nor exceeded its cost compared to its original plan.

Note:

(1) There are no IAUD with ageing above 2 years.

(2) There are no projects as on reporting period where activity has been suspended.

3.4. RIGHT OF USE ASSETS (CURRENT YEAR)

₹ in Lacs

Particulars	Land	Buildings	Total
Gross Block As at 1.4.2022	314.51	1,529.93	1,844.44
Additions	-	781.08	781.08
Deletion	-	(526.84)	(526.84)
As at 31.03.2023	**314.51**	**1,784.17**	**2,098.68**
Depreciation as at 1.4.2022	15.99	467.42	483.41
Charge for the year	5.34	642.99	648.33
Deletion	-	(256.99)	(256.99)
As at 31.03.2023	**21.33**	**853.42**	**874.75**
Net Block As at 1.4.2022	298.52	1,062.51	1,361.03
As at 31.03.2023	**293.18**	**930.75**	**1,223.93**

Refer Note No. 3.50 for the related disclosures

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.1 PROPERTY PLANT & EQUIPMENT (PREVIOUS YEAR)

₹ in Lacs

Particulars	Gross Block				Depreciation				Net Block	
	As at 1.4.2021	Additions	Disposals/ Transfer in /(Out)	As at 31.3.2022	As at 1.4.2021	For the year	Disposals/ Transfer in /(Out)	As at 31.3.2022	As at 31.3.2022	As at 31.3.2021
Freehold Land (Refer Note (a) below)	5,611.61	-	-	5,611.61	-	-	-	-	5,611.61	5,611.61
Building (including roads)	33,917.97	323.96	-	34,241.93	4,795.83	1,120.89	-	5,916.72	28,325.21	29,122.14
Plant & Equipment	56,811.90	4,130.45	(504.26)	60,438.09	25,698.49	6,047.67	(263.95)	31,482.21	28,955.88	31,113.41
Furniture & Fixture	2,371.25	31.57	(53.77)	2,349.05	1,215.07	248.71	(48.22)	1,415.56	933.49	1,156.18
Office Equipment	3,397.67	220.83	(25.05)	3,593.45	1,877.26	387.12	(21.21)	2,243.17	1,350.28	1,520.41
Computers	1,219.16	142.30	(3.41)	1,358.05	909.45	171.33	(3.24)	1,077.54	280.51	309.71
Motor Vehicles	1,301.73	253.43	(28.87)	1,526.29	604.72	158.39	(27.12)	735.99	790.30	697.01
Property, Plant & Equipment Total	**104,631.29**	**5,102.54**	**(615.36)**	**109,118.47**	**35,100.82**	**8,134.11**	**(363.74)**	**42,871.19**	**66,247.28**	**69,530.47**
Capital Work-in-Progress*	569.79	71.40	(513.43)	127.76	-	-	-	-	127.76	569.79
Total	**105,201.08**	**5,173.94**	**(1,128.79)**	**109,246.23**	**35,100.82**	**8,134.11**	**(363.74)**	**42,871.19**	**66,375.04**	**70,100.26**

(a) Title deeds of immovable property not held in name of the Company

Relevant line item in the Balance sheet	Description of item of property	Gross and Net carrying value (₹ in lacs)	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/ director or employee of promoter/ director	Property held since which date	Reason for not being held in the name of the company
Property, Plant & Equipment	Freehold land	12.00	Uttam Keot / Dhanjyoti Deka	No	9th June, 2015	These plots of land are having periodic patta, hence as per Assam Land rules, registration can be done of such land after completion of 10 years of "Purchase date/Agreement date".
Property, Plant & Equipment	Freehold land	4.35	Gopal Chandra Kalita	No	9th June, 2015	

*Capital Work-in-Progress ageing schedule (CWIP) - As at 31st March, 2022

₹ in Lacs

Capital Work-in-Progress	Amount in CWIP for a period of		
	Less than 1 year	1-2 years	Total
Projects in progress #	80.88	46.88	127.76

#All the projects in progress includes CWIP, whose completion is neither overdue nor exceeded its cost compared to its original plan.

Note:

(1) There are no CWIP with ageing above 2 years.

(2) There are no projects as on reporting period where activity has been suspended.

3.2 INVESTMENT PROPERTIES (PREVIOUS YEAR)

₹ in Lacs

Particulars	Gross Block				Depreciation				Net Block	
	As at 1.4.2021	Additions	Disposals/ Transfer in /(Out)	As at 31.3.2022	As at 1.4.2021	For the year	Disposals/ Transfer in /(Out)	As at 31.3.2022	As at 31.3.2022	As at 31.3.2021
Building	5,135.18	188.21	-	5,323.39	766.07	95.72	-	861.79	4,461.60	4,369.11
	5,135.18	**188.21**	**-**	**5,323.39**	**766.07**	**95.72**	**-**	**861.79**	**4,461.60**	**4,369.11**

Refer Note No. 3.45 for disclosure of fair value of investment properties.

3.3 INTANGIBLE ASSETS (PREVIOUS YEAR)

₹ in Lacs

Particulars	Gross Block				Amortisation				Net Block	
	As at 1.4.2021	Additions	Disposals/ Transfer in /(Out)	As at 31.3.2022	As at 1.4.2021	For the year	Disposals/ Transfer in /(Out)	As at 31.3.2022	As at 31.3.2022	As at 31.3.2021
Goodwill	**1,050.00**	**-**	**-**	**1,050.00**	**1,050.00**	**-**	**-**	**1,050.00**	**-**	**-**
Other Intangible Assets										
Software	3,561.21	227.25	-	3,788.46	2,280.37	337.20	-	2,617.57	1,170.89	1,280.84
Brands , Trade Marks & Others#	179,480.91	43,420.36	-	222,901.27	145,467.25	23,626.42	-	169,093.67	53,807.60	34,013.66
Other Intangible Assets Total	**183,042.12**	**43,647.61**	**-**	**226,689.73**	**147,747.62**	**23,963.62**	**-**	**171,711.24**	**54,978.49**	**35,294.50**
Intangible Assets under Development	61.83	167.93	(94.35)	135.41	-	-	-	-	135.41	61.83
Grand Total	**184,153.95**	**43,815.54**	**(94.35)**	**227,875.14**	**148,797.62**	**23,963.62**	**-**	**172,761.24**	**55,113.90**	**35,356.33**

#On 25th March 2022, the Company had acquired "Dermicool", one of the leading brands in Prickly Heat Powder and Cool Talc category for a consideration of ₹43,200.00 lacs. The Company has recorded this transaction as asset acquisition as per Ind AS 38 and recognised the Brand, Trade mark and others related Intangible assets.

Intangible Assets Under Development (IAUD) ageing schedule - As at 31st March, 2022

₹ in Lacs

Intangible asset under development	Amount in IAUD for a period of		
	Less than 1 year	1-2 years	Total
Projects in progress#	135.41	-	135.41

#All the projects in progress includes IAUD, whose completion is neither overdue nor exceeded its cost compared to its original plan.

Note:

(1) There are no IAUD with ageing above 1 year.

(2) There are no projects as on reporting period where activity has been suspended.

3.4. RIGHT OF USE ASSETS (PREVIOUS YEAR)

₹ in Lacs

Particulars	Land	Buildings	Total
Gross Block As at 1.4.2021	314.51	1,265.24	1,579.75
Additions	-	1,252.75	1,252.75
Deletion	-	(988.06)	(988.06)
As at 31.03.22	**314.51**	**1,529.93**	**1,844.44**
Depreciation as at 1.4.2021	10.66	797.24	807.90
Charge for the year	5.33	562.03	567.36
Deletion	-	(891.85)	(891.85)
As at 31.03.22	**15.99**	**467.42**	**483.41**
Net Block As at 1.4.2021	303.85	468.00	771.85
As at 31.03.22	**298.52**	**1,062.51**	**1,361.03**

Refer Note No. 3.50 for the related disclosures.

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.5 INVESTMENTS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Non Current		
Investments carried at cost (Unquoted, fully paid, unless otherwise stated)		
Equity shares		
In Subsidiaries		
Emami Bangladesh Limited		
37,916 (31.03.2022 - 37,916) Equity Shares of Taka 100 each	27.82	27.82
Emami International FZE		
1 (31.03.2022 - 1) Equity Share of AED 1,50,000 each	-	-
{net of impairment of ₹18.98 lacs (31.03.2022 - ₹18.98 lacs)}		
Emami Lanka (Pvt) Limited (formerly known as Emami Indo Lanka (Pvt) Limited)	4.79	4.79
1,13,850 (31.03.2022 - 1,13,850) Equity Shares of LKR 10 each		
Brillare Science Private Limited {Refer note (b) below}	2,156.49	1,992.13
20,82,954(31.03.2022 - 5,77,128) Equity shares of ₹10 each		
{net of impairment of ₹3,188.64 lacs (31.03.2022 - ₹615.79 lacs)}		
Helios Lifestyle Private Limited	7,719.08	-
1,35,731 (31.03.2022 - Nil) Equity Shares of ₹10 each		
In Associates		
Helios Lifestyle Private Limited {Refer note (c) below}	-	7,273.09
Nil (31.03.2022 - 1,31,092) Equity Shares of ₹10 each		
TruNative F & B Pvt Ltd	950.00	950.00
15,625 (31.03.2022 - 15,625) Equity Shares of ₹10 each		
Cannis Lupus {Refer note (d) below}	280.00	-
4,522 (31.03.2022 - Nil) Equity shares of ₹10 each		
(i)	**11,138.18**	**10,247.83**
Investments carried at FVTPL (Unquoted, fully paid)		
Preference Shares		
In Subsidiary		
Brillare Science Private Limited {Refer note (b) below}	-	1,496.64
Nil (31.03.2022 - 3,50,000) Equity shares of ₹10 each		
Units of Alternate Investment Funds		
Fireside Ventures Investment Fund - I	7,335.31	7,262.25
1,335 (31.03.2022 - 1,324) Units of ₹1,00,000 each		
Fireside Ventures Investment Fund - III	267.61	-
330 (31.03.2022 - Nil) Units of ₹1,00,000 each		
Sixth Sense India Opportunities Fund	179.13	116.09
17,000 (31.03.2022 - 11,000) Units of ₹1,000 each		
(ii)	**7,782.05**	**8,874.98**

3.5 INVESTMENTS (Contd.)

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Investments Carried at FVTOCI (Quoted, fully Paid)		
Equity Shares		
Emami Paper Mills Limited {Refer note (e) below}	8,898.79	13,010.82
79,46,000 (31.03.2022 - 79,46,000) Equity Shares of ₹2 each		
(iii)	8,898.79	13,010.82
Total (i) + (ii) + (iii)	27,819.02	32,133.63
Aggregate Amount of Quoted Investments & Market Value thereof	8,898.79	13,010.82
Aggregate Amount of Unquoted Investments	18,920.23	19,122.81
Aggregate Amount of impairment in value of Investment	3,207.62	634.77

Note:

(a) Refer Note No. 3.47 for determination of fair value

(b) As at 31st March, 2022, the Company had investments in equity shares of Brillare aggregating ₹1,992.13 lacs (shareholding of 57.36%) and Compulsory convertible preference shares (CCPS) aggregating ₹1,496.64 lacs. Further, the Company also had right to further invest in Brillare.

During the current year, the Company has converted its CCPS into 5,27,000 equity shares of Brillare. Further, the Company has exercised its right to further invest in Brillare and acquired 9,78,826 equity shares for a consideration of ₹1,300.00 lacs. Consequently, Company's shareholding in Brillare has increased to 82.92%.

As at the year end, considering the financial performance of Brillare, the Company has performed the impairment assessment and accounted for an impairment loss of ₹3,188.64 lacs (31st March, 2022 - ₹615.79 lacs) based on valuation done by an external valuer and disclosed it under ""Other Expenses"""

(c) During the year, the Company had converted it's loan receivables from Helios Lifestyle Private Limited (Helios) into equity shares which has resulted in an increase in company's stakes in Helios from 49.53% to 50.40% and therefore it became a subsidiary.

(d) On July 21, 2022 , the Company had acquired 30% stake of Cannis Lupus Services India Private Limited and it became an associate.

(e) Equity instruments designated at fair value through OCI include investment in equity shares of Emami Paper Mill Limited. The Company holds non-controlling interest in Emami Paper Mill Limited. This investment was irrevocably designated at fair value through OCI as the Company considers this investment to be strategic in nature.

3.6 LOANS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
At amortised cost				
Unsecured, Considered Good				
Loans to Related Parties (Refer Note No. 3.54)	1,096.77		759.20	
Less: Provision for Doubtful Receivables	(238.00)	858.77	(183.00)	576.20
Loans to Employees		170.35		36.56
At FVTPL				
Unsecured, Considered Good				
Loans to Related Parties (Refer Note No. 3.54)		-		438.75
Total		1,029.12		1,051.51

Note:
No Loan is payable on demand or of undefined term.

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.7 OTHER NON-CURRENT FINANCIAL ASSETS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
At amortised cost				
Unsecured, Considered Good unless otherwise stated				
Incentive Receivable*	1,378.86		7,434.91	
Less: Provision for Doubtful Receivables	(184.99)	1,193.87	(260.81)	7,174.10
Interest Receivable				
- from related parties		55.00		-
Security Deposit				
- to related parties (Refer Note No. 3.54)	7.50		7.50	
- to others	482.10	489.60	489.08	496.58
Other Receivables				
- from related parties (Refer Note No. 3.54)	997.73		786.65	
Less: Provision for expected credit loss	(114.72)	883.01	(84.14)	702.51
Total		**2,621.48**		**8,373.19**

** It Includes Capital & Other Subsidies, GST refund, etc.*

3.8 DEFERRED TAX ASSETS (Net)

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Deferred Tax Assets		
Tax Impact of expenses allowable against taxable income in future years	5,449.65	6,969.63
Mat Credit Entitlement (Refer Note No. 3.48)	37,362.55	28,808.55
Deferred Tax Liabilities		
Tax impact arising out of temporary differences in depreciable assets	(5,709.76)	(5,379.50)
Tax impact arising on fair value gain on financial instruments	(937.94)	(2,028.18)
	36,164.50	**28,370.50**

Movement in Deferred Tax Balance for the period ended 31st March, 2023

Particulars	01.04.2022	Recognised in Profit and Loss	Recognised in OCI	Others	31.03.2023
Deferred Tax Assets					
Tax Impact of expenses allowable against taxable income in future years	6,969.63	(1,519.98)	(15.30)	15.30	5,449.65
Mat Credit Entitlement	5,775.55	8,554.00	-	-	14,329.55
Mat Credit Entitlement for earlier years	23,033.00	-	-	-	23,033.00
Total Deferred Tax Asset	**35,778.18**	**7,034.02**	**(15.30)**	**15.30**	**42,812.20**
Deferred Tax Liabilities					
Tax impact arising out of temporary differences in depreciable assets	(5,379.50)	(330.26)	-	-	(5,709.76)
Tax impact arising on fair value gain on financial instruments	(2,028.18)	1,090.24	-	-	(937.94)
Total Deferred Tax Liabilities	**(7,407.68)**	**759.98**	**-**	**-**	**(6,647.70)**
Deferred Tax Asset (Net)	**28,370.50**	**7,794.00**	**(15.30)**	**15.30**	**36,164.50**

Movement in Deferred Tax Balance for the period ended 31st March, 2022

Particulars	01.04.2021	Recognised in Profit and Loss	Recognised in OCI	Others	31.03.2022
Deferred Tax Assets					
Tax Impact of expenses allowable against taxable income in future years	4,492.00	2,477.63	0.96	(0.96)	6,969.63
Mat Credit Entitlement	-	5,775.55	-	-	5,775.55
Mat Credit Entitlement for earlier years	-	23,033.00	-	-	23,033.00
Total Deferred Tax Asset	**4,492.00**	**31,286.18**	**0.96**	**(0.96)**	**35,778.18**
Deferred Tax Liabilities					
Tax impact arising out of temporary differences in depreciable assets	(3,839.00)	(1,540.50)	-	-	(5,379.50)
Tax impact arising on fair value gain on financial instruments	(653.00)	(1,375.18)	-	-	(2,028.18)
Total Deferred Tax Liabilities	**(4,492.00)**	**(2,915.68)**	**-**	**-**	**(7,407.68)**
Deferred Tax Asset (Net)	**-**	**28,370.50**	**0.96**	**(0.96)**	**28,370.50**

3.9 OTHER NON-CURRENT ASSETS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Unsecured, Considered Good unless otherwise stated		
Capital Advances	176.01	514.10
Deposit with Government authorities	373.51	346.39
Prepaid Expenses	43.13	47.67
Total	**592.65**	**908.16**

3.10 INVENTORIES

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
(At lower of cost and net realisable value)				
Raw materials and Packing materials				
Raw Material	7,773.57		8,265.42	
Packing Material	5,085.18	12,858.75	4,914.69	13,180.11
Work-in-Progress		466.68		618.75
Finished Goods		11,199.52		12,719.97
Stock- in- Trade		3,981.29		5,620.89
Stores and Spares		703.08		731.49
Total		**29,209.32**		**32,871.21**

Note:

(a) During the year ended 31st March 2023, ₹241.38 lacs (31st March 2022: ₹220.14 lacs) was recognised as an expense for inventories carried at net realisable value.

(b) Above includes Inventories in Transit:

Raw Materials : ₹230.11 lacs (31.03.2022 : ₹342.36 lacs)

Packing Materials : ₹418.78 lacs (31.03.2022 : ₹342.35 lacs)

Finished Goods : ₹1,552.61 lacs (31.03.2022 : ₹1,344.44 lacs)

(c) Above includes Stock-in-Trade lying with third parties Nil (31.03.2022 : ₹2,748.21)

(d) Refer Note No. 3.24 for information on inventories pledged as security

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.11 INVESTMENTS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Current		
Investments carried at FVTPL (Unquoted)		
Units of Mutual Fund		
Tata Money Market Fund - Direct Growth Plan	3,110.19	-
76,832 (31.03.2022 - Nil) Units of ₹1,000 each		
Nippon India Liquid Fund - Direct Growth Plan	2,604.80	-
47,300 (31.03.2022 - Nil) Units of ₹1,000 each		
Nippon India Ultra Short Duration Fund - Direct Growth Plan	1,613.39	-
43,113 (31.03.2022 - Nil) Units of ₹1,000 each		
Aditya Birla Sun Life Liquid Fund - Growth - Direct Plan	1,505.52	-
4,14,649 (31.03.2022 - Nil) Units of ₹100 each		
Nippon India Overnight Fund - Direct Growth Plan	1,002.17	2,200.44
8,32,610 (31.03.2022 - 19,28,194) Units of ₹100 each		
Baroda BNP Paribas Liquid Fund - Direct - Growth	1,000.50	-
38,548 (31.03.2022 - Nil) Units of ₹1,000 each		
Kotak Liquid Fund - Direct - Growth Plan	500.31	-
11,000 (31.03.2022 - Nil) Units of ₹1,000 each		
Tata Overnight Fund - Direct Growth Plan	-	1,400.69
Nil (31.03.2022 - 124,901) Units of ₹1,000 each		
Mahindra Manulife Overnight Fund - Direct Growth Plan	-	350.56
Nil (31.03.2022 - 31,858) Units of ₹1,000 each		
Total	**11,336.88**	**3,951.69**
Aggregate Amount of Unquoted Investments	**11,336.88**	**3,951.69**

3.12 TRADE RECEIVABLES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
At amortised cost		
Secured		
Considered Good	1,588.28	1,429.88
Unsecured		
Considered Good	24,381.43	17,924.62
Trade Receivable - Credit Impaired	696.88	1,725.18
Subtotal	**26,666.59**	**21,079.68**
less: Allowance for Credit Impaired	696.88	1,725.18
Total	**25,969.71**	**19,354.50**

3.12 TRADE RECEIVABLES (Contd.)

Set out below is the movement in the allowance for expected credit losses of trade receivables:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
As at 1st April	1,725.18	2,667.00
(Reversal)/Provision for expected credit losses	(1,028.30)	(941.82)
As at 31st March	696.88	1,725.18

(a) Refer Note No. 3.24 for information on receivables secured against borrowings.

(b) No trade receivable are due from directors or other officers of the company either severally or jointly with any other person. Nor any trade receivable are due from firms or private companies respectively in which any director is a partner, a director or a member.

(c) Refer Note No. 3.52 for credit risk and foreign currency risk

(d) Refer Note No. 3.54 for information on receivables from related parties.

(e) Refer Trade Receivables ageing schedule below:

Trade Receivables Ageing - as at 31st March, 2023

Particulars	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months to 1 Year	1 to 2 Years	2 to 3 Years	More than 3 Years	
(i) Undisputed Trade receivables – considered good	18,524.97	6,101.03	420.05	518.09	327.90	77.67	25,969.71
(ii) Undisputed Trade Receivables – credit impaired*	-	3.62	35.57	42.28	87.77	527.64	696.88

**Refer Note No. 3.54.*

Trade Receivables Ageing - as at 31st March, 2022

Particulars	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months to 1 Year	1 to 2 Years	2 to 3 Years	More than 3 Years	
(i) Undisputed Trade receivables – considered good	10,653.12	7,267.63	664.92	302.57	346.47	119.79	19,354.50
(ii) Undisputed Trade Receivables – credit impaired*	-	1,458.37	-	118.36	148.45	-	1,725.18

**Refer Note No. 3.54.*

Note: There are no disputed trade receivable outstanding on 31st March, 2023 and 31st March, 2022

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as at & for the year ended 31st March, 2023

3.13 CASH AND CASH EQUIVALENTS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Balances with Banks	1,116.17		1,293.88	
Fixed Deposits with Banks (Original Maturity of less than 3 Months)	1,500.00		-	
Cash on Hand	15.83		18.46	
Cheques in hand	0.17	2,632.17	-	1,312.34
Total		**2,632.17**		**1,312.34**

Changes in liabilities arising from financing activities

₹ in Lacs

Particulars	01.04.2022	Cash Flow	On Account of Ind AS 116	31.03.2023
Current Borrowings	21,257.85	(20,184.69)	-	1,073.16
Current Lease Liabilities	601.10	(696.80)	601.16	505.46
Non-Current Lease Liabilities	491.75	-	(17.25)	474.50
Total	**22,350.70**	**(20,881.49)**	**583.91**	**2,053.12**

₹ in Lacs

Particulars	01.04.2021	Cash Flow	On Account of Ind AS 116	31.03.2022
Current Borrowings	4,652.93	16,604.92	-	21,257.85
Current Lease Liabilities	354.29	(552.69)	799.50	601.10
Non-Current Lease Liabilities	141.81	-	349.94	491.75
Total	**5,149.03**	**16,052.23**	**1,149.44**	**22,350.70**

3.14 OTHER BANK BALANCES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Unpaid Dividend Account #	297.07	223.37
Balance in Escrow account ##	4,650.00	-
Deposits with original maturity of more than 3 months but less than 12 months *	2,000.43	4,024.77
Total	**6,947.50**	**4,248.14**

 # Earmarked for payment of Unclaimed Dividend

Balance in escrow account with banks primarily related to amount for buyback of equity shares

** Includes deposits amounting to Nil (31.03.2022 : ₹66.85 lacs) under lien*

3.15 LOANS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
At amortised cost		
Unsecured, considered good		
Loans to Employees	273.10	183.27
Total	**273.10**	**183.27**

3.16 OTHER FINANCIAL ASSETS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Unsecured, considered good				
At amortised cost				
Interest Receivable				
- from related parties (Refer Note No. 3.54)	79.59		39.58	
- from others	14.51	94.10	86.85	126.43
Other Receivable				
- from related parties (Refer Note No. 3.54)	483.72		291.34	
- from others	95.72	579.44	186.09	477.43
Security Deposit		-		32.40
Incentive receivable*	957.74		826.85	
Less: Provision for Doubtful Receivables	(22.29)	935.45	(22.29)	804.56
Deposits with Original maturity of more than 12 months but due in less than 12 months **		5,070.07		3,042.09
At FVTPL				
Derivative assets - Forward & Option #		749.93		879.95
Total		**7,428.99**		**5,362.86**

** It includes Subsidy, Export Incentives, GST Refund etc.*

*** Includes deposit amounting to ₹70.07 lacs (31.03.2022 : Nil) under lien*

 # Refer Note No. 3.47 for determination of fair value

3.17 OTHER CURRENT ASSETS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Unsecured, considered good				
Advances other than Capital Advances				
For goods and services*	1,901.91		2,664.21	
To employees	12.88	1,914.79	43.94	2,708.15
Balances with Government Authorities		10,416.66		13,111.85
Prepaid Expenses*		1,791.69		1,336.16
Unsecured, considered doubtful				
Advances other than Capital Advances				
For goods and services	47.35		47.35	
Less: Provision for Doubtful Advances	(47.35)	-	(47.35)	-
Total		**14,123.14**		**17,156.16**

** Refer Note No. 3.54 for related disclosure.*

3.18 EQUITY SHARE CAPITAL

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Authorised		
50,00,00,000 (31.03.2022 - 50,00,00,000) Equity Shares of ₹1/- each	5,000.00	5,000.00
Issued		
44,11,50,000 (31.03.2022 - 44,11,50,000) Equity Shares of ₹1/- each fully paid up	4,411.50	4,411.50
Subscribed & Paid up*		
44,11,50,000 (31.03.2022 - 44,11,50,000) Equity Shares of ₹1/- each fully paid up	4,411.50	4,411.50
Total Issued, Subscribed and Fully paid up Share Capital	**4,411.50**	**4,411.50**

** Of the above, 22,69,67,619 (31.03.2022 : 22,69,67,619) equity shares fully paid up have been issued in consideration other than cash by way of bonus shares in last 5 years.*

Notes to Standalone Ind AS Financial Statements
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3.18 EQUITY SHARE CAPITAL (Contd.)

(a) Reconciliation of the shares outstanding at the beginning and at the end of the reporting period

Particulars	As at 31.03.2023		As at 31.03.2022	
	Number of Shares	₹ In Lacs	Number of Shares	₹ In Lacs
Shares outstanding at the beginning of the year	441,150,000	4,411.50	444,513,740	4,445.14
Less : Shares bought back#	-	-	3,363,740	33.64
Shares outstanding at the end of the year	**441,150,000**	**4,411.50**	**441,150,000**	**4,411.50**

 # Refer Note No. 3.56 for Buy back of equity shares

(b) Terms and Rights attached to equity shares

The Company has only one class of equity shares having a par value of ₹1 per share. Each holder of equity shares is entitled to one vote per share. The Company declares & pays dividend in Indian Rupees. The dividend proposed by the board of directors is subject to the approval of the shareholders in the ensuing Annual General Meeting and is accounted for in the year in which it is approved by the shareholders in the general meeting.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

(c) Shareholders holding more than 5% shares in the Company

Names of the shareholders	As at 31.03.2023		As at 31.03.2022	
	Number of Shares	% of Holding	Number of Shares	% of Holding
Suraj Finvest Private Limited (formerly known as Sneha Gardens Private Limited)	105,720,226	23.96	105,720,226	23.96
Diwakar Finvest Private Limited (formerly known as Sneha Enclave Private Limited)	98,667,956	22.37	98,667,956	22.37

(d) Equity shares movement during 5 years preceding 31st March, 2023

Equity shares issued as bonus

The Company allotted 2,269.67 lacs equity shares as fully paid up bonus shares by capitalisation of profits transferred from security premium in the quarter ended June 30, 2018, pursuant to an ordinary resolution passed after taking the consent of shareholders through postal ballot.

Equity shares extinguished on buy-back

The Company bought back 33,63,740 equity shares for an aggregate amount of ₹16,121.45 lacs being 0.76% of the pre-buyback total paid up equity share capital at ₹479.27 average cost per equity share. The Buyback commenced on 9th February, 2022 and got completed on 21st March, 2022.

The Company bought back 94,21,498 equity shares for an aggregate amount of ₹19,198.73 lacs being 2.08% of the pre-buyback total paid up equity share capital at ₹203.78 average cost per equity share. The Buyback commenced on 29th March, 2020 and got completed on 9th July, 2020.

3.18 EQUITY SHARE CAPITAL (Contd.)

(e) Equity shares held by Promoters as at the end of the current year

Promoter Name	No. of shares as at 01.04.2022	Change during the year	No. of shares at 31.03.2023	% of Total Shares	% change during the year
A)Indian					
A1) Individuals / Hindu Undivided Family					
Priti A Sureka	15,104,702	-	15,104,702	3.42%	-
Avishi Sureka	1,400,000	-	1,400,000	0.32%	-
Sachin Goenka	717,000	-	717,000	0.16%	-
Shobhna Agarwal	630,000	-	630,000	0.14%	-
Saswat Goenka	580,000	-	580,000	0.13%	-
Vibhash Vardhan Agarwal	573,478	-	573,478	0.13%	-
Manan Goenka	565,000	-	565,000	0.13%	-
Darsh Goenka	565,000	-	565,000	0.13%	-
Advay Goenka	554,000	-	554,000	0.13%	-
Jyoti Agarwal	488,000	-	488,000	0.11%	-
Reyansh Goenka	407,750	-	407,750	0.09%	-
Devarsh Goenka	407,750	-	407,750	0.09%	-
Radheshyam Goenka*	392,076	8,800	400,876	0.09%	-
Chikky Goenka	371,700	-	371,700	0.08%	-
Smriti Agarwal	334,000	(65,000)	269,000	0.06%	(0.01%)
Rachana Goenka	317,700	-	317,700	0.07%	-
Rajkumar Goenka*	297,964	4,400	302,364	0.07%	-
Rachna Bagaria	270,000	-	270,000	0.06%	-
Indu Goenka	269,700	-	269,700	0.06%	-
Nimisha Goenka	244,000	-	244,000	0.06%	-
Reha Goenka	240,000	-	240,000	0.05%	-
Shreya Goenka	230,000	-	230,000	0.05%	-
Saroj Goenka	215,240	-	215,240	0.05%	-
Aditya Vardhan Agarwal HUF	204,278	-	204,278	0.05%	-
Shruti Goenka	196,130	-	196,130	0.04%	-
Radheshyam Agarwal	195,000	-	195,000	0.04%	-
Prashant Goenka	190,000	-	190,000	0.04%	-
Manish Goenka HUF	174,000	-	174,000	0.04%	-
Mohan Goenka HUF	174,000	-	174,000	0.04%	-
Sushil Kumar Goenka HUF	174,000	-	174,000	0.04%	-
Usha Agarwal	173,096	-	173,096	0.04%	-
Harsh Vardhan Agarwal HUF	172,000	-	172,000	0.04%	-
Vihan Vardhan Agarwal	172,000	-	172,000	0.04%	-
Puja Goenka	169,398	-	169,398	0.04%	-
Jayant Goenka	156,254	-	156,254	0.04%	-
Mansi Agarwal	150,000	-	150,000	0.03%	-

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3.18 EQUITY SHARE CAPITAL (Contd.)

Promoter Name	No. of shares as at 01.04.2022	Change during the year	No. of shares at 31.03.2023	% of Total Shares	% change during the year
Laxmi Devi Bajoria*	143,000	(22,000)	121,000	0.03%	-
Manish Goenka	142,196	-	142,196	0.03%	-
Aditya Vardhan Agarwal	134,668	-	134,668	0.03%	-
Ashish Goenka	130,000	69,400	199,400	0.05%	0.02%
Rashmi Goenka	121,400	-	121,400	0.03%	-
Santosh Goenka	115,640	-	115,640	0.03%	-
Harsha Vardhan Agarwal*	110,266	700	110,966	0.03%	-
Sushil Kumar Goenka*	109,900	4,400	114,300	0.03%	-
Richa Agarwal	93,222	-	93,222	0.02%	-
Vidhishree Agarwal	80,000	-	80,000	0.02%	-
Vidula Agarwal	80,000	-	80,000	0.02%	-
Jayant Goenka HUF	74,000	-	74,000	0.02%	-
Prashant Goenka HUF	74,000	-	74,000	0.02%	-
Ashish Goenka HUF	74,000	-	74,000	0.02%	-
Mohan Goenka	61,900	-	61,900	0.01%	-
Madan Lal Agarwal	60,000	-	60,000	0.01%	-
Jyoti Goenka	48,776	-	48,776	0.01%	-
Kusum Agarwal*	36,300	(700)	35,600	0.01%	-
Pradeep Kumar Agarwal	31,150	-	31,150	0.01%	-
Divya Agarwal	26,000	-	26,000	0.01%	-
Sangita Agarwal	26,000	-	26,000	0.01%	-
Shubham Agarwal	24,460	-	24,460	0.01%	-
Abhishek Agarwal	24,000	-	24,000	0.01%	-
Dhiraj Agarwal	16,750	-	16,750	0.00%	0.00%
Sumangal Agarwal	8,200	-	8,200	0.00%	0.00%
Vishal Agarwal	8,200	-	8,200	0.00%	0.00%
Rohin Raj Sureka	5,000	-	5,000	0.00%	0.00%
Total (A1)	**29,334,244**	**-**	**29,334,244**	**6.65%**	**-**
A2) Body Corporate					
Suraj Finvest Private Limited (formerly known as Sneha Gardens Private Limited)	105,720,226	-	105,720,226	23.96%	-
Diwakar Finvest Private Limited (formerly known as Sneha Enclave Private Limited)	98,667,956	-	98,667,956	22.37%	-
Midkot Investments Private Limited	3,117,160	-	3,117,160	0.71%	-
Emami Paper Mills Ltd	933,000	-	933,000	0.21%	-
Emami Frank Ross Limited	10,000	-	10,000	-	-
Total (A2)	**208,448,342**	**-**	**208,448,342**	**47.25%**	**-**
Total (A)	**237,782,586**	**-**	**237,782,586**	**53.90%**	**-**

3.18 EQUITY SHARE CAPITAL (Contd.)

Promoter Name	No. of shares as at 01.04.2022	Change during the year	No. of shares at 31.03.2023	% of Total Shares	% change during the year
B) Foreign					
Amitabh Goenka	571,496	-	571,496	0.13%	-
Ritu Goenka	454,930	-	454,930	0.10%	-
Nikunj Goenka	265,000	-	265,000	0.06%	-
Yogesh Goenka	245,400	-	245,400	0.06%	-
Amitabh Goenka HUF	74,000	-	74,000	0.02%	-
Total (B)	**1,610,826**	**-**	**1,610,826**	**0.37%**	**-**
Total (A + B)	**239,393,412**	**-**	**239,393,412**	**54.27%**	**-**

** % change is below the rounding off norms adopted by the company.*

(f) Equity shares held by Promoters as at the end of the previous year

Promoter Name	No. of shares as at 01.04.2021	Change during the year	No. of shares at 31.03.2022	% of Total Shares	% change during the year
A)Indian					
A1) Individuals / Hindu Undivided Family					
Priti A Sureka	11,609,702	3,495,000	15,104,702	3.42%	0.79%
Rohin Raj Sureka	3,500,000	(3,495,000)	5,000	-	(0.79%)
Avishi Sureka	1,400,000	-	1,400,000	0.32%	-
Sachin Goenka	717,000	-	717,000	0.16%	-
Shobhna Agarwal	630,000	-	630,000	0.14%	-
Saswat Goenka	580,000	-	580,000	0.13%	-
Vibhash Vardhan Agarwal	573,478	-	573,478	0.13%	-
Manan Goenka	565,000	-	565,000	0.13%	-
Darsh Goenka	565,000	-	565,000	0.13%	-
Advay Goenka	554,000	-	554,000	0.13%	-
Jyoti Agarwal	488,000	-	488,000	0.11%	-
Reyansh Goenka	407,750	-	407,750	0.09%	-
Devarsh Goenka	407,750	-	407,750	0.09%	-
Radheshyam Goenka	392,076	-	392,076	0.09%	-
Chikky Goenka	371,700	-	371,700	0.08%	-
Smriti Agarwal	334,000	-	334,000	0.08%	-
Rachana Goenka	317,700	-	317,700	0.07%	-
Rajkumar Goenka	297,964	-	297,964	0.07%	-
Rachna Bagaria	270,000	-	270,000	0.06%	-
Indu Goenka	269,700	-	269,700	0.06%	-
Nimisha Goenka	244,000	-	244,000	0.06%	-
Reha Goenka	240,000	-	240,000	0.05%	-
Shreya Goenka	230,000	-	230,000	0.05%	-
Saroj Goenka	215,240	-	215,240	0.05%	-
Aditya Vardhan Agarwal HUF	204,278	-	204,278	0.05%	-

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3.18 EQUITY SHARE CAPITAL (Contd.)

Promoter Name	No. of shares as at 01.04.2021	Change during the year	No. of shares at 31.03.2022	% of Total Shares	% change during the year
Shruti Goenka	196,130	-	196,130	0.04%	-
Radheshyam Agarwal	195,000	-	195,000	0.04%	-
Prashant Goenka	190,000	-	190,000	0.04%	-
Manish Goenka HUF	174,000	-	174,000	0.04%	-
Mohan Goenka HUF	174,000	-	174,000	0.04%	-
Sushil Kumar Goenka HUF	174,000	-	174,000	0.04%	-
Usha Agarwal	173,096	-	173,096	0.04%	-
Harsh Vardhan Agarwal HUF	172,000	-	172,000	0.04%	-
Vihan Vardhan Agarwal	172,000	-	172,000	0.04%	-
Puja Goenka	169,398	-	169,398	0.04%	-
Jayant Goenka	156,254	-	156,254	0.04%	-
Mansi Agarwal	150,000	-	150,000	0.03%	-
Laxmi Devi Bajoria	143,000	-	143,000	0.03%	-
Manish Goenka	142,196	-	142,196	0.03%	-
Aditya Vardhan Agarwal	134,668	-	134,668	0.03%	-
Ashish Goenka	130,000	-	130,000	0.03%	-
Rashmi Goenka	121,400	-	121,400	0.03%	-
Santosh Goenka	115,640	-	115,640	0.03%	-
Harsha Vardhan Agarwal	110,266	-	110,266	0.02%	-
Sushil Kumar Goenka	109,900	-	109,900	0.02%	-
Richa Agarwal**	91,722	1,500	93,222	0.02%	-
Vidhishree Agarwal	80,000	-	80,000	0.02%	-
Vidula Agarwal	80,000	-	80,000	0.02%	-
Jayant Goenka HUF	74,000	-	74,000	0.02%	-
Prashant Goenka HUF	74,000	-	74,000	0.02%	-
Ashish Goenka HUF	74,000	-	74,000	0.02%	-
Mohan Goenka	61,900	-	61,900	0.01%	-
Madan Lal Agarwal	60,000	-	60,000	0.01%	-
Jyoti Goenka	48,776	-	48,776	0.01%	-
Kusum Agarwal**	37,800	(1,500)	36,300	0.01%	-
Pradeep Kumar Agarwal	31,150	-	31,150	0.01%	-
Divya Agarwal	26,000	-	26,000	0.01%	-
Sangita Agarwal	26,000	-	26,000	0.01%	-
Shubham Agarwal	24,460	-	24,460	0.01%	-
Abhishek Agarwal	24,000	-	24,000	0.01%	-
Dhiraj Agarwal	16,750	-	16,750	0.00%	0.00%
Sumangal Agarwal	8,200	-	8,200	0.00%	0.00%
Vishal Agarwal	8,200	-	8,200	0.00%	0.00%
Total (A1)	**29,334,244**	**-**	**29,334,244**	**6.65%**	**-**

3.18 EQUITY SHARE CAPITAL (Contd.)

Promoter Name	No. of shares as at 01.04.2021	Change during the year	No. of shares at 31.03.2022	% of Total Shares	% change during the year
A2) Body Corporate					
Suraj Finvest Private Limited (formerly known as Sneha Gardens Private Limited)	105,720,226	-	105,720,226	23.96%	-
Diwakar Finvest Private Limited (formerly known as Sneha Enclave Private Limited)	98,667,956	-	98,667,956	22.37%	-
Midkot Investments Private Limited	-	3,117,160	3,117,160	0.71%	0.71%
Tmt Viniyogan Limited*	3,033,160	(3,033,160)	-	-	(0.69%)
Emami Capital Markets Limited*	84,000	(84,000)	-	-	(0.02%)
Emami Paper Mills Ltd	933,000	-	933,000	0.21%	-
Emami Frank Ross Limited	10,000	-	10,000	0.00%	-
Total (A2)	**208,448,342**	**-**	**208,448,342**	**47.25%**	**-**
Total (A)	**237,782,586**	**-**	**237,782,586**	**53.90%**	**-**
B) Foreign					
Amitabh Goenka	571,496	-	571,496	0.13%	-
Ritu Goenka	454,930	-	454,930	0.10%	-
Nikunj Goenka	265,000	-	265,000	0.06%	-
Yogesh Goenka	245,400	-	245,400	0.06%	-
Amitabh Goenka HUF	74,000	-	74,000	0.02%	-
Total (B)	**1,610,826**	**-**	**1,610,826**	**0.37%**	**-**
Total (A + B)#	**239,393,412**	**-**	**239,393,412**	**54.27%**	**-**

** These Companies have been merged with Midkot Investments Private Limited with effect from 15th November, 2021.*

*** % change is below the rounding off norms adopted by the company.*

 # The increase in promoters' share holding % is due to shares bought back in buyback process and extinguished.

3.19 OTHER EQUITY

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Retained Earnings				
Opening balance	116,683.85		67,181.70	
Net Profit for the Year	57,349.96		85,067.76	
Remeasurement of the Net Defined Benefit Plans (net of tax)	(72.25)		(4.51)	
Interim Dividend#	(35,292.00)		(35,561.10)	
Closing Balance		138,669.56		116,683.85
Other Comprehensive Income				
Opening Balance	12,667.20		9,501.47	
Investment in Equity shares at fair value through Other Comprehensive Income	(4,112.03)		3,165.73	
Closing Balance		8,555.17		12,667.20
Other Reserves				

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as at & for the year ended 31st March, 2023

3.19 OTHER EQUITY (Contd.)

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Capital Reserve		79.64		79.64
Securities Premium				
Opening balance	-		7,224.80	
Amount paid/payable upon Buy back of equity shares ##	-		(3,341.22)	
Buyback distribution tax ##	-		(3,755.18)	
Transaction costs related to Buyback of equity shares ##	-		(128.40)	
Closing Balance		-		-
Capital Redemption Reserve (CRR)				
Opening balance	127.85		94.21	
Appropriation from general reserve upon Buyback of equity shares ##	-		33.64	
Closing Balance		**127.85**		**127.85**
General Reserve				
Opening Balance	74,625.56		87,405.79	
Transaction costs related to Buyback of equity shares ##	(99.34)		(12,746.59)	
Transfer to capital redemption reserve upon Buyback of equity shares ##	-		(33.64)	
Closing Balance		**74,526.22**		**74,625.56**
Total		**221,958.44**		**204,184.10**

 # Refer Note No. 3.49

Refer Note No. 3.56

Nature and purpose of reserves

Securities Premium

Securities premium reserve is used to record the premium on issue of shares. The reserve can be utilised only for limited purposes such as issuance of bonus shares /buyback of shares in accordance with the provisions of the Companies Act, 2013.

General Reserve

Under the erstwhile Companies Act 1956, general reserve was created through an annual transfer of net income at a specified percentage in accordance with applicable regulations. The purpose of these transfers was to ensure that if a dividend distribution in a given year is more than 10% of the paid-up capital of the Company for that year, then the total dividend distribution is less than the total distributable results for that year. Consequent to introduction of Companies Act 2013, the requirement to mandatorily transfer a specified percentage of the net profit to general reserve has been withdrawn. However, the amount previously transferred to the general reserve can be utilised only in accordance with the specific requirements of Companies Act, 2013.

Capital Reserve

Capital Reserve has been primarily created on amalgamation in earlier years.

Retained Earnings

This Reserve represents the cumulative profits of the Company and effects of remeasurement of defined benefit obligations. This Reserve can be utilized in accordance with the provisions of the Companies Act, 2013.

Other Comprehensive Income

This Reserve represents the cumulative gains (net of losses) arising on the revaluation of Equity Instruments measured at Fair Value through Other Comprehensive Income, net of amounts reclassified, if any, to Retained Earnings when those instruments are disposed of.

Capital Redemption Reserve

Represents the nominal value of Equity shares bought back pursuant to Buyback in accordance with Section 69 of the Companies Act, 2013. The capital redemption reserve may be applied by the company, in paying up unissued shares of the company to be issued to shareholders of the company as fully paid bonus shares.

3.20 LEASE LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
At amortised cost		
Lease Liabilities	474.50	491.75
Total	**474.50**	**491.75**

Refer Note No. 3.50 for the related disclosures.

3.21 OTHER FINANCIAL LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
At amortised cost				
Unsecured				
Trade Deposits		168.64		173.38
Security Deposits				
- from related parties (Refer Note No. 3.54)	8.50		8.25	
- from others	510.71	519.21	509.11	517.36
Total		**687.85**		**690.74**

3.22 PROVISIONS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Provision for Employee Benefits		
Gratuity	2,232.18	2,017.78
Total	**2,232.18**	**2,017.78**

Refer Note No. 3.38 for the related disclosures.

3.23 OTHER NON-CURRENT LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Deferred Government Grants*	1,612.97	1,790.42
Total	**1,612.97**	**1,790.42**

** To be amortised to income over the life of the assets against which such grants are received / receivable.*

3.24 BORROWINGS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
At amortised cost		
Secured		
From Banks		
Cash Credit (including working capital demand loan)	-	5,400.00
Packing Credit	1,073.16	1,357.85
(Both cash credit & packing credit is secured by hypothecation of inventories, book debts on first charge basis ranking pari passu amongst lenders)		
Unsecured		
From Banks		
Cash Credit (including working capital demand loan)	-	14,500.00
Total	**1,073.16**	**21,257.85**

Notes :

1. Cash Credit (including working capital demand loan) is Nil (31.03.2022 : Interest rate 4.00% - 9.50%)
2. Packing credit is repayable within 27-168 Days & carries interest in the range of 5.05% - 5.70% (31.03.2022 : Interest rate 1.00% - 4.60%)
3. Borrowings from banks has not been used for the purpose other then for which it was taken as at 31st March, 2023 and 31st March, 2022.
4. The company has not been declared wilful defaulter by any bank or financial Institution or other lender.

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.25 LEASE LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
At amortised cost		
Lease Liabilities	505.46	601.10
Total	**505.46**	**601.10**

Refer Note No. 3.50 for the related disclosures.

3.26 TRADE PAYABLES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
At amortised cost		
Total outstanding dues of Micro Enterprises & Small Enterprises (Refer Note No: 3.41)	2,854.53	3,339.84
Total outstanding dues of creditors other than Micro Enterprises & Small Enterprises	22,344.46	26,269.46
Total	**25,198.99**	**29,609.30**

(a) Refer Note No. 3.54 for information on payable to related parties.

(b) Refer Note No. 3.52 for liquidity risk and foreign currency risk

Terms and conditions of the above financial liabilities:

Trade payables are normally settled between 30 to 60 days term.

Trade Payables Ageing - As at 31st March, 2023

₹ in Lacs

Particulars	Current but not due	Outstanding for following periods from due date of payment				
		Less than 1 Year	1 to 2 Years	2 to 3 Years	More than 3 Years	Total
Total outstanding dues of Micro Enterprises & Small Enterprises	745.68	2,108.85	-	-	-	2,854.53
Total outstanding dues of creditors other than Micro Enterprises & Small Enterprises	5,093.41	16,043.99	182.46	246.17	778.43	22,344.46

Trade Payables Ageing - As at 31st March, 2022

₹ in Lacs

Particulars	Current but not due	Outstanding for following periods from due date of payment				
		Less than 1 Year	1 to 2 Years	2 to 3 Years	More than 3 Years	Total
Total outstanding dues of Micro Enterprises & Small Enterprises	316.64	3,023.20	-	-	-	3,339.84
Total outstanding dues of creditors other than Micro Enterprises & Small Enterprises	9,352.57	15,339.78	380.18	506.70	690.23	26,269.46

3.27 OTHER CURRENT FINANCIAL LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
At amortised cost		
Interest Accrued but not due on borrowings	67.63	83.29
Creditors for Capital Goods	403.00	650.10
Unpaid Dividend *	297.07	223.37
Employee Benefits	3,227.31	3,076.86
Trade Deposit	-	0.49
Security Deposit	-	1.55
At FVTPL		
Financial Guarantee Obligation (Refer Note No. 3.54)	5,336.71	4,839.62
Total	**9,331.72**	**8,875.28**

** Unpaid dividend does not include amount due and outstanding to be credited to Investor Education and Protection Fund.*

3.28 OTHER CURRENT LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Deferred Government Grants*	207.69	212.41
Deferred Income**	-	562.34
Advance from Customers	586.18	515.28
Duties & Taxes	1,217.00	1,663.12
Total	**2,010.87**	**2,953.15**

** To be amortised to income over the life of the assets against which such grants are received/receivable.*

***During previous year, Company had entered into a shareholder's agreement with Brillare Science Private Limited (BSPL), whereby Company invested ₹500.00 Lacs towards subscription of equity shares in the FY 22-23 based on price determined under the said agreement.*

3.29 PROVISIONS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Provision for Employee Benefits		
Provident Fund (Refer Note No. 3.39)	579.43	473.14
Leave Encashment	467.29	927.60
Others		
Provision for Litigation (Refer Note No. 3.40)	943.78	868.17
Provision for Rebates and Damage return (Refer Note No. 3.61)	2,362.30	2,412.62
Total	**4,352.80**	**4,681.53**

3.30 CURRENT TAX LIABILITIES (NET)

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Provision for Direct Taxes (Net of Advance Tax)	1,287.20	1,024.23
Total	**1,287.20**	**1,024.23**

3.31 REVENUE FROM OPERATIONS

₹ in Lacs

Particulars	2022-2023	2021-2022
Revenue from contracts with customers		
Sale of Products (Refer Note No. 3.60)	285,666.12	282,750.39
Other Operating Revenues*	5,016.43	3,937.07
Total	**290,682.55**	**286,687.46**

** It includes amortisation of Capital Subsidy, Export incentives and GST Refund*

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.32 OTHER INCOME

₹ in Lacs

Particulars	2022-2023	2021-2022
Interest Received on financial assets carried at amortised cost		
Loans & Deposits	832.94	2,601.59
Dividend Income from equity investment carried at cost	-	2,153.86
Dividend Income from equity investment carried at fair value through OCI	127.14	-
Gain on reversal of provision for financial guarantee obligation	852.12	-
Income from financial assets carried at fair value through Profit or Loss		
Profit on fair value of investment in CCPS	652.83	575.34
Profit on Sale / Fair Value of mutual funds and AIF (Net)	547.38	5,141.39
Profit on fair value of derivatives instruments	334.49	838.49
Profit on fair value of loan	-	53.39
Profit on Sale of Property, Plant & Equipments (Net)	473.53	81.62
Rent and Maintenance Charges Received	553.31	499.49
Sundry Balances Written Back (Net)	124.85	-
Miscellaneous Receipts	301.38	348.74
Total	**4,799.97**	**12,293.91**

3.33 COST OF MATERIALS CONSUMED

₹ in Lacs

Particulars	2022-2023		2021-2022	
Raw materials and Packing materials				
Opening Stock	13,180.11		12,411.90	
Add : Purchases during the year	78,492.78		86,480.56	
Less : Closing Stock	12,858.75		13,180.11	
Total		**78,814.14**		**85,712.35**

3.34 (INCREASE)/ DECREASE IN INVENTORIES OF FINISHED GOODS, STOCK-IN-TRADE AND WORK- IN- PROGRESS

₹ in Lacs

Particulars	2022-2023		2021-2022	
(I) Opening Stock				
Work-in-progress	618.75		446.80	
Finished Goods	12,719.97		9,657.74	
Stock-in-Trade	5,620.89	18,959.61	3,681.81	13,786.35
(II) Closing Stock				
Work-in-progress	466.68		618.75	
Finished Goods	11,199.52		12,719.97	
Stock-in-Trade	3,981.29	15,647.49	5,620.89	18,959.61
Total (I) - (II)		**3,312.12**		**(5,173.26)**

3.35 EMPLOYEE BENEFITS EXPENSE

₹ in Lacs

Particulars	2022-2023	2021-2022
Salaries and Wages (Refer Note No. 3.54)	26,482.96	24,903.94
Staff Contribution to Provident and Other Funds	1,771.56	1,744.67
Gratuity Expenses (Refer Note No. 3.38)	626.85	611.52
Welfare Expense	811.19	632.94
Total	**29,692.56**	**27,893.07**

3.36 FINANCE COSTS

₹ in Lacs

Particulars	2022-2023	2021-2022
Interest on debts & borrowings	299.86	293.18
Interest on lease liabilities (Refer Note No. 3.50)	72.68	52.01
Total	**372.54**	**345.19**

3.37 OTHER EXPENSES

₹ in Lacs

Particulars	2022-2023		2021-2022	
Consumption of Stores and Spare parts		1,148.35		1,186.57
Power and Fuel		2,148.07		2,191.26
Rent (Refer Note No.3.50)		502.47		504.09
Repairs & Maintenance :				
Building	375.25		273.78	
Machinery	901.85		890.74	
Others	2,419.15	3,696.25	1,847.59	3,012.11
Insurance		355.44		338.72
Freight & Forwarding		8,012.70		7,974.76
Directors' Fees and Commission		692.35		595.55
Advertisement & Sales Promotion		40,569.15		40,591.61
Packing Charges		5,725.52		5,726.16
Commission		2,098.60		1,087.69
Provision for doubtful receivables		30.58		84.00
Provision for doubtful trade receivables		488.32		-
Legal and Professional Fees (Refer Note No.3.44)		3,512.04		2,348.80
Travelling and Conveyance		2,682.52		1,711.21
Expenditure on CSR Activities (Refer Note No.3.53)		1,030.99		908.33
Loss on Impairment of Investment in subsidiary and associate		3,188.64		852.09
Sundry Balances Written Off		-		6.11
Miscellaneous Expenses		2,583.22		2,253.13
Total		**78,465.21**		**71,372.19**

3.38 DEFINED BENEFIT PLAN (GRATUITY) :

(i) The Company provides for gratuity, a defined benefit retirement plan covering eligible employees. The Gratuity Plan provides a lump sum payments to vested employees at retirement, death, incapacitation or termination of employment, of an amount equivalent to 15 days salary for each completed year of service. Vesting occurs on completion of 5 continuous years of service as per Indian law. However, no vesting condition applies in case of death.

The Company makes contributions to Himani Limited Gratuity Fund, J.B.Marketing and Services Employees Gratuity Fund, Zandu Pharmaceuticals Employees Gratuity Fund, Kemco Chemicals Employees Gratuity Fund and Other Funds, which is funded defined benefit plan for qualifying employees.

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as at & for the year ended 31st March, 2023

3.38 DEFINED BENEFIT PLAN (GRATUITY) : (Contd.)

(ii) Details as per actuarial valuations recognised in the financial statements in respect of Employees benefit scheme.

₹ in Lacs

	Particulars	Gratuity Funded	
		As at 31.03.2023	As at 31.03.2022
A	**Expenses Recognised in the Income Statement**		
1	Current Service Cost	493.77	493.78
2	Net Interest Cost/(Income) on the Net Defined Benefit Liability/(Asset)	133.08	117.74
3	**Total Expenses recognised in the Statement of Profit & Loss**	**626.85**	**611.52**
B	**Assets and Liability**		
1	Present value of Obligation	6,073.58	5,526.78
2	Fair Value of Plan Assets	3,841.40	3,509.00
3	Funded Status deficit	(2,232.18)	(2,017.78)
4	**Net liability recognised in balance sheet**	**(2,232.18)**	**(2,017.78)**
C	**Change in Present Value of Obligation**		
1	Present value of Obligation as at beginning of period	5,526.78	4,922.76
2	Current Service Cost	493.77	493.78
3	Interest Expense or Cost	364.51	305.00
4	Re-measurement (or Actuarial)(gain)/loss arising from :		
	- Change in financial assumptions	(171.65)	(95.89)
	- Experience variance (i.e. Actual experience vs assumptions)	153.70	188.53
5	Past Service Cost	-	-
6	Benefits Paid	(293.53)	(287.40)
7	**Present value of Obligation as at the end of period**	**6,073.58**	**5,526.78**
D	**Change in Fair Value of Plan Assets**		
1	Fair Value of Plan Assets at beginning of period	3,509.00	3,022.55
2	Investment Income	231.43	187.27
3	Employer's Contribution	500.00	499.41
4	Benefits paid	(293.53)	(287.40)
5	Return on plan assets, excluding amount recognised in net interest expense	(105.50)	87.17
6	**Fair Value of Plan Assets at end of period**	**3,841.40**	**3,509.00**
E	**Other Comprehensive Income**		
1	Actuarial (gains)/losses		
	- Change in financial assumptions	(171.65)	(95.89)
	- Experience variance (i.e. Actual experience vs assumptions)	153.70	188.53
2	Return on plan assets, excluding amount recognised in net interest expense	105.50	(87.17)
3	**Components of defined benefit costs recognised in other comprehensive income**	**87.55**	**5.47**

3.38 DEFINED BENEFIT PLAN (GRATUITY) : (Contd.)

(iii) Major categories of Plan Assets (as percentage of Total Plan Assets)

Particulars	As at 31.03.2023	As at 31.03.2022
Funds managed by Insurer	100.00%	100.00%

(iv) Assumptions

Particulars	As at 31.03.2023	As at 31.03.2022
Financial Assumptions		
Discount Rate (%)	7.30%	6.60%
Salary Growth Rate (per annum)	8.00%	8.00%
Demographic Assumptions		
Mortality Rate	100% (% of IALM 12-14)	100% (% of IALM 12-14)
Withdrawal Rate (per annum)	13.00%	13.00%

(v) Sensitivity Analysis :-

Significant actuarial assumptions for the determination of the defined benefit obligation are discount rate, expected salary increase and mortality. The sensitivity analysis below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The results of sensitivity analysis is given below:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Defined Benefit Obligation (Base)	6,073.58	5,526.78

Particulars	As at 31.03.2023		As at 31.03.2022	
	Decrease	Increase	Decrease	Increase
Discount Rate (- / + 1%) (₹ in Lacs)	6,322.16	5,846.70	5,772.98	5,302.30
(% change compared to base due to sensitivity)	4.10%	(3.70%)	4.50%	(4.10%)
Salary Growth Rate (- / + 1%) (₹ in Lacs)	5,846.08	6,318.10	5,303.10	5,767.30
(% change compared to base due to sensitivity)	(3.70%)	4.00%	(4.00%)	4.40%
Attrition Rate (- / + 50% of present attrition rate) (₹ in Lacs)	6,174.75	6,002.24	5,689.19	5,421.31
(% change compared to base due to sensitivity)	1.70%	(1.20%)	2.90%	(1.90%)
Mortality Rate (- / + 10%) (₹ in Lacs)	6,073.78	6,073.39	5,527.19	5,526.36
(% change compared to base due to sensitivity)	-	-	-	-

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

(vi) Effect of Plan on Entity's Future Cash Flows

a) Funding arrangements and Funding Policy

The Company has purchased an insurance policy to provide for payment of gratuity to the employees. Every year, the insurance company carries out a funding valuation based on the latest employee data provided by the Company. Any deficit in the assets arising as a result of such valuation is funded by the Company.

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.38 DEFINED BENEFIT PLAN (GRATUITY) : (Contd.)

b) Expected Contribution during the next annual reporting period

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
The Company's best estimate of Contribution during the next year	500.00	500.00

c) Maturity Profile of Defined Benefit Obligation

Particulars	2022-2023	2021-2022
Weighted average duration (based on discounted cash flows)	4 Years	4 Years

₹ in Lacs

Expected cash flows over the next (valued on undiscounted basis):	2022-2023	2021-2022
1 Year	2,305.22	1,969.54
2 to 5 Years	2,479.78	2,317.44
6 to 10 Years	2,264.12	1,950.46
More than 10 Years	1,541.43	1,407.78

(vii) Description of Risk Exposures

Valuations are performed on certain basic set of pre determined assumptions and other regulatory frame work which may vary over time. Thus, the Company is exposed to various risks in providing the above gratuity benefit which are as follows:

Interest Rate Risk: The plan exposes the Company to the risk of fall in interest rates. A fall in interest rates will result in an increase in the ultimate cost of providing the above benefit and will thus result in an increase in the value of the liability (as shown in financial statements).

Liquidity Risk: This is the risk that the Company is not able to meet the short-term gratuity pay outs. This may arise due to non availability of enough cash/cash equivalent to meet the liabilities or holding of illiquid assets not being sold in time.

Salary Escalation Risk: The present value of the defined benefit plan is calculated with the assumption of salary increase rate of plan participants in future. Deviation in the rate of increase of salary in future for plan participants from the rate of increase in salary used to determine the present value of obligation will have a bearing on the plan's liability.

Demographic Risk: The Company has used certain mortality and attrition assumptions in valuation of the liability. The Company is exposed to the risk of actual experience turning out to be worse compared to the assumptions considered for the valuation.

Regulatory Risk: Gratuity benefit is paid in accordance with the requirements of the Payment of Gratuity Act, 1972 (as amended from time to time). There is a risk of change in regulations requiring higher gratuity payouts. (e.g. Increase in the maximum limit on gratuity of ₹20,00,000).

Asset Liability Mismatching or Market Risk: The duration of the liability is longer compared to duration of assets, exposing the Company to market risk for volatilities/fall in interest rate.

Investment Risk: The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.

3.39 DEFINED BENEFIT PLAN (PROVIDENT FUND):

(i) In respect of certain employees, provident fund contributions are made to a Trust administered by the Company.

The defined benefit obligation arises from the possibility that during any time period in the future, the scheme may earn insufficient investment income to meet the guaranteed interest rate declared by government/EPFO/relevant authorities.

The net defined benefit obligation as at the valuation date, thus, represents the excess of accrued account value plus interest rate guaranteed liability over the fair value of plan assets.

(ii) Details as per actuarial valuations recognised in the financial statements in respect of Employees benefit scheme.

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Accumulated Account Value of Employee's Fund	19,704.09	16,631.50
Interest Rate Guarantee Liability	481.36	468.10
Present value of benefit obligation at end of the period	**20,185.45**	**17,099.60**
Fair Value of Plan Assets	19,606.02	16,626.46
Net Asset / (Liability)	**(579.43)**	**(473.14)**

Interest Rate Guarantee Liability	As at 31.03.2023	As at 31.03.2022
Interest Rate Guarantee Liability	481.36	468.10
Fund Reserve and Surpluses	98.07	5.04
Net Liability	**579.43**	**473.14**

(iii) Major categories of Plan Assets (as percentage of Total Plan Assets)

Particulars	As at 31.03.2023	As at 31.03.2022
Government of India securities	6.87%	12.30%
State Government securities	42.15%	34.49%
High quality corporate bonds	42.32%	34.65%
Equity shares of listed companies	7.58%	11.26%
Special Deposit Scheme	0.15%	1.02%
Bank balance	0.15%	1.40%
Other Investments	0.78%	4.88%
Total	**100.00%**	**100.00%**

(iv) Assumptions

Particulars	As at 31.03.2023	As at 31.03.2022
Discount rate	7.29%	5.95%
Expected Guarantee Interest Rate	8.15%	8.10%
Mortality Rate	100% (% of IALM 12-14)	100% (% of IALM 12-14)
Attrition Rate (for all ages; per annum)	13.00%	13.00%

(v) Liability sensitivity analysis

Significant actuarial assumptions for the determination of the guarantee liability are interest rate guarantee and discount rate.

The sensitivity analysis below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The results of sensitivity analysis is given below:

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.39 DEFINED BENEFIT PLAN (PROVIDENT FUND): (Contd.)

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Defined Benefit Obligation (Base)	20,185.45	17,099.60

Particulars	As at 31.03.2023		As at 31.03.2022	
	Decrease	Increase	Decrease	Increase
Discount Rate (- / + 1%) (₹ in Lacs)	20,195.25	20,175.78	17,109.57	17,089.95
(% change compared to base due to sensitivity)	0.05%	(0.05%)	0.06%	(0.06%)
Interest rate guarantee (-/+ 1%) (₹ in Lacs)	19,842.30	20,733.22	16,713.23	17,893.17
(% change compared to base due to sensitivity)	(1.70%)	2.71%	(2.26%)	4.62%

3.40 THE COMPANY HAS MADE A PROVISION OF ₹77.81 LACS (31.03.2022 - ₹5.97 LACS) TOWARDS CASES WHICH ARE UNDER LITIGATION DURING THE YEAR AS SHOWN BELOW :

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Opening Balance	868.17	874.27
Provisions made during the year	77.81	5.97
Payment/reversals during the year	(2.20)	(12.07)
Closing Balance	**943.78**	**868.17**

3.41 DETAILS OF DUES TO MICRO AND SMALL ENTERPRISES AS DEFINED UNDER THE MSMED ACT, 2006 :

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year		
- Principal amount due to micro and small enterprises	2,854.53	3,339.84
- Interest due on above	-	-
Total	**2,854.53**	**3,339.84**
The amount of interest paid by the buyer in terms of section 16 of the MSMED Act 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act 2006	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year	-	-
The amount of further interest remaining due and payable even in the succeeding year, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as deductible expenditure under section 23 of MSMED Act 2006	-	-

3.42 (A) Disclosures pursuant to the Regulation 34(3) read with para A of Schedule V to SEBI Listing Regulation 2015

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Loan to subsidiary : (including interest)		
Emami Lanka (Pvt) Limited	338.58	312.94
Brillare Science Private Limited	654.78	302.85
Maximum amount outstanding at any time during the year (including interest)		
Emami International FZE	-	2,056.83
Emami Lanka (Pvt) Limited	338.58	515.09
Brillare Science Private Limited	654.78	302.85
Helios Lifestyle Private Limited	446.10	-
Loan to Associates :		
Helios Lifestyle Private Limited	-	438.75
Maximum amount outstanding at any time during the year		
Helios Lifestyle Private Limited	-	551.33

(B) Disclosures pursuant to Sub-Section (4) of Section 186 of Companies Act, 2013:

i) Details regarding investments made are given under Note No. 3.5

ii) Details regarding Loans and guarantees given are as follows :

₹ in Lacs

Particulars	Note No.	Purpose	As at 31.03.2023	As at 31.03.2022
Loan to Subsidiary and Associates	3.54	Working Capital Requirements	858.77	1,014.95
Corporate Guarantee given (including letter of comfort)	3.54	Working Capital Requirements	8,573.89	8,354.82

(C) Security Deposit of ₹ Nil (31.03.2022 - ₹ Nil) given to Directors of the Company against tenancies. (Maximum amount outstanding during the year - ₹ Nil (31.03.2022 - ₹5.35 Lacs).

3.43 CONTINGENT LIABILITIES & COMMITMENTS

I) Contingent Liabilities

₹ in Lacs

(a) Claims against the Company not acknowledged as debt :	As at 31.03.2023	As at 31.03.2022
i) Excise Duty, GST and Customs demands	321.11	311.46
ii) Sales Tax demands under appeal	178.02	179.73
iii) Others	23.05	23.05

Based on discussions with the solicitors/favourable decisions in similar cases/legal opinions taken by the Company, the management believes that the Company has a good chance of success in above-mentioned cases and hence, no provision there against is considered necessary. The timing of outflow of resources is not ascertainable.

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.43 CONTINGENT LIABILITIES & COMMITMENTS (Contd.)

₹ in Lacs

(b) Guarantees	As at 31.03.2023	As at 31.03.2022
Bank Guarantees	223.98	453.62
Corporate Guarantee issued on behalf of a subsidiary company (Net of Provision -Refer note no. 3.27)	1,481.91	1,490.61
Letter of Comfort issued on behalf of subsidiary company	1,755.29	2,024.59

II) Commitments:

₹ in Lacs

Particular	As at 31.03.2023	As at 31.03.2022
(a) **Capital Commitments** : Estimated amount of commitments [net of advances of ₹176.01 Lacs (31.03.2022- ₹514.10 Lacs)] on capital account not provided for	1,031.09	981.64

(b) **EPCG Commitments :** The Company had procured capital goods under the Export Promotion Capital Goods Scheme of the Government of India, at a concessional rate of customs duty / excise on an undertaking to fulfil quantified export obligation within the specified periods, failing which, the Company has to make payment to the Government of India equivalent to the duty benefit enjoyed along with interest. Related export obligation to be met is ₹28.34 Lacs (31.03.2022 - ₹1,043.08 Lacs). In addition, the Company needs to maintain the average annual export turnover of ₹6,910.99 Lacs to meet the above export obligation. The Company is confident that the above export obligation will be met during the specified period.

(c) **Other Commitments :** The Company has ongoing commitment to extend financial support to its wholly-owned subsidiary Emami Lanka (Pvt) Ltd., Srilanka and Step-down subsidiary Pharma Derm SAE Co, Egypt. The future cash flow in respect of the above cannot be ascertained at this stage.

3.44 PAYMENT TO AUDITORS

₹ in Lacs

Particulars	2022-23	2021-22
As Statutory Auditors :		
Audit Fees	53.00	50.00
Limited Review	57.00	53.00
	110.00	**103.00**
Payment to Cost Auditors		
Audit Fees	1.65	1.65

3.45 INFORMATION REGARDING INCOME AND EXPENDITURE OF INVESTMENT PROPERTY

₹ in Lacs

Particulars	2022-23	2021-22
Income derived from investment properties (Refer Note No. 3.32)	523.26	485.92
Less : Direct operating expenses (including repairs and maintenance) incurred for generating income from investment property (Refer Note No. 3.37)	118.13	126.37
Profit arising from investment properties before depreciation and indirect expenses	**405.13**	**359.55**
Less : Depreciation	95.33	95.72
Profit arising from investment properties before indirect expenses	**309.80**	**263.83**

3.45 INFORMATION REGARDING INCOME AND EXPENDITURE OF INVESTMENT PROPERTY (Contd.)

Reconciliation of fair value:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Fair value of opening balance of Investment Property	5,710.34	6,285.04
Fair value adjustment on opening balance of Investment Property	1,244.20	(721.56)
Fair value of transfer in/(out)	(253.45)	146.86
Fair value of closing balance of Investment Property	**6,701.09**	**5,710.34**

These valuations are based on valuations performed by the management (other than registered valuer) based on the available market prices of the properties using the level 2 inputs.

The Company has no restrictions on the realisability of its investment properties and no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

3.46 CATEGORIZATION OF FINANCIAL INSTRUMENTS:

₹ in Lacs

Particulars	Carrying value /Fair value	
	As at 31.03.2023	As at 31.03.2022
(i) Financial Assets		
a) Measured at FVTPL		
- Investments in mutual funds / alternate investment fund (current and non-current)	19,118.93	11,330.03
- Investments in Compulsorily Convertible Preference Shares	-	1,496.64
- Loans	-	438.75
- Other Financial Assets (Derivative assets - Forward & Option)	749.93	879.95
b) Measured at FVTOCI		
- Investments in Equity Shares	8,898.77	13,010.82
c) Measured at Amortised Cost*		
- Loans (current and non-current)	1,302.22	796.03
- Other Financial Assets (current and non-current)	9,300.54	12,856.10
TOTAL	**39,370.39**	**40,808.32**
(ii) Financial Liabilities		
a) Measured at FVTPL		
- Financial Guarantee obligation	5,336.71	4,839.62
b) Measured at Amortised Cost*		
- Borrowings (Secured & Unsecured)	1,073.16	21,257.85
- Other Financial Liabilities (current and non-current)	4,682.86	4,726.40
TOTAL	**11,092.73**	**30,823.87**

**Fair values of assets / liabilities carried at amortised cost are reasonable approximation of its carrying values.*

The Company has not disclosed fair value of financial instruments such as cash and cash equivalents, other bank balances, trade receivables and trade payables because their carrying amounts are a reasonable approximation of the fair values due to their short term nature.

The Company has not disclosed fair value of Lease Liability as per Ind AS 107.

Investment in equity shares of subsidiaries and associates which are carried at cost and hence are not required to be disclosed as per Ind AS 107 "Financial Instruments Disclosures". Hence, the same have been excluded from the above table.

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3.47 FAIR VALUE HIERARCHY

Level 1- Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

The following table presents fair value hierarchy of assets and liabilities measured at fair value on a recurring basis as of 31st March, 2023 & 31st March, 2022 :

₹ in Lacs

Particulars	Fair value measurement at end of the reporting year using			As at 31.03.2023
	Level 1	Level 2	Level 3*	Total
Assets				
Investments in mutual fund / alternate investment fund	-	19,118.93	-	**19,118.93**
Investments in Equity Shares	8,898.77	-	-	**8,898.77**
Derivative financial instruments - Derivative assets - Forward & Option	-	-	749.93	**749.93**
Liability				
Financial Guarantee obligation	-	5,336.71	-	**5,336.71**

₹ in Lacs

Particulars	Fair value measurement at end of the reporting year using			As at 31.03.2022
	Level 1	Level 2	Level 3*	Total
Assets				
Investments in mutual fund / alternate investment fund	-	11,330.03	-	**11,330.03**
Investments in Equity Shares	13,010.82	-	-	**13,010.82**
Investment in Compulsorily Convertible Preference Shares	-	-	1,496.64	**1,496.64**
Loans	-	-	438.75	**438.75**
Derivative financial instruments - Derivative assets - Forward & Option	-	-	879.95	**879.95**
Liability				
Financial Guarantee obligation	-	4,839.62	-	**4,839.62**

** Refer note below for valuation technique and inputs used.*

Description of significant unobservable inputs to valuation for the year ended 31st March, 2023

Particulars	Valuation technique	Significant unobservable inputs	Sensitivity of the input to fair value
Derivative Financial instrument - Options Contract	Monte Carlo Simulation	Volatility Factors	1% increase in Volatility factors will decrease Profit before tax by ₹7.50 lacs and 1% decrease will increase Profit before tax by ₹7.50 lacs .

3.47 FAIR VALUE HIERARCHY (Contd.)

Description of significant unobservable inputs to valuation for the year ended 31st March, 2022

Particulars	Valuation technique	Significant unobservable inputs	Sensitivity of the input to fair value
Compulsorily Convertible Preference Shares	Discounting Cash Flow Method	Discount Rate	1% increase in Discount rate will decrease profit before tax by ₹115 Lacs and 1% decrease will increase profit before tax by ₹134 Lacs.
Loan	Income Approach Method	Yield to maturity	0.50% increase in Yield to Maturity rate will increase profit before tax by ₹6.27 Lacs and 0.50% decrease will decrease profit before tax by ₹6.39 Lacs.
Derivative Financial instrument - Options Contract	Income Approach Method using the option pricing model	Volatility Factors	5% increase in Volatility factors will decrease Profit before tax by ₹172.46 Lacs and 5% decrease will increase Profit before tax by ₹172.18 lacs

The fair value of financial instruments that are not traded in an active market is determined using market approach and valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

There has been no change in the valuation methodology for Level 3 inputs during the year. There were no transfers between Level 1 and Level 2 during the year.

Reconciliation of fair value measurement of Level 3 assets.

₹ in Lacs

Particulars	Amount
As at 1st April 2021	1,706.25
Purchases /Addition	700.00
Disposal/Deletion	1,281.74
Fair Value Changes	1,690.83
As at 31st March 2022	**2,815.34**
Purchases /Addition	-
Disposal/Deletion	2,399.96
Fair Value Changes	334.55
As at 31st March 2023	**749.93**

3.48 INCOME TAXES

A reconciliation of the income tax provision to the amount computed by applying the statutory income tax rate to the income before income taxes is summarised below :

₹ in Lacs

Particulars	2022-2023	2021-2022
Profit before Income Taxes	60,632.96	68,906.47
Enacted Tax Rate in India	34.94%	34.94%
Computed expected tax expenses	21,187.58	24,078.68
Tax Incentives for 80IC/IE units	(17,630.52)	(19,223.04)
Difference between tax depreciation and book depreciation estimated to be reversed during tax holiday period	(230.03)	3,415.00

Notes to Standalone Ind AS Financial Statements

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3.48 INCOME TAXES (Contd.)

₹ in Lacs

Particulars	2022-2023	2021-2022
Expenses not allowable	360.27	317.41
Lower tax rate on dividend received from foreign subsidiary	(22.21)	(376.00)
MAT Credit recorded related to previous years	-	(23,033.00)
Tax on realised gain on fair value of Mutual Fund/AIF set off against Short term carried forward losses	(188.25)	(568.89)
Deferred Tax Asset recognised during the year related to earlier years	-	(927.55)
Other Adjustments	(193.84)	156.11
Income Tax expense	**3,283.00**	**(16,161.29)**

Details of current tax for the year :

₹ in Lacs

Particulars	2022-2023	2021-2022
Current tax (MAT)	11,077.00	12,209.21
Less : MAT Credit Entitlement	(8,554.00)	(5,775.55)
Less : MAT Credit Entitlement for earlier years	-	(23,033.00)
Add : Deferred Tax Charge	760.00	438.05
Income Tax expense	**3,283.00**	**(16,161.29)**
Income tax relating to remeasurement of the net defined benefit liability/ asset	(15.30)	(0.96)
Total Income Tax Expense	**3,267.70**	**(16,162.25)**

The Taxation Laws (Amendment) Ordinance, 2019 was promulgated on 20th September, 2019 which amends the Income Tax Act, 1961, and the Finance (No. 2) Act, 2019. The Ordinance provides domestic companies with an option to opt for lower tax rates, provided they do not claim certain deductions. Further, CBDT has clarified that the tax credit of MAT paid by the domestic company exercising option under section 115BAA of the Act shall not be available consequent to exercising of such option.

As there is no time line within which option under section 115BAA can be exercised, it may be noted that a domestic company having credit of MAT may, if it so desires, exercise the option after utilising the said credit against the regular tax payable. The management has assessed the impact of the above ordinance and CBDT clarification and in view of the significant amount of MAT credit and a unit having tax holiday, the management has chosen not to opt for lower tax rates and continue with the normal tax rate.

The Company had MAT credit balance as at the end of previous year as one of its manufacturing facilities i.e Pacharia, is eligible for availing income tax benefits under section 80IE of Income Tax Act, 1961 (IT Act). The aforesaid income tax benefit would expire by FY 2025-26 and also due to the improvement in pandemic situation, the Company had reassessed its position and recognized MAT credit entitlement amounting to ₹28,808.55 lacs (₹23,033.00 lacs pertaining to earlier years) in the previous year. Further, during the current year the company has recognised MAT credit amounting to ₹8,554.00 lacs in order to determine the utilization of MAT credit in future years, the management has projected its book profits and tax profits and based on the same, MAT credit has been recognized. Subsequent to the recognition of MAT credit amounting to ₹37,362.55 Lacs, there is an unrecognised MAT credit amounting to ₹5,568.00 Lacs which will expire between AY 2024-27, as it is not reasonably certain that such credit can be utilised against future taxable income.

Owing to the recognition of MAT credit entitlement relating to earlier years, the tax expense for the year ended 31st March, 2022 is lower by ₹23,033.00 lacs and profit after tax is higher by ₹23,033.00 lacs. This has positively impacted the EPS of the Company by ₹5.18 per share for the year ended 31st March, 2022.

3.49 DISTRIBUTION OF DIVIDEND

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Dividend on equity shares declared and paid :		
1st Interim dividend for the year ended 31.03.2023 :- ₹4.00 per share (PY. 31.03.2022 :- ₹4.00 per share)	17,646.00	17,780.55
2nd Interim dividend for the year ended 31.03.2023 :- ₹4.00 per share (PY. 31.03.2022 :- ₹4.00 per share)	17,646.00	17,780.55
	35,292.00	**35,561.10**

Note : The Dividend declared or paid during the year by the Company is in compliance with section 123 of the Companies Act, 2013

3.50 LEASES

Company as a Lessee

The Company has lease contracts for Warehouse and office spaces used in its operations. These generally have lease terms between 1 to 5 years. The Company's obligations under its leases are secured by the lessor's title to the leased assets.

Set out below are the carrying amounts of right-of-use assets recognised and the movement during the year:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
As at 1st April	**1,361.03**	**771.85**
Addition during the year	781.08	1,252.75
Derecognition	(269.85)	(96.21)
Depreciation Expense	(648.33)	(567.36)
As at 31st March	**1,223.93**	**1,361.03**

Set out below are the carrying amounts of lease liabilities and the movements during the year:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
As at 1st April	**1,092.85**	**496.10**
Addition during the year	781.08	1,252.75
Derecognition	(197.17)	(103.31)
Accretion of interest	72.68	52.01
Payments	(769.48)	(604.70)
As at 31st March	**979.96**	**1,092.85**
Current	505.46	601.10
Non Current	474.50	491.75

The effective interest rate for lease liabilities is 6%, with maturity between 2024-2028

The following are the amounts recognised in Statement of Profit and Loss:

₹ in Lacs

Particulars	2022-2023	2021-2022
Depreciation expense of right-of use assets	(648.33)	567.36
Interest expenses on lease liabilities	72.68	52.01
Expense relating to short-term leases (included in 'Other Expenses')	502.47	504.09
Total amount recognised in Statement of Profit and Loss	**(73.18)**	**1,123.46**

Notes to Standalone Ind AS Financial Statements
as at & for the year ended 31st March, 2023

3.50 LEASES (Contd.)

₹ in Lacs

Maturity analysis of lease liabilities (including interest) are as follows:	As at 31.03.2023	As at 31.03.2022
1 Year	546.83	651.10
2 to 5 Years	509.17	519.91

Company as a Lessor

The Company has entered into commercial property leases on its investment property portfolio. The Company has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a major part of the economic life of the commercial property and the present value of the minimum lease payments not amounting to substantially all of the fair value of the commercial property, that it retains substantially all the risks and rewards incidental to ownership of these properties and accounts for the contracts as operating leases.

The Company is not having any minimum rental receivables under non-cancellable operating lease as on 31st March, 2023 and 31st March, 2022 respectively.

3.51 CAPITAL MANAGEMENT

For the purpose of the Company's capital management, capital includes issued equity capital, securities premium and all other equity reserves. The primary objective of the Company's capital management is to maximise the shareholder value.

The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Company monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Company's policy is to keep the gearing ratio upto 15%. Net debt is defined as current and non-current borrowings (including current maturity of long term debt and interest accrued and excluding lease liabilities) less cash and cash equivalents.

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Net Debt	(1,491.38)	20,028.80
Total equity	226,369.94	208,595.60
Net Debt plus Total Equity	**224,878.56**	**228,624.40**
Gearing Ratio	**-**	**8.76%**

There have been no breaches in the financial covenants of any interest-bearing loans and borrowing in the current period.

No changes were made in the objectives, policies or processes for managing capital during the years ended 31st March, 2023 and 31st March, 2022.

3.52 FINANCIAL RISK MANAGEMENT

Financial Risk Factors

The Company's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. The Company's focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance. The primary market risk to the Company is foreign exchange risk. The Company uses derivative financial instruments to mitigate foreign exchange related risk exposures.

Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and other price risk. Financial instruments affected by market risk include loans and borrowings, deposits, debt and equity investments and derivative financial instruments.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. In order to balance the Company's position with regards to interest income and interest expense and to manage the interest rate risk, treasury performs comprehensive interest rate risk management. The Company is not exposed to significant interest rate risk as at the respective reporting dates.

Foreign Currency Risk

The Company operates both in domestic market and internationally and consequently the Company is exposed to foreign exchange risk through its sales in overseas countries, and purchases from overseas suppliers in foreign currencies. The Company holds derivative financial instruments such as foreign exchange forward and option contracts to mitigate the risk of changes in exchange rates on foreign currency exposures.

The Company's exposure to foreign currency risk at the end of the reporting period expressed in INR, are as follows:

₹ in Lacs

Particulars	As at 31.03.2023			As at 31.03.2022		
	USD	Euro	GBP	USD	Euro	GBP
Trade Receivables*	5,398.70	-	-	5,683.82	-	-
Loan Given**	258.79	-	-	276.20	-	-
Interest Receivable	79.48	-	-	36.74	-	-
Others Receivable	1,366.73	-	-	993.67	-	-
Forward Contracts	(246.33)	-	-	(910.79)	-	-
Net Exposure to Foreign Currency Risk (Assets)	**6,857.37**	**-**	**-**	**6,079.63**	**-**	**-**
Financial Guarantee Obligation***	5,336.71	-	-	4,839.62	-	-
Trade Payables	82.25	-	26.81	894.55	1.01	14.78
Creditors for Capital Goods	-	-	-	-	241.07	-
Net Exposure to Foreign Currency Risk (Liabilities)	**5,418.96**	**-**	**26.81**	**5,734.17**	**242.08**	**14.78**
Net Exposure to Foreign Currency Risk (Assets - Liabilities)	**1,438.41**	**-**	**(26.81)**	**345.46**	**(242.08)**	**(14.78)**

** Net of provision for impairment of receivables, i.e. provision for doubtful receivable from wholly owned subsidiary Nil (31.03.2022 - ₹1,458.37 Lacs) and from other party ₹400.00 lacs (31.03.2022 - ₹58.25 Lacs).*

*** Net of provision for impairment of Loan receivables from one of its Wholly Owned Subsidiary, i.e. Adjustment against provision for doubtful receivable ₹238.00 lacs (31.03.2022 - ₹183.00 Lacs).*

**** Provision for financial guarantee obligation aggregating ₹5,336.71 lacs (31.03.2022 - ₹4839.62 Lacs) created on account of impairments of one of its wholly owned Subsidiary*

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.52 FINANCIAL RISK MANAGEMENT (Contd.)

Sensitivity

The sensitivity of profit or loss to changes in the foreign exchange rates arises mainly from foreign currency denominated financial instruments.

₹ in Lacs

Particulars	Impact on profit before tax	
	2022-2023	2021-2022
USD Sensitivity		
INR/USD -Increase by 10%*	143.84	34.55
INR/USD -Decrease by 10%*	(143.84)	(34.55)
Euro Sensitivity		
INR/EUR-Increase by 10%*	-	(24.21)
INR/EUR-Decrease by 10%*	-	24.21
GBP Sensitivity		
INR/GBP-Increase by 10%*	(2.68)	(1.48)
INR/GBP-Decrease by 10%*	2.68	1.48

** Holding all other variables constant*

Derivative financial instruments

The Company holds derivative financial instruments such as foreign currency forward to mitigate the risk of changes in exchange rates on foreign currency exposures. The counterparty for these contracts is generally a bank or a financial institution.

Commodity Price Risk

The Company is affected by the price volatility of its key raw materials. Its operating activities requires a continuous supply of key material for manufacturing of hair oil, talc, balm and other products. The Company's procurement department continuously monitor the fluctuation in price and take necessary action to minimise its price risk exposure.

Security Price Risk

Securities price risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market traded prices.

The Company invests its surplus funds in various mutual funds, debt instruments and equity instruments. These comprise of mainly liquid schemes of mutual funds, short term debt funds & income funds (duration investments) and certain quoted equity instruments. To manage its price risk arising from investments in mutual funds and equity instruments, the Company diversifies its portfolio. Mutual fund and equity investments are susceptible to market price risk, mainly arising from changes in the interest rates or market yields which may impact the return and value of such investments.

The Company's exposure to securities price risk arises from investments in mutual funds and equity investments held by the Company and classified in the Balance Sheet as fair value through profit or loss / fair value through other comprehensive income is disclosed under Note No.3.5 & 3.11

Credit Risk

Credit risk refers to the risk of default on its obligation by the counterparty resulting in a financial loss. The maximum exposure to the credit risk at the reporting date is primarily from trade receivables amounting to ₹25,969.71 Lacs and ₹19,354.50 Lacs as at 31st March, 2023 and 31st March, 2022, respectively. Trade receivables includes both secured and unsecured receivables and are derived from revenue earned from domestic and overseas customers . Credit risk has always been managed by the Company through credit approvals, establishing credit limits and continuously monitoring the creditworthiness of customers to which

3.52 FINANCIAL RISK MANAGEMENT (Contd.)

the Company grants credit terms in the normal course of business. An impairment analysis is performed at each reporting date on an individual basis based on historical data of credit losses.

No customer individually accounted for more than 10% of the revenues from external customers during the year ended 31st March, 2023 and 31st March, 2022.

The ageing analysis of the receivables has been considered from the date the invoice falls due.

₹ in Lacs

Particulars	As at 31.03.2023			As at 31.03.2022		
	Estimated total gross carrying amount at default	Expected Credit Loss-simplified approach	Net carrying amount	Estimated total gross carrying amount at default	Expected Credit Loss-simplified approach	Net carrying amount
Current but not due	16,438.79	-	16,438.79	10,653.12	-	10,653.12
Less than 6 months	6,316.78	3.62	6,313.16	8,726.00	1,458.37	7,267.63
6 months to 1 Year	742.26	35.57	706.69	664.92	-	664.92
1 to 2 Years	1,663.45	47.17	1,616.28	420.93	118.36	302.57
2 to 3 Years	795.59	246.33	549.26	494.92	148.45	346.47
More than 3 Years	709.72	364.19	345.53	119.79	-	119.79
Total	**26,666.59**	**696.88**	**25,969.71**	**21,079.68**	**1,725.18**	**19,354.50**

Liquidity Risk

The Company's principal sources of liquidity are cash and cash equivalents and the cash flow that is generated from operations as well as investment in mutual funds. The Company believes that the working capital is sufficient to meet its current requirements. Accordingly, no liquidity risk is perceived.

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted payments.

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Less than 1 year		
Borrowings	1,073.16	21,257.85
Lease Liabilities	546.83	651.10
Interest Payable on Borrowings in future	-	179.20
Trade Payables	25,198.96	29,609.30
Other financial Liabilities	9,331.72	8,875.28
	36,150.67	**60,572.73**
More than 1 year		
Lease Liabilities	509.17	519.91
Other financial Liabilities	687.85	690.74
	1,197.02	**1,210.65**
Total	**37,347.69**	**61,783.38**

Notes to Standalone Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.53 DETAILS OF CSR EXPENDITURE

₹ in Lacs

Particulars	2022-2023 In cash	2022-2023 Yet to paid in cash	2021-2022 In cash	2021-2022 Yet to paid in cash
a) Gross amount required to be spent by the Company during the year (net off ₹28.20 lacs excess spent in FY 2021-22)	1,023.93	-	880.13	-
b) Amount approved by the Board to be spent during the year	1,052.13	-	880.13	-
c) Amount spent during the year				
i) Construction/Acquisition of any Asset	-	-	-	-
ii) On Purposes other than (i) above	990.99	-	833.33	-
d) Amount unspent/(Surplus) at the end of the year	40.00		75.00	
e) Nature of CSR Activities	Promoting Healthcare, water and sanitation programmes, Promoting education, enhancing vocational skills and livelihood enhancement projects, Rural development, social upliftment programmes and promotion of art and Culture		Promoting Healthcare, water and sanitation programmes, Promoting education, enhancing vocational skills and livelihood enhancement projects, Rural development, social upliftment programmes and promotion of art and Culture	

f) Details related to spent / unspent obligations

₹ in Lacs

Particulars	* 2022-2023	2021-2022
i) Contribution to Public Trust	-	-
ii) Contribution to Charitable Trust	990.99	807.85
iii) On purpose of other than i) & ii) above	-	25.48
iv) Unspent amount in relation to :		
- Ongoing project	40.00	75.00
- Other than ongoing project	-	-
Total	**1,030.99**	**908.33**

In case of S. 135(6) (Ongoing Project)						
As at 01.04.2022		Amount required to be spent during the year	Amount spent during the year		As at 31.03.2023	
With Company	In Separate CSR Unspent A/c		From Company's bank A/c	From Separate CSR Unspent A/c	With Company	In Separate CSR Unspent A/c* #
-	75.00	1,023.93	990.99	75.00	-	40.00

It includes ₹7.06 lacs which is in addition to the minimum amount required to be spent as per the section 135 to the Companies Act, 2013.

3.53 DETAILS OF CSR EXPENDITURE (Contd.)

In case of S. 135(6) (Ongoing Project)						
As at 01.04.2021		Amount required to be spent during the year	Amount spent during the year		As at 31.03.2022	
With Company	In Separate CSR Unspent A/c		From Company's bank A/c	From Separate CSR Unspent A/c	With Company	In Separate CSR Unspent A/c** #
-	-	880.13	833.33	-	-	75.00

***It includes ₹28.20 lacs which is in addition to the minimum amount required to be spent as per the section 135 to the Companies Act, 2013.*

 # In compliance with the provisions laid under Section 135 of the Companies Act, 2013 read with Companies (Corporate Social Responsibility Policy) Rules, 2014 and Companies (Corporate Social Responsibility Policy) Amendment Rules, 2021, the Company has provided for expenditure towards unspent Corporate Social Responsibility (CSR) towards ongoing projects. Subsequent to the year end, the said amount which is remaining unspent under section 135(5) of the Act, on account of ongoing projects, has been transferred to a special account opened by the Company within prescribed time limit in a scheduled bank. In respect of other than ongoing projects, there are no unspent amounts that are required to be transferred to a fund specified in Schedule VII of the Companies Act, in compliance with second proviso to sub-section 5 of section 135 of the Act

3.54 RELATED PARTY TRANSACTIONS :

A. List of Related Parties

1. Parties where Control exists /significant influence exist :

₹ in Lacs

Name of the Related Parties	Nature of Relationship	Principal Place of business	As at 31.03.2023	As at 31.03.2022
			% of Holding	% of Holding
Suraj Finvest Private Limited (Formerly known as Sneha Gardens Private Limited)	Entity having significant influence over the Company	India	23.96%	23.96%
Diwakar Finvest Private Limited (Formerly known as Sneha Enclave Private Limited)	Entity having significant influence over the Company	India	22.37%	22.37%
Emami Bangladesh Limited	Subsidiary	Bangladesh	100.00%	100.00%
Emami International FZE	Subsidiary	UAE	100.00%	100.00%
Emami Lanka (Pvt) Limited (Formerly known as Emami Indo Lanka (Pvt) Limited)	Subsidiary	Sri Lanka	100.00%	100.00%
Emami Overseas FZE	Subsidiary of Emami International FZE	UAE	100.00%	100.00%
Creme 21 GmbH (Formerly known as Fentus 113. GmbH)	Subsidiary of Emami International FZE	Germany	100.00%	100.00%
Emami International Personal Care Trading LLC (w.e.f 15th February, 2022)	Subsidiary of Emami International FZE	UAE	100.00%	100.00%
Emami RUS LLC	Subsidiary of Emami International FZE	Russia	99.99%	99.99%
Pharmaderm Company SAE.	Subsidiary of Emami Overseas FZE	Egypt	90.60%	90.60%

Notes to Standalone Ind AS Financial Statements
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3.54 RELATED PARTY TRANSACTIONS : (Contd.)

₹ in Lacs

Name of the Related Parties	Nature of Relationship	Principal Place of business	As at 31.03.2023 % of Holding	As at 31.03.2022 % of Holding
Brillare Science Private Limited (w.e.f 1st October, 2021)	Subsidiary	India	82.92%	57.36%
Helios Lifestyle Private Limited (w.e.f 1st July, 2022)	Subsidiary	India	50.40%	-
Helios Lifestyle Private Limited (up to 30th June, 2022)	Associate	India	49.53%	49.53%
Brillare Science Private Limited (up to 30th September, 2021)	Associate	India	-	34.70%
Tru Native F&B Private Limited (w.e.f 5th March, 2022)	Associate	India	20.65%	20.65%
Cannis Lupus Services India Pvt. Ltd. (w.e.f 21st July, 2022)	Associate	India	30.00%	-

2. Key Management Personnel & Relatives of Key Management Personnel

i) Key Management Personnel

1. Shri R. S. Agarwal	Chairman Emeritus & Non Executive Director
2. Shri R. S. Goenka	Non Executive Chairman
3. Shri H. V. Agarwal	Vice-Chairman & Managing Director
4. Shri Mohan Goenka	Vice-Chairman & Whole Time Director
5. Shri Sushil Kr. Goenka	Whole Time Director
6. Smt. Priti A. Sureka	Whole Time Director
7. Shri Prashant Goenka	Whole Time Director
8. Shri N.H.Bhansali	CEO - Finance, Strategy & Business Development and CFO
9. Shri Arun Kumar Joshi	Company Secretary & VP- Legal

ii) Other Director

1. Shri Aditya Vardhan Agarwal	Non Executive Director
2. Shri C.K.Dhanuka	Independent Director
3. Shri Debabrata Sarkar	Independent Director
4. Smt. Mamta Binani (w.e.f 29th October, 2021)	Independent Director
5. Shri Anand Rathi (w.e.f 2nd August, 2022)	Independent Director
6. Shri Anjani Agrawal (w.e.f 2nd August, 2022)	Independent Director
7. Shri Anjan Chatterjee (w.e.f 2nd August, 2022)	Independent Director
8. Ms. Avani Davda (w.e.f 2nd August, 2022)	Independent Director
9. Shri Rajiv Khaitan (w.e.f 2nd August, 2022)	Independent Director
10. Shri K.N.Memani (Upto 1st August, 2022)	Independent Director
11. Shri Amit Kiran Deb (Upto 1st August, 2022)	Independent Director
12. Shri Y.P.Trivedi (Upto 1st August, 2022)	Independent Director
13. Shri S.B.Ganguly (Upto 1st August, 2022)	Independent Director

3.54 RELATED PARTY TRANSACTIONS : (Contd.)

14. Shri P.K.Khaitan (Upto 1st August, 2022)	Independent Director
15. Smt. Rama Bijapurkar (Upto 1st August, 2021)	Independent Director

iii) Promoter including relative of Key Management Personnel

1. Ms. Usha Agarwal
2. Ms. Saroj Goenka
3. Shri Dhiraj Agarwal
4. Shri Pradeep Agarwal
5. Ms. Indu Goenka
6. Ms. Rachna Bagaria
7. Ms. Laxmi Devi Bajoria
8. Ms. Jyoti Agarwal
9. Ms. Puja Goenka
10. Ms. Smriti Agarwal
11. Ms. Sobhna Agarwal
12. Ms. Vidisha Agarwal
13. Ms. Avishi Sureka
14. Ms. Jyoti Goenka
15. Ms. Mansi Agarwal
16. Ms. Rachna Goenka
17. Ms. Rashmi Goenka
18. Ms. Richa Agarwal
19. Ms. Shreya Goenka
20. Ms. Vidula Agarwal
21. Shri Raj Kr. Goenka
22. Shri Manish Goenka
23. Shri Jayant Goenka
24. Shri Sachin Goenka
25. Shri Rohin Raj Sureka
26. Shri Vibhash Vardhan Agarwal
27. Shri Yogesh Goenka
28. Shri Saswat Goenka
29. Ms. Chikky Goenka
30. Ms. Vidhishree Agarwal
31. Shri Vihan Vardhan Agarwal
32. Shri Manan Goenka
33. Shri Darsh Goenka
34. Shri Advay Goenka
35. Shri Reyansh Goenka
36. Shri Devarsh Goenka
37. Ms. Nimisha Goenka
38. Ms. Reha Goenka
39. Ms. Shruti Goenka
40. Shri Ashish Goenka
41. Shri Santosh Goenka
42. Shri Madan Lal Agarwal
43. Ms. Kusum Agarwal

Notes to Standalone Ind AS Financial Statements
as at & for the year ended 31st March, 2023

3.54 RELATED PARTY TRANSACTIONS : (Contd.)

44. Ms. Divya Agarwal
45. Ms. Sangita Agarwal
46. Shri Shubham Agarwal
47. Shri Abhishek Agarwal
48. Shri Sumangal Agarwal
49. Shri Vishal Agarwal
50. Shri Amitabh Goenka
51. Ms. Ritu Goenka
52. Shri Nikunj Goenka

3. **Entity where KMP & their Relatives having significant influence**

1. Emami Paper Mills Limited
2. Emami Frank Ross Limited
3. Emami Realty Limited
4. Emami Agrotech Limited
5. CRI Limited
6. Aviro Vyapar Private Limited
7. AMRI Hospital Limited
8. Emami Estates Private Limited
9. Emami Group Of Companies Private Limited
10. Emami Home Private Limited
11. Dev Infracity Private Limited
12. Pacific Healthcare Private Limited
13. Khaitan & Co.
14. Khaitan & Co. LLP
15. Kosmos Healthcare Private Limited
16. Nayee Deesha Communications Private Limited
17. M. Bhattacharya & Co.Private Limited
18. Midkot Investments Private Limited (w.e.f. 9th December, 2021)
19. Vriddhi Commercial Private Limited (Formerly known as Emami Vriddhi Commercial Private Limited) (w.e.f. 25th May, 2022)
20. Emami Art Private Limited (Formerly known as Oriental Sales Agencies (India) Private Limited) (w.e.f. 15th April, 2022)
21. Emami East Bengal FC Private Limited (w.e.f. 23rd July, 2022)
22. Aditya Vardhan Agarwal HUF
23. Manish Goenka HUF
24. Mohan Goenka HUF
25. Prashant Goenka HUF
26. Sushil Kumar Goenka HUF
27. Harsh Vardhan Agarwal HUF
28. Jayant Goenka HUF
29. Ashish Goenka HUF
30. Amitabh Goenka HUF
31. Himani Limited Staff Provident Institution
32. Emami Foundation
33. Aradhana Trust
34. Pan Emami Cosmed Limited (Upto 8th December, 2021)
35. Emami Capital Markets Limited (Upto 8th December, 2021)
36. TMT Viniyogan Limited (Upto 8th December, 2021)

3.54 RELATED PARTY TRANSACTIONS : (Contd.)

B. Disclosure of Transactions between the Company and Related Parties.

₹ in Lacs

Transactions	Nature of Relationship	Related Party	2022-2023	2021-2022
Remuneration and Employee Benefits to KMP & Relatives of KMP				
- Short Term Employee Benefits	Chairman Emeritus & Non Executive Director	Shri R. S. Agarwal	-	484.24
	Non Executive Chairman	Shri R. S. Goenka	-	484.24
	Vice-Chairman & Managing Director	Shri H.V. Agarwal	318.08	134.80
	Vice-Chairman & Whole Time Director	Shri Mohan Goenka	318.08	143.20
	Whole Time Director	Shri S. K. Goenka	180.90	154.78
		Shri Prashant Goenka	159.24	134.80
		Smt.Priti Sureka	159.24	134.80
	CFO	Shri N.H.Bhansali	267.04	265.98
	Company Secretary	Shri Arun Kumar Joshi	64.93	57.92
	Relatives of KMP	Others	76.79	-
- Post Employment Benefits	Chairman Emeritus & Non Executive Director	Shri R. S. Agarwal	-	20.78
	Non Executive Chairman	Shri R. S. Goenka	-	20.78
	Vice-Chairman & Managing Director	Shri H.V. Agarwal	12.70	5.77
	Vice-Chairman & Whole Time Director	Shri Mohan Goenka	12.70	5.77
	Whole Time Director	Shri S. K. Goenka	7.22	6.64
		Shri Prashant Goenka	6.35	5.77
		Smt.Priti Sureka	6.35	5.77
	CFO	Shri N.H.Bhansali	7.90	7.45
	Company Secretary	Shri Arun Kumar Joshi	0.90	0.90
	Relatives of KMP	Others	1.69	-
- Commission to Directors	Chairman Emeritus & Non Executive Director	Shri R. S. Agarwal	-	250.00
	Non Executive Chairman	Shri R. S. Goenka	-	250.00
	Vice-Chairman & Managing Director	Shri H.V. Agarwal	300.00	-
	Vice-Chairman & Whole Time Director	Shri Mohan Goenka	300.00	-
	Independent Director	Others	45.00	53.20
- Director Sitting Fees	Non Executive Directors	Others	14.85	5.50
	Independent Directors	Others	32.50	36.85

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as at & for the year ended 31st March, 2023

3.54 RELATED PARTY TRANSACTIONS : (Contd.)

₹ in Lacs

Transactions	Nature of Relationship	Related Party	2022-2023	2021-2022
Sale of Goods (including sale of raw material,packing material & Consumable)	Subsidiary	Emami Bangladesh Limited	1,535.18	1,183.37
		Emami International FZE	6,503.59	7,520.91
		Emami Lanka (Pvt) Limited	133.74	66.73
		Other	19.86	-
	Entity where KMP & their Relatives having significant influence	Emami Frank Ross Limited	102.82	108.53
		Others	88.88	127.09
Sale of Property, Plant & Equipment	Subsidiary	Emami International FZE	150.82	85.97
		Others	-	75.60
Rent, Maintenance & Other Income	Entity where KMP & their Relatives having significant influence	Emami Paper Mills Limited	100.71	58.53
		Emami Agrotech Limited	353.74	334.62
		Others	12.17	9.74
	Associates	Others	-	18.63
Royalty Income	Subsidiary	Emami Bangladesh Limited	278.01	224.47
		Emami International FZE	266.30	96.41
		Others	86.43	42.65
	Entity where KMP & their Relatives having significant influence	Others	145.31	68.03
Dividend Income	Subsidiary	Emami Bangladesh Limited	-	2,153.86
	Entity where KMP & their Relatives having significant influence	Emami Paper Mills Limited	127.14	-
Guarantee Commission Income	Subsidiary	Others	68.19	63.30
Interest Income	Subsidiary	Others	97.44	53.25
	Associate (Subsidiary w.e.f 1st July, 2022)	Others	51.22	59.43
Purchase of Trading Goods	Subsidiary	Others	32.63	-
Purchase of Gift,Promotional items & others	Entity where KMP & their Relatives having significant influence	Others	13.38	10.83
Purchase of Property,Plant & Equipment	Entity where KMP & their Relatives having significant influence	Others	-	0.96

3.54 RELATED PARTY TRANSACTIONS : (Contd.)

₹ in Lacs

Transactions	Nature of Relationship	Related Party	2022-2023	2021-2022
Rent, Maintenance & Other Expenses	KMP & Relative of KMP	Others	-	12.80
	Entity having significant influence over the Company	Others	17.63	21.98
	Entity where KMP & their Relatives having significant influence	Others	51.05	51.04
Donation & CSR	Entity where KMP & their Relatives having significant influence	Emami Foundation	978.65	683.74
		Others	10.00	8.00
Publicity,Sales Promotion Expenses	Entity where KMP & their Relatives having significant influence	Nayee Deesha Communications Private Limited	303.37	-
		Emami East Bengal FC Private Limited	275.33	-
		Others	28.30	39.50
Professional & Other Expenses	Associates	Others	-	0.42
	Entity where KMP & their Relatives having significant influence	Others	38.21	26.71
Dividend payout	Entity having significant influence over the Company	Diwakar Finvest Pvt. Ltd	7,893.44	7,893.44
		Suraj Finvest Private Limited	8,457.62	8,457.62
	Entity where KMP & their Relatives having significant influence	Midkot Investments Private Limitred	249.38	124.69
	Whole Time Director	Ms. Priti Sureka	1,208.38	1,208.38
	Relative of KMP	Ms. Avishi Sureka	112.00	112.00
	KMP & Relative of KMP	Others	1,065.25	686.76
	Entity where KMP & their Relatives having significant influence	Others	170.98	264.15
Loan Given	Subsidiary	Brillare Science Private Limited	300.00	300.00
Investment	Subsidiary	Brillare Science Private Limited	1,300.00	700.00
	Associate (Subsidiary w.e.f 1st July, 2022)	Helios Lifestyle Private Limited	446.10	5,328.90
	Associates	Tru Native F&B Private Limited	-	950.00
		Cannis Lupus Services India Pvt. Ltd.	280.00	-
Security Deposit Received	Entity where KMP & their Relatives having significant influence	Others	0.25	8.25

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as at & for the year ended 31st March, 2023

3.54 RELATED PARTY TRANSACTIONS : (Contd.)

₹ in Lacs

Transactions	Nature of Relationship	Related Party	2022-2023	2021-2022
Refund against Security Deposit paid	Entity having significant influence over the Company	Others	-	7.00
	KMP & Relative of KMP	Others	-	13.85
	Entity where KMP & their Relatives having significant influence	Others	-	3.00
Refund against Loan Given / Conversion of loan to equity shares	Subsidiary	Emami International FZE	-	1,825.56
	Associate (Subsidiary w.e.f 1st July, 2022)	Helios Lifestyle Private Limited (Refer Note No - 3.5)	446.10	150.00
Reimbursement of Expenses	Subsidiary	Others	8.41	29.81
	Entity where KMP & their Relatives having significant influence	Others	77.21	73.47
Contribution to Provident Fund	Entity where KMP & their Relatives having significant influence	Himani Limited Staff Provident Institution	830.87	806.99

C. Balances outstanding at the year end.

₹ in Lacs

Transactions	Nature of Relationship	Related Party	As at 31.03.2023	As at 31.03.2022
Investments	Subsidiary	Brillare Science Private Limited	2,156.49	3,488.76
	Associate (Subsidiary w.e.f 1st July, 2022)	Helios Lifestyle Private Limited	7,719.08	7,273.09
		Others	32.61	32.61
	Associate	Tru Native F&B Private Limited	950.00	950.00
		Cannis Lupus Services India Private Limited	280.00	-
	Entity where KMP & their Relatives having significant influence	Emami Paper Mills Limited	8,898.77	13,010.82
Trade Receivable	Subsidiary	Emami Bangladesh Limited	53.12	225.28
		Emami International FZE (net of allowance for doubtful trade receivable ₹ Nil) (PY. 31.03.2022 : ₹1,416.84 lacs)*	2,398.97	3,360.48
		Others	49.51	32.05
	Entity where KMP & their Relatives having significant influence	Others	4.24	17.33

3.54 RELATED PARTY TRANSACTIONS : (Contd.)

₹ in Lacs

Transactions	Nature of Relationship	Related Party	As at 31.03.2023	As at 31.03.2022
Loan Receivable including interest	Subsidiary	Emami Lanka (Pvt) Limited (net of provision ₹238.00 lacs) (PY. 31.03.2022 : ₹183 lacs)**	338.58	312.93
		Brillare Science Private Limited	654.78	302.85
	Associate (Subsidiary w.e.f 1st July, 2022)	Helios Lifestyle Private Limited (31.03.2023 - ₹ Nil) (PY. 31.03.2022 : net of fair value gain of ₹53.39 lacs)	-	438.75
Royalty Receivable	Subsidiary	Emami Bangladesh Limited (net of discounting ₹114.72 lacs) (PY. 31.03.2022 : ₹84.14 lacs)	835.26	702.65
		Emami International FZE	266.30	96.41
		Others	109.08	42.65
Guarantee Commission Receivable	Subsidiary	Emami International FZE	70.68	63.30
Other Receivable	Subsidiary	Emami International FZE	85.41	88.66
	Entity where KMP & their Relatives having significant influence	Others	-	0.17
Trade & Other Payable	Subsidiary	Others	33.65	1.02
	Entity where KMP & their Relatives having significant influence	Others	178.25	221.42
Commission & Other Payable	Chairman Emeritus & Non Executive Director	Shri R. S. Agarwal	-	250.00
	Non Executive Chairman	Shri R. S. Goenka	-	250.00
	Vice-Chairman & Managing Director	Shri H.V. Agarwal	322.00	-
	Vice-Chairman & Whole Time Director	Shri Mohan Goenka	322.00	-
	Other Wholetime Directors	Others	34.50	-
	Independent Director	Others	45.00	53.20
Receivable against Security Depost Paid	Entity where KMP & their Relatives having significant influence	Others	7.50	7.50
Payable against Security Deposit Received	Entity where KMP & their Relatives having significant influence	Others	8.50	8.25

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3.54 RELATED PARTY TRANSACTIONS : (Contd.)

₹ in Lacs

Transactions	Nature of Relationship	Related Party	As at 31.03.2023	As at 31.03.2022
Corporate Guarantee Obligation	Subsidiary	Emami International FZE	6,569.02	6,072.03
		Emami Lanka (Pvt) Limited	249.58	258.20
Letter of Comfort	Subsidiary	Emami Bangladesh Limited	1,755.29	2,024.59
Advance other than Capital Advance	Entity where KMP & their Relatives having significant influence	Others	4.83	4.83
Prepaid Expenses (towards sponshorship)	Entity where KMP & their Relatives having significant influence	Emami East Bengal FC Private Limited	432.67	-

Terms and conditions of transactions with related parties

The sales and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash.

Loan given to related parties are made on terms equivalent to those that prevail in arm's length transactions and have following terms:

a) Loans to subsidiaries carries interest and has a tenure of 1-3 year from the date of loan given.

b) Loans to associate carries interest and are convertible to equity at the option of issuer / borrower or repayable on happening of certain event.

c) Loan receivable from Emami Lanka (Pvt) Ltd. aggregating to ₹259.10 lacs (31.03.2022 ₹276.20 lacs) , net of provision ₹238.00 lacs (31.03.2022 ₹183 lacs) is payable in FY 2023-24 as per the renewed/ revised agreement.

** The Company has investments, trade receivables and guarantees given with respect to its wholly owned subsidiary viz. Emami International FZE (Emami FZE). During the previous year, the Company had performed an impairment assessment in connection with the total exposure in Emami FZE by examining its financial position and recorded liability towards financial guarantee aggregating ₹4,839.62 lacs . Such provisions are adjusted based on the profit earned / loss incurred by the subsidiary on periodic basis. Accordingly, during the year ended March 31, 2023, there has been an decrease by ₹907.12 lacs on the basis of performance of the subsidiary in the current year, which comprises of increase in liability towards financial guarantee by ₹497.09 lacs and decrease in provision for doubtful trade receivable amounting to ₹1,404.21 lacs.*

*** The Company has investments, loans, trade receivables and guarantees given with respect to its wholly owned subsidiary viz. Emami Lanka (Pvt) Limited. During the current year, the Company had performed an impairment assessment in connection with the total exposure in Emami Lanka (Pvt) Limited by examining its financial position and impaired its Loan receivable aggregating ₹238.00 lacs lacs which is equivalent to negative net worth of Emami Lanka (Pvt) Limited.*

3.55 CRITICAL ESTIMATES AND JUDGEMENTS

The preparation of the financial statements in conformity with Ind AS requires the Management to make estimates and assumptions that affect the reported balances of assets and liabilities and disclosures relating to contingent assets and liabilities as at the date of the financial statements and reported amounts of income and expenses during the period. These estimates and associated assumptions are based on historical experience and management's best knowledge of current events and actions the Company may take in future.

Information about critical estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities are included in the following notes:

i) Estimation of defined benefit obligations

The liabilities of the Company arising from employee benefit obligations and the related current service cost, are determined on an actuarial basis using various assumptions Refer Note No. 3.38 and 3.39 for significant assumption used.

ii) Estimation of tax expenses, assets and payable

Deferred tax assets are recognised for unused tax credit and on unused losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

Taxes recognized in the financial statements reflect management's best estimate of the outcome based on the facts known at the balance sheet date. These facts include but are not limited to interpretation of tax laws of various jurisdictions where the company operates. Any difference between the estimates and final tax assessments will impact the income tax as well the resulting assets and liabilities. Refer Note No. 3.8, 3.19 and 3.48.

iii) Estimation of provisions and contingencies

Provisions are liabilities of uncertain amount or timing recognised where a legal or constructive obligation exists at the balance sheet date, as a result of a past event, where the amount of the obligation can be reliably estimated and where the outflow of economic benefit is probable. Contingent liabilities are possible obligations that may arise from past event whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events which are not fully within the control of the company. The Company exercises judgement in recognizing the provisions and assessing the exposure to contingent liabilities relating to pending litigations. Judgement is necessary in assessing the likelihood of the success of the pending claim and to quantify the possible range of financial settlement. Due to this inherent uncertainty in the evaluation process, actual losses may be different from originally estimated provision. Refer Note No. 3.22, 3.29, 3.40 and 3.43.

iv) Estimation of expected useful lives and residual values of property, plants and equipment and intangible assets.

Property, plant and equipment and intangible assets are depreciated/ amortized at historical cost using straight-line method based on the estimated useful life, taking into account residual value. The asset's residual value and useful life are based on the Company's best estimates and reviewed, and adjusted if required, at each Balance Sheet date. Refer Note No. 3.1, 3.2, 3.3 & 3.4.

v) Impairment of intangible assets

The Company has significant intangible assets arising from the acquisition of brand, trademark, know-how etc. in the normal course of its business. In case, there are indicators that the carrying value of the intangibles may not be recovered through its continuing use, the management performs impairment testing in accordance with Ind AS 36. Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less

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incremental costs for disposing of the asset. The value in use calculation is based on a DCF model. The cash flows are derived from the budget over the remaining useful life (including terminal value) and do not include restructuring activities that the Company is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. Recoverability of these assets is based on forecast of projected cash flows over the remaining useful life of underlying intangible assets and their discounted present value (after considering terminal value), which are inherently highly judgmental and is subject to achieving forecasted results.

vi) Impairment of non financial assets / investment in subsidiaries and associates

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a DCF model. The carrying amounts of the Company's non-financial assets /investment in subsidiaries and associates are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the recoverable amounts of cash-generating units have been determined based on value in use calculations. These calculations require the use of estimates such as discount rates and growth rates.

vii) Fair Value Measurements

When the fair values of financial assets and financial liabilities recorded in the Balance Sheet cannot be measured based on quoted prices in active markets, their fair values are measured using valuation techniques which involve various judgements and assumptions that may differ from actual developments in the future. For further details refer Note No. 3.47

3.56 The Board of Directors of the Company, at its meeting held on 24th March, 2023 approved Buyback of the Company's fully paid-up equity shares of face value of ₹1 each from the eligible equity shareholders of the Company other than promoters, promoter group and persons who are in control of the company, at a price not exceeding ₹450 per equity share (Maximum Buyback price), for an aggregate amount not exceeding ₹18,600 lacs (Maximum Buyback size), payable in cash from the open market route through the stock exchange mechanism under the Companies Act, 2013 and SEBI Buyback Regulations 2018 . The Maximum Buyback Size was 9.94% of aggregate of the Company's paid up equity capital and free reserves based on the audited financial statements of the Company as at 31st March, 2022 in compliance with the maximum permissible limit of 10% of the total paid up equity share capital and free reserves in accordance with Section 68(2) of Companies Act, 2013 and SEBI Buy Back Regulations 2018.The Buyback has not been commenced till 31st March, 2023. The Company has incurred ₹99.34 lacs towards transaction cost and taxes.

During the previous year, subsequent to the approval of the Board of Directors , the Company bought back 33,63,740 equity shares in total cash consideration of ₹20,005.03 Lacs (including ₹128.40 lacs towards transaction costs of Buyback and ₹3,755.18 lacs towards Buyback distribution tax). These equity shares were extinguished in the month of March 2022 as per the records of the depositories. In line with the requirement of Companies Act, 2013, an amount of ₹7,224.80 lacs have been utilised from the securities premium, ₹12,780.23 lacs from general reserve for the Buyback. Further, capital redemption reserve of ₹33.64 lacs, representing the nominal value of shares bought back, has been created in accordance with Section 69 of the Companies Act, 2013.

3.57 The Code on Social Security, 2020 ('Code') relating to employee benefits during employment and post-employment benefits received Presidential assent in September 2020. The Code has been published in the Gazette of India. However the date on which the Code will come into effect has not been notified and the final rules/interpretation have not yet been issued. The Company will assess the impact of the Code when it comes into effect and will record any related impact in the period the Code becomes effective.

3.58 INFORMATION FOR EARNINGS PER SHARE AS PER IND AS 33

Particulars	As at 31.03.2023	As at 31.03.2022
Net Profit after tax (₹ in Lacs)	57,349.96	85,067.76
Net Profit before considering MAT Credit Entitlement of earlier years (₹ in Lacs)	57,349.96	62,034.76
Weighted average number of shares (in Lac) (Refer Note no. 3.56)	4,411.50	4,442.59
Earnings Per Share - Basic & Diluted (₹)	**13.00**	**19.15**
Earnings Per Share before considering MAT Credit Entitlement of earlier years - Basic & Diluted (₹)	**13.00**	**13.97**

3.59 The Company has presented segment information in the consolidated financial statements which are presented in the same financial report. Accordingly, in terms of Paragraph 4 of Ind AS 108 'Operating Segments', no disclosures related to segments are presented in this standalone financial statements. The Chief Operating Decision Maker ("CODM") evaluates the Company's performance and allocates resources based on an analysis of various performance indicators considering a single business segment. The CODM reviews revenue and profit from operations as the performance indicator considering a single business segment. The CEO & CFO and Managing Director are the CODM of the Company.

3.60 REVENUE FROM CONTRACTS WITH CUSTOMERS:

Disaggregated revenue information

Set out below is the disaggregation of the Company's revenue from contracts with customers:

₹ in Lacs

Particulars	2022-2023	2021-2022
India	269,228.82	266,835.49
Outside India	16,437.30	15,914.90
Total revenue from contracts with customers	**285,666.12**	**282,750.39**

₹ in Lacs

Timing of revenue recognition	2022-2023	2021-2022
Goods transferred at a point in time	285,666.12	282,750.39

Contract balances

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Trade receivables	25,969.71	19,354.50
Contract liabilities		
Advance from customers	586.18	515.28

Trade receivables are non-interest bearing and are generally on terms of 30 to 90 days.

Contract liabilities includes advance from customers received for supply of goods.

Set out below is the amount of revenue recognised from:

₹ in Lacs

Particulars	2022-2023	2021-2022
Amounts included in contract liabilities at the beginning of the year	**515.28**	**815.52**
Amount received during the year	586.18	515.28
Amount adjusted during the year	515.28	815.52
Amounts included in contract liabilities at the end of the year	**586.18**	**515.28**

Performance obligation

Sale of products

The performance obligation is satisfied upon delivery/dispatch of the goods based on contractual terms. Sales are made generally after receipt of advance except for certain customers where payment is due within 30 to 90 days from day of sales.

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3.61 THE COMPANY HAS MADE A PROVISION OF ₹2,362.30 LACS (31.03.2022 - ₹2,412.62 LACS) TOWARDS REBATES AND DAMAGE RETURN:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Opening Balance	**2,412.62**	**1,886.44**
Provisions made during the year	2,362.30	2,412.62
Payment/reversals during the year	2,412.62	1,886.44
Closing Balance	**2,362.30**	**2,412.62**

3.62 RATIO ANALYSIS AND ITS ELEMENTS

Sl.	Particulars	Ratios		% Variance	Reason for Variance
		2022-2023	2021-2022		
(a)	Current ratio (in times)	2.24	1.22	82.86%	The variance mainly on account of decrease in working capital loans
(b)	Debt-Equity ratio (in times)	0.01	0.11	91.29%	The variance mainly on account of decrease in working capital loans
(c)	Debt service coverage ratio (in times)*	3.27	10.76	69.58%	The variance mainly on account of decrease in working capital loans
(d)	Return on equity ratio (in %)*	26.37%	32.27%	18.27%	-
(e)	Inventory turnover ratio (in times)	9.20	9.46	2.69%	-
(f)	Trade receivables turnover ratio (in times)	12.61	19.28	34.63%	The variance mainly on account of increase in Trade Receivable
(g)	Trade payables turnover ratio (in times)	6.42	6.05	6.07%	-
(h)	Net capital turnover ratio (in times)	5.27	18.32	71.20%	The variance mainly on account of decrease in working capital loans
(i)	Net profit ratio (in %)*	20.08%	21.94%	8.50%	-
(j)	Return on capital employed (in %)	32.82%	39.37%	16.63%	-
(k)	Return on investment (in %)	(12.79%)	16.63%	176.90%	Decrease in return on investment is on account of no dividend received during the year and fair value loss on equity investment.

**Net Profit after tax means reported amount of profit for the period and it does not include MAT Credit Entitlement for earlier years.*

3.62 RATIO ANALYSIS AND ITS ELEMENTS (Contd.)

Elements of Ratio

Sl.	Particulars	Numerator	Denominator
(a)	Current ratio (in times)	Current Assets	Current Liabilities
(b)	Debt-Equity ratio (in times)	Borrowings (including Interest accrued and lease liabilities)	Total equity
(c)	Debt service coverage ratio (in times)	Net Profit after taxes + depreciation & amortization + Finance cost	Finance cost + Lease payment
(d)	Return on equity ratio (in %)	Net Profit after taxtion	Average Total Equity
(e)	Inventory turnover ratio (in times)	Revenue from Sale of Products	Average inventories
(f)	Trade receivables turnover ratio (in times)	Revenue from Sale of Products	Average trade receivables
(g)	Trade payables turnover ratio (in times)	Net Credit Purchase + Purchase of other operating expenses	Average trade payables
(h)	Net capital turnover ratio (in times)	Revenue from Sale of Products	Working capital (i.e. current assets less current liabilities)
(i)	Net profit ratio (in %)	Net Profit after taxtion	Revenue from Sale of Products
(j)	Return on capital employed (in %)	Profit Before Tax + Finance costs	Capital employed = Tangible Net worth + Total debt + Interest Accrued + Lease liabilities + Deferred tax liabilities
(k)	Return on investment (in %)	Income generated from invested funds	Average Investment

3.63 The Company is filling monthly statement of Inventories, Trade payables and Trade receivables to ICICI, HSBC, HDFC, CITI, DBS & Indusind bank for working capital loan. The quarterly returns/statements filed by the company with such banks are not in agreement with the unaudited books of accounts of the company and the details are as follows:

₹ in Lacs

Quarter	Particulars of Securities provided	Amount as per books of account	Amount as reported in the quarterly return/ statement	Amount of Difference*
Jun-22	Trade Receivable	22,142.00	24,925.00	(2,783.00)
	Trade Payables **	5,480.00	4,981.00	499.00
Dec-21	Trade Receivable	21,252.99	24,185.67	(2,932.68)
	Trade Payables**	5,549.01	4,048.07	1,500.94
Sep-21	Trade Receivable	20,044.76	20,830.88	(786.12)
	Trade Payables**	6,125.32	5,060.74	1,064.58
Jun-21	Trade Receivable	14,382.00	16,067.00	(1,685.00)
	Trade Payables**	4,396.61	3,740.13	656.48

**The quarterly statements submitted to banks were prepared and filed before the completion of financial statement closure activities including Ind AS adjustments / reclassification and regrouping as applicable, which led to these difference between final books of accounts and provisional quarterly statement submitted to banks.*

***Trade Payables includes only creditors for goods which is determined by the management through manual exercise and does not include creditors for services / provisional liabilities. Hence, the same have been excluded from the above table.*

3.64 During the year a foreign subsidiary had declared dividend which was subsequently cancelled in Extraordinary General Meeting of its shareholders, due to inability to repatriate the dividend to India on account of ongoing foreign currency crisis in the country in which it is domiciled. Accordingly, the Company has not accounted for income in current year.

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3.65 OTHER STATUTORY INFORMATIONS

(i) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

(ii) The Company do not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

(iii) The Company have not traded or invested in Crypto currency or Virtual Currency during the financial year.

(iv) The Company have not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

 (a) directly or indirectly lend or invest in other person or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) or

 (b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(v) The Company have not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

 (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

 (b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,

(vi) The Company does not have any transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961.

(vii) There is no exceptional item for the year ended 31st March, 2023.

(viii) The Company does not have any transactions with companies struck off under section 248 of the Companies Act, 2013 or section 560 of the Companies Act, 1956.

(ix) The Company has complied with the number of layers prescribed under clause (87) of section 2 of the Act read with Companies (Restriction on number of Layers) Rules, 2017

(x) There are no events or transactions after the reporting period which is required to be disclosed under Ind AS 10.

(xi) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. The Company has total two Core Investment companies as part of the Group.

3.66 The figures of previous year have been regrouped / reclassified / rearranged, wherever required.

The accompanying notes are an integral part of these standalone financial statements

As per our report of even date

For S. R. BATLIBOI & Co. LLP
Chartered Accountants
Firm Registration No: 301003E/E300005

per Sanjay Kumar Agarwal
Partner
Membership No: 060352

Kolkata
25th May, 2023

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
DIN: 00150089

Mohan Goenka
Vice-Chairman & Whole Time Director
DIN: 00150034

N H Bhansali
CEO -Finance, Strategy & Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary & VP-Legal
FCS No: 4976

Consolidated Financial Statements

INDEPENDENT AUDITOR'S REPORT

To the Members of Emami Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Emami Limited (hereinafter referred to as "the Holding Company"), its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group") and its associates comprising of the consolidated Balance Sheet as at March 31 2023, the consolidated Statement of Profit and Loss, including other comprehensive income, the consolidated Cash Flow Statement and the consolidated Statement of Changes in Equity for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us and based on the consideration of reports of other auditors on separate financial statements and on the other financial information of the subsidiaries and associates, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013, as amended ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group and its associates as at March 31, 2023, their consolidated profit including other comprehensive loss, their consolidated cash flows and the consolidated statement of changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the 'Auditor's Responsibilities for the Audit of the Consolidated Financial Statements' section of our report. We are independent of the Group and its associates 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 provisions of 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 audit opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements for the financial year ended March 31, 2023. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of audit procedures performed by us and by other auditors of components not audited by us, as reported by them in their audit reports furnished to us by the management, including those procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Key audit matters	How our audit addressed the key audit matter
Recoverability of Minimum Alternate Tax ("MAT") Credit (as described in note 3.8 and 3.50 of the Consolidated Financial Statements)	
One of the manufacturing facilities of the Holding Company is availing tax benefits under section 80IE of Income Tax Act, 1961 (IT Act) as a result of which the Holding Company is paying taxes under MAT to the government basis the book profits. As on 31st March, 2023, the Holding Company has Minimum Alternate Tax (MAT) credit entitlement amounting to ₹37,362.55 lacs. The utilization of MAT credit entitlement will be through offsetting it when the Holding Company pays normal taxes under the provision of Income Tax Act, 1961. Therefore, the recoverability of MAT credit entitlement is dependent upon generation of sufficient future taxable profits within the stipulated period prescribed under the Income Tax Act, 1961. Recoverability of MAT credit entitlement is sensitive to the assumptions used by the management to determine the forecasted profits, expected future market scenario, economic conditions, interpretation of tax laws, management's expansion plans etc. Accordingly, the recoverability of MAT credit entitlement is determined as a key audit matter in our audit of the consolidated financial statements.	Our audit procedures amongst others included the following: ▪ Understood the income tax computation process for normal tax and minimum alternate tax and reviewed controls around recognition of MAT credit. Evaluated the design and tested the effectiveness of relevant controls in this regard. ▪ Assessed management's assumptions that substantiate the probability that the unused MAT credit will be recovered through taxable profit under normal provision in future years and also assessed the tax planning strategies, budgets and the plans prepared by the management and the relevant tax legislations. ▪ Evaluated the basis used in determining the forecasted income of taxable and non-taxable units including allocations of costs ▪ Reviewed returns submitted to the relevant tax authorities and compared these with the basis for accounting records. ▪ Evaluated the adequacy of the disclosures made by the Holding Company in this regard in the Consolidated Financial Statements.
(b) Revenue from sale of goods *(as described in note 2.3.c, note 3.33 and note 3.63 to the consolidated financial statements)*	
The Group recognizes revenues when control of the goods is transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods. In determining the sales price, the Group considers the effects of rebates and discounts (variable consideration). The terms of arrangements in case of domestic and exports sales, including the timing of transfer of control, the nature of discount and rebates arrangements, delivery specifications including in coterms, create complexity and judgment in determining sales revenues. The risk is, therefore, that revenue may not be recognised in accordance with terms of Ind AS 115 'Revenue from contracts with customers', and accordingly, it is determined to be a key audit matter in our audit of the consolidated financial statements.	Our audit procedures amongst others included the following: ▪ Considered the appropriateness of the Group's revenue recognition policy in terms of Ind AS 115 'Revenue from contracts with customers' . ▪ Assessed the design and tested the operating effectiveness of internal financial controls related to revenue recognition. ▪ Performed sample tests of individual sales transaction and traced to sales invoices and other related documents. In respect of the samples selected, tested that the revenue has been recognized in accordance with Ind AS 115. ▪ Selected sample of sales transactions made pre- and post-year end and tested the period of revenue recognition based on underlying documents. ▪ Selected samples of rebates and discounts during the year, compared them with the supporting documents and performed re-calculation of those variable considerations as per scheme documents. ▪ Assessed the adequacy of relevant disclosures made in the consolidated financial statements.

<table>
<tr><th>Key audit matters</th><th>How our audit addressed the key audit matter</th></tr>
<tr><td colspan="2">(c) Impairment Assessment of Goodwill (as described in note 3.3 and 3.68 to the consolidated financial statements)</td></tr>
<tr><td>The Group has goodwill in consolidated financial statements for the year ended March 31, 2023. These are allocated to Cash Generating Units (CGUs) and are tested annually for impairment. This testing is done by computing the value in use based on discounted cash flow method. The value in use so determined is compared with the carrying values and if there is a deficit, impairment loss is recognised.

The inputs to the impairment testing model which have the most significant impact on the CGU's recoverable value include:

– Projected revenue growth, operating margins and operating cash-flows;

– Stable long-term growth rates till perpetuity; and

– Discount rates

Considering that the impairment assessment requires consideration of above inputs that involves significant management judgement, this has been identified as a key audit matter.</td><td>Our audit procedures amongst others included the following:

▪ Assessed the design and tested the operating effectiveness of internal financial controls related to impairment assessment of goodwill.

▪ Evaluated the objectivity and competence of the external valuation specialist involved by the management for such valuation and obtained confirmation of independence from them.

▪ Evaluated the methodology applied by the Group in determining the CGUs to which goodwill is allocated.

▪ Discussed with the management the methodology and assumptions used in the valuation including discount rates, expected growth rates and terminal growth rates.

▪ Involved valuation specialists where considered necessary, to independently assess the assumptions and methodologies used by the Group in computing the recoverable amount. In making this assessment, we also assessed the objectivity, independence and competency of the valuation specialists.

▪ Obtained suitable management representation on the projections of future cash flows and the various assumptions used in the valuation.

▪ Tested the arithmetical accuracy of the management's impairment testing model.

▪ Assessed the adequacy of relevant disclosures made in the consolidated financial statements.</td></tr>
</table>

Other Information

The Holding Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis Board's Report including annexures to Board's Report, Business Responsibility and Sustainability Report and Corporate Governance Report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management for the Consolidated Financial Statements

The Holding Company's Board of Directors is responsible for the preparation and presentation of these consolidated financial statements in terms of the requirements of the Act that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated cash flows and consolidated statement of changes in equity of the Group including its associates in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. The respective Board of Directors of the companies included in the Group and of its associates are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of their respective companies and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Board of Directors of the companies included in the Group and of its associates are responsible for assessing the ability of their respective companies to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those respective Board of Directors of the companies included in the Group and of its associates are also responsible for overseeing the financial reporting process of their respective companies.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Holding Company has adequate internal financial controls with reference to 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 management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associates to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group and its associates of which we are the independent auditors, to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements for the financial year ended March 31, 2023 and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter

(a) We did not audit the financial statements and other financial information, in respect of Seven (7) subsidiaries (direct and stepdown), whose financial statements include total assets of ₹44,233 lacs as at March 31, 2023, total revenues of ₹53,913 lacs and net cash inflows of ₹516 lacs for the year ended on that date. These financial statement and other financial information have been audited by other auditors, which financial statements, other financial information and auditor's reports have been furnished to us by the management.

The consolidated financial statements also includes the Group's share of net loss of ₹87 lacs and Group's share of total comprehensive loss of ₹87 lacs for the year ended March 31, 2023 as considered in the consolidated financial statements, in respect of One (1) associate and also include Group's share of total net loss of ₹37 lacs and Group's shared of total comprehensive loss of ₹37 lacs for the period from July 21, 2022 to March 31, 2023, as considered in the consolidated financial statements, in respect of One (1) associate whose financial statements, other financial information have been audited by other auditors and whose reports have been furnished to us by the Management.

Our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and associates, and our report in terms of sub-sections (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries and associates, is based solely on the reports of such other auditors.

Certain of these subsidiaries are located outside India whose financial statements and other financial information have been prepared in accordance with accounting principles generally accepted in their respective countries and which have been audited by other auditors under generally accepted auditing standards applicable in their respective countries. The Holding Company's management has converted the financial statements of such subsidiaries located outside India from accounting principles generally accepted in their respective countries to accounting principles generally accepted in India. We have audited these conversion adjustments made by the Holding Company's management. Our opinion in so far as it relates to the balances and affairs of such subsidiaries located outside India is based on the report of other auditors and the conversion adjustments prepared by the management of the Holding Company and audited by us.

(b) The accompanying consolidated financial statements include unaudited financial statements and other unaudited financial information in respect of two (2) step-down subsidiaries, whose financial statements and other financial information reflect total assets of ₹185 lacs as at March 31, 2023, and total revenues of ₹80 lacs and net cash outflows of ₹22 lacs for the year ended on that date. These unaudited financial statements and other unaudited financial information have been furnished to us by the management. Our opinion, in so far as it relates amounts and disclosures included in respect of these subsidiaries and our report in terms of sub-sections (3) of Section 143 of the Act in so far as it relates to the aforesaid subsidiaries is based solely on such unaudited financial statements and other unaudited financial information. In our opinion and according to the information and explanations given to us by the Management, these financial statements and other financial information are not material to the Group.

Our opinion above on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial statements and other financial information certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of section 143 of the Act, based on our audit and on the consideration of report of the other auditors on separate financial statements and the other financial information of the subsidiary companies and associate companies, incorporated in India, as noted in the 'Other Matter' paragraph, we give in the "Annexure 1" a statement on the matters specified in paragraph 3(xxi) of the Order.

2. As required by Section 143(3) of the Act, based on our audit and on the consideration of report of the other auditors on separate financial statements and the other financial information of subsidiaries and associates, as noted in the 'other matter' paragraph we report, to the extent applicable, that:

   (a) We/the other auditors whose report we have relied upon have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements;

   (b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidation of the financial statements have been kept so far as it appears from our examination of those books and reports of the other auditors;

   (c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Consolidated Cash Flow Statement and Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the books of account maintained for the purpose of preparation of the consolidated financial statements;

   (d) In our opinion, the aforesaid consolidated financial statements comply with the Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;

   (e) On the basis of the written representations received from the directors of the Holding Company as on March 31, 2023 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors who are appointed under Section 139 of the Act, of its subsidiary companies and associate companies, none of the directors of the Group's companies and its associates, incorporated in India, is disqualified as on March 31, 2023 from being appointed as a director in terms of Section 164 (2) of the Act;

   (f) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements of the Holding Company, its subsidiary companies and an associate company, incorporated in India, and the operating effectiveness of such controls, refer to our separate Report in "Annexure 2" to this report;

   (g) In our opinion and based on the consideration of reports of other statutory auditors of the subsidiaries incorporated in India, the managerial remuneration for the year ended March 31, 2023 has been paid / provided by the Holding Company and its subsidiaries incorporated in India to their directors in accordance with the provisions of section 197 read with Schedule V to the Act;

(h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the report of the other auditors on separate financial statements as also the other financial information of the subsidiaries and associates, as noted in the 'Other matter' paragraph:

i. The consolidated financial statements disclose the impact of pending litigations on its consolidated financial position of the Group and its associates in its consolidated financial statements – Refer Note 3.43 and 3.46 to the consolidated financial statements;

ii. The Group and its associates did not have any material foreseeable losses in long-term contracts including derivative contracts during the year ended March 31, 2023;

iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Holding Company, its subsidiaries and associates, incorporated in India during the year ended March 31, 2023.

iv. a) The respective managements of the Holding Company, its subsidiaries and associates which are companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries and associates respectively that, to the best of its knowledge and belief, as disclosed in the note 3.69(iv) to the consolidated 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 Holding Company or any of such subsidiaries and associates to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the respective Holding Company or any of such subsidiaries and associates ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

b) The respective managements of the Holding Company, its subsidiaries and associates which are companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries and associate that, to the best of its knowledge and belief, as disclosed in the note 3.69(v) to the consolidated financial statements, no funds have been received by the respective Holding Company or such subsidiaries and associate from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiaries and associate shall, whether, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries and associate which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (a) and (b) contain any material mis-statement.

v) The interim dividend declared and paid during the year by the Holding Company and until the date of the audit reports of such Holding Company is in accordance with section 123 of the Act. The Holding Company has not proposed any final dividend for the year.

No dividend has been declared or paid during the year by the subsidiary companies and associates companies, incorporated in India.

vi) As proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 is applicable only w.e.f. April 1, 2023 for the Holding Company, its subsidiaries and associate companies incorporated in India, hence reporting under this clause is not applicable.

For **S.R. Batliboi & Co. LLP**
Chartered Accountants
ICAI Firm Registration Number: 301003E/E300005

per **Sanjay Kumar Agarwal**
Partner
Membership Number: 060352
UDIN: 23060352BGWRFO6968

Place of Signature: Kolkata
Date: 25th May, 2023

Annexure 1 referred to in Paragraph 1 under the heading "Report on other legal and regulatory requirements" of our report of even date

Re: Emami Limited ("the Holding Company")

In terms of the information and explanations sought by us and given by the Holding Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief and based on the consideration of report of respective auditors of the subsidiary companies and associates incorporated in India, we state that:

(xxi) Qualifications or adverse remarks by the respective auditors in the Companies (Auditors Report) Order (CARO) reports of the companies included in the consolidated financial statements are:

Sl. No	Name	CIN	Holding company/ subsidiary/ associate	Clause number of the CARO report which is qualified or is adverse
1	Emami Limited	L63993WB1983PLC036030	Holding Company	i (c)
2	Helios Lifestyle Private Limited	U24297HR2013PTC048437	Subsidiary	ii (a) & vii (a)
3	Brillare Science Private Limited	U24100GJ2015PTC084144	Subsidiary	xix

For **S.R. Batliboi & Co. LLP**
Chartered Accountants
ICAI Firm Registration Number: 301003E/E300005

per **Sanjay Kumar Agarwal**
Partner
Membership Number: 060352
UDIN: 23060352BGWRFO6968

Place of Signature: Kolkata
Date: 25th May, 2023

Annexure 2 to the Independent Auditor's Report of even date on the consolidated financial statements of Emami Limited

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

In conjunction with our audit of the consolidated financial statements of Emami Limited (hereinafter referred to as the "Holding Company") as of and for the year ended March 31, 2023, we have audited the internal financial controls with reference to consolidated financial statements of the Holding Company and its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group") and its associates, which are companies incorporated in India, as of that date.

Management's Responsibility for Internal Financial Controls

The respective Board of Directors of the companies included in the Group and its associates, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Holding Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (ICAI). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Holding Company's internal financial controls with reference to consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both, issued by ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to consolidated financial statements.

Meaning of Internal Financial Controls With Reference to Consolidated Financial Statements

A company's internal financial control with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial control with reference to consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls With Reference to Consolidated Financial Statements

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial controls with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, the Group and its associates, which are companies incorporated in India, have, maintained in all material respects, adequate internal financial controls with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at March 31,2023, based on the internal control over financial reporting criteria established by the Holding Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

Other Matters

Our report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements of the Holding Company, in so far as it relates to One (1) subsidiary and One (1) associate, which is company incorporated in India, is based on the corresponding reports of the auditors of such subsidiary and associate incorporated in India.

For **S.R. Batliboi & Co. LLP**
Chartered Accountants
ICAI Firm Registration Number: 301003E/E300005

per **Sanjay Kumar Agarwal**
Partner
Membership Number: 060352
UDIN: 23060352BGWRFO6968

Place of Signature: Kolkata
Date: 25th May, 2023

Consolidated Balance Sheet

as at 31st March, 2023

₹ in Lacs

	Notes	As at 31.03.2023		As at 31.03.2022	
ASSETS					
1. Non-Current Assets					
(a) Property, Plant and Equipment	3.1	63,005.53		68,569.04	
(b) Capital Work-in-Progress	3.1	575.30		172.30	
(c) Investment Properties	3.2	5,338.90		5,412.69	
(d) Goodwill on Consolidation	3.3	6,819.00		2,415.35	
(e) Other Intangible Assets	3.3	47,524.47		56,011.26	
(f) Right of Use Assets	3.4	1,847.04		1,983.70	
(g) Intangible Assets under Development	3.3	57.32		135.41	
(h) Financial Assets					
(i) Investments	3.5				
a) Investment in Associates		1,086.77		5,606.50	
b) Others		16,912.02		20,710.81	
(ii) Loans	3.6	169.46		475.31	
(iii) Other Financial Assets	3.7	1,991.81		7,673.07	
(i) Deferred Tax Assets (Net)	3.8	36,367.67		28,380.81	
(j) Other Non-Current Assets	3.9	608.51	182,303.80	927.24	198,473.49
2. Current Assets					
(a) Inventories	3.10	32,803.93		35,761.43	
(b) Financial Assets					
(i) Investments	3.11	11,336.88		3,951.69	
(ii) Trade Receivables	3.12	41,460.36		32,091.87	
(iii) Cash and Cash Equivalents	3.13	4,678.50		2,757.29	
(iv) Bank Balance other than (iii) above	3.14	13,795.57		8,843.07	
(v) Loans	3.15	599.45		376.01	
(vi) Other Financial Assets	3.16	7,133.47		4,567.90	
(c) Current Tax Assets (Net)	3.17	69.05		84.71	
(d) Other Current Assets	3.18	16,804.19	128,681.40	18,841.03	107,275.00
TOTAL ASSETS			**310,985.20**		**305,748.49**
EQUITY AND LIABILITIES					
Equity					
(a) Equity Share Capital	3.19		4,411.50		4,411.50
(b) Other Equity	3.20		225,868.49		203,247.87
Total Equity attributable to owners of the Parent			**230,279.99**		**207,659.37**
(c) Non-Controlling Interest			996.48		(230.09)
Total Equity			**231,276.47**		**207,429.28**
Liabilities					
1. Non-Current Liabilities					
(a) Financial Liabilities					
(i) Lease Liabilities	3.21	904.85		988.36	
(ii) Other Financial Liabilities	3.22	687.96		690.74	
(b) Provisions	3.23	2,769.92		2,523.13	
(c) Deferred Tax Liabilities (Net)	3.24	1,344.48		754.01	
(d) Other Non-Current Liabilities	3.25	1,612.97	7,320.18	1,790.52	6,746.76
2. Current Liabilities					
(a) Financial Liabilities					
(i) Borrowings	3.26	7,360.85		26,371.12	
(ii) Lease Liabilities	3.27	785.10		796.06	
(iii) Trade Payables	3.28				
Total outstanding dues of Micro Enterprises & Small Enterprises		3,128.01		3,369.60	
Total outstanding dues of creditors other than Micro Enterprises & Small Enterprises		38,501.53		37,503.85	
(iv) Other Financial Liabilities	3.29	5,133.59		4,644.64	
(b) Other Current Liabilities	3.30	3,014.65		2,543.22	
(c) Provisions	3.31	11,899.69		14,641.92	
(d) Current Tax Liabilities (Net)	3.32	2,565.13	72,388.55	1,702.04	91,572.45
TOTAL EQUITY AND LIABILITIES			**310,985.20**		**305,748.49**
Summary of Significant Accounting Policies	2				

The accompanying notes are an integral part of these consolidated financial statements

As per our report of even date

For S. R. BATLIBOI & Co. LLP
Chartered Accountants
Firm Registration No: 301003E/E300005

per Sanjay Kumar Agarwal
Partner
Membership No: 060352

Kolkata
25th May, 2023

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
DIN: 00150089

Mohan Goenka
Vice-Chairman & Whole Time Director
DIN: 00150034

N H Bhansali
CEO -Finance, Strategy & Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary & VP-Legal
FCS No: 4976

Consolidated Statement of Profit and Loss

for the year ended 31st March, 2023

₹ in Lacs

		Notes	2022-2023	2021-2022
INCOME				
Revenue from Operations		3.33	340,573.01	318,722.28
Other Income		3.34	6,893.16	9,525.00
Total Income	(A)		**347,466.17**	**328,247.28**
EXPENSES				
Cost of Materials Consumed		3.35	82,473.89	89,549.40
Purchases of Stock-in-Trade			33,968.83	22,346.64
(Increase)/Decrease in Inventories of Finished Goods, Stock in trade and Work-in-Progress		3.36	3,693.34	(4,589.40)
Employee Benefits Expense		3.37	36,776.14	31,777.29
Other Expenses		3.39	97,385.29	84,400.86
Total Expenses before Exceptional items, Interest, Depreciation, Impairment & Amortisation and Tax	(B)		**254,297.49**	**223,484.79**
Earnings before Share of loss of Associates, Exceptional Items, Interest, Depreciation, Impairment & Amortisation and Tax	(A-B)		**93,168.68**	**104,762.49**
Finance Costs	(C)	3.38	739.14	507.29
Depreciation, Impairment & Amortisation Expense :	(D)			
a) Amortisation & Impairment of Intangible Assets		3.3	14,989.20	24,056.67
b) Depreciation of Tangible Assets		3.1 & 3.2	8,768.92	8,682.38
c) Depreciation of Right of Use Assets		3.4	966.78	738.74
Total Expenses before Exceptional items and Tax	(B+C+D)=E		**279,761.53**	**257,469.87**
Share of loss of Associates	F		**(749.70)**	**(1,458.42)**
Profit Before Exceptional Items and Tax	(A-E-F)=G		**66,954.94**	**69,318.99**
Exceptional Items	(H)	3.66	-	(518.49)
Profit Before Tax	(G-H)=I		**66,954.94**	**68,800.50**
Tax Expense:	(J)	3.50		
Current Tax (Including MAT)			12,677.73	13,538.71
MAT Credit Entitlement			(8,554.00)	(5,775.55)
MAT Credit Entitlement for earlier years			-	(23,033.00)
Deferred Tax charge			90.06	403.84
Profit for the year	(I-J)=K		**62,741.15**	**83,666.50**
Other Comprehensive Income				
A **that will not be reclassified to Profit or Loss in subsequent periods**				
Equity instrument through other comprehensive income			(4,228.83)	3,127.66
Remeasurement of the net defined benefit liability/asset			28.37	(154.12)
Income tax relating to remeasurement of the net defined benefit asset/liability			8.99	0.21
B **Items that will be reclassified to Profit or Loss in subsequent periods**				
Exchange difference on translation of foreign operations			(1,247.62)	88.25
Total Other Comprehensive Income for the year (net of tax)			**(5,439.09)**	**3,062.00**
Total Comprehensive Income for the year			**57,302.06**	**86,728.50**
Profit attributable to:				
Equityholders of the parent	L		**63,957.20**	**83,898.50**
Non-Controlling Interests			**(1,216.05)**	**(232.00)**
Other Comprehensive Income attributable to:				
Equityholders of the parent			**(5,429.49)**	**3,062.00**
Non-Controlling Interests			**(9.60)**	**-**
Total Comprehensive Income attributable to:				
Equityholders of the parent			**58,527.71**	**86,960.50**
Non-Controlling Interests			**(1,225.65)**	**(232.00)**
Earnings Per Equity Share		3.62		
(1) Basic (Face value of ₹1 each)			14.50	18.88
(2) Diluted (Face value of ₹1 each)			14.50	18.88
Summary of Significant Accounting Policies		2		

The accompanying notes are an integral part of these consolidated financial statements

As per our report of even date

For S. R. BATLIBOI & Co. LLP
Chartered Accountants
Firm Registration No: 301003E/E300005

per Sanjay Kumar Agarwal
Partner
Membership No: 060352

Kolkata
25th May, 2023

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
DIN: 00150089

Mohan Goenka
Vice-Chairman & Whole Time Director
DIN: 00150034

N H Bhansali
CEO -Finance, Strategy & Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary & VP-Legal
FCS No: 4976

Consolidated Cash Flow Statement

for the year ended 31st March, 2023

₹ in Lacs

		2022-2023	2021-2022
A.	CASH FLOW FROM OPERATING ACTIVITIES :		
	NET PROFIT BEFORE TAX	66,954.94	68,800.50
	Adjustments for :		
	Profit on Sale/Fair Value of mutual funds and AIF (Net)	(547.38)	(5,141.38)
	Depreciation, Impairment and Amortisation Expenses	24,724.90	33,477.79
	Finance Costs	739.14	507.29
	Interest income on Loans and Deposits	(1,007.51)	(2,777.99)
	Profit on Sale/Disposal of Property, Plant & Equipments (Net)	(474.19)	(81.62)
	Dividend Income from equity investment carried at fair value through OCI	(127.14)	-
	Dividend Income from equity investment carried at cost	(0.63)	-
	Share of loss of an Associate	749.70	1,458.42
	Sundry balances written (back)/off (Net)	(124.85)	6.11
	Profit on fair value of Derivative Instruments	(332.61)	(299.55)
	Provision for doubtful trade receivables	546.81	-
	Profit on Fair Value of Loan at FVTPL	-	(53.39)
	Profit on fair value of investment in CCPS	-	(341.34)
	Gain on fair value of investment in equity share	(3,385.00)	-
	Cash Generated from operations before working capital changes	**87,716.18**	**95,554.84**
	Adjustments for working capital changes :		
	(Decrease)/Increase in Trade Payables and Other Liabilities	(1,785.95)	3,228.81
	(Increase) /Decrease in Inventories	3,979.05	(5,590.36)
	(Increase) in Trade Receivables	(8,812.20)	(8,573.94)
	Decrease in Loans and Advances and Other Financial Assets	5,673.21	1,726.85
	Decrease/(Increase) in Other Non Financial Assets	2,377.82	(8,120.67)
	(Decrease)/Increase in Provisions	(2,556.15)	419.39
		(1,124.22)	**(16,909.92)**
	CASH GENERATED FROM OPERATIONS	**86,591.96**	**78,644.92**
	Less : Direct Taxes Paid (net of refund)	11,704.37	14,259.57
	NET CASH FLOW GENERATED FROM OPERATING ACTIVITIES	**74,887.59**	**64,385.35**
B.	CASH FLOW FROM INVESTING ACTIVITIES :		
	Interest Received	773.83	2,269.78
	Dividend Received	127.14	-
	Purchases of Investments	(204,307.21)	(142,474.97)
	Sale of Investments	197,479.23	148,680.09
	Purchase of Property, Plant & Equipment and Intangible Assets (Including Capital Work-in-Progress and Intangible Assets under Development)	(4,045.88)	(48,356.16)
	Proceeds from Sale of Property, Plant & Equipment	1,036.53	332.72
	Investments in Alternative Investment Fund (AIF)	(414.83)	(185.00)
	Proceeds from alternative investment fund	-	134.50
	Investment in Associate	(280.00)	(6,055.22)
	Fixed Deposits made	(8,847.19)	(12,065.55)
	Proceeds from maturity of Fixed Deposits	7,195.41	34,229.49
	NET CASH FLOW USED IN INVESTING ACTIVITIES	**(11,282.97)**	**(23,490.32)**

Consolidated Cash Flow Statement

for the year ended 31st March, 2023

₹ in Lacs

		2022-2023	2021-2022
C.	**CASH FLOW FROM FINANCING ACTIVITIES**		
	Repayment of Borrowings	(23,223.21)	(7,996.59)
	Proceeds from Short Term Borrowings (Net)	24,112.94	5,000.00
	Buy Back of Shares including Transaction Costs and Taxes	(99.34)	(20,005.03)
	Transfer to Escrow Account	(4,650.00)	-
	Interest Paid	(600.31)	(446.53)
	Dividend Paid	(35,292.00)	(35,561.10)
	Payment of Principal Portion of Lease Liabilities	(1,112.57)	(712.46)
	Cash Credit (repaid)/taken (net) (Including working capital demand loan)	(19,900.00)	19,507.92
	NET CASH FLOW USED IN FINANCING ACTIVITIES	**(60,764.49)**	**(40,213.79)**
D.	Effect of Foreign Exchange Fluctuation	(1,229.61)	88.25
	NET INCREASE IN CASH & CASH EQUIVALENTS (A+B+C+D)	**1,610.52**	**769.49**
	Add- CASH & CASH EQUIVALENTS-OPENING BALANCE	2,757.29	1,981.15
	Add- CASH & CASH EQUIVALENTS-ACQUIRED ON BUSINESS ACQUISITION*	310.69	6.65
	CASH & CASH EQUIVALENTS-CLOSING BALANCE	4,678.50	2,757.29
	Cash & Cash Equivalents includes:		
	Balances with banks	2,849.29	2,507.83
	Fixed Deposits with Banks (Original Maturity of less than 3 Months)	1,766.85	51.62
	Cheques in hand	0.17	176.80
	Fund in transit	42.26	-
	Cash on hand	19.93	21.04
	Total Cash & Cash Equivalents (Refer Note No. : 3.13)	**4,678.50**	**2,757.29**

** Refer Note No. 3.55*

The accompanying notes are an integral part of these consolidated financial statements

As per our report of even date

For S. R. BATLIBOI & Co. LLP
Chartered Accountants
Firm Registration No: 301003E/E300005

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
DIN: 00150089

Mohan Goenka
Vice-Chairman & Whole Time Director
DIN: 00150034

per Sanjay Kumar Agarwal
Partner
Membership No: 060352

N H Bhansali
CEO -Finance, Strategy & Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary & VP-Legal
FCS No: 4976

Kolkata
25th May, 2023

Consolidated Statement of Changes in Equity

As at & for the year ended 31st March, 2023

₹ in Lacs

Particulars	Equity Share Capital	OTHER EQUITY							Total Equity attributable to equityholders of the parent	Non-Controlling Interests (NCI)
		Reserve & Surplus					Other Comprehensive Income			
		Capital Reserve	Securities Premium	Retained Earnings	General Reserve	Capital Redemption Reserve	Investment in Equity shares at Fair value through Other Comprehensive Income	Foreign Currency Translation Reserve		
Balance as at 1.04.2022	**4,411.50**	**79.64**	**-**	**115,829.72**	**74,625.56**	**127.85**	**12,556.43**	**28.67**	**207,659.37**	**(230.09)**
Acquisition of Non-controlling interests	-	-	-	(515.75)	-	-	-	-	(515.75)	515.75
Profit for the Year	-	-	-	63,957.20	-	-	-	-	63,957.20	(1,216.05)
Other Comprehensive Income										
Foreign Currency Translation Reserve	-	-	-	-	-	-	-	(1,229.61)	(1,229.61)	(18.01)
Fair value gain on Equity instrument through other comprehensive income	-	-	-	-	-	-	(4,228.83)	-	(4,228.83)	-
Remeasurement of the net defined benefit liability/ asset	-	-	-	17.01	-	-	-	-	17.01	11.36
Income Tax Effect	-	-	-	11.94	-	-	-	-	11.94	(2.95)
Total Comprehensive Income	**-**	**-**	**-**	**63,986.15**	**-**	**-**	**(4,228.83)**	**(1,229.61)**	**58,527.71**	**(1,225.65)**
Interim Dividend Paid#	-	-	-	(35,292.00)	-	-	-	-	(35,292.00)	-
Buy back of shares @	-	-	-	-	(99.34)	-	-	-	(99.34)	-
Share Base payment in subsidiaries	-	-	-	-	-	-	-	-	-	139.50
Acquisition of a subsidiary*	-	-	-	-	-	-	-	-	-	1,796.97
Balance as at 31.03.2023	**4,411.50**	**79.64**	**-**	**144,008.12**	**74,526.22**	**127.85**	**8,327.60**	**(1,200.94)**	**230,279.99**	**996.48**
Balance as at 1.04.2021	**4,445.14**	**79.64**	**7,224.80**	**67,646.23**	**87,405.79**	**94.21**	**9,428.77**	**(59.58)**	**176,265.00**	**(88.71)**
Profit for the Year	-	-	-	83,898.50	-	-	-	-	83,898.50	(232.00)
Other Comprehensive Income										
Foreign Currency Translation Reserve	-	-	-	-	-	-	-	88.25	88.25	-
Fair value loss on Equity instrument through other comprehensive income	-	-	-	-	-	-	3,127.66	-	3,127.66	-
Remeasurement of the net defined benefit liability/ asset	-	-	-	(154.12)	-	-	-	-	(154.12)	-
Income Tax Effect	-	-	-	0.21	-	-	-	-	0.21	-
Total Comprehensive Income	**-**	**-**	**-**	**83,744.59**	**-**	**-**	**3,127.66**	**88.25**	**86,960.50**	**(232.00)**
Interim Dividend Paid#	-	-	-	(35,561.10)	-	-	-	-	(35,561.10)	-
Buy back of shares @	(33.64)	-	(3,341.22)	-	(12,746.59)	-	-	-	(16,121.45)	-
Buyback distribution tax @	-	-	(3,755.18)	-	-	-	-	-	(3,755.18)	-
Transaction cost towards Buyback of Equity Shares @	-	-	(128.40)	-	-	-	-	-	(128.40)	-
Amount transferred to Capital redemption reserve upon Buyback of Equity Shares @	-	-	-	-	(33.64)	33.64	-	-	-	-
Acquisition of a subsidiary	-	-	-	-	-	-	-	-	-	90.62
Balance as at 31.03.2022	**4,411.50**	**79.64**	**-**	**115,829.72**	**74,625.56**	**127.85**	**12,556.43**	**28.67**	**207,659.37**	**(230.09)**

 # Refer Note No. 3.51
@ Refer Note No. 3.60
** Refer Note No. 3.55 for disclosure of additions on account of business acquisition.*
Refer Note No. 3.20 for nature & purposes of reserve

The accompanying notes are an integral part of these consolidated financial statements

As per our report of even date

For S. R. BATLIBOI & Co. LLP
Chartered Accountants
Firm Registration No: 301003E/E300005

per Sanjay Kumar Agarwal
Partner
Membership No: 060352

Kolkata
25th May, 2023

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
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Vice-Chairman & Whole Time Director
DIN: 00150034

N H Bhansali
CEO -Finance, Strategy & Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary & VP-Legal
FCS No: 4976

Notes to Consolidated Ind AS Financial Statements

as at & for the year ended 31st March, 2023

1. Company Overview

The consolidated Ind AS financial statements comprise financial statements of Emami Limited (the Company) and its subsidiaries (collectively, the Group) and associates for the year ended March 31, 2023. The Company is one of India's leading FMCG Companies engaged in manufacturing & marketing of personal care & healthcare products with an enviable portfolio of household brand names such as BoroPlus, Navratna, Fair and Handsome, Zandu Balm, Kesh King, Zandu Pancharishta, Mentho Plus Balm, Dermicool and others.

The Company is a public limited company domiciled in India and is primarily listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). The registered office of the Company is located at 687, Anandapur, E.M. Bypass, Kolkata, West Bengal.

2.1. Basis of Preparation

The consolidated Ind AS financial statements of the Group have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time) and presentation requirements of Division II of Schedule III to the Companies Act, 2013. These Consolidated Ind AS financial statements are prepared under the historical cost convention on the accrual basis except for following assets and liabilities which have been measured at fair value or revalued amount :

a) Derivative financial instruments

b) Certain financial assets and liabilities measured at fair value (refer accounting policy regarding financial instruments)

c) Defined benefit plans – plan assets

The Group has prepared the financial statements on the basis that it will continue to operate as a going concern.

The consolidated Ind AS financial statements were approved for issue in accordance with the resolution of the Board of Directors on 25th May, 2023.

2.2. Basis of Consolidation

The consolidated Ind AS financial statements comprise the financial statements of the Company and its subsidiaries and associates as at March 31, 2023. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has:

a) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee)

b) Exposure, or rights, to variable returns from its involvement with the investee, and

c) The ability to use its power over the investee to affect its returns.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated Ind AS financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Consolidated Ind AS financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. If a member of the group uses accounting policies other than those adopted in the consolidated Ind AS financial statements for like transactions and events in similar circumstances, appropriate adjustments are made to that group member's financial statements in preparing the consolidated Ind AS financial statements to ensure conformity with the group's accounting policies.

The financial statements of all entities used for the purpose of consolidation are drawn up to same reporting date as that of the parent company, i.e., year ended on 31st March, 2023..

Consolidation procedure:

a) Combine like items of assets, liabilities, equity, income, expenses and cash flows of the parent with those of its subsidiaries. For this purpose, income and expenses of the subsidiary are based on the amounts of the assets and liabilities recognised in the consolidated Ind AS financial statements at the acquisition date.

b) Offset (eliminate) the carrying amount of the parent's investment in each subsidiary and the parent's portion of equity of each subsidiary.

c) Eliminate in full intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between entities of the group (profits or losses resulting from intragroup transactions that are recognised in assets, such as inventory and property, plant & equipment, are eliminated in full). Intragroup losses may indicate an impairment that requires recognition in the consolidated Ind AS financial statements. Ind AS 12 Income Taxes applies to temporary differences that arise from the elimination of profits and losses resulting from intragroup transactions.

Profit and Loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policy. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

2.3. Summary of Significant Accounting Policies

a. Business Combinations and Goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their acquisition date fair values. For this purpose, the liabilities assumed include contingent liabilities representing present obligation and they are measured at their acquisition fair values irrespective of the fact that outflow of resources embodying economic benefits is not probable.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, any previously held equity interest is re-measured at its acquisition date fair value and any resulting gain or loss is recognised in Profit and Loss or OCI, as appropriate.

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in OCI and accumulated in equity as capital reserve. However, if there is no clear evidence of bargain purchase, the entity recognises the gain directly in equity as capital reserve, without routing the same through OCI.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected

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to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

A cash generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in subsequent periods.

b. Investment in Associates

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

The considerations made in determining whether significant influence is similar to those necessary to determine control over the subsidiaries.

The Group's investments in its associate is accounted for using the equity method. Under the equity method, the investment in an associate is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is not tested for impairment individually.

The Statement of Profit and Loss reflects the Group's share of the results of operations of the associate. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

If an entity's share of losses of an associate equals or exceeds its interest in the associate (which includes any long term interest that, in substance, form part of the Group's net investment in the associate), the entity discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate. If the associate subsequently reports profits, the entity resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

The aggregate of the Group's share of Profit and Loss of an associate is shown on the face of the Statement of Profit and Loss.

The financial statements of the associate are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value, and then recognises the loss in the Statement of Profit and Loss.

Upon loss of significant influence over the associate, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognised in Profit and Loss.

c. Revenue Recognition

Revenue from contract with customers

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer.

Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of goods sold and services rendered is net of variable consideration on account of various discounts, volume rebates offered by the Company as part of the contract, excluding amounts collected on behalf of third parties like outgoing sales taxes including goods and service tax. Revenue from sale of goods is recognised at the point in time when control of the goods is transferred to the customer and the amount of revenue can be measured reliably and recovery of the consideration is probable. Trade receivables that do not contain a significant financing component are measured at transaction price.

The Group recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Group regardless of when the payment is being made.

The specific recognition criteria described below must also be met before revenue is recognized.

Sale of Products

Revenue from sale of products is recognized when the Group transfers the control of goods to the customer as per the terms of contract. The Group considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price, the Group considers the effects of variable consideration, the existence of significant financing component, non-cash considerations and consideration payable to the customer (if any). In case of domestic sales, the Group believes that the control gets transferred to the customer on dispatch of the goods from the factory/depot and in case of exports, revenue is recognised on passage of control as per the terms of contract / incoterms.

Volume rebates

Variable consideration in the form of volume rebates is recognised at the time of sale made to the customers and are offset against the amounts payable by them. To estimate the variable consideration for the expected future rebates, the Group applies the expected value method or most likely method. The selected method that best predicts the amount of variable consideration is primarily driven by the number of volume thresholds contained in the contract. The most likely amount is used for those contracts with a single volume threshold, while the expected value method is used for those with more than one volume threshold. The Group then applies the requirements on constraining estimates of variable consideration and recognises a liability for the expected future rebates.

Rights of return

Certain contracts provide a customer with a right to return the damaged goods within a specified period. The Group uses the expected value method to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Group will be entitled. The requirements in Ind AS 115 on constraining estimates of variable consideration are also applied in order to determine the amount of variable consideration that can be included in the transaction price. For goods that are expected to be returned, the Group recognises a provision for damage return and net it from revenue.

Contract balances

Trade receivables

A receivable represents the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

Advance from customers

Advance from customer is the obligation to transfer goods or services to a customer for which the Group has received consideration from the customer. Advance from customer is recognised as revenue when the Group performs under the contract.

Provision for rebates and damage return

Provision for rebates and damage return is the obligation to refund some or all of the consideration received (or receivable) from the customer and is measured at the amount the Group ultimately expects it will have to return to the customer. The Group updates its estimates of Provision for rebates and damage return (and the corresponding change in the transaction price) at the end of each reporting period.

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d. Property, Plant & Equipment

Capital work in progress, plant and equipment are stated at acquisition cost, less accumulated depreciation and accumulated impairment loss, if any. The cost of Property, Plant & Equipment comprises of its purchase price, including import duties and other non-refundable taxes or levies and any directly attributable cost of bringing the asset to its working condition for its intended use. Interest and other financial charges on loans borrowed specifically for acquisition of capital assets are capitalised till the start of commercial production.

When significant parts of plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in the Statement of Profit and Loss as incurred.

Depreciation is provided on the straight line method over the estimated useful lives of assets and are in line with the requirements of Part C of Schedule II of the Companies Act, 2013, except certain items of building and plant & machinery as detailed in next paragraph. The estimated useful lives are as follows:

Factory Building	10-30 Years
Non-factory Buildings (including Roads)	5 - 60 Years
Plant & Machinery*	5-15 Years
Furniture & Fixtures	3-10 Years
Office Equipment	3-5 Years
Computers	3-6 Years
Vehicles	8 Years

Freehold land is not depreciated.

*Block, Dies & Moulds (other than High-End Moulds) are depreciated @100% on pro rata basis.

The Group, based on assessment made by technical expert and management estimate, depreciates certain items of building and plant and equipment over 10 years and 3 - 10 years respectively. These estimated useful lives are different from the useful life prescribed in Schedule II to the Companies Act, 2013. The management believes that these estimated useful lives are realistic and reflect fair approximation of the period over which the assets are likely to be used.

Advances paid towards the acquisition of Property, Plant and Equipment outstanding at each balance sheet date is classified as 'Capital Advances' under 'Other Non-Current Assets'.

An item of Property, Plant and Equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The cost and related accumulated depreciation are eliminated from the financial statements upon derecognition and the resultant gains or losses are recognized in the Statement of Profit & Loss.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate. In particular, the Group considers the impact of health, safety and environmental legislation in its assessment of expected useful lives and estimated residual values.

e. Investment Property

Property that is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the Group, is classified as investment property. Investment property is measured initially at its cost, including related transaction costs and are stated at cost less accumulated depreciation and accumulated impairment loss, if any. Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably.

The cost includes the cost of replacing parts and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of the investment property are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. All other repair and maintenance costs are recognised in the Statement of Profit & Loss as incurred.

The Group depreciates building component of investment property on the straight line method over the estimated useful life of 60 years from the date of original purchase and are in line with the requirements of Part C of Schedule II of the Companies Act, 2013.

Though the Group measures investment property using cost based measurement, the fair value of investment property is disclosed in the notes. Fair values are determined based on an annual evaluation performed internally by the Group.

Investment properties are derecognised either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in Statement of Profit and Loss in the period of derecognition.

Transfers are made to (or from) investment properties only when there is a change in use. Transfer between investment property, owner-occupied property and inventories do not change the carrying amount of the property transferred and they do not change the cost of that property for measurement or disclosure purpose.

f. Intangible Assets

Intangible Assets acquired separately are measured on initial recognition at cost. Intangible Assets acquired in a business combination is valued at their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses, if any.

The useful lives of Intangible Assets are assessed as either finite or indefinite.

Intangible Assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an Intangible Asset with a finite useful life are reviewed at the end of each reporting period. The amortisation expense on Intangible Assets with finite lives is recognised in the Statement of Profit & Loss. The Group amortises intangible assets over their estimated useful lives using the straight line method.

The estimated useful lives of assets are as follows:

Softwares & Licences	6 Years
Brand & Trademarks (Acquired)	7 Years
Copy Rights (Acquired)	7 Years

Intangible Assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Statement of Profit & Loss when the asset is derecognised.

Impairment on Goodwill is disclosed in statement of profit and loss under the head Depreciation and Amortisation expenses.

g. Research & Development Cost

Research costs are expensed as incurred. Development expenditures on an individual project are recognised as an intangible asset when the Group can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale
- Its intention to complete and its ability and intention to use or sell the asset
- How the asset will generate future economic benefits
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when development is complete and the asset is available for use. It is amortised over the period of expected future benefit.

During the period of development, the asset is tested for impairment annually.

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h. Inventories

Inventories are valued at the lower of cost and net realisable value.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

i) Raw materials, Packing materials and Stores & Spares: cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on moving weighted average method.

ii) Finished goods and work in progress: cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity. Cost is determined on moving weighted average method.

iii) Stock in trade: cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on moving weighted average basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

i. Impairment of non-financial assets

The Group assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used.

Impairment losses of continuing operations, including impairment on inventories, are recognised in the Statement of Profit and Loss.

A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the Statement of Profit and Loss.

The Group assesses where climate risks could have a significant impact, such as the introduction of emission-reduction legislation that may increase manufacturing costs, etc. These risks in relation to climate-related matters are included as key assumptions where they materially impact the measure of recoverable amount. These assumptions have been included in the cash-flow forecasts in assessing value-in-use amounts, as applicable.

j. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Initial recognition and measurement

All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through Profit and Loss, transaction costs that are attributable to the acquisition of the financial asset. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent measurement

Financial instruments at amortised cost

A 'financial instrument' is measured at the amortised cost if both the following conditions are met:

i) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and

ii) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the Profit and Loss.

Equity investments

All equity investments (excluding investments in associates) in scope of Ind AS 109 are measured at fair value. Equity instruments which are held for trading are classified as at Fair Value Through Profit and Loss (FVTPL). For all other equity instruments, the Group makes an irrevocable election to present in Other Comprehensive Income (OCI) subsequent changes in the fair value. The Group makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable. These equity shares are designated as FVTOCI as they are not held for trading and disclosing their fair value fluctuation in profit and loss will not reflect the purpose of holding.

If the Group decides to classify an equity instrument as at Fair Value Through OCI (FVTOCI), then all fair value changes on the instrument, excluding dividends, are recognized in the OCI. There is no recycling of the amounts from OCI to Statement of Profit and Loss, even on sale of investment. However, the Group may transfer the cumulative gain or loss within equity.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognized in the Statement of Profit and Loss.

Investment in mutual funds / alternate investment funds

Investment in mutual funds / alternate investment funds falls within the FVTPL category are measured at fair value with all changes recognized in the Statement of Profit and Loss.

Derivative Instruments

Derivative Instruments are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to their fair value at the end of each reporting period, with changes included in 'Other Income'/'Other Expenses'.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Group's balance sheet) when:

i) The rights to receive cash flows from the asset have expired, or

ii) The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Income recognition

Interest Income- Interest income from financial instruments is recognised using the effective interest rate method (EIR). The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of a financial asset. When calculating the effective interest rate, the Group estimates the expected cash flows by considering all the contractual terms of the financial instrument but does not consider the expected credit losses.

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Dividend - Dividend is recognised in Profit and Loss only when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Group, and the amount of the dividend can be measured reliably.

Impairment of financial assets

In accordance with Ind AS 109, the Group applies expected credit loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

i) Financial assets that are debt instruments, and are measured at amortised cost e.g., loans, debt securities, deposits, trade receivables and bank balance

ii) Trade receivables or any contractual right to receive cash or another financial asset that result from transactions that are within the scope of Ind AS 115 (referred to as 'contractual revenue receivables' in these financial statements)

The Group follows 'simplified approach' for recognition of impairment loss allowance on Trade receivables or Contract revenue receivables.

The application of simplified approach does not require the Group to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the entity expects to receive (i.e., all cash shortfalls), discounted at the original Effective Interest Rate (EIR). Lifetime ECL are the expected credit losses resulting from all possible default events over the expected life of a financial instrument. The 12-month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after the reporting date.

ECL impairment loss allowance (or reversal) recognized during the period is recognized as income/ expense in the Statement of Profit and Loss. This amount is reflected under the head 'other expenses' (or 'other income') in the Statement of Profit and Loss.

For recognition of impairment loss on other financial assets and risk exposure, the Group determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If, in a subsequent period, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognising impairment loss allowance based on 12-month ECL.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through Profit and Loss, loans and borrowings or payables.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

Subsequent measurement

Loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in Profit and Loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the Statement of Profit and Loss.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the Statement of Profit and Loss.

k. Fair value measurement

The Group measures financial instruments, such as, equity instruments and derivatives at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

i) Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

ii) Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

iii) Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In determining fair value measurement, the impact of potential climate-related matters, including legislation, which may affect the fair value measurement of assets and liabilities in the financial statements has been considered. These risks in respect of climate-related matters are included as key assumptions where they materially impact the measure of recoverable amount. These assumptions have been included in the cash-flow forecasts in assessing value-in-use amounts.

At present , the impact of climate change-related matters is not material to Group's financial statement .

l. Cash & Cash Equivalents

Cash and Cash Equivalent in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

m. Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

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i) **Right-of-use assets**

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Land & Building 2 to 10 years

Leasehold Land is amortised over the period of lease ranging from 30 to 99 years.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment.

ii) **Lease liabilities**

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs. In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset. The Group's lease liabilities are included in Other Financial Liabilities.

iii) **Short-term leases and leases of low-value assets**

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.

n. Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs.

o. Employee Benefits

Defined Contribution Plan

The Group makes contributions towards provident fund and superannuation fund to the regulatory authorities in a defined contribution retirement benefit plan for qualifying employees, where the Group has no further obligations. Both the employees and the Group make monthly contributions to the Provident Fund Plan equal to a specified percentage of the covered employee's salary.

Defined Benefit Plan

i) In respect of certain employees, provident fund contributions are made to a Trust administered by the Group. The Group's liability is actuarially determined (using the Projected Unit Credit method) at the end of the year and any shortfall in the fund size maintained by the Trust set up by the Group is additionally provided for.

ii) The Group operates a defined benefit gratuity plan in India, comprising of Gratuity fund with Life Insurance Corporation of India and other funds. The Group's liability is actuarially determined using the Projected Unit Credit method at the end of the year in accordance with the provision of Ind AS 19 - Employee Benefits.

The Group recognizes the net obligation of a defined benefit plan in its balance sheet as an asset or liability. Gains and losses through re-measurements of the net defined benefit liability/(asset) are recognized in other comprehensive income and are not reclassified to Profit and Loss in subsequent periods. The effect of any plan amendments are recognized in the Statement of Profit and Loss.

The Group recognises the changes in the net defined benefit obligation like service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements and net interest expense or income, as an expense in the Statement of Profit and Loss.

Other Long Term Employee Benefits

The Group treats accumulated leaves expected to be carried forward beyond twelve months, as long term employee benefit for measurement purposes. Such long-term compensated absences are provided for based on the actuarial valuation using the Projected Unit Credit Method at the end of each financial year. This benefit is not funded except in Vapi, Dongari and Masat units, where the Leave Fund is with Life Insurance Corporation of India. The Group presents the leave as current liability in the balance sheet, to the extent it does not have an unconditional right to defer its settlement beyond 12 months after the reporting date. Where the Group has unconditional legal and contractual right to defer the settlement for the period beyond 12 months, the same is presented as non-current liability. Actuarial gains/losses are immediately taken to the Statement of Profit and Loss and are not deferred.

p. Income Taxes

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities (DTL) are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a

Notes to Consolidated Ind AS Financial Statements

as at & for the year ended 31st March, 2023

business combination and, at the time of the transaction, affects neither the accounting profit nor taxable Profit and Loss.

- In respect of taxable temporary differences associated with investments in subsidiaries and associates, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable Profit and Loss.
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

In assessing the recoverability of deferred tax assets, the Company relies on the same forecast assumptions used elsewhere in the financial statements and in other management reports, which, among other things, reflect the potential impact of climate-related development on the business, such as increased cost of production as a result of measures to reduce carbon emission, etc., as applicable in the respective scenarios.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Current and Deferred tax relating to items recognised outside Profit and Loss is recognised outside Profit and Loss (either in other comprehensive income or in equity). Current and Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Minimum alternate tax (MAT) paid in a year is charged to the Statement of Profit and Loss as current tax for the year. The deferred tax asset is recognised for MAT credit available only to the extent that it is probable that the concerned Group 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 Group recognizes MAT credit as an asset, it is created by way of credit to the Statement of Profit and Loss and shown as part of deferred tax asset. The Group reviews the "MAT credit entitlement" asset at each reporting date and writes down the asset to the extent that it is no longer probable that it will pay normal tax during the specified period.

One unit of Parent Company is entitled to tax holiday under the Income-tax Act, 1961 enacted in India. Accordingly, no deferred tax (asset or liability) relating to such units is recognized in respect of temporary differences which reverse during the tax holiday period. Deferred tax in respect of temporary differences which reverse after the tax holiday period is recognized in the year in which the temporary differences originate. However, the Group restricts recognition of deferred tax assets to the extent it is probable that sufficient future taxable income will be available against which such deferred tax assets can be realized.

q. Foreign Currency Transactions & Translations

Functional and presentation currency

The consolidated financial statements are presented in INR, the functional currency of the Group. Items included in the financial statements of the Group are recorded using the currency of the primary economic environment in which the Group operates (the 'functional currency').

Transaction and balances

Transactions in foreign currencies are initially recorded by the Group at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date.

Exchange differences arising on settlement or translation of monetary items are recognised in Statement of Profit and Loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in OCI or Statement of Profit and Loss are also recognised in OCI or Statement of Profit and Loss, respectively).

r. Provisions and Contingent Liabilities

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made.

s. Government Grants

The Group recognizes government grants only when there is reasonable assurance that the conditions attached to them shall be complied with and the grants will be received. Grants related to assets are treated as deferred income and are recognized as other income in the Statement of Profit and Loss on a systematic and rational basis over the useful life of the asset. Grants related to income are recognized on a systematic basis over the periods necessary to match them with the related costs which they are intended to compensate and are deducted from the expense in the Statement of Profit and Loss.

When the Group receives grants of non-monetary assets, the asset and the grant are recorded at fair value amounts and released to profit or loss over the expected useful life in a pattern of consumption of the benefit of the underlying asset i.e. by equal annual instalments.

Exports entitlements are recognised when the right to receive credit as per the terms of the schemes is established in respect of the exports made by the Group and when there is no significant uncertainty regarding the ultimate collection of the relevant export proceeds.

t. Earnings per Share

Basic earnings per share is computed by dividing the net profit for the period attributable to the equity shareholders of the Group by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares

Notes to Consolidated Ind AS Financial Statements

as at & for the year ended 31st March, 2023

outstanding during the period is adjusted for events such as bonus issue, bonus element in a rights issue, share split, and reverse share split (consolidation of shares) that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net profit for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period is adjusted for the effects of all dilutive potential equity shares.

u. Current and non-current classification

The Group presents assets and liabilities in the Balance Sheet based on current/non-current classification.

An asset is classified as current when it is:

a) expected to be realised or intended to be sold or consumed in the normal operating cycle,

b) held primarily for the purpose of trading,

c) expected to be realised within twelve months after the reporting period, or

d) cash and cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current when:

a) it is expected to be settled in the normal operating cycle,

b) it is due to be settled within twelve months after the reporting period, or

c) there is no unconditional right to defer settlement of the liability for at least twelve months after the reporting period.

d) held primarily for the purpose of trading.

All other liabilities are classified as non-current. Deferred tax assets and liabilities are classified as non-current.

The terms of the liability that could, at the option of the counterparty, result in its settlement by issue of equity instruments do not affect its classification.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Group has identified twelve months as its operating cycle

v. Dividend:

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

w. Measurement of EBITDA

The Group presents Earnings before Interest expense, Tax, Depreciation and Amortisation (EBITDA) in the Statement of Profit and Loss; this is not specifically required by Ind AS 1. The terms EBITDA are not defined in Ind AS. Ind AS complaint Schedule III allows companies to present Line items, sub-line items and sub-totals shall be presented as an addition or substitution on the face of the Financial Statements when such presentation is relevant to an understanding of the Group's financial position or performance or to cater to industry/ sector-specific disclosure requirements or when required for compliance with the amendments to the Companies Act or under the Indian Accounting Standards.

Accordingly, the Group has elected to present earnings before interest expense, tax, depreciation and amortization (EBITDA) as a separate line item on the face of the Statement of Profit and Loss. The Group measures EBITDA on the basis of profit/(loss) from continuing operations. In its measurement, the Group does not include depreciation and amortization expense, finance costs, share of profit/loss from associate and tax expense, but includes other income.

x. Rounding of amounts

All amounts disclosed in the consolidated financial Statements and notes have been rounded off to the nearest Lacs (with two places of decimal) as per the requirement of Schedule III, unless otherwise stated.

y. Standards issued not yet effective:

The Ministry of Corporate Affairs has notified Companies (Indian Accounting Standards) Amendment Rules, 2023 dated 31 March 2023 to amend the following Ind AS which are effective from 1st April, 2023.

Definition of Accounting Estimates - Amendments to Ind AS 8

The amendment introduces a definition of 'accounting estimates.' The amendments clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of error. Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates. The amendments are effective for annual reporting years beginning on or after 1 April 2023 and apply to changes in accounting policies and changes in accounting estimates that occur on or after the start of that year.

The amendments are not expected to have a material impact on the Group's financial statements.

Disclosure of Accounting Policies - Amendments to Ind AS 1

The amendment provides guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

The amendments are applicable for annual years beginning on or after 1 April 2023 with earlier application permitted. The Group is revisiting its accounting policy information disclosures to ensure consistency with the amended requirements.

Deferred tax related to Assets and Liabilities arising from a Single Transaction - Amendments to Ind AS 12

The Ministry of Corporate Affairs (MCA) has notified amendments to Ind AS 12, which narrow the scope of the initial recognition exception under Ind AS 12, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences. The amendments should be applied to transactions that occur on or after the beginning of the earliest comparative year presented. In addition, at the beginning of the earliest comparative year presented, a deferred tax asset (provided that sufficient taxable profit is available) and a deferred tax liability should also be recognised for all deductible and taxable temporary differences associated with leases and decommissioning obligations.

The amendments had no material impact on the Standalone Financial statement of the company.

z. Changes in accounting policies and disclosures

Amendments in Ind AS

The Ministry of Corporate Affairs has notified Companies (Indian Accounting Standard) Amendment Rules 2022 dated March 23, 2022, to amend the following Ind AS which are effective from April 1, 2022. However, these amendments and interpretations does not have an impact on the consolidated financial statements.

a) Onerous Contracts – Costs of Fulfilling a Contract – Amendments to Ind AS 37

b) Reference to the Conceptual Framework – Amendments to Ind AS 103.

c) Property, Plant and Equipment: Proceeds before Intended Use–Amendments to Ind AS 16.

d) Ind AS 109 Financial Instruments – Fees in the '10 per cent' test for de-recognition of financial liabilities.

The Group has not early adopted any standards or amendments that have been issued but are not yet effective

Notes to Consolidated Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.1 PROPERTY PLANT & EQUIPMENT (CURRENT YEAR)

₹ in Lacs

Particulars	Gross Block						Depreciation					Net Block	
	As at 1.4.2022	Additions on Business Acquisition#	Additions During The Year	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2023	As at 1.4.2022	For the year	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2023	As at 31.3.2023	As at 31.03.2022
Freehold Land (Refer Note (a) below)	5,905.96	-	-	(28.69)	(18.19)	5,859.08	-	-	-	-	-	5,859.08	5,905.96
Building (including roads)	36,201.99	-	291.99	(77.16)	(278.32)	36,138.50	7,248.64	1,268.19	(11.06)	(193.01)	8,312.76	27,825.74	28,953.35
Plant & Equipment	62,982.65	5.78	2,244.35	(870.29)	(321.63)	64,040.86	33,067.43	6,271.44	(557.33)	(221.38)	38,560.16	25,480.70	29,915.22
Furniture & Fixture	2,659.86	54.38	132.58	(19.53)	(40.97)	2,786.32	1,599.44	266.50	(9.29)	(38.72)	1,817.93	968.39	1,060.42
Computers	1,615.46	21.14	152.31	(98.68)	(20.31)	1,669.92	1,266.97	223.15	(98.68)	(18.11)	1,373.33	296.59	348.49
Office Equipment	4,037.28	14.67	333.45	(36.43)	(53.32)	4,295.65	2,465.20	435.49	(33.28)	(28.40)	2,839.01	1,456.64	1,572.08
Motor Vehicles	1,622.64	-	605.11	(255.85)	4.07	1,975.97	809.12	188.83	(142.84)	2.47	857.58	1,118.39	813.52
Property, Plant and Equipment Total	**115,025.84**	**95.98**	**3,759.79**	**(1,386.63)**	**(728.67)**	**116,766.30**	**46,456.80**	**8,653.60**	**(852.48)**	**(497.15)**	**53,760.77**	**63,005.53**	**68,569.04**
Capital Work-in-Progress*	172.30	-	576.36	(173.36)	-	575.30	-	-	-	-	-	575.30	172.30
Total	**115,198.14**	**95.98**	**4,336.15**	**(1,559.99)**	**(728.67)**	**117,341.60**	**46,456.80**	**8,653.60**	**(852.48)**	**(497.15)**	**53,760.77**	**63,580.83**	**68,741.34**

#Refer Note No. 3.55 for disclosure of additions on account of business acquisition.

Refer Note No 3.26 for information on property, plant and equipment secured against borrowings.

(a) Title deeds of immovable property not held in name of the Company

Relevant line item in the Balance sheet	Description of item of property	Gross and Net carrying value (₹ in lacs)	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/ director or employee of promoter/ director	Property held since which date	Reason for not being held in the name of the company
Property, Plant & Equipment	Freehold land	12.00	Uttam Keot / Dhanjyoti Deka	No	9th June, 2015	These plots of land are having periodic patta, hence as per Assam Land rules, registration can be done of such land after completion of 10 years of "Purchase date/Agreement date".
Property, Plant & Equipment	Freehold land	4.35	Gopal Chandra Kalita	No	9th June, 2015	

*Capital Work-in-Progress (CWIP) ageing schedule - As at 31st March, 2023

₹ in Lacs

Capital Work-in-Progress	Amount in Capital Work-in-Progess for a period of	
	Less than 1 year	Total
Projects in progress #	575.30	575.30

#All the projects in progress includes CWIP, whose completion is neither overdue nor exceeded its cost compared to its original plan.

Note:

(1) There are no CWIP with ageing above 1 year.

(2) There are no projects as on reporting period where activity has been suspended.

3.2 INVESTMENT PROPERTIES (CURRENT YEAR)

₹ in Lacs

Particulars	Gross Block					Depreciation					Net Block	
	As at 1.4.2022	Additions	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2023	As at 1.4.2022	For the year	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2023	As at 31.3.2023	As at 31.03.2022
Building	6,450.09	-	(43.36)	92.23	6,498.96	1,037.40	115.32	(7.39)	14.73	1,160.06	5,338.90	5,412.69
Total	**6,450.09**	**-**	**(43.36)**	**92.23**	**6,498.96**	**1,037.40**	**115.32**	**(7.39)**	**14.73**	**1,160.06**	**5,338.90**	**5,412.69**

Refer Note No. 3.47 for disclosure of fair value of investment properties.

3.3 INTANGIBLE ASSETS (CURRENT YEAR)

₹ in Lacs

Particulars	Gross Block						Depreciation					Net Block	
	As at 1.4.2022	Additions on Business Acquisition#	Additions During The Year	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2023	As at 1.4.2022	For the year	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2023	As at 31.3.2023	As at 31.03.2022
Goodwill on Consolidation*	**3,873.40**	**6,010.00**	**-**	**-**	**-**	**9,883.40**	**1,458.05**	**1,606.35**	**-**	**-**	**3,064.40**	**6,819.00**	**2,415.35**
Other Intangible Assets													
Software	3,879.66	-	230.27	-	4.85	4,114.78	2,642.86	383.98	-	0.86	3,027.70	1,087.08	1,236.80
Brands, Trade Marks & others	223,968.16	4,661.93	5.25	(5.86)	(1.23)	228,628.25	169,193.70	12,998.87	(1.43)	(0.28)	182,190.86	46,437.39	54,774.46
Other Intangible Assets Total	**227,847.82**	**4,661.93**	**235.52**	**(5.86)**	**3.62**	**232,743.03**	**171,836.56**	**13,382.85**	**(1.43)**	**0.58**	**185,218.56**	**47,524.47**	**56,011.26**
Intangible Assets under Development	135.41	7.27	130.44	(215.80)	-	57.32	-	-	-	-	-	57.32	135.41
Grand Total	**231,856.63**	**10,679.20**	**365.96**	**(221.66)**	**3.62**	**242,683.75**	**173,294.61**	**14,989.20**	**(1.43)**	**0.58**	**188,282.96**	**54,400.79**	**58,562.02**

#Refer Note No. 3.55(a) for disclosure of additions on account of business acquisition.

**Refer Note No. 3.55(b) for disclosure relating to impairment of goodwill.*

The Carrying amount of Goodwill on Consolidation has been allocated as follows:

₹ in Lacs

Particulars	As at 31.3.2023	As at 31.3.2022
Goodwill on Consolidation		
Brillare Science Private Limited	809.00	2,415.35
Helios Lifestyle Private Limited	6,010.00	-
Total	**6,819.00**	**2,415.35**

Intangible Assets Under Development (IAUD) ageing schedule - As at 31st March, 2023

₹ in Lacs

Intangible asset under development	Amount in IAUD for a period of		
	Less than 1 year	1-2 years	Total
Projects in progress#	54.32	3.00	57.32

#All the projects in progress includes IAUD, whose completion is neither overdue nor exceeded its cost compared to its original plan.

Note:

(1) There are no IAUD with ageing above 2 years.

(2) There are no projects as on reporting period where activity has been suspended.

3.4. RIGHT OF USE ASSETS (CURRENT YEAR)

₹ in Lacs

Particulars	Land	Buildings	Total
Gross Block As at 1.4.2022	314.51	2,460.74	2,775.25
Additions on Business Acquisition#	-	260.71	260.71
Additions	-	1,050.55	1,050.55
Deletion	-	(650.98)	(650.98)
Exchange Fluctuation on Consolidation	-	(136.84)	(136.84)
As at 31.3.2023	**314.51**	**2,984.18**	**3,298.69**
Depreciation as at 1.4.2022	15.99	775.56	791.55
Charge for the year	5.34	961.44	966.78
Deletion	-	(256.88)	(256.88)
Exchange Fluctuation on Consolidation	-	(49.80)	(49.80)
As at 31.3.2023	**21.33**	**1,430.32**	**1,451.65**
Net Block As at 1.4.2022	298.52	1,685.18	1,983.70
As at 31.3.2023	**293.18**	**1,553.86**	**1,847.04**

#Refer Note No. 3.55 for disclosure of additions on account of business acquisition.

Refer Note No. 3.52 for the related disclosures.

Notes to Consolidated Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.1 PROPERTY, PLANT & EQUIPMENT (PREVIOUS YEAR)

₹ in Lacs

Particulars	Gross Block						Depreciation					Net Block	
	As at 1.4.2021	Additions on Business Acquisition#	Additions During The Year	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2022	As at 1.4.2021	For the year	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2022	As at 31.3.2022	As at 31.03.2021
Freehold Land (Refer Note (a) below)	5,668.33	243.64	-	-	(6.01)	5,905.96	-	-	-	-	-	5,905.96	5,668.33
Building (including roads)	35,715.12	31.52	424.64	-	30.71	36,201.99	5,966.29	1,255.70	-	26.65	7,248.64	28,953.35	29,748.83
Plant & Equipment	59,011.11	12.35	4,439.69	(504.66)	24.16	62,982.65	27,075.94	6,219.05	(263.99)	36.43	33,067.43	29,915.22	31,935.17
Furniture & Fixture	2,619.05	11.19	81.10	(53.77)	2.29	2,659.86	1,351.06	294.66	(48.22)	1.94	1,599.44	1,060.42	1,267.99
Computers	1,417.05	-	200.27	(5.37)	3.51	1,615.46	1,056.84	212.44	(5.30)	2.99	1,266.97	348.49	360.21
Office Equipment	3,781.45	6.85	265.92	(25.49)	8.55	4,037.28	2,065.14	417.14	(21.57)	4.49	2,465.20	1,572.08	1,716.31
Motor Vehicles	1,394.55	0.29	253.43	(28.87)	3.24	1,622.64	664.71	169.27	(27.12)	2.26	809.12	813.52	729.84
Property, Plant and Equipment Total	**109,606.66**	**305.84**	**5,665.05**	**(618.16)**	**66.45**	**115,025.84**	**38,179.98**	**8,568.26**	**(366.20)**	**74.76**	**46,456.80**	**68,569.04**	**71,426.68**
Capital Work- in-Progress*	581.54	-	115.35	(513.43)	(11.17)	172.30	-	-	-	-	-	172.30	581.54
Total	110,188.20	305.84	5,780.40	(1,131.59)	55.28	115,198.13	38,179.98	8,568.26	(366.20)	74.76	46,456.80	68,741.33	72,008.22

(a) Title deeds of immovable property not held in name of the Company

Relevant line item in the Balance sheet	Description of item of property	Gross and Net carrying value (₹ in lacs)	Title deeds held in the name of	Whether title deed holder is a promoter, director or relative of promoter/ director or employee of promoter/ director	Property held since which date	Reason for not being held in the name of the company
Property, Plant & Equipment	Freehold land	12.00	Uttam Keot / Dhanjyoti Deka	No	9th June, 2015	These plots of land are having periodic patta, hence as per Assam Land rules, registration can be done of such land after completion of 10 years of "Purchase date/Agreement date".
Property, Plant & Equipment	Freehold land	4.35	Gopal Chandra Kalita	No	9th June, 2015	

*Capital Work-in-Progress ageing schedule (CWIP) - As at 31st March, 2022

₹ in Lacs

Capital Work-in-Progress	Amount in Capital Work-in-Progess for a period of		
	Less than 1 year	1-2 years	Total
Projects in progress #	125.42	46.88	172.30

 # All project in progress includes CWIP, whose completion is neither overdue nor exceeded its cost compared to its original plan.

Note:

(1) There are no CWIP with ageing above 2 years.

(2) There are no projects as on reporting period where activity has been suspended.

3.2 INVESTMENT PROPERTIRS (PREVIOUS YEAR)

₹ in Lacs

Particulars	Gross Block				Depreciation					Net Block	
	As at 1.4.2021	Additions	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2023	As at 1.4.2022	For the year	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2023	As at 31.3.2023	As at 31.03.2022
Investment Property												
Building	6,221.30	188.21	-	40.58	6,450.09	917.23	114.12	-	6.05	1,037.40	5,412.69	5,304.07
Investment Property Total	**6,221.30**	**188.21**	**-**	**40.58**	**6,450.09**	**917.23**	**114.12**	**-**	**6.05**	**1,037.40**	**5,412.69**	**5,304.07**

Refer Note No. 3.47 for disclosure of fair value of investment properties.

3.3 INTANGIBLE ASSETS (PREVIOUS YEAR)

₹ in Lacs

Particulars	Gross Block						Depreciation					Net Block	
	As at 1.4.2021	Additions on Business Acquisition#	Additions During The Year	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2022	As at 1.4.2021	For the year	Disposals/ Transfer	Exchange Fluctuation on Consolidation	As at 31.3.2022	As at 31.3.2022	As at 31.03.2021
Goodwill on Consolidation*	**1,458.05**	**2,415.35**	**-**	**-**	**-**	**3,873.40**	**1,458.05**	**-**	**-**	**-**	**1,458.05**	**2,415.35**	**-**
Other Intangible Assets													
Software	3,566.68	85.75	227.25	-	(0.02)	3,879.66	2,284.64	358.76	-	(0.54)	2,642.86	1,236.80	1,282.04
Brands, Trade Marks & others	179,558.75	989.15	43,420.36	-	(0.10)	223,968.16	145,497.28	23,697.91	-	(1.50)	169,193.70	54,774.46	34,061.47
Other Intangible Assets Total	**183,125.43**	**1,074.90**	**43,647.61**	**-**	**(0.12)**	**227,847.82**	**147,781.92**	**24,056.67**	**-**	**(2.04)**	**171,836.56**	**56,011.26**	**35,343.51**
Intangible Assets under Development	61.83	-	167.93	(94.35)	-	135.41	-	-		-	-	135.41	61.83
Grand Total	**184,645.31**	**3,490.25**	**43,815.54**	**(94.35)**	**(0.12)**	**231,856.63**	**149,239.97**	**24,056.67**	**-**	**(2.04)**	**173,294.61**	**58,562.02**	**35,405.34**

*On 25th March 2022, the Company has acquired "Dermicool", one of the leading brands in Prickly Heat Powder and Cool Talc category for a consideration of ₹43,200.00 lacs. The Company has recorded this transaction as asset acquisition as per Ind AS 38 and recognised the Brand, Trade mark and others related Intangible assets.

Intangible Assets Under Development (IAUD) ageing schedule - As at 31st March, 2022

₹ in Lacs

Intangible asset under development	Amount in IAUD for a period of		
	Less than 1 year	1-2 years	Total
Projects in progress	135.41	-	135.41

#All the projects in progress includes IAUD, whose completion is neither overdue nor exceeded its cost compared to its original plan.

Note:

(1) There are no IAUD with ageing above 1 year.

(2) There are no projects as on reporting period where activity has been suspended.

3.4. RIGHT OF USE ASSETS (PREVIOUS YEAR)

₹ in Lacs

Particulars	Land	Buildings	Total
Gross Block As at 1.4.2021	314.51	1,869.26	2,183.77
Additions	-	1,715.72	1,715.72
Deletion	-	(1,142.98)	(1,142.98)
Exchange Fluctuation on Consolidation	-	18.74	18.74
As at 31.3.2022	**314.51**	**2,460.74**	**2,775.25**
Depreciation as at 1.4.2021	10.66	1,064.05	1,074.71
Charge for the year	5.33	733.41	738.74
Deletion	-	(1,028.16)	(1,028.16)
Exchange Fluctuation on Consolidation	-	6.26	6.26
As at 31.3.2022	**15.99**	**775.56**	**791.55**
Net Block As at 1.4.2021	303.85	805.21	1,109.06
As at 31.3.2022	**298.52**	**1,685.18**	**1,983.70**

Refer Note No. 3.52 for the related disclosures.

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3.5 INVESTMENTS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Non Current		
Investments carried at amount determined using equity method of accounting (Unquoted, fully paid, unless otherwise stated)		
Equity shares		
In Associates		
Helios Lifestyle Private Limited {Refer note (b) below}	-	4,657.31
Nil (31.03.2022 - 1,31,092) Equity Shares of ₹10 each [net of share of loss during the year amounting to Nil (31.03.2022 - ₹1,439.54 lacs)]		
TruNative F & B Pvt Ltd	850.21	949.19
15,625 (31.03.2022 - 15,625) Equity Shares of ₹10 each [net of share of loss during the year amounting to ₹98.98 lacs (31.03.2022 - 0.81 lacs)]		
Cannis Lupus {Refer note (c) below}	236.56	-
4,522 (31.03.2022 - Nil) Equity Shares of ₹10 each [net of share of loss during the year amounting to ₹43.44 lacs (31.03.2022 - Nil lacs)]		
(a)	**1,086.77**	**5,606.50**
Investments carried at FVTPL (Unquoted, fully paid)		
Units of Alternate Investment Funds		
Fireside Ventures Investment Fund - I	7,335.31	7,262.25
1,335 (31.03.2022 - 1,324) Units of ₹1,00,000 each		
Fireside Ventures Investment Fund - III	267.61	-
330 (31.03.2022 - NIL) Units of ₹1,00,000 each		
Sixth Sense India Opportunities Fund	179.13	116.09
17,000 (31.03.2022 - 11,000) Units of ₹1,000 each		
(i)	**7782.05**	**7378.34**
Investments Carried at FVTOCI		
Equity Shares (Quoted, fully Paid)		
Emami Paper Mills Limited {Refer note (d) below}	8,898.79	13,010.82
79,46,000 (31.03.2022 - 79,46,000) Equity Shares of ₹2 each		
Securities (Unquoted, fully Paid)		
LOLI Beauty Inc.	221.90	312.55
12,28,261 (31.03.2022 - 12,28,261) Securities		
(ii)	**9,120.69**	**13,323.37**
Investments Carried at Cost (Unquoted, fully Paid)		
Navnirman Co-operative Bank Limited	6.25	6.25
25,018 (31.03.2022 - 25,018) Equity shares of ₹25 each		
Navnirman Co-operative Bank Limited - Fixed Deposit	3.03	2.85
6% p.a. (31.03.2022 - 6% p.a.)		
(iii)	**9.28**	**9.10**
(b) = (i) + (ii) + (iii)	**16,912.02**	**20,710.81**
Total (a) + (b)	**17,998.79**	**26,317.31**

3.5 INVESTMENTS (Contd.)

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Aggregate Amount of Quoted Investments & Market Value thereof	8,898.79	13,010.82
Aggregate Amount of Unquoted Investments	9,100.00	13,306.49
Aggregate Amount of impairment in value of Investment	-	-

Note:

(a) Refer Note No. 3.49 for determination of fair value

(b) Refer Note No. 3.55(a) for related disclosure.

(c) On July 21, 2022 , the Holding Company had acquired 30% stake of Cannis Lupus Services India Private Limited and it became an associate.

(d) Equity instruments designated at fair value through OCI include investment in equity shares of Emami Paper Mill Limited. The Holding Company holds non-controlling interest in Emami Paper Mill Limited. This investment was irrevocably designated at fair value through OCI as the Holding Company considers this investment to be strategic in nature.

(e) Refer Note No. 3.56 for Goodwill & Brand of associates

3.6 LOANS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
At amortised cost				
Unsecured, Considered Good				
Loans to Employees		169.46		36.56
At FVTPL				
Unsecured, Considered Good				
Loans to Related Parties (Refer Note No. 3.57)		-		438.75
Total		169.46		475.31

3.7 OTHER NON-CURRENT FINANCIAL ASSETS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
At amortised cost				
Unsecured, Considered Good unless otherwise stated				
Incentive Receivable *	1,378.86		7,434.91	
Less: Provision for Doubtful Receivables	(184.99)	1,193.87	(260.81)	7,174.10
Interest Receivable		10.13		-
Security Deposit				
- to related parties (Refer Note No. 3.57)	7.50		7.50	
- to others	551.25	558.75	491.47	498.97
Deposits with Original maturity of more than 12 months **		229.06		-
Total		1,991.81		7,673.07

** It includes Capital & Other Subsidies, GST refund, etc.*

***Includes deposits pledged against bank guarantees (Refer Note No. 3.46 (b))*

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3.8 DEFERRED TAX ASSETS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Deferred Tax Assets				
Tax impact of expenses allowable against taxable income in future years	5,652.82		6,984.11	
Mat Credit Entitlement (Refer Note No. 3.50)	37,362.55	43,015.37	28,808.55	35,792.66
Deferred Tax Liabilities				
Tax impact arising out of temporary differences in depreciable assets	(5,709.76)		(5,383.67)	
Tax impact arising on fair value gain on financial instrument	(937.94)	(6,647.70)	(2,028.18)	(7,411.85)
Total		**36,367.67**		**28,380.81**

3.8(A) Movement in Deferred Tax Asset for the year ended 31st March 2023

Particulars	01.04.2022	Recognised in Profit and Loss	On Account of Business Acquisition #	Recognised in OCI	Others	31.03.2023
Deferred Tax Assets						
Tax Impact of expenses allowable against taxable income in future years	6,984.11	(1,470.94)	139.65	(15.30)	15.30	5,652.82
Mat Credit Entitlement (Refer Note No. 3.50)	5,775.55	8,554.00	-	-	-	14,329.55
Mat Credit Entitlement for earlier years (Refer Note No. 3.50)	23,033.00	-	-	-	-	23,033.00
Total Deferred Tax Asset	**35,792.66**	**7,083.06**	**139.65**	**(15.30)**	**15.30**	**43,015.37**
Deferred Tax Liabilities						
Tax impact arising out of temporary differences in depreciable assets	(5,383.67)	(326.09)	-	-	-	(5,709.76)
Tax impact arising on fair value gain on financial instruments	(2,028.18)	1,090.24	-	-	-	(937.94)
Total Deferred Tax Liabilities	**(7,411.85)**	**764.15**	**-**	**-**	**-**	**(6,647.70)**
Deferred Tax Asset (Net)	**28,380.81**	**7,847.21**	**139.65**	**(15.30)**	**15.30**	**36,367.67**

#Refer Note No. 3.55 for disclosure of additions on account of business acquisition.

3.8(B) Movement in Deferred Tax Liability for the year ended 31st March 2023

Particulars	01.04.2022	Recognised in Profit and Loss	On Account of Business Acquisition #	Recognised in OCI	Others	31.03.2023
Deferred Tax Liabilities						
Tax impact arising out of temporary differences in depreciable assets	359.01	(224.33)	1,164.02	-	49.50	1,348.20
Tax impact arising out of temporary differences in other than depreciable assets	395.00	(388.69)	-	(6.31)	-	-
Total Deferred Tax Liabilities	**754.01**	**(613.02)**	**1,164.02**	**(6.31)**	**49.50**	**1,348.20**

3.8(B) Movement in Deferred Tax Liability for the year ended 31st March 2023 (Contd.)

Particulars	01.04.2022	Recognised in Profit and Loss	On Account of Business Acquisition #	Recognised in OCI	Others	31.03.2023
Deferred Tax Assets						
Tax Impact of expenses allowable against taxable income in future years	-	(3.72)	-	-	-	(3,72)
Total Deferred Tax Asset	**-**	**(3.72)**	**-**	**-**	**-**	**(3.72)**
Deferred Tax Liability (Net)	**754.01**	**(616.73)**	**1,164.02**	**(6.31)**	**49.50**	**1,344.48**
Total Deferred Tax (Credit) Recognised in Profit and Loss / OCI		**8,463.94**		**(8.99)**		

#Refer Note No. 3.55 for disclosure of additions on account of business acquisition.

3.8(A) Movement in Deferred Tax Asset for the year ended 31st March 2022

Particulars	01.04.2021	Recognised in Profit and Loss	On Account of Business Acquisition #	Recognised in OCI	Others	31.03.2022
Deferred Tax Assets						
Tax Impact of expenses allowable against taxable income in future years	4,492.00	2,492.11	-	-	-	6,984.11
Mat Credit Entitlement (Refer Note No. 3.50)	-	5,775.55	-	-	-	5,775.55
Mat Credit Entitlement for earlier years (Refer Note No. 3.50)	-	23,033.00	-	-	-	23,033.00
Total Deferred Tax Asset	**4,492.00**	**31,300.66**	**-**	**-**	**-**	**35,792.66**
Deferred Tax Liabilities						
Tax impact arising out of temporary differences in depreciable assets	(3,839.00)	(1,544.67)	-	-	-	(5,383.67)
Tax impact arising on fair value gain on financial instruments	(653.00)	(1,375.18)	-	-	-	(2,028.18)
Total Deferred Tax Liabilities	**(4,492.00)**	**(2,919.85)**	**-**	**-**	**-**	**(7,411.85)**
Deferred Tax Asset (Net)	**-**	**28,380.81**	**-**	**-**	**-**	**28,380.81**

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3.8(B) Movement in Deferred Tax Liability for the year ended 31st March 2022

Particulars	01.04.2021	Recognised in Profit and Loss	On Account of Business Acquisition #	Recognised in OCI	Others	31.03.2022
Deferred Tax Liabilities						
Tax impact arising out of temporary differences in depreciable assets	44.80	(47.55)	371.70	-	(9.94)	359.01
Tax impact arising out of temporary differences in other than depreciable assets	371.55	23.66	-	(0.21)	-	395.00
Total Deferred Tax Liabilities	**416.35**	**(23.89)**	**371.70**	**(0.21)**	**(9.94)**	**754.01**
Deferred Tax Liability (Net)	**416.35**	**(23.89)**	**371.70**	**(0.21)**	**(9.94)**	**754.01**
Total Deferred Tax (Credit) Recognised in Profit and Loss / OCI		(28,404.70)		(0.21)		

3.9 OTHER NON-CURRENT ASSETS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Unsecured, Considered Good unless otherwise stated		
Capital Advances	184.72	522.49
Deposit with Government authorities	380.36	357.08
Prepaid Expenses	43.43	47.67
Total	608.51	927.24

3.10 INVENTORIES

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
(At lower of cost and net realisable value)				
Raw materials and Packing materials				
Raw Materials	8,590.70		8,945.86	
Packing Materials	5,553.92	14,144.62	5,583.34	14,529.20
Work-in-Progress		466.68		618.75
Finished Goods		12,444.12		13,067.45
Stock-in-Trade		5,045.43		6,814.54
Stores and Spares		703.08		731.49
Total		32,803.93		35,761.43

Note:

(a) During the year ended 31st March 2023, ₹241.38 lacs (31st March 2022: ₹220.14 lacs) was recognised as an expense for inventories carried at net realisable value.

(b) Above includes Inventories in Transit:

Raw Materials : ₹237.70 lacs (31.03.2022 : ₹343.65 lacs)

Packing Materials : ₹423.71 lacs (31.03.2022 : ₹660.94 lacs)

Finished Goods : ₹1,552.61 lacs (31.03.2022 : ₹1,344.44 lacs)

Stock-in-Trade : ₹90.22 lacs (31.03.2022 : ₹36.99 lacs)

(c) Above includes Stock-in-Trade lying with third parties ₹516.72 lacs (31.03.2022 : ₹3,502.38 lacs)

(d) Refer Note No. 3.26 for information on inventories pledged as security

3.11 INVESTMENTS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Current		
Investments carried at FVTPL (Unquoted)		
Units of Mutual Fund		
Tata Money Market Fund - Direct Growth Plan	3,110.19	-
76,832 (31.03.2022 - Nil) Units of ₹1,000 each		
Nippon India Liquid Fund - Direct Growth Plan	2,604.80	-
47,300 (31.03.2022 - Nil) Units of ₹1,000 each		
Nippon India Ultra Short Duration Fund - Direct Growth Plan	1,613.39	-
43,113 (31.03.2022 - Nil) Units of ₹1,000 each		
Aditya Birla Sun Life Liquid Fund - Growth - Direct Plan	1,505.52	-
4,14,649 (31.03.2022 - Nil) Units of ₹100 each		
Nippon India Overnight Fund - Direct Growth Plan	1,002.17	2,200.44
8,32,610 (31.03.2022 - 19,28,194) Units of ₹100 each		
Baroda BNP Paribas Liquid Fund - Direct- Growth	1,000.50	-
38,548 (31.03.2022 - Nil) Units of ₹1,000 each		
Kotak Liquid Fund - Direct - Growth Plan	500.31	-
11,000 (31.03.2022 - Nil) Units of ₹1,000 each		
Tata Overnight Fund - Direct Growth Plan	-	1,400.69
Nil (31.03.2022 - 124,901) Units of ₹1,000 each		
Mahindra Manulife Overnight Fund - Direct Growth Plan	-	350.56
Nil (31.03.2022 - 31,858) Units of ₹1,000 each		
Total	**11,336.88**	**3,951.69**
Aggregate Amount of Unquoted Investments	**11,336.88**	**3,951.69**

3.12 TRADE RECEIVABLES

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
At Amortised cost				
Secured				
Considered Good		11,376.06		11,100.25
Unsecured				
Considered Good	30,084.30		20,991.62	
Trade Receivable - Credit Impaired	1,100.24		280.58	
Subtotal		**31,184.54**		**21,272.20**
Less : Allowance for Credit Impaired		1,100.24		280.58
Total		**41,460.36**		**32,091.87**

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3.12 TRADE RECEIVABLES (Contd.)

Set out below is the movement in the allowance for expected credit losses of trade receivables:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
As at 1st April	**280.58**	**357.80**
Provision/(Reversal) for expected credit losses	819.66	(77.22)
As at 31st March	**1,100.24**	**280.58**

(a) Refer Note No 3.26 for information on receivables secured against borrowings

(b) No trade receivable are due from directors or other officers of the company either severally or jointly with any other person. Nor trade receivable are due from firms or private companies respectively in which any director is a partner, a director or a member.

(c) Refer Note No 3.54 for credit risk and liquidity risk

(d) Refer note No 3.57 for information on receivables from related parties.

(e) Refer Trade Receivables Ageing Schedule below:

Trade Receivables Ageing - as at 31st March, 2023

Particulars	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months to 1 Year	1 to 2 Years	2 to 3 Years	More than 3 Years	
(i) Undisputed Trade receivables – considered good	29,881.24	9,937.28	469.23	738.09	292.90	141.62	41,460.36
(ii) Undisputed Trade Receivables – credit impaired*	-	53.69	98.40	135.15	122.70	690.30	1,100.24

Refer Note No. 3.54.

Trade Receivables Ageing - as at 31st March, 2022

Particulars	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months to 1 Year	1 to 2 Years	2 to 3 Years	More than 3 Years	
(i) Undisputed Trade receivables – considered good	24,332.77	6,013.05	760.92	302.57	562.77	119.79	32,091.87
(ii) Undisputed Trade Receivables – credit impaired*	-	-	-	118.36	162.22	-	280.58

Note: There are no disputed trade receivable outstanding as on 31st March, 2023 and 31st March, 2022

3.13 CASH AND CASH EQUIVALENTS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Balances with Banks	2,849.29		2,507.83	
Fixed Deposits with Banks (Original Maturity of less than 3 Months)	1,766.85		51.62	
Fund in transit*	42.26		-	
Cheques in hand	0.17		176.80	
Cash on Hand	19.93	4,678.50	21.04	2,757.29
Total		**4,678.50**		**2,757.29**

**Fund in transit includes cash at Exclusive Brand Outlets (EBO).*

Changes in liabilities arising from financing activities

₹ in Lacs

Particulars	01.04.2022	Cash Flow	On Account of Ind AS 116 & On Account of Business Acquisition	31.03.2023
Current Borrowings	26,371.12	(19,010.27)	-	7,360.85
Current Lease Liabilities	796.06	(1,112.57)	1,101.61	785.10
Non-Current Lease Liabilities	988.36	-	(83.51)	904.85
Total	**28,155.54**	**(20,122.84)**	**1,018.10**	**9,050.80**

₹ in Lacs

Particulars	01.04.2021	Cash Flow	On Account of Ind AS 116 & On Account of Business Acquisition	31.03.2022
Current Borrowings	9,190.93	17,180.19	-	26,371.12
Current Lease Liabilities	420.17	(712.46)	1,088.35	796.06
Non-Current Lease Liabilities	463.33	-	525.03	988.36
Total	**10,074.43**	**16,467.73**	**1,613.38**	**28,155.54**

3.14 OTHER BANK BALANCES

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Unpaid Dividend Account #	297.07		223.37	
Balance in Escrow account ##	4,650.00		-	
Deposits with Original maturity of more than 3 months but less than 12 months *	8,848.50	13,795.57	8,619.70	8,843.07
Total		**13,795.57**		**8,843.07**

 # Earmarked for payment of Unclaimed Dividend
Balance in escrow account with banks primarily related to amount for buyback of equity shares
** Includes deposits amounting to Nil (31.03.2022 : ₹66.85 lacs) under lien.*

3.15 LOANS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
At amortised cost				
Unsecured, considered good				
Security Deposits	185.56		86.22	
Loans to Employees	297.46		219.00	
Loans to Others	116.43	599.45	70.79	376.01
Total		**599.45**		**376.01**

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3.16 OTHER FINANCIAL ASSETS
₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Unsecured, considered good				
At amortised cost				
Interest Receivable		130.77		146.36
Other Receivable				
- from related parties (Refer Note No 3.57)	-		0.17	
- from others	95.72	95.72	212.69	212.86
Security Deposit		218.66		62.08
Incentive Receivable*	957.74		826.85	
Less: Provision for Doubtful Receivables	(22.29)	935.45	(22.29)	804.56
Deposits with Original maturity of more than 3 months but less than 12 months**		5,070.07		3,042.09
At FVTPL				
Derivative assets - Forward & Option #		682.80		299.95
Total		**7,133.47**		**4,567.90**

** It include Subsidy, Export Incentive, GST Refund, etc.*

*** Includes deposit amounting to ₹70.07 lacs (31.03.2022 : Nil) under lien*

 # Refer Note No. 3.49 for determination of fair value

3.17 CURRENT TAX ASSETS (NET)
₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Advance Income Tax (Net of Provision)	69.05	84.71
Total	**69.05**	**84.71**

3.18 OTHER CURRENT ASSETS
₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Unsecured, considered good				
Advances other than Capital Advances				
For goods and services*	3,237.87		3,222.17	
To employees	16.44	3,254.31	43.94	3,266.11
Balances with Government Authorities		11,487.26		14,042.50
Prepaid Expenses*		2,062.62		1,532.42
Unsecured, considered doubtful				
Advances other than Capital Advances				
For goods and services	47.35		47.35	
Less: Provision for Doubtful Advances	(47.35)	-	(47.35)	-
Total		**16,804.19**		**18,841.03**

** Refer Note No. 3.57 for related disclosure.*

3.19 EQUITY SHARE CAPITAL
₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Authorised		
50,00,00,000 (31.03.2022 - 50,00,00,000) Equity Shares of ₹1/- each	5,000.00	5,000.00
Issued		
44,11,50,000 (31.03.2022 - 44,11,50,000) Equity Shares of ₹1/- each fully paid up	4,411.50	4,411.50

3.19 EQUITY SHARE CAPITAL (Contd.)

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Subscribed & Paid up*		
44,11,50,000 (31.03.2022 - 44,11,50,000) Equity Shares of ₹1/- each fully paid up	4,411.50	4,411.50
Total Issued, Subscribed and Fully paid up Share Capital	**4,411.50**	**4,411.50**

**Of the above, 22,69,67,619 (31.03.2022 : 22,69,67,619) equity shares fully paid up have been issued in consideration other than cash by way of bonus shares in last 5 years.*

(a) Reconciliation of the shares outstanding at the beginning and at the end of the reporting period

Particulars	As at 31.03.2023		As at 31.03.2022	
	Number of Shares	₹ In Lacs	Number of Shares	₹ In Lacs
Shares outstanding at the beginning of the year	441,150,000	4,411.50	444,513,740	4,445.14
Less : Shares bought back#	-	-	3,363,740	33.64
Shares outstanding at the end of the year	**441,150,000**	**4,411.50**	**441,150,000**	**4,411.50**

 # Refer Note No. : 3.60 for Buy Back of equity shares

(b) Terms and Rights attached to equity shares

The Company has only one class of equity shares having a par value of ₹1 per share. Each holder of equity shares is entitled to one vote per share. The company declares & pays dividend in Indian rupees. The dividend proposed by the board of directors is subject to the approval of the shareholders in the ensuing annual general meeting and is accounted for in the year in which it is approved by the shareholders in the general meeting.

In the event of liquidation of the company, the holders of equity shares will be entitled to receive remaining assets of the company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

(c) Shareholders holding more than 5% shares in the Company

Names of the shareholders	As at 31.03.2023		As at 31.03.2022	
	Number of Shares	% of Holding	Number of Shares	% of Holding
Suraj Finvest Private Limited (formerly known as Sneha Gardens Private Limited)	105,720,226	23.96	105,720,226	23.96
Diwakar Finvest Private Limited (formerly known as Sneha Enclave Private Limited)	98,667,956	22.37	98,667,956	22.37

(d) Equity shares movement during 5 years preceding 31st March, 2023

Equity shares issued as bonus

The Company allotted 2,269.67 lacs equity shares as fully paid up bonus shares by capitalisation of profits transferred from security premium in the quarter ended June 30, 2018, pursuant to an ordinary resolution passed after taking the consent of shareholders through postal ballot.

Equity shares extinguished on buy-back

The Company bought back 33,63,740 equity shares for an aggregate amount of ₹16,121.45 lacs being 0.76% of the pre-buyback total paid up equity share capital at ₹479.27 average cost per equity share. The Buyback commenced on 9th February, 2022 and got completed on 21st March, 2022.

The Company bought back 94,21,498 equity shares for an aggregate amount of ₹19,198.73 lacs being 2.08% of the pre-buyback total paid up equity share capital at ₹203.78 average cost per equity share. The Buyback commenced on 29th March, 2020 and got completed on 9th July, 2020.

Notes to Consolidated Ind AS Financial Statements
as at & for the year ended 31st March, 2023

3.19 EQUITY SHARE CAPITAL (Contd.)

(e) Equity shares held by Promoters as at the end of the current year

Promoter Name	No. of shares as at 01.04.2022	Change during the year	No. of shares at 31.03.2023	% of Total Shares	% change during the year
A)Indian					
A1) Individuals / Hindu Undivided Family					
Priti A Sureka	15,104,702	-	15,104,702	3.42%	-
Avishi Sureka	1,400,000	-	1,400,000	0.32%	-
Sachin Goenka	717,000	-	717,000	0.16%	-
Shobhna Agarwal	630,000	-	630,000	0.14%	-
Saswat Goenka	580,000	-	580,000	0.13%	-
Vibhash Vardhan Agarwal	573,478	-	573,478	0.13%	-
Manan Goenka	565,000	-	565,000	0.13%	-
Darsh Goenka	565,000	-	565,000	0.13%	-
Advay Goenka	554,000	-	554,000	0.13%	-
Jyoti Agarwal	488,000	-	488,000	0.11%	-
Reyansh Goenka	407,750	-	407,750	0.09%	-
Devarsh Goenka	407,750	-	407,750	0.09%	-
Radheshyam Goenka*	392,076	8,800	400,876	0.09%	-
Chikky Goenka	371,700	-	371,700	0.08%	-
Smriti Agarwal	334,000	(65,000)	269,000	0.06%	(0.01%)
Rachana Goenka	317,700	-	317,700	0.07%	-
Rajkumar Goenka*	297,964	4,400	302,364	0.07%	-
Rachna Bagaria	270,000	-	270,000	0.06%	-
Indu Goenka	269,700	-	269,700	0.06%	-
Nimisha Goenka	244,000	-	244,000	0.06%	-
Reha Goenka	240,000	-	240,000	0.05%	-
Shreya Goenka	230,000	-	230,000	0.05%	-
Saroj Goenka	215,240	-	215,240	0.05%	-
Aditya Vardhan Agarwal HUF	204,278	-	204,278	0.05%	-
Shruti Goenka	196,130	-	196,130	0.04%	-
Radheshyam Agarwal	195,000	-	195,000	0.04%	-
Prashant Goenka	190,000	-	190,000	0.04%	-
Manish Goenka HUF	174,000	-	174,000	0.04%	-
Mohan Goenka HUF	174,000	-	174,000	0.04%	-
Sushil Kumar Goenka HUF	174,000	-	174,000	0.04%	-
Usha Agarwal	173,096	-	173,096	0.04%	-
Harsh Vardhan Agarwal HUF	172,000	-	172,000	0.04%	-
Vihan Vardhan Agarwal	172,000	-	172,000	0.04%	-
Puja Goenka	169,398	-	169,398	0.04%	-
Jayant Goenka	156,254	-	156,254	0.04%	-
Mansi Agarwal	150,000	-	150,000	0.03%	-

3.19 EQUITY SHARE CAPITAL (Contd.)

Promoter Name	No. of shares as at 01.04.2022	Change during the year	No. of shares at 31.03.2023	% of Total Shares	% change during the year
Laxmi Devi Bajoria*	143,000	(22,000)	121,000	0.03%	-
Manish Goenka	142,196	-	142,196	0.03%	-
Aditya Vardhan Agarwal	134,668	-	134,668	0.03%	-
Ashish Goenka	130,000	69,400	199,400	0.05%	0.02%
Rashmi Goenka	121,400	-	121,400	0.03%	-
Santosh Goenka	115,640	-	115,640	0.03%	-
Harsha Vardhan Agarwal*	110,266	700	110,966	0.03%	-
Sushil Kumar Goenka*	109,900	4,400	114,300	0.03%	-
Richa Agarwal	93,222	-	93,222	0.02%	-
Vidhishree Agarwal	80,000	-	80,000	0.02%	-
Vidula Agarwal	80,000	-	80,000	0.02%	-
Jayant Goenka HUF	74,000	-	74,000	0.02%	-
Prashant Goenka HUF	74,000	-	74,000	0.02%	-
Ashish Goenka HUF	74,000	-	74,000	0.02%	-
Mohan Goenka	61,900	-	61,900	0.01%	-
Madan Lal Agarwal	60,000	-	60,000	0.01%	-
Jyoti Goenka	48,776	-	48,776	0.01%	-
Kusum Agarwal*	36,300	(700)	35,600	0.01%	-
Pradeep Kumar Agarwal	31,150	-	31,150	0.01%	-
Divya Agarwal	26,000	-	26,000	0.01%	-
Sangita Agarwal	26,000	-	26,000	0.01%	-
Shubham Agarwal	24,460	-	24,460	0.01%	-
Abhishek Agarwal	24,000	-	24,000	0.01%	-
Dhiraj Agarwal	16,750	-	16,750	-	-
Sumangal Agarwal	8,200	-	8,200	-	-
Vishal Agarwal	8,200	-	8,200	-	-
Rohin Raj Sureka	5,000	-	5,000	-	-
Total (A1)	**29,334,244**	**-**	**29,334,244**	**6.65%**	**-**
A2) Body Corporate					
Suraj Finvest Private Limited (formerly known as Sneha Gardens Private Limited)	105,720,226	-	105,720,226	23.96%	-
Diwakar Finvest Private Limited (formerly known as Sneha Enclave Private Limited)	98,667,956	-	98,667,956	22.37%	-
Midkot Investments Private Limited	3,117,160	-	3,117,160	0.71%	-
Emami Paper Mills Ltd	933,000	-	933,000	0.21%	-
Emami Frank Ross Limited	10,000	-	10,000	-	-
Total (A2)	**208,448,342**	**-**	**208,448,342**	**47.25%**	**-**
Total (A)	**237,782,586**	**-**	**237,782,586**	**53.90%**	**-**

Notes to Consolidated Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.19 EQUITY SHARE CAPITAL (Contd.)

Promoter Name	No. of shares as at 01.04.2022	Change during the year	No. of shares at 31.03.2023	% of Total Shares	% change during the year
B) Foreign					
Amitabh Goenka	571,496	-	571,496	0.13%	-
Ritu Goenka	454,930	-	454,930	0.10%	-
Nikunj Goenka	265,000	-	265,000	0.06%	-
Yogesh Goenka	245,400	-	245,400	0.06%	-
Amitabh Goenka HUF	74,000	-	74,000	0.02%	-
Total (B)	**1,610,826**	**-**	**1,610,826**	**0.37%**	**-**
Total (A + B)	**239,393,412**	**-**	**239,393,412**	**54.27%**	**-**

** % change is below the rounding off norms adopted by the company.*

(f) Equity shares held by Promoters as at the end of the previous year

Promoter Name	No. of shares as at 01.04.2021	Change during the year	No. of shares at 31.03.2022	% of Total Shares	% change during the year
A)Indian					
A1) Individuals / Hindu Undivided Family					
Priti A Sureka	11,609,702	3,495,000	15,104,702	3.42%	0.79%
Rohin Raj Sureka	3,500,000	(3,495,000)	5,000	-	(0.79%)
Avishi Sureka	1,400,000	-	1,400,000	0.32%	-
Sachin Goenka	717,000	-	717,000	0.16%	-
Shobhna Agarwal	630,000	-	630,000	0.14%	-
Saswat Goenka	580,000	-	580,000	0.13%	-
Vibhash Vardhan Agarwal	573,478	-	573,478	0.13%	-
Manan Goenka	565,000	-	565,000	0.13%	-
Darsh Goenka	565,000	-	565,000	0.13%	-
Advay Goenka	554,000	-	554,000	0.13%	-
Jyoti Agarwal	488,000	-	488,000	0.11%	-
Reyansh Goenka	407,750	-	407,750	0.09%	-
Devarsh Goenka	407,750	-	407,750	0.09%	-
Radheshyam Goenka	392,076	-	392,076	0.09%	-
Chikky Goenka	371,700	-	371,700	0.08%	-
Smriti Agarwal	334,000	-	334,000	0.08%	-
Rachana Goenka	317,700	-	317,700	0.07%	-
Rajkumar Goenka	297,964	-	297,964	0.07%	-
Rachna Bagaria	270,000	-	270,000	0.06%	-
Indu Goenka	269,700	-	269,700	0.06%	-
Nimisha Goenka	244,000	-	244,000	0.06%	-
Reha Goenka	240,000	-	240,000	0.05%	-
Shreya Goenka	230,000	-	230,000	0.05%	-
Saroj Goenka	215,240	-	215,240	0.05%	-
Aditya Vardhan Agarwal HUF	204,278	-	204,278	0.05%	-

3.19 EQUITY SHARE CAPITAL (Contd.)

Promoter Name	No. of shares as at 01.04.2021	Change during the year	No. of shares at 31.03.2022	% of Total Shares	% change during the year
Shruti Goenka	196,130	-	196,130	0.04%	-
Radheshyam Agarwal	195,000	-	195,000	0.04%	-
Prashant Goenka	190,000	-	190,000	0.04%	-
Manish Goenka HUF	174,000	-	174,000	0.04%	-
Mohan Goenka HUF	174,000	-	174,000	0.04%	-
Sushil Kumar Goenka HUF	174,000	-	174,000	0.04%	-
Usha Agarwal	173,096	-	173,096	0.04%	-
Harsh Vardhan Agarwal HUF	172,000	-	172,000	0.04%	-
Vihan Vardhan Agarwal	172,000	-	172,000	0.04%	-
Puja Goenka	169,398	-	169,398	0.04%	-
Jayant Goenka	156,254	-	156,254	0.04%	-
Mansi Agarwal	150,000	-	150,000	0.03%	-
Laxmi Devi Bajoria	143,000	-	143,000	0.03%	-
Manish Goenka	142,196	-	142,196	0.03%	-
Aditya Vardhan Agarwal	134,668	-	134,668	0.03%	-
Ashish Goenka	130,000	-	130,000	0.03%	-
Rashmi Goenka	121,400	-	121,400	0.03%	-
Santosh Goenka	115,640	-	115,640	0.03%	-
Harsha Vardhan Agarwal	110,266	-	110,266	0.02%	-
Sushil Kumar Goenka	109,900	-	109,900	0.02%	-
Richa Agarwal**	91,722	1,500	93,222	0.02%	-
Vidhishree Agarwal	80,000	-	80,000	0.02%	-
Vidula Agarwal	80,000	-	80,000	0.02%	-
Jayant Goenka HUF	74,000	-	74,000	0.02%	-
Prashant Goenka HUF	74,000	-	74,000	0.02%	-
Ashish Goenka HUF	74,000	-	74,000	0.02%	-
Mohan Goenka	61,900	-	61,900	0.01%	-
Madan Lal Agarwal	60,000	-	60,000	0.01%	-
Jyoti Goenka	48,776	-	48,776	0.01%	-
Kusum Agarwal**	37,800	(1,500)	36,300	0.01%	-
Pradeep Kumar Agarwal	31,150	-	31,150	0.01%	-
Divya Agarwal	26,000	-	26,000	0.01%	-
Sangita Agarwal	26,000	-	26,000	0.01%	-
Shubham Agarwal	24,460	-	24,460	0.01%	-
Abhishek Agarwal	24,000	-	24,000	0.01%	-
Dhiraj Agarwal	16,750	-	16,750	-	-
Sumangal Agarwal	8,200	-	8,200	-	-
Vishal Agarwal	8,200	-	8,200	-	-
Total (A1)	**29,334,244**	**-**	**29,334,244**	**6.65%**	**-**

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3.19 EQUITY SHARE CAPITAL (Contd.)

Promoter Name	No. of shares as at 01.04.2021	Change during the year	No. of shares at 31.03.2022	% of Total Shares	% change during the year
A2) Body Corporate					
Suraj Finvest Private Limited (formerly known as Sneha Gardens Private Limited)	105,720,226	-	105,720,226	23.96%	-
Diwakar Finvest Private Limited (formerly known as Sneha Enclave Private Limited)	98,667,956	-	98,667,956	22.37%	-
Midkot Investments Private Limited	-	3,117,160	3,117,160	0.71%	0.71%
Tmt Viniyogan Limited*	3,033,160	(3,033,160)	-	-	(0.69%)
Emami Capital Markets Limited*	84,000	(84,000)	-	-	(0.02%)
Emami Paper Mills Ltd	933,000	-	933,000	0.21%	-
Emami Frank Ross Limited	10,000	-	10,000	-	-
Total (A2)	**208,448,342**	**-**	**208,448,342**	**47.25%**	**-**
Total (A)	**237,782,586**	**-**	**237,782,586**	**53.90%**	**-**
B) Foreign					
Amitabh Goenka	571,496	-	571,496	0.13%	-
Ritu Goenka	454,930	-	454,930	0.10%	-
Nikunj Goenka	265,000	-	265,000	0.06%	-
Yogesh Goenka	245,400	-	245,400	0.06%	-
Amitabh Goenka HUF	74,000	-	74,000	0.02%	-
Total (B)	**1,610,826**	**-**	**1,610,826**	**0.37%**	**-**
Total (A + B)#	**239,393,412**	**-**	**239,393,412**	**54.27%**	**-**

** These Companies have been merged with Midkot Investments Private Limited with effect from 15th November, 2021.*

*** % change is below the rounding off norms adopted by the company.*

 # The increase in promoters' share holding % is due to shares bought back in buyback process and extinguished.

3.20 OTHER EQUITY

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Retained Earnings				
Opening balance	115,829.72		67,646.23	
Net Profit for the year	63,957.20		83,898.50	
Acquisition of Non-controlling interests	(515.75)			
Remeasurement of the Net Defined Benefit Plans (net of tax)	28.95		(153.91)	
Interim Dividend#	(35,292.00)		(35,561.10)	
Closing Balance		144,008.12		115,829.72
Other Comprehensive Income				
Investment in Equity shares at fair value through Other Comprehensive Income				
Opening Balance	12,556.43		9,428.77	
Change during the year	(4,228.83)		3,127.66	

3.20 OTHER EQUITY (Contd.)

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
Closing balance		8,327.60		12,556.43
Foreign Currency Translation Reserve				
Opening Balance	28.67		(59.58)	
Addition during the year	(1,229.61)		88.25	
Closing Balance		**(1,200.94)**		**28.67**
Other Reserves				
Capital Reserve		79.64		79.64
Securities Premium				
Opening balance	-		7,224.80	
Amount paid/payable upon Buy back of equity shares ##	-		(3,341.22)	
Buyback distribution tax ##	-		(3,755.18)	
Transaction costs related to Buyback of equity shares ##	-		(128.40)	
Closing Balance		-		-
Capital Redemption Reserve (CRR)				
Opening balance	127.85		94.21	
Appropriation from general reserve upon Buyback of equity shares ##	-		33.64	
Closing Balance		**127.85**		**127.85**
General Reserve				
Opening Balance	74,625.56		87,405.79	
Transaction costs related to Buyback of equity shares ##	(99.34)		(12,746.59)	
Transfer to capital redemption reserve upon Buyback of equity shares ##	-		(33.64)	
Closing Balance		**74,526.22**		**74,625.56**
Total		**225,868.49**		**203,247.87**

 # Refer Note No. : 3.51
Refer Note No. : 3.60

Nature and purpose of reserves

Securities Premium
Securities premium reserve is used to record the premium on issue of shares. The reserve can be utilised only for limited purposes such as issuance of bonus shares /buyback of shares in accordance with the provisions of the Companies Act, 2013.

General Reserve
Under the erstwhile Companies Act 1956, general reserve was created through an annual transfer of net income at a specified percentage in accordance with applicable regulations. The purpose of these transfers was to ensure that if a dividend distribution in a given year is more than 10% of the paid-up capital of the Company for that year, then the total dividend distribution is less than the total distributable results for that year. Consequent to introduction of Companies Act 2013, the requirement to mandatorily transfer a specified percentage of the net profit to general reserve has been withdrawn. However, the amount previously transferred to the general reserve can be utilised only in accordance with the specific requirements of Companies Act, 2013.

Capital Reserve
Capital Reserve has been primarily created on amalgamation in earlier years.

Retained Earnings
This Reserve represents the cumulative profits of the Company and effects of remeasurement of defined benefit obligations. This Reserve can be utilized in accordance with the provisions of the Companies Act, 2013.

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3.20 OTHER EQUITY (Contd.)

Other Comprehensive Income
This Reserve represents the cumulative gains (net of losses) arising on the revaluation of Equity Instruments measured at Fair Value through Other Comprehensive Income, net of amounts reclassified, if any, to Retained Earnings when those instruments are disposed of.

Foreign Currency Translation Reserve
Exchange differences arising on translation of the foreign operations are recognised in other comprehensive income as described in the accounting policy and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit or loss when the net investment is disposed of.

Capital Redemption Reserve
Represents the nominal value of Equity shares bought back pursuant to Buyback in accordance with Section 69 of the Companies Act, 2013. The capital redemption reserve may be applied by the company, in paying up unissued shares of the company to be issued to shareholders of the company as fully paid bonus shares.

3.21 LEASE LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
At amortised cost		
Lease Liabilities	904.85	988.36
Total	**904.85**	**988.36**

Refer Note No. 3.52 for the related disclosures.

3.22 OTHER FINANCIAL LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
At amortised cost				
Unsecured				
Trade Deposits		168.75		173.38
Security Deposits				
- from related party (Refer Note No. 3.57)	8.50		8.25	
- from others	510.71	519.21	509.11	517.36
Total		**687.96**		**690.74**

3.23 PROVISIONS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Provision for Employee Benefits		
Gratuity (Refer Note No. 3.41)	2,752.07	2,523.13
Leave Encashment	17.85	-
Total	**2,769.92**	**2,523.13**

3.24 DEFERRED TAX LIABILITIES (NET)

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Deferred Tax Liabilities		
Tax impact arising out of temporary differences in depreciable assets	1,348.20	359.01
Tax impact arising out of temporary differences in other than depreciable assets	-	395.00
Deferred Tax Assets		
Tax Impact of expenses allowable against taxable income in future years	(3.72)	-
Total	**1,344.48**	**754.01**

Refer Note No. 3.8(B)
Refer Note No. 3.50

3.25 OTHER NON-CURRENT LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Deferred Government Grants*	1,612.97	1,790.52
Total	**1,612.97**	**1,790.52**

** To be amortised to income over the life of the assets against which such grants are received/receivable.*

3.26 BORROWINGS

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
At amortised cost				
Secured				
From Banks				
Cash Credit (including working capital demand loan)	5,868.45		10,437.37	
Packing Credit	1,073.16	6,941.61	1,357.85	11,795.22
(Cash Credit amounting to Nil (31.03.2022: ₹5,400.00 Lacs) and Packing Credit amounting to ₹1,073.16 lacs (31.03.2022: ₹1,357.85 Lacs) are secured by hypothecation of inventories, book debts on first charge basis ranking pari passu amongst lenders.)				
(Cash Credit amounting to ₹5,581.57 Lacs (31.03.2022: ₹4,815.63 Lacs) pertaining to a subsidiary is secured by the corporate guarantee of the Holding Company.)				
(Cash Credit amounting to Nil (31.03.2022: ₹221.74 Lacs) pertaining to a subsidiary is secured by hypothecation of immovable property of the said subsidiary.)				
(Cash Credit amounting to ₹286.88 (31.03.2022: Nil Lacs) pertaining to a subsidiary is secured by hypothecation of trade receivables, inventories and property, plant and equipment of the said subsidiary.)				
Unsecured				
From Banks				
Cash Credit (including working capital demand loan)		-		14,500.00
Others		419.24		-
Loan from Director		-		75.90
Total		**7,360.85**		**26,371.12**

Notes :

1. Cash credit amounting to ₹5,581.57 Lacs (31.03.2022 : ₹4,815.63 Lacs) carries an interest rate of LIBOR plus 1.5% (31.03.2022 : LIBOR plus 1.5%), Cash credit amounting to ₹286.87 Lacs (31.03.2022 : Nil) carries an interest rate of REPO Rate plus 3.5% (31.03.2022 : Nil) and for balance Cash credit amounting to Nil (31.03.2022 : ₹20,057.75 Lacs having interest rate 4.00% - 10.00%)
2. Packing credit is repayable within 27-168 Days & carries interest in the range of 5.05% - 5.70% (31.03.2022 : Interest rate 1.00% - 4.60%)
3. Short term loan amounting to ₹419.24 Lacs (31.03.2022 : Nil) carries an interest rate of 3 months Term Rate + 3.25% (31.03.2022 : Nil)
4. Loan from directors are repayable on demand is Nil (31.03.2022 : Interest rate 1.66%)
5. The group has not been declared wilful defaulter by any bank or financial Institution or other lender.
6. Borrowings from banks has not been used for the purpose other then for which it was taken as at 31st March, 2023 and 31st March, 2022.

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as at & for the year ended 31st March, 2023

3.27 LEASE LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
At amortised cost		
Lease Liabilities	785.10	796.06
Total	**785.10**	**796.06**

Refer Note No. 3.52 for the related disclosures.

3.28 TRADE PAYABLES

₹ in Lacs

Particulars	As at 31.03.2023		As at 31.03.2022	
At amortised cost				
Total outstanding dues of Micro Enterprises & Small Enterprises (Refer Note No. 3.44)	3,128.01		3,369.60	
Total outstanding dues of creditors Other than Micro Enterprises & Small Enterprises	38,501.53	41,629.54	37,503.85	40,873.45
Total		**41,629.54**		**40,873.45**

(a) Refer Note No. 3.57 for information on payable from related parties.

(b) Refer Note No. 3.54 for liquidity risk and foreign currency risk

Terms and conditions of the above financial liabilities:

Trade payables are normally settled between 30 to 60 days term.

Trade Payables Ageing - As at 31st March, 2023

₹ in Lacs

Particulars	Current but not due	Outstanding for following periods from due date of payment				
		Less than 1 Year	1 to 2 Years	2 to 3 Years	More than 3 Years	Total
Total outstanding dues of Micro & Small Enterprises	748.76	2,365.32	1.01	-	12.92	3,128.01
Total outstanding dues of creditors other than Micro & Small Enterprises	14,540.80	22,617.03	295.56	256.79	791.35	38,501.53

Trade Payables Ageing - As at 31st March, 2022

₹ in Lacs

Particulars	Current but not due	Outstanding for following periods from due date of payment				
		Less than 1 Year	1 to 2 Years	2 to 3 Years	More than 3 Years	Total
Total outstanding dues of Micro Enterprises & Small Enterprises	316.64	3,052.96	-	-	-	3,369.60
Total outstanding dues of creditors other than Micro Enterprises & Small Enterprises	18,662.55	17,182.27	462.10	506.70	690.23	37,503.85

3.29 OTHER FINANCIAL LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
At amortised cost		
Interest Accrued but not due on borrowings	78.76	98.57
Creditors for Capital Goods	403.00	650.10
Unpaid Dividends*	297.07	223.37
Employee Benefits	3,923.13	3,451.76
Trade Deposit	250.79	0.49
Security Deposit	180.84	179.23
Other Payables	-	41.12
Total	**5,133.59**	**4,644.64**

** Unpaid dividend does not include amount due and outstanding to be credited to Investor Education and Protection Fund.*

3.30 OTHER CURRENT LIABILITIES

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Deferred Government Grant*	207.69	212.41
Advance from Customers	842.14	593.96
Other Payable	285.51	-
Duties & Taxes	1,679.30	1,736.85
Total	**3,014.65**	**2,543.22**

** To be amortised to income over the life of the assets against which such grants are received/receivable.*

3.31 PROVISIONS

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Provision for Employee Benefits		
Provident Fund (Refer Note No. 3.42)	579.43	473.14
Gratuity (Refer Note No. 3.41)	58.63	5.72
Leave Encashment	715.61	1,139.80
Others		
Provision for Litigations (Refer Note No. 3.43)	6,496.82	9,404.83
Provision for Rebates and Damage return (Refer Note No. 3.64)	4,049.20	3,618.43
Total	**11,899.69**	**14,641.92**

3.32 CURRENT TAX LIABILITIES (NET)

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Provision for Direct Taxes (Net of Advance Tax)	2565.13	1,702.04
Total	**2565.13**	**1,702.04**

3.33 REVENUE FROM OPERATIONS

₹ in Lacs

Particulars	2022-2023	2021-2022
Revenue from contracts with customers		
Sale of Products (Refer Note No. 3.63)	336,200.94	315,271.96
Other Operating Revenues*	4,372.07	3,450.32
Total	**340,573.01**	**318,722.28**

** It includes amortisation of Capital Subsidy, Export incentives and GST Refund*

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as at & for the year ended 31st March, 2023

3.34 OTHER INCOME

₹ in Lacs

Particulars	2022-2023	2021-2022
Interest Received on financial assets carried at amortised cost		
Loans and Deposits	1,007.51	2,777.99
Others	4.73	-
Dividend Income from equity investment carried at cost	0.63	-
Dividend Income from equity investment carried at fair value through OCI	127.14	-
Income from financial assets carried at fair value through Profit or Loss		
Profit on fair value of investment in CCPS	-	341.34
Profit on fair value of investment in equity share	3,385.00	-
Profit on Sale / Fair Value of mutual funds and AIF (Net)	547.38	5,141.39
Profit on fair value of derivatives instruments	332.61	299.55
Profit on fair value of loan	-	53.39
Profit on Sale of Property, Plant & Equipments (Net)	474.19	81.62
Rent and Maintenance Charges Received	593.16	540.77
Sundry Balances Written Back (Net)	124.85	-
Miscellaneous Receipts	295.96	288.95
Total	**6,893.16**	**9,525.00**

3.35 COST OF MATERIALS CONSUMED

₹ in Lacs

Particulars	2022-2023		2021-2022	
Raw materials and Packing materials				
Opening Stock	14,529.20		13,491.39	
Addition on Business Acquisition	-		1.58	
Add : Purchases during the year	82,070.02		90,585.63	
Less : Closing Stock	14,144.62		14,529.20	
Add: Foreign Currency Translation Adjustment	19.29	82,473.89	-	89,549.40
Total		**82,473.89**		**89,549.40**

3.36 (INCREASE)/ DECREASE IN INVENTORIES OF FINISHED GOODS, STOCK-IN-TRADE AND WORK-IN-PROGRESS

₹ in Lacs

Particulars	2022-2023		2021-2022	
(I) Opening Stock				
Work-in-progress	618.75		446.80	
Finished Goods	13,067.45		9,873.60	
Stock in trade	6,814.54		5,506.24	
Addition on Business Acquisition (Refer Note No. 3.55)	1,021.55	21,522.29	124.84	15,951.48
(II) Closing Stock				
Work-in-progress	466.68		618.75	
Finished Goods	12,444.12		13,067.45	
Stock-in-Trade	5,045.43	17,956.23	6,814.54	20,500.74
(I) - (II)		3,566.06		(4,549.26)
Add: Foreign Currency Translation Adjustment		127.28		(40.14)
Total		**3,693.34**		**(4,589.40)**

3.37 EMPLOYEE BENEFITS EXPENSE

₹ in Lacs

Particulars	2022-2023	2021-2022
Salaries and Wages (Refer Note No. 3.57)	33,228.31	28,581.61
Staff Contribution to Provident and Other Funds	1,845.56	1,766.12
Gratuity Expenses (Refer Note No. 3.41)	778.51	723.68
Welfare expenses	923.76	705.88
Total	**36,776.14**	**31,777.29**

3.38 FINANCE COSTS

₹ in Lacs

Particulars	2022-2023	2021-2022
Interest on debts & borrowings	580.50	400.32
Interest on lease liabilities (Refer Note No. 3.52)	158.64	106.97
Total	**739.14**	**507.29**

3.39 OTHER EXPENSES

₹ in Lacs

Particulars	2022-2023		2021-2022	
Consumption of Stores and Spare parts		1,302.14		1,213.71
Power and Fuel		2,261.82		2,251.93
Rent (Refer Note No. 3.52)		1,140.20		685.21
Repairs & Maintenance :				
Building	438.86		276.32	
Machinery	938.90		906.32	
Others	2,490.30	3,868.06	1,890.27	3,072.91
Insurance		514.80		483.47
Freight & Forwarding		9,510.92		8,116.61
Directors' Fees and Commission (Refer Note No. 3.57)		692.35		595.55
Advertisement & Sales Promotion		56,070.14		52,290.71
Packing Charges		5,725.52		5,726.28
Commission		3,304.06		1,192.79
Provision for doubtful trade receivables		546.81		-
Legal and Professional Fees		4,297.98		2,846.37
Travelling and Conveyance		3,327.14		2,008.54
Expenditure on CSR Activities		1,030.99		908.33
Sundry Balances Written off		-		6.11
Miscellaneous Expenses		3,792.36		3,002.34
Total		**97,385.29**		**84,400.86**

3.40 SEGMENT INFORMATION

"The management has considered that the Group has a single reportable segment based on nature of products, production process, regulatory environment, customers and distribution methods. Further the Group is engaged in single business line, viz, ""Personal and Health Care"". The Chief Operating Decision Maker ("CODM") evaluates the Group's performance and allocates resources based on an analysis of various performance indicators considering a single business segment. The CODM reviews revenue and profit from operations as the performance indicator considering a single business segment. The CEO & CFO and Managing Director are the CODM of the Group.

The Group primarily operates in India and therefore the analysis of geographical segments is demarcated into its Indian and Overseas operations as under:

Notes to Consolidated Ind AS Financial Statements

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3.40 SEGMENT INFORMATION (Contd.)

₹ in Lacs

Revenue from Operation	2022-2023	2021-2022
India	283,826.11	270,467.46
Overseas *	56,746.90	48,254.82
Total	**340,573.01**	**318,722.28**

The following table shows the carrying amount of segment Non current assets* by geographical area to which these assets are attributable:

₹ in Lacs

Carrying amount of Non Current Assets (excluding Financial assets, and Deferred Tax assets (Net) and Non-Current Tax Assets (Net))	As at 31.03.2023	As at 31.03.2022
India	122,077.30	131,976.17
Overseas *	3,698.79	3,650.82
Total	**125,776.09**	**135,626.99**

** Revenue and carrying amount of Non Current Assets from no individual country is material.*

Non-current assets for this purpose consist of property, plant and equipment, intangible assets, investment properties and other non current assets.

The Group is not reliant on revenues from transactions with any single external customer and does not receive 10% or more of its revenues.

3.41 DEFINED BENEFIT PLAN (GRATUITY) :

(i) The Group provides for gratuity, a defined benefit retirement plan covering eligible employees. The Gratuity Plan provides a lump sum payments to vested employees at retirement, death, incapacitation or termination of employment, of an amount equivalent to 15 days salary for each completed year of service. Vesting occurs on completion of 5 continuous years of service as per Indian law. However, no vesting condition applies in case of death.

The Holding Company makes contributions to Himani Limited Gratuity Fund, J.B.Marketing and Services Employees Gratuity Fund, Zandu Pharmaceuticals Employees Gratuity Fund, Kemco Chemicals Employees Gratuity Fund and Other Funds, which is funded defined benefit plan for qualifying employees in India.

(ii) Details as per actuarial valuations recognised in the financial statements in respect of Employees benefit scheme for the group.

₹ in Lacs

	Particulars	Gratuity Funded	
		As at 31.03.2023	As at 31.03.2022
A	**Expenses Recognised in the income Statement**		
1	Current Service Cost	620.25	633.62
2	Past Service Cost	-	(45.71)
3	Net Interest Cost/(Income) on the Net Defined Benefit Liability/(Asset)	158.26	135.77
4	**Total Expenses recognised in the Statement of Profit and Loss**	**778.51**	**723.68**
B	**Assets and Liability**		
1	Present value of Obligation	6,652.10	6,037.85
2	Fair Value of Plan Assets	3,841.40	3,509.00
3	Funded Status Deficit	(2,810.70)	(2,528.85)
4	**Net Liability recognised in Balance Sheet**	**(2,810.70)**	**(2,528.85)**

3.41 DEFINED BENEFIT PLAN (GRATUITY) : (Contd.)

₹ in Lacs

	Particulars	Gratuity Funded	
		As at 31.03.2023	As at 31.03.2022
C	**Change in Present Value of Obligation**		
1	**Present value of Obligation as at beginning of period**	**6,037.85**	**5,377.75**
2	Addition on Business Acquisition	64.57	12.27
3	Current Service Cost	620.25	633.62
4	Interest Expense or Cost	389.69	322.77
5	Re-measurement (or Actuarial) (gain)/loss arising from :		
	- Change in demographic assumptions	(6.44)	(1.86)
	- Change in financial assumptions	(167.73)	(22.87)
	- Experience variance (i.e.Actual experience vs assumptions)	40.31	266.02
6	Past Service Cost	-	(45.71)
7	Benefits Paid	(344.20)	(519.59)
8	Disposal / Transfer of Obligation	-	-
9	Foreign Currency Translation Reserve	17.80	15.45
10	**Present value of Obligation as at the end of period**	**6,652.10**	**6,037.85**
D	**Change in Fair Value of Plan Assets**		
1	**Fair Value of Plan Assets at beginning of period**	**3,509.00**	**3,022.55**
2	Investment Income	231.43	187.27
3	Employer's Contribution	500.00	499.41
4	Benefits paid	(293.53)	(287.40)
5	Return on plan assets, excluding amount recognised in net interest expense	(105.50)	87.17
6	**Fair Value of Plan Assets at end of period**	**3,841.40**	**3,509.00**
E	**Other Comprehensive Income**		
1	Actuarial (gains)/losses		
	- Change in demographic assumptions	(6.44)	(1.86)
	- Change in financial assumptions	(167.74)	(22.87)
	- Experience variance (i.e.Actual experience vs assumptions)	40.31	266.02
2	Return on plan assets, excluding amount recognised in net interest expense	105.50	(87.17)
3	**Components of defined benefit costs recognised in other comprehensive income**	**(28.37)**	**154.12**

(iii) Major categories of Plan Assets (as percentage of Total Plan Assets)

Particulars	As at 31.03.2023	As at 31.03.2022
Funds managed by Insurer	100.00%	100.00%

(iv) Assumptions

Particulars	As at 31.03.2023	As at 31.03.2022
Financial Assumptions		
Discount Rate (%)	4.00% to 7.50%	4.00% to 7.59%
Salary Growth Rate (per annum)	5.00% to 10.00%	5.00% to 10.00%
Demographic Assumptions		
Mortality Rate	100% (% of IALM 12-14)	100% (% of IALM 12-14)
Withdrawal Rate (per annum)	13.00% to 40.00%	13.30% to 30.20%

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3.41 DEFINED BENEFIT PLAN (GRATUITY) : (Contd.)

(v) Sensitivity Analysis :-

Significant actuarial assumptions for the determination of the defined benefit obligation are discount rate, expected salary increase and mortality. The sensitivity analysis below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The results of sensitivity analysis is given below:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Defined Benefit Obligation (Base)	6,652.10	6,037.85

Particulars	As at 31.03.2023		As at 31.03.2022	
	Decrease	Increase	Decrease	Increase
Discount Rate (- / + 0.50% - 1%) (₹in Lacs)	6,819.34	6,384.05	6,315.83	5,776.01
(% change compared to base due to sensitivity)	2.53%	(4.01%)	4.60%	(4.34%)
Salary Growth Rate (- / + 0.50% - 1%) (₹in Lacs)	6,386.92	6,810.33	5,777.70	6,310.67
(% change compared to base due to sensitivity)	(3.97%)	2.40%	(4.31%)	4.52%
Attrition Rate (- / + 50% of present attrition rate) (₹in Lacs)	6,695.96	6,514.36	6,186.25	5,916.82
(% change compared to base due to sensitivity)	0.68%	(2.05%)	2.46%	(2.00%)
Mortality Rate (- / + 10%) (₹in Lacs)	6,589.01	6,589.27	6,023.84	6,022.27
(% change compared to base due to sensitivity)	(0.93%)	(0.93%)	(0.23%)	(0.26%)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

(vi) Effect of Plan on Entity's Future Cash Flows

a) Funding arrangements and Funding Policy

The Group has purchased an insurance policy to provide for payment of gratuity to the employees in India. Every year, the insurance company carries out a funding valuation based on the latest employee data provided by the Group. Any deficit in the assets arising as a result of such valuation is funded by the Group.

b) Expected Contribution during the next annual reporting period

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
The Company's best estimate of Contribution during the next year	500.00	500.00

c) Maturity Profile of Defined Benefit Obligation

Particulars	2022-2023	2021-2022
Weighted average duration (based on discounted cash flows)	4 Years	4 Years

3.41 DEFINED BENEFIT PLAN (GRATUITY) : (Contd.)

₹ in Lacs

Expected cash flows over the next (valued on undiscounted basis):	2022-2023	2021-2022
1 Year	2,362.53	1,975.64
2 to 5 Years	2,565.32	2,364.57
6 to 10 Years	2,400.49	2,092.16
More than 10 Years	2,344.88	2,365.06

(vii)Description of Risk Exposures

Valuations are performed on certain basic set of pre determined assumptions and other regulatory frame work which may vary over time. Thus, the Group is exposed to various risks in providing the above gratuity benefit which are as follows:

Interest Rate Risk: The plan exposes the Group to the risk off all in interest rates. A fall in interest rates will result in an increase in the ultimate cost of providing the above benefit and will thus result in an increase in the value of the liability (as shown in financial statements).

Liquidity Risk: This is the risk that the Group is not able to meet the short-term gratuity pay outs. This may arise due to non availability of enough cash/cash equivalent to meet the liabilities or holding of illiquid assets not being sold in time.

Salary Escalation Risk: The present value of the defined benefit plan is calculated with the assumption of salary increase rate of plan participants in future. Deviation in the rate of increase of salary in future for plan participants from the rate of increase in salary used to determine the present value of obligation will have a bearing on the plan's liability.

Demographic Risk: The Group has used certain mortality and attrition assumptions in valuation of the liability. The Group is exposed to the risk of actual experience turning out to be worse compared to the assumptions considered for the valuation.

Regulatory Risk: Gratuity benefit is paid in accordance with the requirements of the Payment of Gratuity Act, 1972 (as amended from time to time) or relevant applicable statute of respective foreign subsidiaries. There is a risk of change in regulations requiring higher gratuity payouts.(e.g. Increase in the maximum limit on gratuity of ₹20,00,000).

Asset Liability Mismatching or Market Risk: The duration of the liability is longer compared to duration of assets, exposing the Group to market risk for volatilities/fall in interest rate.

Investment Risk: The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.

3.42 DEFINED BENEFIT PLAN (PROVIDENT FUND) :

(i) In respect of certain employees in India, provident fund contributions are made to a Trust administered by the Group.

The defined benefit obligation arises from the possibility that during any time period in the future, the scheme may earn insufficient investment income to meet the guaranteed interest rate declared by government/EPFO/relevant authorities.

The net defined benefit obligation as at the valuation date, thus, represents the excess of accrued account value plus interest rate guaranteed liability over the fair value of plan assets.

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3.42 DEFINED BENEFIT PLAN (PROVIDENT FUND) : (Contd.)

(ii) Details as per actuarial valuations recognised in the financial statements in respect of Employees benefit scheme.

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Accumulated Account Value of Employee's Fund	19,704.09	16,631.50
Interest Rate Guarantee Liability	481.36	468.10
Present value of benefit obligation at end of the period	**20,185.45**	**17,099.60**
Fair Value of Plan Assets	19,606.02	16,626.46
Net Asset / (Liability)	**(579.43)**	**(473.14)**

Interest Rate Guarantee Liability	As at 31.03.2023	As at 31.03.2022
Interest Rate Guarantee Liability	481.36	468.10
Fund Reserve and Surpluses	98.07	5.04
Net Liability	**579.43**	**473.14**

(iii) Major categories of Plan Assets (as percentage of Total Plan Assets)

Particulars	As at 31.03.2023	As at 31.03.2022
Government of India securities	6.87%	12.30%
State Government securities	42.15%	34.49%
High quality corporate bonds	42.32%	34.65%
Equity shares of listed companies	7.58%	11.26%
Special Deposit Scheme	0.15%	1.02%
Bank balance	0.15%	1.40%
Other Investments	0.78%	4.88%
Total	**100.00%**	**100.00%**

(iv) Assumptions

Particulars	As at 31.03.2023	As at 31.03.2022
Discount Rate	7.29%	5.95%
Expected Guarantee Interest Rate	8.15%	8.10%
Mortality Rate	100% (% of IALM 12-14)	100% (% of IALM 12-14)
Attrition Rate (for all ages; per annum)	13.00%	13.00%

(v) Liability sensitivity analysis

Significant actuarial assumptions for the determination of the guarantee liability are interest rate guarantee and discount rate.

The sensitivity analysis below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period, while holding all other assumptions constant. The results of sensitivity analysis is given below:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Defined Benefit Obligation (Base)	20,185.45	17,099.60

3.42 DEFINED BENEFIT PLAN (PROVIDENT FUND) : (Contd.)

Particulars	As at 31.03.2023		As at 31.03.2022	
	Decrease	Increase	Decrease	Increase
Discount Rate (- / + 1%) (₹ in Lacs)	20,195.25	20,175.78	17,109.57	17,089.95
(% change compared to base due to sensitivity)	0.05%	(0.05%)	0.06%	(0.06%)
Interest rate guarantee (-/+ 1%) (₹ in Lacs)	19,842.30	20,733.22	16,713.23	17,893.17
(% change compared to base due to sensitivity)	(1.70%)	2.71%	(2.26%)	4.62%

3.43 THE GROUP HAS MADE A PROVISION OF ₹77.81 LACS (31.03.2022 - ₹1,189.00 LACS) TOWARDS CASES WHICH ARE UNDER LITIGATION DURING THE YEAR AS SHOWN BELOW:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Opening Balance	9,404.83	9,102.20
Provisions made during the year	77.81	1,189.00
Payment/reversals during the year	(2,985.82)	(886.37)
Closing Balance	**6,496.82**	**9,404.83**

3.44 DETAILS OF DUES TO MICRO AND SMALL ENTERPRISES AS DEFINED UNDER THE MSMED ACT, 2006 :

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year		
- Principal amount due to micro and small enterprises	3,128.01	3,369.60
- Interest due on above	-	-
Total	**3,128.01**	**3,369.60**
The amount of interest paid by the buyer in terms of section 16 of the MSMED Act 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act 2006.	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year	-	-
The amount of further interest remaining due and payable even in the succeeding year, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as deductible expenditure under section 23 of MSMED Act 2006.	-	-

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3.45 Security Deposit of ₹Nil (31.03.2022 - ₹Nil) given to Directors of the Holding Company against tenancies. (Maximum amount outstanding during the year - ₹Nil (31.03.2022 - ₹5.35 lacs).

3.46 CONTINGENT LIABILITIES & COMMITMENTS

I) Contingent Liabilities

₹ in Lacs

(a) Claims against the Company not acknowledged as debt :	As at 31.03.2023	As at 31.03.2022
i) Excise Duty, GST and Customs demands	321.11	311.46
ii) Sales Tax demands under appeal	178.02	179.73
iii) Others	23.05	23.05

Based on discussions with the solicitors/favourable decisions in similar cases/legal opinions taken by the Group, the management believes that the Group has a good chance of success in above-mentioned cases and hence, no provision there against is considered necessary. The timing of outflow of resources is not ascertainable.

₹ in Lacs

(b) Guarantees	As at 31.03.2023	As at 31.03.2022
Bank Guarantees	453.04	453.62

II) Commitments:

₹ in Lacs

Particular	As at 31.03.2023	As at 31.03.2022
(a) **Capital Commitments** : Estimated amount of commitments [net of advances of ₹184.72 Lacs (31.03.2022 - ₹522.49 Lacs)] on capital account not provided for	1,031.09	481.64

(b) **EPCG Commitments :** The Group had procured capital goods under the Export Promotion Capital Goods Scheme of the Government of India, at a concessional rate of customs duty / excise on an undertaking to fulfil quantified export obligation within the specified periods, failing which, the Group has to make payment to the Government of India equivalent to the duty benefit enjoyed along with interest. Related export obligation to be met is ₹28.34 Lacs (31.03.2022- ₹1,043.08 Lacs). In addition, the Holding Company needs to maintain the average annual export turnover of ₹6,910.99 Lacs to meet the above export obligation. The Holding Company is confident that the above export obligation will be met during the specified period.

3.47 INFORMATION REGARDING INCOME AND EXPENDITURE OF INVESTMENT PROPERTY

₹ in Lacs

Particulars	2022-2023	2021-2022
Income derived from investment properties	559.51	525.40
Less : Direct operating expenses (including repairs and maintenance) incurred for generating income from investment property (Refer Note No. 3.39)	131.05	135.11
Profit arising from investment properties before depreciation and indirect expenses	**428.46**	**390.29**
Less: Depreciation	115.32	114.12
Profit arising from investment properties before indirect expenses	**313.14**	**276.17**

3.47 INFORMATION REGARDING INCOME AND EXPENDITURE OF INVESTMENT PROPERTY (Contd.)

Reconciliation of fair value:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Fair value of opening balance of Investment property	6,661.52	7,220.00
Fair value adjustment on opening balance of Investment property	1,301.62	(705.34)
Fair value of transfer in/(out)	(253.45)	146.86
Fair value of closing balance of Investment property	**7,709.69**	**6,661.52**

These valuations are based on valuations performed by the management (other than registered valuer) based on the available market prices of the properties using the level 2 inputs. The Group has no restrictions on the realisability of its investment properties and no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

3.48 CATEGORIZATION OF FINANCIAL INSTRUMENTS:

₹ in Lacs

Particulars	Carrying value /Fair value	
	As at 31.03.2023	As at 31.03.2022
(i) Financial Assets		
a) Measured at FVTPL		
- Investments in mutual funds / alternate investment fund (current and non current)	19,118.93	11,330.03
- Loans	-	438.75
- Other Financial Assets (Derivative assets - Forward & Option)	682.80	299.95
b) Measured at FVTOCI		
- Investments in Equity Shares	9,120.69	13,323.37
c) Measured at Amortised Cost*		
- Investments in Fixed deposit with Navnirman Co-operative Bank Ltd.	3.03	2.85
- Investments in Equity Shares of Navnirman Co-operative Bank Ltd.	6.25	6.25
- Loans (current and non current)	768.91	412.57
- Other Financial Assets (current and non current)	8,442.48	11,941.02
TOTAL	**38,143.09**	**37,754.79**
(ii) Financial Liabilities		
a) Measured at Amortised Cost*		
- Borrowings (Secured & Unsecured)	7,360.85	26,371.12
- Other Financial Liabilities (current and non current)	5,821.55	5,335.38
TOTAL	**13,182.40**	**31,706.50**

**Fair values of assets / liabilities carried at amortised cost are reasonable approximation of its carrying values.*

The Group has not disclosed fair value of financial instruments such as cash and cash equivalents, other bank balances, trade receivables and trade payables because their carrying amounts are a reasonable approximation of the fair values due to their short term nature.

The Group has not disclosed fair value of Lease Liability as per Ind AS 107.

Investment in equity shares of associates which are carried at cost and hence are not required to be disclosed as per Ind AS 107 "Financial Instruments Disclosures". Hence, the same have been excluded from the above table.

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3.49 FAIR VALUE HIERARCHY

Level 1- Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

The following table presents fair value hierarchy of assets and liabilities measured at fair value on a recurring basis as of 31st March, 2023 & 31st March, 2022 :

₹ in Lacs

Particulars	Fair value measurement at end of the reporting year using			As at 31.03.2023
	Level 1	Level 2	Level 3*	Total
Assets				
Investments in mutual fund / alternate investment fund	-	19,118.93	-	**19,118.93**
Investments in Equity Shares	8,898.79	-	221.90	**9,120.69**
Derivative financial instruments - Derivative assets - Forward & Option	-	-	682.80	**682.80**

₹ in Lacs

Particulars	Fair value measurement at end of the reporting year using			As at 31.03.2022
	Level 1	Level 2	Level 3*	Total
Assets				
Investments in mutual fund / alternate investment fund	-	11,330.03	-	**11,330.03**
Investments in Equity Shares	13,010.82	-	312.55	**13,323.37**
Loans	-	-	438.75	**438.75**
Derivative financial instruments - Derivative assets - Forward & Option	-	-	299.95	**299.95**

** Refer note below for valuation technique and inputs used.*

Description of significant unobservable inputs to valuation for the year ended 31st March, 2023

Particulars	Valuation technique	Significant unobservable inputs	Sensitivity of the input to fair value
Derivative Financial instrument - Options Contract	Monte Carlo Simulation	Volatility Factors	1% increase in Volatility factors will decrease Profit before tax by ₹6.83 lacs and 1% decrease will increase Profit before tax by ₹6.83 lacs .

3.49 FAIR VALUE HIERARCHY (Contd.)

Description of significant unobservable inputs to valuation for the year ended 31st March, 2022

Particulars	Valuation technique	Significant unobservable inputs	Sensitivity of the input to fair value
Loan	Income Approach Method	Yield to maturity	0.50% increase in Yield to Maturity rate will increase profit before tax by ₹6.27 Lacs and 0.50% decrease will decrease profit before tax by ₹6.39 Lacs.
Derivative Financial instrument - Options Contract	Income Approach Method using the option pricing model	Volatility Factors	5% increase in Volatility factors will decrease Profit before tax by ₹132.16 Lacs and 5% decrease will increase Profit before tax by ₹131.95 lacs
Unquoted Securities in Loli Beauty	Discounting Cash Flow Method	Discount Rate	1% increase in Discount rate will decrease profit before tax by ₹9.17 Lacs and 1% decrease will increase profit before tax by ₹9.95 Lacs.

The fair value of financial instruments that are not traded in an active market is determined using market approach and valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

There has been no change in the valuation methodology for Level 3 inputs during the year. There were no transfers between Level 1 and Level 2 during the year.

Reconciliation of fair value measurement of Level 3 assets.

₹ in Lacs

Particulars	Amount
As at 01.04.2021	2,046.94
Purchases /Addition	-
Disposal/Deletion	1,281.74
Fair Value Changes	286.05
As at 31.03.2022	**1,051.25**
Purchases /Addition	-
Disposal/Deletion	438.75
Fair Value Changes	292.20
As at 31.03.2023	**904.70**

3.50 INCOME TAXES

A reconciliation of the income tax provision to the amount computed by applying the statutory income tax rate to the income before income taxes is summarised below :

₹ in Lacs

Particulars	2022-2023	2021-2022
Profit before Income Taxes	66,954.94	68,800.50
Enacted Tax Rate in India	34.94%	34.94%
Computed expected tax expenses	23,396.73	24,041.65
Tax Incentives under 80IE units	(17,630.52)	(19,223.04)
Difference between tax depreciation and book depreciation estimated to be reversed during tax holiday period	(230.03)	3,415.00

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3.50 INCOME TAXES (Contd.)

₹ in Lacs

Particulars	2022-2023	2021-2022
Gain on Associate become Subsidiary	(1,182.85)	-
Impairment of Goodwill	561.20	-
Expenses not allowable	360.27	436.54
Tax impact of dividend received and undistributed profits of foreign subsidiary	(22.21)	437.50
Effect of differential tax rates applicable to Foreign Subsidiaries	(647.34)	(313.25)
Tax on realised gain on fair value of Mutual Fund/AIF set off against Short term carried forward losses	(188.25)	(568.89)
Deferred Tax Asset recognised during the year related to earlier years	-	(787.39)
Impact of share of results of associates	261.98	509.63
MAT Credit recognised	-	(23,033.00)
Others	(465.19)	219.25
Income Tax Expense	**4,213.79**	**(14,866.00)**

Details of current tax for the year :

₹ in Lacs

Particulars	2022-2023	2021-2022
Current tax (MAT)	12,677.73	13,538.71
Less : MAT Credit Entitlement	(8,554.00)	(5,775.55)
Less : MAT Credit Entitlement for earlier years	-	(23,033.00)
Add : Deferred Tax Charge	90.06	403.84
Income Tax expense	**4,213.79**	**(14,866.00)**
Income tax relating to remeasurement of the net defined benefit liability/ asset	(8.99)	(0.21)
Total Income Tax Expense	**4,204.80**	**(14,866.21)**

The Taxation Laws (Amendment) Ordinance, 2019 was promulgated on 20th September, 2019 which amends the Income Tax Act, 1961, and the Finance (No. 2) Act, 2019. The Ordinance provides domestic companies with an option to opt for lower tax rates, provided they do not claim certain deductions. Further, CBDT has clarified that the tax credit of MAT paid by the domestic company exercising option under section 115BAA of the Act shall not be available consequent to exercising of such option.

As there is no time line within which option under section 115BAA can be exercised, it may be noted that a domestic company having credit of MAT may, if it so desires, exercise the option after utilising the said credit against the regular tax payable. The management of Holding Company has assessed the impact of the above ordinance and CBDT clarification and in view of the significant amount of MAT credit and a unit having tax holiday, the management has chosen not to opt for lower tax rates and continue with the normal tax rate.

The Holding Company had MAT credit balance as at the end of previous year as one of its manufacturing facilities i.e Pacharia, is eligible for availing income tax benefits under section 80IE of Income Tax Act, 1961 (IT Act). The aforesaid income tax benefit would expire by FY 2025-26 and also due to the improvement in pandemic situation, the Holding Company had reassessed its position and recognized MAT credit entitlement amounting to ₹28,808.55 lacs (₹23,033.00 lacs pertaining to earlier years) in the previous year. Further, during the current year the Holding Company has recognised MAT credit amounting to ₹8,554.00 lacs in order to determine the utilization of MAT credit in future years, the management has projected its book profits and tax profits and based on the same, MAT credit has been recognized. Subsequent to the recognition of MAT credit amounting to ₹37,362.55 Lacs, there is an unrecognised MAT credit amounting to ₹5,568.00 Lacs which will expire between AY 2024-27, as it is not reasonably certain that such credit can be utilised against future taxable income.

Owing to the recognition of MAT credit entitlement relating to earlier years, the tax expense for the year ended 31st March, 2022 is lower by ₹23,033.00 lacs and profit after tax is higher by ₹23,033.00 lacs. This has positively impacted the EPS of the Company by ₹5.18 per share for the year ended 31st March, 2022.

3.51 DISTRIBUTION OF DIVIDEND

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Dividend on equity shares declared and paid :		
1st Interim dividend for the year ended 31.03.2023 :- ₹4.00 per share (31.03.2022 :- ₹4.00 per share)	17,646.00	17,780.55
2nd Interim dividend for the year ended 31.03.2023 :- ₹4.00 per share (31.03.2022 :- ₹4.00 per share)	17,646.00	17,780.55
	35,292.00	**35,561.10**

Note : The Dividend declared or paid during the year by the Holding Company is in compliance with section 123 of the Companies Act, 2013

3.52 LEASES

Group as a Lessee

The Group has lease contracts for warehouse, factory land and office spaces used in its operations. These generally have lease terms between 2-10 years. The Group's obligations under its leases are secured by the lessor's title to the leased assets.

Set out below are the carrying amounts of right-of-use assets recognised and the movement during the year:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
As at 1st April	**1,983.70**	**1,109.06**
Additions on Business Acquisition (Refer note 3.55)	260.71	-
Addition during the year	1,050.55	1,715.72
Derecognition	(394.10)	(114.82)
Depreciation Expense	(966.78)	(738.74)
Foreign Currency Translation Reserve	(87.04)	12.48
As at 31st March	**1,847.04**	**1,983.70**

Set out below are the carrying amounts of lease liabilities and the movements during the year:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
As at 1st April	**1,784.42**	**883.50**
Acquisition	290.89	-
Addition during the year	1,050.55	1,715.72
Derecognition	(197.17)	(102.34)
Accretion of interest	158.64	106.97
Foreign Currency Translation Reserve	(126.24)	0.01
Payments	(1,271.14)	(819.43)
As at 31st March	**1,689.95**	**1,784.42**
Current	785.10	796.06
Non Current	904.85	988.36

The effective interest rate for lease liabilities is 6% to 10% , with maturity between 2023-2028

The following are the amounts recognised in Statement of Profit and Loss:

₹ in Lacs

Particulars	2022-2023	2021-2022
Depreciation expense of right-of use assets	966.78	738.74
Interest expenses on lease liabilities	158.64	106.97
Expense relating to short-term leases (included in 'Other Expenses')	1,140.20	685.21
Total amount recognised in Statement of Profit and Loss	**2,265.62**	**1530.92**

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3.52 LEASES (Contd.)

₹ in Lacs

Maturity analysis of lease liabilities (including interest) are as follows:	As at 31.03.2023	As at 31.03.2022
1 Year	844.42	846.06
2 to 5 Years	948.01	1,016.52

Group as a Lessor

The Group has entered into commercial property leases on its investment property portfolio. The Group has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a major part of the economic life of the commercial property and the present value of the minimum lease payments not amounting to substantially all of the fair value of the commercial property, that it retains substantially all the risks and rewards incidental to ownership of these properties and accounts for the contracts as operating leases.

The Group has entered into operating leases on its investment property portfolio consisting of certain office (see Note 3.2). These leases have terms of between 1-5 years. All leases include a clause to enable upward revision of the rental charge on an annual basis according to prevailing market conditions. The lessee is also required to provide a residual value guarantee on the properties. Rental income recognised by the Group during the year is ₹559.51 Lacs (31.03.2022: ₹525.40 lacs) .

The Group is not having any minimum rental receivables under non-cancellable operating lease as on 31st March, 2023 and 31st March, 2022 respectively.

3.53 CAPITAL MANAGEMENT

For the purpose of the Group's capital management, capital includes issued equity capital, securities premium and all other equity reserves. The primary objective of the Group's capital management is to maximise the shareholder value.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group's policy is to keep the gearing ratio upto 15%. Net debt is defined as current and non-current borrowings (including current maturity of long term debt and interest accrued and excluding lease liabilities) less cash and cash equivalents.

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Net Debt	2,761.11	23,712.40
Total Equity attributable to owners of Parent	230,279.99	207,659.37
Net Debt plus Total Equity	**233,041.10**	**231,371.77**
Gearing Ratio	**1.18%**	**10.25%**

There have been no breaches in the financial covenants of any interest-bearing loans and borrowing in the current period.

No changes were made in the objectives, policies or processes for managing capital during the years ended 31 March, 2023 and 31 March, 2022.

3.54 FINANCIAL RISK MANAGEMENT

Financial Risk Factors

The Group's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. The Group's focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance. The primary market risk to the Group is foreign exchange risk. The Group uses derivative financial instruments to mitigate foreign exchange related risk exposures.

Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and other price risk. Financial instruments affected by market risk include loans and borrowings, deposits, debt and equity investments and derivative financial instruments.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. In order to balance the Company's position with regards to interest income and interest expense and to manage the interest rate risk, treasury performs comprehensive interest rate risk management. The Company is not exposed to significant interest rate risk as at the respective reporting dates.

Foreign Currency Risk

The Group operates both in domestic market and internationally and consequently the Group is exposed to foreign exchange risk through its sales in overseas countries, and purchases from overseas suppliers in foreign currencies. The Group holds derivative financial instruments such as foreign exchange forward and option contracts to mitigate the risk of changes in exchange rates on foreign currency exposures.

The Company's exposure to foreign currency risk at the end of the reporting period expressed in INR, are as follows:

₹ in Lacs

Particulars	As at 31.03.2023			As at 31.03.2022		
	USD	Euro	GBP	USD	Euro	GBP
Trade Receivables *	2,959.23	-	4.02	2,092.44	-	-
Net Exposure to Foreign Currency Risk (Assets)	**2,959.23**	**-**	**4.02**	**2,092.44**	**-**	**-**
Trade Payables	82.25	-	26.81	894.55	1.01	14.78
Creditors for Capital Goods	-	-	-	-	241.07	-
Net Exposure to Foreign Currency Risk (Liabilities)	**82.25**	**-**	**26.81**	**894.55**	**242.08**	**14.78**
Net Exposure to Foreign Currency Risk (Assets - Liabilities)	**2,876.98**	**-**	**(22.79)**	**1,197.88**	**(242.08)**	**(14.78)**

** Net of provision for impairment of receivables, i.e. provision for doubtful receivable from wholly owned subsidiary Nil (31.03.2022 - ₹1,458.37 Lacs) and from other party ₹400.00 lacs (31.03.2022 - ₹58.25 Lacs).*

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3.54 FINANCIAL RISK MANAGEMENT (Contd.)

Sensitivity
The sensitivity of profit or loss to changes in the foreign exchange rates arises mainly from foreign currency denominated financial instruments.

₹ in Lacs

Particulars	Impact on profit before tax	
	2022-2023	2021-2022
USD Sensitivity		
INR/USD -Increase by 10%*	287.70	119.79
INR/USD -Decrease by 10%*	(287.70)	(119.79)
Euro Sensitivity		
INR/EUR-Increase by 10%*	-	(24.21)
INR/EUR-Decrease by 10%*	-	24.21
GBP Sensitivity		
INR/GBP-Increase by 10%*	(2.28)	(1.48)
INR/GBP-Decrease by 10%*	2.28	1.48

** Holding all other variables constant*

Derivative financial instruments
The Group holds derivative financial instruments such as foreign currency forward to mitigate the risk of changes in exchange rates on foreign currency exposures. The counterparty for these contracts is generally a bank or a financial institution.

Commodity Price Risk
The Group is affected by the price volatility of its key raw materials. Its operating activities requires a continuous supply of key material for manufacturing of hair oil, talc, balm and other products. The Group's procurement department continuously monitor the fluctuation in price and take necessary action to minimise its price risk exposure.

Security Price Risk
Securities price risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market traded prices.

The Group invests its surplus funds in various mutual funds, debt instruments and equity instruments. These comprise of mainly liquid schemes of mutual funds, short term debt funds & income funds (duration investments) and certain quoted equity instruments. To manage its price risk arising from investments in mutual funds and equity instruments, the Group diversifies its portfolio. Mutual fund and equity investments are susceptible to market price risk, mainly arising from changes in the interest rates or market yields which may impact the return and value of such investments.

The Group's exposure to securities price risk arises from investments in mutual funds and equity investments held by the Group and classified in the Balance Sheet as fair value through profit or loss / fair value through other comprehensive income is disclosed under Note no. 3.5 & 3.11

Credit Risk
Credit risk refers to the risk of default on its obligation by the counterparty resulting in a financial loss. The maximum exposure to the credit risk at the reporting date is primarily from trade receivables amounting to ₹41,460.36 Lacs and ₹32,091.87 Lacs as at 31st March, 2023 and 31st March,.2022 respectively. Trade receivables includes both secured and unsecured receivables and are derived from revenue earned from domestic and overseas customer. Credit risk has always been managed by the Group through credit approvals, establishing credit limits and continuously monitoring the creditworthiness of customers to which the Group grants credit terms in the normal course of business. An impairment analysis is performed at each reporting date on an individual basis based on historical data of credit losses.

3.54 FINANCIAL RISK MANAGEMENT (Contd.)

No customer individually accounted for more than 10% of the revenues from external customers during the year ended 31st March, 2023 and 31st March, 2022.

₹ in Lacs

Particulars	As at 31.03.2023			As at 31.03.2022		
	Estimated total gross carrying amount at default	Expected Credit Loss-simplified approach	Net carrying amount	Estimated total gross carrying amount at default	Expected Credit Loss-simplified approach	Net carrying amount
Current but not due	29,881.24	-	29,881.24	24,332.77	-	24,332.77
Less than 6 months	9,990.97	53.69	9,937.28	6,013.05	-	6,013.05
6 months to 1 Year	567.63	98.40	469.23	760.92	-	760.92
1 to 2 Years	873.24	135.15	738.09	420.93	118.36	302.57
2 to 3 Years	415.60	122.70	292.90	724.99	162.22	562.77
More than 3 Years	831.92	690.30	141.62	119.79	-	119.79
Total	**42,560.60**	**1,100.24**	**41,460.36**	**32,372.45**	**280.58**	**32,091.87**

Liquidity Risk

The Group's principal sources of liquidity are cash and cash equivalents and the cash flow that is generated from operations as well as investment in mutual funds. The Group believes that the working capital is sufficient to meet its current requirements. Accordingly, no liquidity risk is perceived.

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments.

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Less than 1 year		
Borrowings	7,360.85	26,371.12
Lease Liability	844.42	846.06
Interest Payable on Borrowings in future	-	179.20
Trade Payables	41,629.54	40,873.45
Other financial Liabilities	5,133.59	5,850.45
	54,968.40	**74,120.28**
More than 1 year		
Lease Liabilities	948.01	1,016.52
Other financial Liabilities	687.96	690.74
	1,635.97	**1,707.26**
Total	**56,604.37**	**75,827.54**

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3.55 GROUP INFORMATION

A. Parties where Control exists /significant influence exist :	Country of Incorporation	As at 31.03.2023	As at 31.03.2022
ENTITIES HAVING SIGNIFICANT INFLUENCE OVER THE GROUP			
Suraj Finvest Private Limited (Formerly known as Sneha Gardens Private Limited)	India	23.96%	23.96%
Diwakar Finvest Private Limited (Formerly known as Sneha Enclave Private Limited)	India	22.37%	22.37%
SUBSIDIARIES			
Emami Bangladesh Limited	Bangladesh	100.00%	100.00%
Emami International FZE	UAE	100.00%	100.00%
Emami Lanka (Pvt) Limited (Formerly known as Emami Indo Lanka (Pvt) Limited)	Sri Lanka	100.00%	100.00%
Emami Overseas FZE - Subsidiary of Emami International FZE	UAE	100.00%	100.00%
Creme 21 GmbH (Formerly known as Fentus 113. GmbH) - Subsidiary of Emami International FZE	Germany	100.00%	100.00%
Emami International Personal Care Trading LLC - Subsidiary of Emami International FZE (w.e.f 15th February, 2022)	UAE	100.00%	100.00%
Emami RUS (LLC) - Subsidiary of Emami International FZE	Russia	99.99%	99.99%
Pharmaderm Company SAE.- Subsidiary of Emami Overseas FZE	Egypt	90.60%	90.60%
Brillare Science Private Limited (w.e.f 1st October, 2021)	India	82.92%	57.36%
Helios Lifestyle Private Limited (w.e.f 1st July, 2022)	India	50.40%	-
ASSOCIATE			
Helios Lifestyle Private Limited (up to 30th June,2022)	India	49.53%	49.53%
Brillare Science Private Limited (up to 30th September,2021)	India	-	34.70%
Tru Native F&B Private Limited (w.e.f 5th March, 2022)	India	20.65%	20.65%
Cannis Lupus Services India Pvt. Ltd. (w.e.f 21st July, 2022)	India	30.00%	-

As at the balance sheet date, there are no subsidiaries that have non-controlling interests that are material to the Group.

a) Acquisition of Indian Subsidiary

During the year, the Holding Company had converted it's loan receivables from Helios Lifestyle Private Limited (Helios) into 4,639 equity shares the Holding Company's stake in Helios has increase from 49.53% to 50.40% and therefore it has became a subsidiary.

On Helios subsequently becoming subsidiary, the Group has performed Purchase Price Allocation (PPA) for the purpose of accounting under Ind AS 103 and recognised intangible assets aggregating to ₹4,656.09 lacs. Also, the Group has recognised Goodwill aggregating ₹6,010.00 lacs while accounting for such business combination in its Consolidated financial results. Moreover, as per IND AS 103 (Business Combination), Group has revalued its previously held interest in Helios at the date of acquisition and has recognised fair value gain amounting to ₹3,385.00 lacs under the head "other income".

3.55 GROUP INFORMATION (Contd.)

The details of assets and liabilities acquired on acquisition of Acquiree are as under:-

₹ in Lacs

Particulars	As at 01.07.2022
ASSETS	
Non Current Assets	
Property, Plant & Equipment (Refer Note No. 3.1)	95.98
Intangible Assets (Refer Note No. 3.3)	5.25
Intangible Assets identified in PPA (on acquisition) (Refer Note No. 3.3)	4,656.09
Right of Assets (Refer Note No. 3.4)	260.71
Intangible assets under development (Refer Note No. 3.3)	7.27
Other Financial Asset	12.60
Deferred Tax Asset (Refer Note No. 3.8 (A))	139.65
Current Assets	
Inventories	1,021.55
Trade Receivables	978.25
Cash and Cash equivalent	310.69
Other Bank Balance	605.57
Other Financial Assets	231.26
Current Tax Assets (Net)	51.43
Other Current Assets	303.31
Total Assets	**8,679.61**
LIABILITIES	
Non-Current Liabilities	
Lease Liability (Refer Note No. 3.52)	208.15
Provisions	73.58
Deferred Tax liability recognised in Intangible Asset (on acquisition) (Refer Note No. 3.8 (B))	1,164.02
Current Liabilities	
Lease Liability (Refer Note No. 3.52)	82.74
Borrowings	400.00
Trade Payables	2,910.87
Other Financial Liabilities	443.95
Other Current Liabilities	62.21
Contract Liability	52.52
Provision	13.13
Total Liabilities	**5,411.17**
Net Assets taken over -A	3,268.44
Inter company balances :	
Loan to Helios	400.00
Total Net Identified Assets taken over	3,668.44
Non Controlling Interest -B	1,796.97
Purchase Consideration paid - C	7,881.47
Goodwill (B+C-A)	**6,010.00**

Note 1 : All the assets and liabilities acquired have been recorded at fair values as of conversion date.

Note 2: The total revenues for the Acquiree from the period July 01, 2022 till 31st March, 2023 was ₹8445.87 Lacs and Net loss after tax was ₹(1485.06) Lacs.

Notes to Consolidated Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.55 GROUP INFORMATION (Contd.)

b) As at 31st March, 2022, the Holding Company had investments in equity shares of Brillare aggregating ₹1,992.13 lacs (shareholding of 57.36%) and Compulsory convertible preference shares (CCPS) aggregating ₹1,496.64 lacs. Further, the Holding Company also had right to further invest in Brillare. During the current year, the Holding Company has converted its CCPS into 5,27,000 equity shares of Brillare. Further, the Holding Company has exercised its right to further invest in Brillare and acquired 9,78,826 equity shares for a consideration of ₹1,300.00 lacs. Consequently, Holding Company's shareholding in Brillare has increased to 82.92%.

As at the year end, considering the financial performance of Brillare, the Holding Company has performed the impairment assessment and accounted for an impairment of goodwill amounting to ₹1,606 lacs based on valuation done by an external valuer and disclosed it under ""Amortisation & Impairment of Intangible assets"". Refer Note No. 3.68

3.56 The Group has identified that its only reportable segment and Cash generating unit (CGU) is "Personal and Healthcare", to which the goodwill and brand acquired through investment in associates, has been entirely allocated. The Group's share of carrying amount of goodwill and brand as at 31st March, 2023 is ₹793.47 lacs and ₹129.14 lacs (31st March, 2022 ₹4,301.47 Lacs and ₹2,318.40 Lacs) respectively.

Interest in Associates

Summarised financial information for material Associate :

The information disclosed reflects the amounts presented in the financial statements of the associate

Summarised statement of balance sheet: ₹in Lacs

Particulars	As at 31.03.2022
Current assets	3,654.08
Non-current assets	474.29
Current liabilities	(3,078.16)
Non-current liabilities	(291.40)
Net Assets	758.81
Group's carrying amount of the investment	**4,657.31**

As at 31st March, 2023, there are no associates which are material to the size of the group .

Summarised statement of profit and loss: ₹ in Lacs

Particulars	2022-2023 *	2021-2022
Total Income	3,073.86	8360.00
Total Expense	3,792.64	11,472.67
Profit after Tax	**(718.78)**	**(3,112.67)**
Total comprehensive income for the year	**(718.78)**	**(3,112.67)**

* This includes financial information for an Associate for the period 1st April 2022 to 30th June 2022 which became a Subsidiary w.e.f. 1st July 2022.

Individually immaterial associate:

In addition to the interests in associate disclosed above, the Group also has interests in an individually immaterial associate that is accounted using the equity method

₹ in Lacs

Particulars	2022-2023	2021-2022
Carrying amount of associate	1086.77	949.19
Group's share of Profit / (loss) for the year	**123.60**	**(0.81)**

3.57 RELATED PARTY TRANSACTIONS :

A. List of Related Parties

1. Parties where Control exists /significant influence exist :

₹ in Lacs

Name of the Related Parties	Nature of Relationship	Principal Place of business	As at 31.03.2023 % of Holding	As at 31.03.2022 % of Holding
Suraj Finvest Private Limited (Formerly known as Sneha Gardens Private Limited)	Entity having significant influence over the Company	India	23.96%	23.96%
Diwakar Finvest Private Limited (Formerly known as Sneha Enclave Private Limited)	Entity having significant influence over the Company	India	22.37%	22.37%
Emami Bangladesh Limited	Subsidiary	Bangladesh	100.00%	100.00%
Emami International FZE	Subsidiary	UAE	100.00%	100.00%
Emami Lanka (Pvt) Limited (Formerly known as Emami Indo Lanka (Pvt) Limited)	Subsidiary	Sri Lanka	100.00%	100.00%
Emami Overseas FZE	Subsidiary of Emami International FZE	UAE	100.00%	100.00%
Creme 21 GmbH (Formerly known as Fentus 113. GmbH)	Subsidiary of Emami International FZE	Germany	100.00%	100.00%
Emami International Personal Care Trading LLC (w.e.f 15th February, 2022)	Subsidiary of Emami International FZE	UAE	100.00%	100.00%
Emami RUS LLC	Subsidiary of Emami International FZE	Russia	99.99%	99.99%
Pharmaderm Company SAE.	Subsidiary of Emami Overseas FZE	Egypt	90.60%	90.60%
Brillare Science Private Limited (w.e.f 1st October, 2021)	Subsidiary	India	82.92%	57.36%
Helios Lifestyle Private Limited (w.e.f 1st July, 2022)	Subsidiary	India	50.40%	-
Helios Lifestyle Private Limited (up to 30th June, 2022)	Associate	India	49.53%	49.53%
Brillare Science Private Limited (up to 30th September, 2021)	Associate	India	-	34.70%
Tru Native F&B Private Limited (w.e.f 5th March, 2022)	Associate	India	20.65%	20.65%
Cannis Lupus Services India Pvt. Ltd. (w.e.f 21st July, 2022)	Associate	India	30.00%	-

Notes to Consolidated Ind AS Financial Statements
as at & for the year ended 31st March, 2023

3.57 RELATED PARTY TRANSACTIONS : (Contd.)

2. Key Management Personnel & Relatives of Key Management Personnel

i) Key Management Personnel

1. Shri R. S. Agarwal	Chairman Emeritus & Non Executive Director
2. Shri R. S. Goenka	Non Executive Chairman
3. Shri H. V. Agarwal	Vice-Chairman & Managing Director
4. Shri Mohan Goenka	Vice-Chairman & Whole Time Director
5. Shri Sushil Kr. Goenka	Whole Time Director
6. Smt. Priti A. Sureka	Whole Time Director
7. Shri Prashant Goenka	Whole Time Director
8. Shri N.H.Bhansali	CEO - Finance, Strategy & Business Development and CFO
9. Shri Arun Kumar Joshi	Company Secretary & VP- Legal

ii) Other Director

1. Shri Aditya Vardhan Agarwal	Non Executive Director
2. Shri C.K.Dhanuka	Independent Director
3. Shri Debabrata Sarkar	Independent Director
4. Smt. Mamta Binani (w.e.f 29th October, 2021)	Independent Director
5. Shri Anand Rathi (w.e.f 2nd August, 2022)	Independent Director
6. Shri Anjani Agrawal (w.e.f 2nd August, 2022)	Independent Director
7. Shri Anjan Chatterjee (w.e.f 2nd August, 2022)	Independent Director
8. Ms. Avani Davda (w.e.f 2nd August, 2022)	Independent Director
9. Shri Rajiv Khaitan (w.e.f 2nd August, 2022)	Independent Director
10. Shri K.N.Memani (Upto 1st August, 2022)	Independent Director
11. Shri Amit Kiran Deb (Upto 1st August, 2022)	Independent Director
12. Shri Y.P.Trivedi (Upto 1st August, 2022)	Independent Director
13. Shri S.B.Ganguly (Upto 1st August, 2022)	Independent Director
14. Shri P.K.Khaitan (Upto 1st August, 2022)	Independent Director
15. Smt. Rama Bijapurkar (Upto 1st August, 2021)	Independent Director

iii) Promoter including relative of Key Management Personnel

1. Ms. Usha Agarwal
2. Ms. Saroj Goenka
3. Shri Dhiraj Agarwal
4. Shri Pradeep Agarwal
5. Ms. Indu Goenka
6. Ms. Rachna Bagaria
7. Ms. Laxmi Devi Bajoria
8. Ms. Jyoti Agarwal
9. Ms. Puja Goenka
10. Ms. Smriti Agarwal
11. Ms. Sobhna Agarwal
12. Ms. Vidisha Agarwal
13. Ms. Avishi Sureka
14. Ms. Jyoti Goenka
15. Ms. Mansi Agarwal
16. Ms. Rachna Goenka
17. Ms. Rashmi Goenka
18. Ms. Richa Agarwal

3.57 RELATED PARTY TRANSACTIONS : (Contd.)

19. Ms. Shreya Goenka
20. Ms. Vidula Agarwal
21. Shri Raj Kr. Goenka
22. Shri Manish Goenka
23. Shri Jayant Goenka
24. Shri Sachin Goenka
25. Shri Rohin Raj Sureka
26. Shri Vibhash Vardhan Agarwal
27. Shri Yogesh Goenka
28. Shri Saswat Goenka
29. Ms. Chikky Goenka
30. Ms. Vidhishree Agarwal
31. Shri Vihan Vardhan Agarwal
32. Shri Manan Goenka
33. Shri Darsh Goenka
34. Shri Advay Goenka
35. Shri Reyansh Goenka
36. Shri Devarsh Goenka
37. Ms. Nimisha Goenka
38. Ms. Reha Goenka
39. Ms. Shruti Goenka
40. Shri Ashish Goenka
41. Shri Santosh Goenka
42. Shri Madan Lal Agarwal
43. Ms. Kusum Agarwal
44. Ms. Divya Agarwal
45. Ms. Sangita Agarwal
46. Shri Shubham Agarwal
47. Shri Abhishek Agarwal
48. Shri Sumangal Agarwal
49. Shri Vishal Agarwal
50. Shri Amitabh Goenka
51. Ms. Ritu Goenka
52. Shri Nikunj Goenka

3. **Entity where KMP & their Relatives having significant influence**

1. Emami Paper Mills Limited
2. Emami Frank Ross Limited
3. Emami Realty Limited
4. Emami Agrotech Limited
5. CRI Limited
6. Aviro Vyapar Private Limited
7. AMRI Hospital Limited
8. Emami Estates Private Limited
9. Emami Group Of Companies Private Limited
10. Emami Home Private Limited
11. Dev Infracity Private Limited

Notes to Consolidated Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.57 RELATED PARTY TRANSACTIONS : (Contd.)

12. Pacific Healthcare Private Limited
13. Khaitan & Co.
14. Khaitan & Co. LLP
15. Kosmos Healthcare Private Limited
16. Nayee Deesha Communications Private Limited
17. M. Bhattacharya & Co.Private Limited
18. Midkot Investments Private Limited (w.e.f. 9th December, 2021)
19. Vriddhi Commercial Private Limited (Formerly known as Emami Vriddhi Commercial Private Limited) (w.e.f. 25th May, 2022)
20. Emami Art Private Limited (Formerly known as Oriental Sales Agencies (India) Private Limited) (w.e.f. 15th April, 2022)
21. Emami East Bengal FC Private Limited (w.e.f. 23rd July, 2022)
22. Aditya Vardhan Agarwal HUF
23. Manish Goenka HUF
24. Mohan Goenka HUF
25. Prashant Goenka HUF
26. Sushil Kumar Goenka HUF
27. Harsh Vardhan Agarwal HUF
28. Jayant Goenka HUF
29. Ashish Goenka HUF
30. Amitabh Goenka HUF
31. Himani Limited Staff Provident Institution
32. Emami Foundation
33. Aradhana Trust
34. Pan Emami Cosmed Limited (Upto 8th December, 2021)
35. Emami Capital Markets Limited (Upto 8th December, 2021)
36. TMT Viniyogan Limited (Upto 8th December, 2021)

B. Disclosure of Transactions between the Company and Related Parties.

₹ in Lacs

Transactions	Nature of Relationship	Related Party	2022-2023	2021-2022
Remuneration and Employee Benefits to KMP & Relatives of KMP				
- Short Term Employee Benefits	Chairman Emeritus & Non Executive Director	Shri R. S. Agarwal	-	484.24
	Non Executive Chairman	Shri R. S. Goenka	-	484.24
	Vice-Chairman & Managing Director	Shri H.V. Agarwal	318.08	134.80
	Vice-Chairman & Whole Time Director	Shri Mohan Goenka	318.08	143.20
	Whole Time Director	Shri S. K. Goenka	180.90	154.78
		Shri Prashant Goenka	159.24	134.80
		Smt.Priti Sureka	159.24	134.80
	CFO	Shri N.H.Bhansali	267.04	265.98
	Company Secretary	Shri Arun Kumar Joshi	64.93	57.92
	Relatives of KMP	Others	76.79	-

3.57 RELATED PARTY TRANSACTIONS : (Contd.)

₹ in Lacs

Transactions	Nature of Relationship	Related Party	2022-2023	2021-2022
- Post Employment Benefits	Chairman Emeritus & Non Executive Director	Shri R. S. Agarwal	-	20.78
	Non Executive Chairman	Shri R. S. Goenka	-	20.78
	Vice-Chairman & Managing Director	Shri H.V. Agarwal	12.70	5.77
	Vice-Chairman & Whole Time Director	Shri Mohan Goenka	12.70	5.77
	Whole Time Director	Shri S. K. Goenka	7.22	6.64
		Shri Prashant Goenka	6.35	5.77
		Smt.Priti Sureka	6.35	5.77
	CFO	Shri N.H.Bhansali	7.90	7.45
	Company Secretary	Shri Arun Kumar Joshi	0.90	0.90
	Relatives of KMP	Others	1.69	-
- Commission to Directors	Chairman Emeritus & Non Executive Director	Shri R. S. Agarwal	-	250.00
	Non Executive Chairman	Shri R. S. Goenka	-	250.00
	Vice-Chairman & Managing Director	Shri H.V. Agarwal	300.00	-
	Vice-Chairman & Whole Time Director	Shri Mohan Goenka	300.00	-
	Independent Director	Others	45.00	53.20
- Director Sitting Fees	Non Executive Directors	Others	14.85	5.50
	Independent Directors	Others	32.50	36.85
Sale of Goods (including sale of raw material,packing material & Consumable)	Entity where KMP & their Relatives having significant influence	Emami Frank Ross Limited	102.82	108.53
		Others	88.88	127.09
Rent, Maintenance & Other Income	Entity where KMP & their Relatives having significant influence	Emami Paper Mills Limited	100.71	58.53
		Emami Agrotech Limited	353.74	334.62
		Others	12.17	9.74
	Associates	Others	-	18.63
Royalty Income	Entity where KMP & their Relatives having significant influence	Others	145.31	68.03
Dividend Income	Entity where KMP & their Relatives having significant influence	Emami Paper Mills Limited	127.14	-
Interest Income	Associate (Subsidiary w.e.f 1st July, 2022)	Others	51.22	59.43

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as at & for the year ended 31st March, 2023

3.57 RELATED PARTY TRANSACTIONS : (Contd.)

₹ in Lacs

Transactions	Nature of Relationship	Related Party	2022-2023	2021-2022
Purchase of Gift,Promotional items & others	Entity where KMP & their Relatives having significant influence	Others	13.38	10.83
Purchase of Property,Plant & Equipment	Entity where KMP & their Relatives having significant influence	Others	-	0.96
Rent, Maintenance & Other Expenses	KMP & Relative of KMP	Others	-	12.80
	Entity having significant influence over the Company	Others	17.63	21.98
	Entity where KMP & their Relatives having significant influence	Others	51.05	51.04
Donation & CSR	Entity where KMP & their Relatives having significant influence	Emami Foundation	978.65	683.74
		Others	10.00	8.00
Publicity,Sales Promotion Expenses	Entity where KMP & their Relatives having significant influence	Nayee Deesha Communications Private Limited	303.37	-
		Emami East Bengal FC Private Limited	275.33	-
		Others	28.30	39.50
Professional & Other Expenses	Associates	Others	-	0.42
	Entity where KMP & their Relatives having significant influence	Others	38.21	26.71
Dividend payout	Entity having significant influence over the Company	Diwakar Finvest Pvt. Ltd	7,893.44	7,893.44
		Suraj Finvest Private Limited	8,457.62	8,457.62
	Entity where KMP & their Relatives having significant influence	Midkot Investments Private Limited	249.38	124.69
	Whole Time Director	Ms. Priti Sureka	1,208.38	1,208.38
	Relative of KMP	Ms. Avishi Sureka	112.00	112.00
	KMP & Relative of KMP	Others	1,065.25	686.76
	Entity where KMP & their Relatives having significant influence	Others	170.98	264.15

3.57 RELATED PARTY TRANSACTIONS : (Contd.)

₹ in Lacs

Transactions	Nature of Relationship	Related Party	2022-2023	2021-2022
Investment	Associate (Subsidiary w.e.f 1st July, 2022)	Helios Lifestyle Private Limited	-	5,328.90
	Associates	Tru Native F&B Private Limited	-	950.00
		Cannis Lupus Services India Pvt. Ltd.	280.00	-
Security Deposit Received	Entity where KMP & their Relatives having significant influence	Others	0.25	8.25
Refund against Security Deposit paid	Entity having significant influence over the Company	Others	-	7.00
	KMP & Relative of KMP	Others	-	13.85
	Entity where KMP & their Relatives having significant influence	Others	-	3.00
Refund against Loan Given / Conversion of loan to equity shares	Associate (Subsidiary w.e.f 1st July, 2022)	Helios Lifestyle Private Limited (Refer Note No - 3.55)	446.10	150.00
Reimbursement of Expenses	Entity where KMP & their Relatives having significant influence	Others	77.21	73.47
Contribution to Provident Fund	Entity where KMP & their Relatives having significant influence	Himani Limited Staff Provident Institution	830.87	806.99

C. Balances outstanding at the year end.

₹ in Lacs

Transactions	Nature of Relationship	Related Party	As at 31.03.2023	As at 31.03.2022
Investments	Associate (Subsidiary w.e.f 1st July, 2022)	Helios Lifestyle Private Limited {Net of share of loss during the year ₹Nil (31.03.2022- ₹1439.54 lacs)}	-	4,657.31
	Associate	Tru Native F&B Private Limited {Net of share of loss during the year ₹98.98 lacs (31.03.2022- ₹0.81 lacs)}	850.21	949.19
		Cannis Lupus Services India Private Limited {Net of share of loss during the year ₹43.44 lacs (31.03.2022- Nil)}	236.56	-
	Entity where KMP & their Relatives having significant influence	Emami Paper Mills Limited	8,898.77	13,010.82

Notes to Consolidated Ind AS Financial Statements

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3.57 RELATED PARTY TRANSACTIONS : (Contd.)

₹ in Lacs

Transactions	Nature of Relationship	Related Party	As at 31.03.2023	As at 31.03.2022
Trade Receivable	Entity where KMP & their Relatives having significant influence	Others	4.24	17.33
Loan Receivable including interest	Associate (Subsidiary w.e.f 1st July, 2022)	Helios Lifestyle Private Limited (31.03.2023 - ₹ Nil) (PY. 31.03.2022 : net of fair value gain of ₹53.39 lacs)	-	438.75
Other Receivable	Entity where KMP & their Relatives having significant influence	Others	-	0.17
Trade & Other Payable	Entity where KMP & their Relatives having significant influence	Others	178.25	221.42
Commission & Other Payable	Chairman Emeritus & Non Executive Director	Shri R. S. Agarwal	-	250.00
	Non Executive Chairman	Shri R. S. Goenka	-	250.00
	Vice-Chairman & Managing Director	Shri H.V. Agarwal	322.00	-
	Vice-Chairman & Whole Time Director	Shri Mohan Goenka	322.00	-
	Other Wholetime Directors	Others	34.50	-
	Independent Director	Others	45.00	53.20
Receivable against Security Depost Paid	Entity where KMP & their Relatives having significant influence	Others	7.50	7.50
Payable against Security Deposit Received	Entity where KMP & their Relatives having significant influence	Others	8.50	8.25
Advance other than Capital Advance	Entity where KMP & their Relatives having significant influence	Others	4.83	4.83
Prepaid Expenses (towards sponshorship)	Entity where KMP & their Relatives having significant influence	Emami East Bengal FC Private Limited	432.67	-

Terms and conditions of transactions with related parties

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash.

3.58 CRITICAL ESTIMATES AND JUDGEMENTS

The preparation of the financial statements in conformity with Ind AS requires the Management to make estimates and assumptions that affect the reported balances of assets and liabilities and disclosures relating to contingent assets and liabilities as at the date of the financial statements and reported amounts of income and expenses during the period. These estimates and associated assumptions are based on historical experience and management's best knowledge of current events and actions the Group may take in future.

Information about critical estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities are included in the following notes:

i) Estimation of defined benefit obligations

The liabilities of the Group arising from employee benefit obligations and the related current service cost, are determined on an actuarial basis using various assumptions Refer Note No. 3.41 & 3.42 for significant assumption used.

ii) Estimation of tax expenses, assets and payable

Deferred tax assets are recognised for unused tax credit and on unused losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

Taxes recognized in the financial statements reflect management's best estimate of the outcome based on the facts known at the balance sheet date. These facts include but are not limited to interpretation of tax laws of various jurisdictions where the group operates. Any difference between the estimates and final tax assessments will impact the income tax as well the resulting assets and liabilities. Refer Note No. 3.8, 3.17, 3.24, 3.32 and 3.50

iii) Estimation of provisions and contingencies

Provisions are liabilities of uncertain amount or timing recognised where a legal or constructive obligation exists at the balance sheet date, as a result of a past event, where the amount of the obligation can be reliably estimated and where the outflow of economic benefit is probable. Contingent liabilities are possible obligations that may arise from past event whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events which are not fully within the control of the group. The Group exercises judgement in recognizing the provisions and assessing the exposure to contingent liabilities relating to pending litigations. Judgement is necessary in assessing the likelihood of the success of the pending claim and to quantify the possible range of financial settlement. Due to this inherent uncertainty in the evaluation process, actual losses may be different from originally estimated provision. Refer Note No. 3.23, 3.31, 3.43 & 3.46.

iv) Estimation of expected useful lives and residual values of property, plants and equipment.

Property, Plant and Equipment are depreciated at historical cost using straight-line method based on the estimated useful life, taken into account at residual value. The asset's residual value and useful life are based on the Group's best estimates and reviewed, and adjusted if required, at each Balance Sheet date. Refer Note No. 3.1, 3.2, 3.3, 3.4

v) Impairment of other intangible assets

The Group has significant intangible assets arising from the acquisition of brand, trademark, know-how etc. in the normal course of its business. In case, there are indicators that the carrying value of the intangibles may not be recovered through its continuing use, the management performs impairment testing in accordance with Ind AS 36. Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a DCF model. The cash flows are derived from the budget over the remaining useful life (including terminal value)

Notes to Consolidated Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.58 CRITICAL ESTIMATES AND JUDGEMENTS (Contd.)

and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. Recoverability of these assets is based on forecast of projected cash flows over the remaining useful life of underlying intangible assets and their discounted present value (after considering terminal value), which are inherently highly judgmental and is subject to achieving forecasted results.

vi) Impairment of non financial assets / investment in associates

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a DCF model. The carrying amounts of the Group's non-financial assets /investment in associates are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the recoverable amounts of cash-generating units have been determined based on value in use calculations. These calculations require the use of estimates such as discount rates and growth rates.

vii) Impairment Assessment of Goodwill

Assessment for impairment is done at each Balance Sheet date as to whether there is any indication that a non-financial asset may be impaired. Indefinite life intangible assets and goodwill are subject to a review for impairment annually or more frequently if events or circumstances indicate that it is necessary. For the purpose of assessing impairment, the smallest identifiable group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets is considered as a cash generating unit. Goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

If any indication of impairment exists, an estimate of the recoverable amount of the individual asset/ cash generating unit is made. Asset/cash generating unit whose carrying value exceeds their recoverable amount are written down to the recoverable amount by recognising the impairment loss as an expense in the Consolidated Statement of Profit and Loss.

The impairment loss is allocated first to reduce the carrying amount of goodwill (if any) allocated to the cash generating unit and then to the other assets of the unit, pro rata based on the carrying amount of each asset in the unit. Recoverable amount is higher of an asset's or cash generating unit's value in use and its fair value less cost of disposal. Value in use is estimated future cash flows expected to arise from the continuing use of an asset or cash generating unit and from its disposal at the end of its useful life discounted to their present value using a post-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Assessment is also done at each Balance Sheet date as to whether there is any indication that an impairment loss recognised for an asset in prior accounting periods may no longer exist or may have decreased. Basis the assessment a reversal of an impairment loss for an asset other than goodwill is recognised in the consolidated statement of profit and loss.

viii) Fair Value Measurements

When the fair values of financial assets and financial liabilities recorded in the Balance Sheet cannot be measured based on quoted prices in active markets, their fair values are measured using valuation techniques which involve various judgements and assumptions that may differ from actual developments in the future. For further details Refer Note No. 3.49

3.59 ADDITIONAL INFORMATION

a) Information as at and for the year ended 31st March, 2023

₹ in Lacs

Name of the entity in the Group	Net Assets, i.e. total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated other comprehensive income	Amount	As % of total comprehensive income	Amount
Parent								
Emami Limited	97.88%	226,369.88	91.41%	57,349.90	76.93%	(4,184.28)	92.78%	53,165.62
Subsidiaries								
Foreign Subsidiaries								
Emami Lanka (Pvt) Limited	(0.10%)	(237.87)	(0.08%)	(53.11)	-	-	(0.09%)	(53.11)
Emami Bangladesh Limited	2.63%	6,047.70	6.18%	3,874.85	0.28%	(15.35)	6.74%	3,859.50
Emami International FZE	(1.03%)	(2,370.58)	2.35%	1,477.47	0.22%	(11.99)	2.56%	1,465.48
Emami Overseas FZE	(0.21%)	(483.25)	(0.01%)	(8.04)	-	-	(0.01%)	(8.04)
PharmaDerm Company SAE	(0.62%)	(1,432.53)	(1.33%)	(836.57)	-	-	(1.46%)	(836.57)
Emami International Personal Care Trading LLC	(0.27%)	(615.02)	(1.08%)	(677.27)	(0.04%)	2.11	(1.18%)	(675.16)
Emami Rus LLC	0.73%	1,673.42	1.11%	699.35	-	-	1.22%	699.35
Creme 21 Gmbh	0.01%	23.93	(0.03%)	(17.14)	-	-	(0.03%)	(17.14)
Indian Subsidiaries								
Brillare Science Private Limited	(0.10%)	(228.91)	(1.81%)	(1,132.57)	(0.03%)	1.64	(1.97%)	(1,130.93)
Helios Lifestyle Private Limited	(0.54%)	(1,240.52)	(2.37%)	(1,485.00)	(0.30%)	16.40	(2.56%)	(1,468.60)
Non- Controlling Interest (NCI)	0.43%	996.48	(1.94%)	(1,216.05)	0.18%	(9.60)	(2.14%)	(1,225.65)
Consolidation adjustments and Foreign Currency Translation Reserve (FCTR)	1.19%	2,773.74	9.42%	5,906.29	22.76%	(1,238.02)	8.12%	4,668.27
Associates								
Indian Associates								
Helios Lifestyle Private Limited	-	-	(1.15%)	(718.79)	-	-	(1.25%)	(718.79)
Tru Native F&B Private Limited	-	-	(0.67%)	(420.94)	-	-	(0.73%)	(420.94)
Cannis Lupus Services India Pvt. Ltd.	-	-	-	(1.23)	-	-	-	(1.23)
Total	**100.00%**	**231,276.47**	**100.00%**	**62,741.15**	**100.00%**	**(5,439.09)**	**100.00%**	**57,302.06**

Notes to Consolidated Ind AS Financial Statements

as at & for the year ended 31st March, 2023

3.59 ADDITIONAL INFORMATION (Contd.)

b) Information as at and for the year ended 31st March, 2022

₹ in Lacs

Name of the entity in the Group	Net Assets, i.e. total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated other comprehensive income	Amount	As % of total comprehensive income	Amount
Parent								
Emami Limited	100.56%	208,595.60	101.67%	85,067.76	103.24%	3,161.22	101.73%	88,228.98
Subsidiaries								
Foreign Subsidiaries								
Emami Lanka (Pvt) Limited	(0.09%)	(183.12)	(0.21%)	(174.43)	-	-	(0.20%)	(174.43)
Emami Bangladesh Limited	1.34%	2,770.73	3.10%	2,596.75	(1.12%)	(34.30)	2.95%	2,562.45
Emami International FZE	(1.70%)	(3,532.01)	1.29%	1,079.46	(5.06%)	(154.94)	1.07%	924.52
Emami Overseas FZE	(0.21%)	(438.97)	(0.01%)	(8.45)	-	-	(0.01%)	(8.45)
PharmaDerm Company SAE	(0.59%)	(1,226.66)	(0.27%)	(225.45)	-	-	(0.26%)	(225.45)
Emami International Personal Care Trading LLC	0.03%	58.49	-	(3.58)	-	-	-	(3.58)
Emami Rus LLC	0.46%	956.41	(0.91%)	(764.68)	-	-	(0.88%)	(764.68)
Creme 21 Gmbh	0.02%	44.28	-	(1.14)	-	-	-	(1.14)
Indian Subsidiaries								
Brillare Science Private Limited	(0.19%)	(397.98)	(0.59%)	(494.63)	0.07%	2.24	(0.57%)	(492.39)
Non- Controlling Interest (NCI)	(0.11%)	(230.09)	(0.28%)	(232.00)	-	-	(0.27%)	(232.00)
Consolidation adjustments and Foreign Currency Translation Reserve (FCTR)	0.48%	1,012.60	(2.05%)	(1,714.69)	2.87%	87.78	(1.9%)	(1,644.91)
Associate								
Helios Lifestyle Private Limited	-	-	(1.72%)	(1,439.04)	-	-	(1.66%)	(1,439.04)
Tru Native F&B Private Limited	-	-	-	(1.38)	-	-	-	(1.38)
Brillare Science Private Limited	-	-	(0.02%)	(18.00)	-	-	-	
Total	**100.00%**	**207,429.28**	**100.00%**	**83,666.50**	**100.00%**	**3,062.00**	**100.00%**	**86,728.50**

3.60 The Board of Directors of the Holding Company, at its meeting held on 24th March, 2023, approved Buyback of the Holding Company's fully paid-up equity shares of face value of ₹1 each from the eligible equity shareholders of the Holding Company other than promoters, promoter group and persons who are in control of the Holding Company, at a price not exceeding ₹450 per equity share (Maximum Buyback price), for an aggregate amount not exceeding ₹18,600 lacs (Maximum Buyback size), payable in cash from the open market route through the stock exchange mechanism under the Companies Act, 2013 and SEBI Buyback Regulations 2018 . The Maximum Buyback Size was 9.99% of aggregate of the Holding Company's paid up equity capital and free reserves based on the audited financial statements of the Holding Company as at 31st March, 2022, in compliance with the maximum permissible limit of 10% of the total paid up equity share capital and free reserves in accordance with Section 68(2) of Companies Act, 2013 and SEBI Buy Back Regulations 2018.The Buyback has not been commenced till 31st March, 2023.. The Holding Company has incurred ₹99.34 lacs towards transaction cost and taxes.

During the previous year, subsequent to the approval of the Board of Directors , the Company bought back 33,63,740 equity shares in total cash consideration of ₹20,005.03 Lacs (including ₹128.40 lacs towards transaction costs of Buyback and ₹3,755.18 lacs towards Buyback distribution tax). These equity shares were extinguished in the month of March 2022 as per the records of the depositories. In line with the requirement of Companies Act, 2013, an amount of ₹7,224.80 lacs have been utilised from the securities premium, ₹12,780.23 lacs from general reserve for the Buyback. Further, capital redemption reserve of ₹33.64 lacs, representing the nominal value of shares bought back, has been created in accordance with Section 69 of the Companies Act, 2013.

3.61 The Code on Social Security, 2020 ('Code') relating to employee benefits during employment and post-employment benefits received Presidential assent in September 2020. The Code has been published in the Gazette of India. However the date on which the Code will come into effect has not been notified and the final rules/interpretation have not yet been issued. The Group will assess the impact of the Code when it comes into effect and will record any related impact in the period the Code becomes effective.

3.62 INFORMATION FOR EARNINGS PER SHARE AS PER IND AS 33

Particulars	As at 31.03.2023	As at 31.03.2022
Net Profit after tax attributable to equity holders of the Parent (₹in Lacs)	63,957.20	83,898.50
Net Profit before considering MAT Credit Entitlement of earlier years (₹in Lacs)	63,957.20	60,865.50
Weighted average number of shares (in Lacs) Refer note no. 3.60	4,411.50	4,442.59
Earnings Per Share - Basic & Diluted (₹)	**14.50**	**18.88**
Earnings Per Share before considering MAT Credit Entitlement of earlier years - Basic & Diluted (₹)	**14.50**	**13.70**

3.63 REVENUE FROM CONTRACTS WITH CUSTOMERS:

Disaggregated revenue information

Set out below is the disaggregation of the Company's revenue from contracts with customers:

₹ in Lacs

Particulars	2022-2023	2021-2022
India	279,481.04	267,796.36
Outside India	56,719.90	47,475.60
Total revenue from contracts with customers	**336,200.94**	**315,271.96**

₹ in Lacs

Timing of revenue recognition	2022-2023	2021-2022
Goods transferred at a point in time	336,200.94	315,271.96

Contract balances

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Trade receivables	41,460.36	32,091.87
Contract liabilities		
Advance from customers	842.14	593.96

Trade receivables are non-interest bearing and are generally on terms of 30 to 90 days.

Contract liabilities includes advance from customers received for supply of goods.

Notes to Consolidated Ind AS Financial Statements
as at & for the year ended 31st March, 2023

3.63 REVENUE FROM CONTRACTS WITH CUSTOMERS: (Contd.)

Set out below is the amount of revenue recognised from:

₹ in Lacs

Particulars	2022-2023	2021-2022
Amounts included in contract liabilities at the beginning of the year	**593.96**	**1678.42**
Amount received during the year	842.14	593.96
Amount adjusted during the year	593.96	1678.42
Amounts included in contract liabilities at the end of the year	**842.14**	**593.96**

Performance obligation

Sale of products

The performance obligation is satisfied upon delivery/dispatch of the goods based on contractual terms. Sales are made generally after receipt of advance except for certain customers where payment is due within 30 to 90 days from day of sales.

3.64 THE GROUP HAS MADE A PROVISION OF ₹4,049.20 LACS (31.03.2022 - ₹3,618.43 LACS) TOWARDS REBATES AND DAMAGE RETURN:

₹ in Lacs

Particulars	As at 31.03.2023	As at 31.03.2022
Opening Balance	**3,618.43**	**3,538.86**
Provisions made during the year	4,049.20	3,618.43
Payment/reversals during the year	3,618.43	3,538.86
Closing Balance	**4,049.20**	**3,618.43**

3.65 The Holding Company is filling monthly statement of Inventories, Trade payables and Trade receivables to ICICI, HSBC, HDFC, CITI, DBS & Indusind bank for working capital loan. The quarterly returns/ statements filed by the Holding Company with such banks are not in agreement with the unaudited books of accounts of the holding company and the details are as follows:

₹ in Lacs

Quarter	Particulars of Securities provided	Amount as per books of account	Amount as reported in the quarterly return/ statement	Amount of Difference*
Jun-22	Trade Receivable	22,142.00	24,925.00	(2,783.00)
	Trade Payables **	5,480.00	4,981.00	499.00
Dec-21	Trade Receivable	21,252.99	24,185.67	(2,932.68)
	Trade Payables**	5,549.01	4,048.07	1,500.94
Sep-21	Trade Receivable	20,044.76	20,830.88	(786.12)
	Trade Payables**	6,125.32	5,060.74	1,064.58
Jun-21	Trade Receivable	14,382.00	16,067.00	(1,685.00)
	Trade Payables**	4,396.61	3,740.13	656.48

**The quarterly statements are submitted to banks were prepared and filed before the completion of financial statement closure activities including Ind AS adjustments / reclassification and regrouping as applicable, which led to these difference between final books of accounts and provisional quarterly statement submitted to banks.*

***Trade Payables includes only creditors for goods which is determined by the management through manual exercise and does not include creditors for services / provisional liabilities. Hence, the same have been excluded from the above table.*

3.66 During the previous year, due to economic crisis in Sri Lanka and Russia, there had been currency devaluation, which had resulted in recognition of an expense of ₹518.49 Lacs towards exchange loss arising on foreign currency obligations of Emami Lanka Pvt Ltd, Emami Rus LLC and Emami International FZE, Dubai. This expense had been disclosed as an exceptional item in the consolidated financial statements for the year ended 31st March, 2022

3.67 The accompanying consolidated financial statements includes unaudited financial statements and other unaudited financial information in respect of :

a) Two (2) step-down subsidiaries, whose financial statements and other financial information reflect total assets of ₹185 lacs as at 31st March 2023, and total revenues of ₹80 lacs, total net loss after tax of ₹854 lacs and total comprehensive loss of ₹854 lacs, for the year ended and net cash outflows of ₹22 lacs for the year ended 31st March, 2023, whose financial statements and other financial information have not been audited by any auditors.

The management believes that there would not be any significant impact, had these financial information been subjected to audit by the auditors.

3.68 IMPAIRMENT FOR GOODWILL

a) Brillare Science Private Limited (Refer Note 3.3)

Goodwill of ₹2,415.35 lacs had arisen on acquisition of Brillare Science Private Limited , a wholly owned subsidiary of the Holding Company in an earlier year. The Group assesses the goodwill for any indication of impairment at annual basis. Based on such assessment there is impairment in goodwill amounting to ₹1,606.35 lacs that has been recognised during the year.

The Group treats Brillare Science Private Limited as one cash generating unit and goodwill relating to that business is tested annually for impairment. This testing is done by computing the value in use by using cash flow projections based on approved budget for 2023 and financial forecast for the years 2024 – 2029 . Based on such assessment impairment in goodwill has been recognised.

Key Assumptions used for value in use calculations are as follows:

Particulars	As at 31.03.2023
Average annual increase in Revenue from operation during the forecast period (i.e. five years)	33.26%
Growth rate used for extrapolation perpetuity rate	5.00%
Discount rate	19.00%

Brillare Science Private Limited (BSPL) incurred a net loss of ₹1,132.57 lakhs during the year ended March 31, 2023 (Previous year ₹496.91 lakhs), and, as on March 31, 2023, the Company's total liabilities exceeds its total assets by ₹228.91 lakhs. As represented by the Management of BSPL, the Holding Company and the Promoters of the subsidiary Company will provide whenever required financial support to the BSPL.

b) Others

The Group has Goodwill on consolidation arising from acquisition of Helios Lifestyle Private Limited . Based on impairment assessment carried out by the management, no impairment in goodwill is required to be recognised. Refer Note No. 3.55

Notes to Consolidated Ind AS Financial Statements
as at & for the year ended 31st March, 2023

3.69 OTHER STATUTORY INFORMATIONS

(i) The Group and its Associates does not have any Benami property, where any proceeding has been initiated or pending against the Group and its Associates for holding any Benami property.

(ii) The Group and its Associates do not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.

(iii) The Group and its Associates have not traded or invested in Crypto currency or Virtual Currency during the financial year.

(iv) The Group and its Associates have not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(a) directly or indirectly lend or invest in other person or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries"

(v) The Group and its Associates have not received any fund from any person(s) or entity(ies), including foreign entites (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,"

(vi) The Group and its Associates does not have any transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961.

(vii) There is no exceptional item for the year ended 31st March 2023.

(viii) The Group and its Associates do not have any transactions with companies struck off under section 248 of the Companies Act, 2013 or section 560 of the Companies Act, 1956.

(ix) The Group and its Associates have complied with the number of layers prescribed under clause (87) of section 2 of the Act read with Companies (Restriction on number of Layers) Rules, 2017.

(x) There are no events or transactions after the reporting period which is required to be disclosed under Ind AS 10.

(xi) The Holding Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. The Group has total two Core Investment companies as part of the Group.

3.70 The figures of previous year have been regrouped / reclassified / rearranged, wherever required.

The accompanying notes are an integral part of these consolidated financial statements

As per our report of even date

For S. R. BATLIBOI & Co. LLP
Chartered Accountants
Firm Registration No: 301003E/E300005

per Sanjay Kumar Agarwal
Partner
Membership No: 060352

Kolkata
25th May, 2023

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
DIN: 00150089

Mohan Goenka
Vice-Chairman & Whole Time Director
DIN: 00150034

N H Bhansali
CEO -Finance, Strategy & Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary & VP-Legal
FCS No: 4976

FORM NO. AOC 1

Statement Containing salient features of the financial statement of Subsidiaries.
Pursuant first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules,2014

PART A- SUBSIDIARIES

₹ in Lacs

1	Sl. No.	1	2	3	4	5	6	7	8	9	10
2	Name of the Subsidiary Company	Emami Bangladesh Limited	Emami Lanka (Pvt) Ltd	Emami International FZE	Emami Overseas FZE	Pharmaderm Company S.A.E	Emami Rus (LLC)	Creme 21 GMBH	Emami Personal Care Trading LLC	Brillare Science Private Limited	Helios Lifestyle private limited
3	Name of the Holding Company	Emami Limited	Emami Limited	Emami Limited	Emami International FZE	Emami Overseas FZE	Emami International FZE	Emami International FZE	Emami International FZE	Emami Limited	Emami Limited
4	% of shareholding of Holding company	100%	100%	100%	100%	90.60%	99.99%	100.00%	100.00%	82.92%	50.40%
5	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A
6	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries	BDT INR 0.7663 per BDT	LKR INR 0.2522 per LKR	AED INR 22.3924 per AED	AED INR 22.3924 per AED	EGP INR 2.6701 per EGP	RUBLE INR 1.0595 per RUBLE	EURO INR 89.2800 per EURO	AED INR 22.3924 per AED	INR	INR
7	Share capital	27.82	4.78	18.98	3.08	168.46	2,005.66	20.01	61.35	251.20	26.93
8	Reserves & Surplus	6,019.88	(242.65)	(2,389.86)	(486.33)	(1,600.99)	(332.24)	3.88	(676.37)	(228.91)	(1,240.51)
9	Total assets	17,260.86	1,536.40	15,877.17	1,551.26	129.42	4,230.96	55.78	2,432.66	1,343.95	3,132.83
10	Total Liabilities	11,213.16	1,774.27	18,248.05	2,034.51	1,561.95	2,557.54	31.89	3,047.65	1,572.86	4,373.34
11	Investments	-	-	-	-	-	-	-	-	9.28	-
12	Turnover	17,922.37	890.79	23,479.64	-	-	6,254.25	79.53	3,587.94	1,958.01	8,445.86
13	Profit before taxation	5,359.44	(37.02)	1,477.17	(8.04)	(836.55)	772.52	(17.18)	(677.27)	(1,143.82)	(1,523.00)
14	Provision for taxation	1,484.59	16.08	(11.99)	-	-	-	-	2.11	(11.26)	(37.94)
15	Profit after taxation	3,874.85	(53.10)	1,489.16	(8.04)	(836.55)	772.52	(17.18)	(679.38)	(1,132.56)	(1,485.06)
16	Proposed Dividend	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

Notes: Names of subsidiaries which are yet to commence operations- Emami Overses FZE , Pharmaderm Company S.A.E

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman &
Managing Director
DIN: 00150089

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N H Bhansali
CEO -Finance, Strategy &
Business Development and CFO
FCA No: 055211

A K Joshi
Company Secretary
& VP-Legal
FCS No: 4976

Kolkata
25th May, 2023

Statement purusuant to Section 129(3) of the Companies Act , 2013 related to Associate Companies

PART B : ASSOCIATES

	Name of Associate	Tru Native F&B Private Limited	Cannis Lupus Services India Private Limited
1	Last Balance Sheet Date (Unaudited)	31.03.2023	31.03.2023
2	Shares of Associate held by the Company on the year end		
	Number	15,625	4,522
	Amount of investment in Associate (₹in lacs)	950.00	280.00
	Extent of Holding (%)	20.65%	30.00%
3	Description of how there is significant influence	Associate	Associate
4	Reason why the Associate is not consolidated	Consolidated	Consolidated
5	Net worth attributable to Shareholding (₹in lacs)	123.20	53.71
6	Profit/(Loss) for the year (₹in lacs)	(420.94)	(122.77)
	i. Considered in consolidation (₹in lacs)	(86.93)	(36.83)
	i. Not Considered in consolidation (₹in lacs)	(334.01)	(85.94)

For and on behalf of Board of Directors

R S Goenka
Chairman
DIN: 00152880

H V Agarwal
Vice-Chairman & Managing Director
DIN: 00150089

Mohan Goenka
Vice-Chairman & Whole Time Director
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N H Bhansali
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Kolkata
25th May, 2023

EMAMI IN NEWS


Dermi COOL
PRICKLY HEAT POWDER
GET INSTANT COOLING
AND RELIEF FROM
PRICKLY HEAT
ABSORBS SWEAT
DOUBLE ACTION
FIGHTS BACTERIA
Dermi COOL
PRICKLY HEAT POWDER
MENTHOL REGULAR
INSTANT COOLING
FIGHTS BACTERIA
PRICKLY HEAT
SWEAT