



GETTING READY FOR A RADIANT INDIA

RELIGARE ENTERPRISES LIMITED  
ANNUAL REPORT 2013-2014





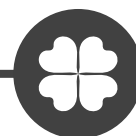


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# COMPANY INFORMATION







BOARD OF DIRECTORS : Mr. Sunil Godhwani (Chairman & Managing Director)  
 Mr. Harpal Singh (Director)  
 Mr. Ravi Mehrotra (Director)  
 Mr. Virendra Kumar Madan (Director)  
 Mr. Monish K Dutt (IFC Nominee Director)  
 Mr. Arun Ramanathan (Independent Director)  
 Mr. A C Mahajan (Independent Director)  
 Mr. Padam Bahl (Independent Director)  
 Mr. R.K. Shetty (Independent Director)  
 Mr. Deepak Ramchand Sabnani (Independent Director)  
 Mrs. Sangeeta Talwar (Independent Director)

COMPANY SECRETARY : Mr. Mohit Maheshwari  
 REGISTERED OFFICE : D3, P3B, District Centre, Saket, New Delhi -110017  
 CIN NO : L74899DL1984PLC146935  
 PHONE : +91-11-39125000  
 FAX NO. : +91-11-39126117  
 E-MAIL : investorservices@religare.com  
 WEBSITE : www.religare.com

BANKERS TO THE COMPANY : HDFC Bank Limited  
 Axis Bank Limited  
 Punjab National Bank  
 Standard Chartered Bank  
 Oriental Bank of Commerce

AUDITORS : Price Waterhouse,  
 Chartered Accountants  
 252, Veer Savarkar Marg,  
 Opp. Shivaji Park,  
 Dadar (West),  
 Mumbai-400 028

REGISTRAR & SHARE TRANSFER AGENT : Karvy Computershare Private Limited  
 Plot no. 17 to 24,  
 Vittalrao Nagar, Madhapur,  
 Hyderabad – 500081, India

# LEADERSHIP SPEAK





## Message from the Chairman and Managing Director

Sunil Godhwani



### Dear Shareholders,

Fiscal Year 2013-14 has been one of the more challenging years in recent memory for the Indian economy, being the second straight year with sub-5% real GDP growth. In some quarters this may be seen as a confirmation of low growth being the 'new normal', but we are of the firm belief that the true potential of the Indian economy is yet to be tapped. In fact, the original blueprint for Religare was developed during the dot-com bust – a time when the global economy was in the midst of a collapse – and yet we designed Religare with the belief that the Indian economy would deliver outstanding growth. Our faith in the Indian economy has not been misplaced in the slightest: notwithstanding cyclical ups-and-downs, India has consistently been one of the fastest-growing major economies of the world in the thirteen years since we set out to realise the vision behind Religare.

Starting with a single business, Religare has been methodically built into an integrated financial services platform operating across four verticals, viz., Lending, Capital Markets & Wealth Management, Asset Management and Insurance. Our portfolio of businesses judiciously blends balance sheet-led, fee-based and fiduciary revenue models with the objective of insulating us from cyclicity to the extent possible. While there was despondency in the environment in FY14, we have worked at strengthening all our businesses and preparing them for an upturn in growth.

In our SME-focussed Lending Business, we have controlled the growth of our lending book by being selective about credit to

keep asset quality in check. While this has meant sacrificing top-line in the short run, it gives us the ability to grow our book profitably as the environment improves.

Capital Markets businesses have, over the last three years, seen a fundamental shift in industry structure; greater volatility has become order of the day and customers have become more discerning. We have transformed our Retail Broking business into an agile organisation having low fixed costs and embracing technology in all aspects of its operations, thereby enabling it to benefit substantially during the cyclical upswings. The Retail Broking, Institutional Equities & Investment Banking and Wealth Management businesses have been brought under a common CEO to help better utilise client, product and distribution capabilities of the businesses.

In the Asset Management vertical, our domestic asset management team has been concentrating on maintaining investment performance which is the primary criterion for attracting greater fund flows, while our global asset management team, having put in place the basic building blocks of the alternative asset management platform, is now focussing on organically seeding asset managers in complementary asset classes.

Our Health Insurance venture is scaling up rapidly – it had covered over 2.5 million lives and inducted over 3,100 hospitals as part of the provider network at the end of FY14 – while ensuring that it maintains a balanced mix of retail and group business. Our Life Insurance joint venture continues to be recognised as a leader in the use of technology and has been recognised as the 'E-Business Leader' for the second year running at the Indian Insurance Awards.

Looking back at FY14, I find that despite a challenging environment, Religare has emerged as a stronger platform that is better equipped to gain from the imminent upturn in the Indian economy. Religare is ready for a radiant India.

With best wishes,