

An insight into HoldCo Discount

Holding company or
“Conglomerate” discount
analysed across major
sectors in India

Latest coverage period: FY25

June 2026



Key findings of 2025 HoldCo Discount study

The median HoldCo discount in FY25 was approximately 63 per cent across the major listed holding entities in India



What's a HoldCo?

Pyramid holding structure, interlocked ownerships and voting pacts typically characterise an investment holding entity.

These structures allow the ultimate owner to maintain control over a large group of companies through cascades of holding entities coupled with cash flows usually limited to dividends declared by the operating entities.

Foreword

We are pleased to release the fifth edition of Incwert's holding company discount ("HoldCo Discount") study updated for 2025, based on the analysis of select listed holding companies across major sectors in India.

The study could be of importance to the valuation professionals when dealing with the quantum of discount to be applied for valuing the holding of a minority shareholder in an entity that is essentially an investment vehicle. The empirical evidence based on market data may also be a reference for addressing the holdings in a private conglomerate.

A holding company or conglomerate discount occurs when a holding company's market capitalisation is less than the sum of the investments and other net assets that it holds. The level of discount is the difference between the aggregate value of each investment in the conglomerate and its market capitalisation.

The results indicate that the discounts, influenced by several factors – industry, sector, timing within the economic cycle, multi-layer subsidiaries, reporting complexity and market capitalisation, vary across time and sectors.

We hope you find the results of our study of interest and value.

About Authors

Punit Khandelwal brings with him over two decades of experience in valuations, sell-side and buy-side advisory across equity and fixed income. He has worked on several bespoke valuations and lent research support to dozens of asset managers/investment bankers/brokers/consulting firms across the globe.

In the fixed-income segment, he worked as a fundamental analyst across the capital structure: leveraged loans, distressed debt, insolvency/bankruptcy situations and high-yield asset classes. He has also helped sell-side & consulting firms increase their market presence by coming up with thematic and white-label papers.

He started his career as an analyst with Zacks Investment Research, was a part of a UK-based CLO manager's research team and then moved on to set up research practices for a couple of startups before becoming the Global Head of Research at one of the largest BPO/KPO globally and finally co-founded Incwert.

He won 40 under 40 Alternative Professionals Awards 2020 by AIWMI.

Sunit Khandelwal has an overall experience of over two decades in valuation advisory, transaction advisory and M&A advisory.

As a valuation professional, Sunit has undertaken valuations of businesses for transactions, fundraising, strategic decision-making, and corporate restructuring. He has also undertaken valuations of intangible assets, financial instruments, option valuation, litigation support, private equity portfolio valuation and valuation for reporting purposes such as purchase price allocation and impairment test under IFRS and Indian GAAP.

In the past, he has worked with KPMG India (as Associate Director), BDO, Grant Thornton, KPMG UK, and DBDBS a boutique M&A advisory firm.

Sunit has also been an active speaker on valuation at the National Institute of Finance Management (NIFM).

Professor Divya Aggarwal holds a Ph.D. in Finance from XLRI – Xavier School of Management. She has completed The Fellow Programme in Management from XLRI which is a full-time, residential doctoral programme. She is a Company Secretary (the Institute of Company Secretaries of India) and has done her Bachelor's in Finance & Investment Analysis from the Delhi University. Her corporate work stints include working in corporate finance roles with McKinsey Knowledge Centre, KPMG, and investment banking roles with Avendus Capital. Before embarking on an academic career, she was working as an AVP in the financial planning team at SwissRe, a leading reinsurance firm.

In 2020 she got featured in the AIWMI list of "India's top 100 women in finance 2020" under the progressing category. She is a recipient of many awards and scholarships including "Peter Drucker essay competition 2014", "The Case Centre scholarship" and best paper awards at several national conferences.

Her research work has been published in international journals like the Journal of Behavioural and Experimental Finance, Research in Economics and Qualitative Research in Financial Markets. She has presented her research work in several national conferences like Pan-IIM, ISDSI, etc. along with international conferences such as biannual meetings of SPUDM.

FOR MORE INFORMATION, VISIT:
www.incwert.com

ABOUT INCWERT

Incwert focuses on rendering services in the area of valuations and financial research. As a leading valuation advisory firm in India, it supports clients across life cycles (from early-stage to mature) on valuations concerning the transaction, tax and financial reporting. Incwert is trusted by the clients for its incisive research which forms the basis of credible advice. The company also offers offshore valuation support services which include setting up valuation models and report writing.

Incwert's client footprint is across cities & metros in India and globally in the US, UK, Singapore and middle-east. Incwert has offices in Delhi (NCR) and Mumbai, along with Kolkata and Surat where it has affiliate/network partners.

In India, Incwert is registered with The Insolvency and Bankruptcy Board of India as a Registered Valuer Entity.

Our expertise includes valuation for financial reporting, tax & regulatory compliances and transaction support



Business valuation
Purchase price allocation
Impairment testing



Complex valuations which includes the following:

Contingent consideration



Convertible securities

Expected credit loss (ECL)



Cross-country interest rate swaps

Financial Guarantee Contracts



Embedded derivatives

Hybrid securities



Forward agreements

Non-controlling interests



Loan portfolios

Swaps



Right of Use (ROUs)

Commodities



Warrants

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DATA SOURCES

For producing the analysis, we have extensively relied on data available as part of the company filings, NSE, BSE, other publicly available information and proprietary database providers.

The information and data presented in the study have been obtained with the greatest of care from sources believed to be reliable but are not guaranteed to be complete, accurate or timely.

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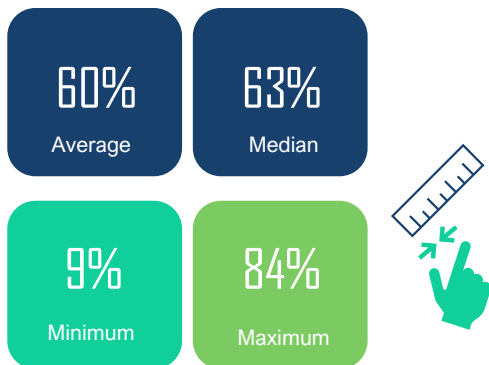
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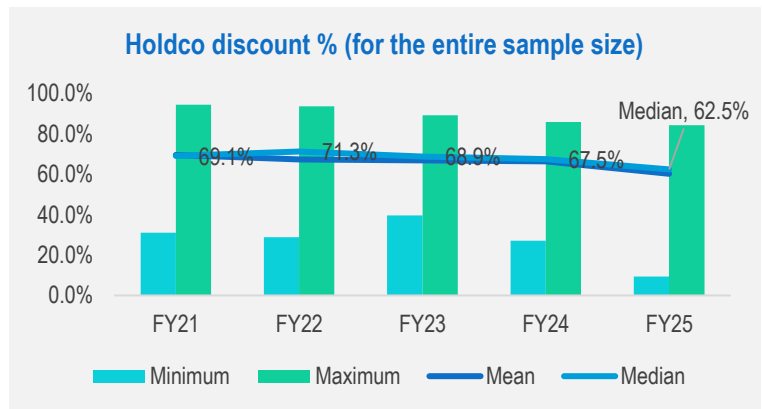
CA Gargi Gupta
Director
Incwert

The median HoldCo discount observed in the Indian listed space during FY25 is 62.5 per cent

FY25 Sample size: 26 companies



Holdco discount - back histories



Note: 1) The analysis for FY25 considers a sample size of 26 conglomerates or holding companies listed in the BSE/NSE compared to a sample size of 24 entities considered in FY24.

2) No company in the Real Estate sector could be identified for this year's study.

Source: Incwert analysis based on annual reports of companies selected for the study and market price from NSE/BSE.

The range of discounts is driven by:

- Industry, sector and timing within the economic cycle
- Quality of investments held by the HoldCo
- Level of earnings from dividend and interest, and subsequent distribution to shareholders of HoldCo
- The complexity of reporting structure. Minority shareholders tend to discount companies that have complex structures as information on businesses may not be available/accessible on time
- Multi-layer of subsidiaries results in the parking of assets/liabilities in SPVs. Marginal investors at times, do not have relevant information to value such subsidiaries/investments.
- Cross holding in other private companies potentially results in a lack of comprehensibility.
- Cascading effect of dividend distribution tax in a multi-tier structure.

Conglomerate's holding in subsidiaries/associates/JVs, which can be direct, indirect or cross structured, is usually targeted to improve strategic holding of the promoter group. Such structured holdings help in building capital synergies by employing planned procurement, coordination and allocation of resources.

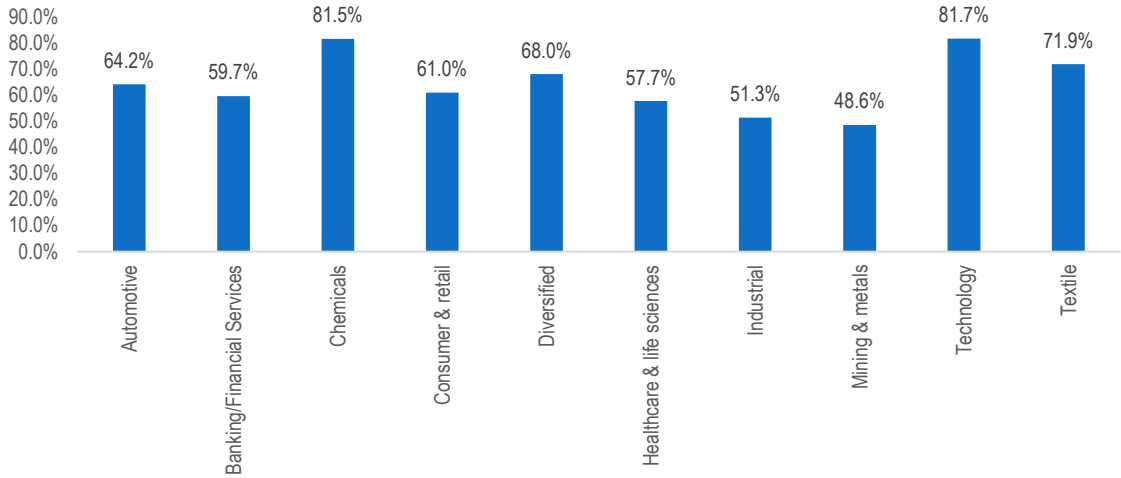
Despite such holding structures showcasing similarities to holdings by private equity funds, the possibility of a planned exit and liquidation event is usually remote. This aspect causes the prices of holding companies to diverge compared to their net asset value ("NAV") for the minority shareholders.

Stocks of holding companies thus mostly tend to yield less value compared to their NAV.



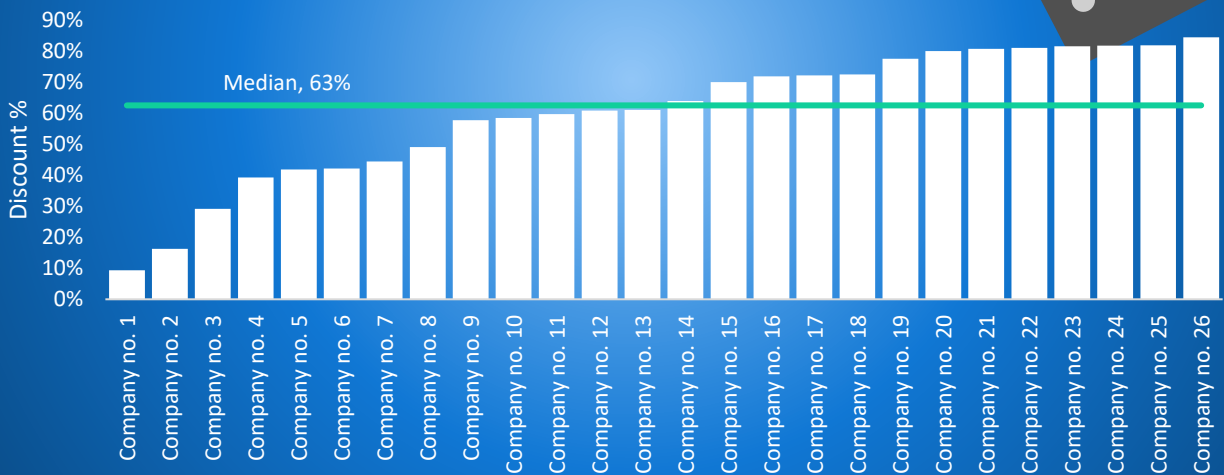
HoldCo discount by sectors

Holding company discount for FY2025 across major sectors (median value)



Note: 1) The analysis considers a sample size of 26 conglomerates or holding companies listed in the BSE/NSE.
 2) No company in the Real Estate sector could be identified for this year's study.
 Source: Incwert analysis based on annual reports of companies selected for the study and market price from NSE/BSE.

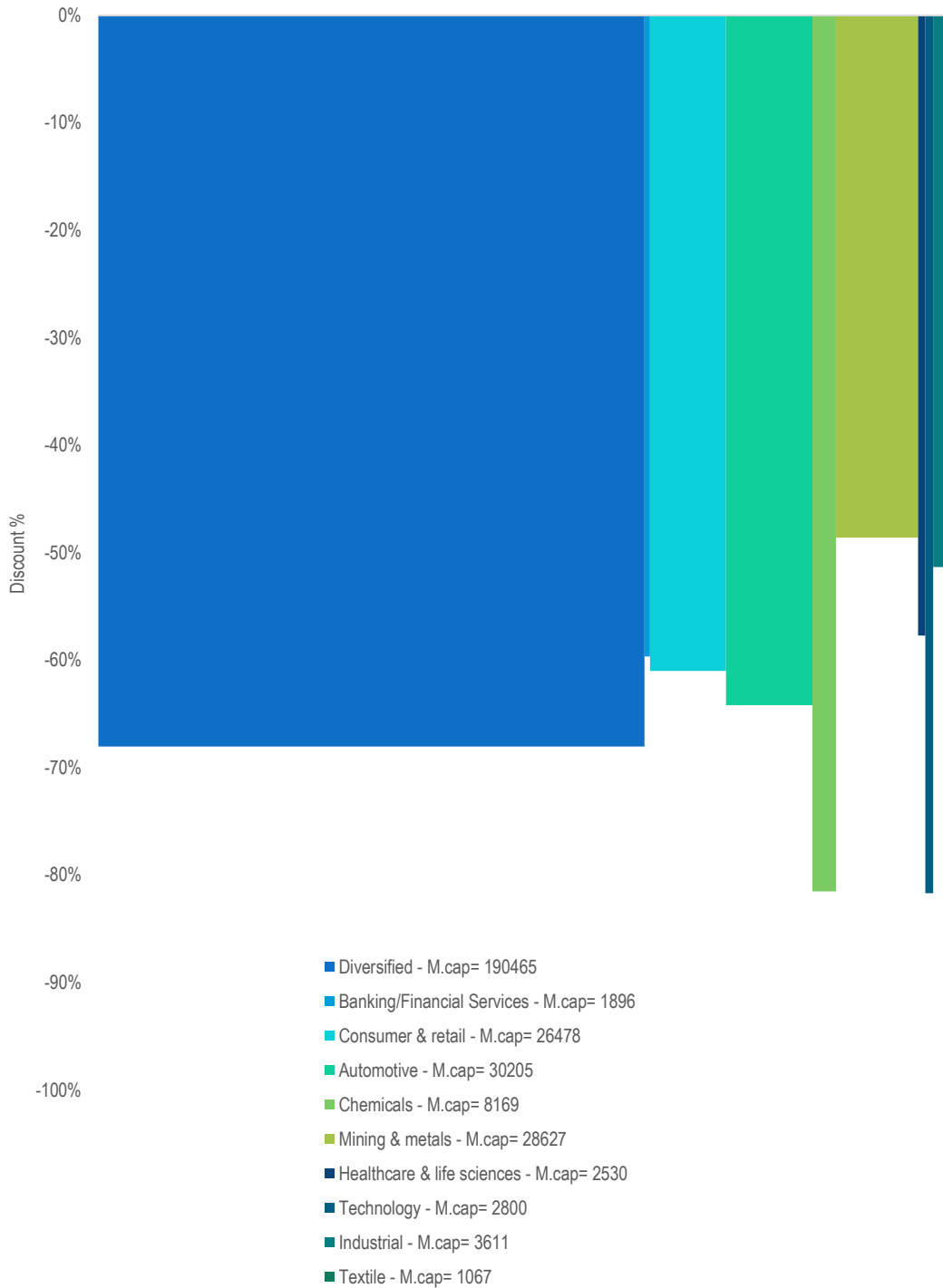
Distribution of Holdco discount by select companies





Diversified sector followed by Automotive sector have the highest weight in the distribution of HoldCo discount

Median discount in percentage by industry. Width of the bar is aggregate market capitalisation of the constituent companies



Note: 1) The analysis considers a sample size of 26 conglomerates or holding companies listed in the BSE/NSE.
 2) The total market capitalisation shown in the above chart is in INR crore.
 3) No company in the Real Estate sector could be identified for this year's study.

Source: Incwert analysis based on annual reports of companies selected for the study and market price from NSE/BSE.



Methodology deployed

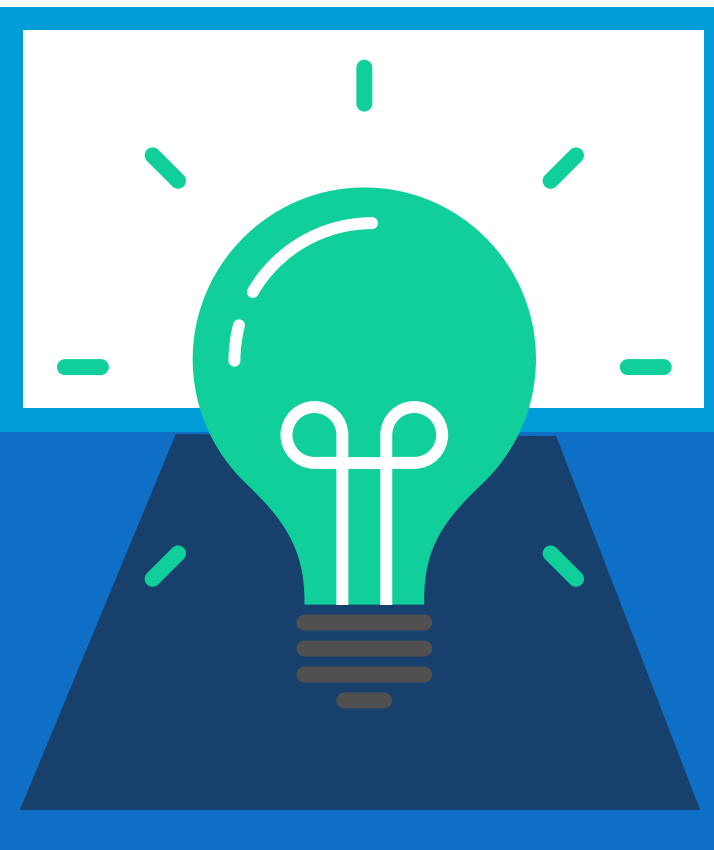
- Listed companies in India that are systemically structured to carry on the business as an investment company or that have a fairly low stand-alone revenue from operations compared to the revenue on a consolidated basis were identified and considered for the analysis.
- The implied holding company discount is calculated by comparing the market value of the listed holding company with its Net Asset Value (NAV).

Holding company discount (INR) = NAV - Market value of holding company

Holding company discount (%) = $\frac{\text{Discount amount}}{\text{NAV}}$

Net Asset Value = Total value of assets - Total value of liabilities

- Total value of assets include long term and short-term investments in subsidiaries, associates, joint venture and equity shares (quoted and unquoted); gross block; other current assets
- Total value of liabilities includes all current and non-current liabilities.
- Listed investments in subsidiaries, associates and joint ventures are taken at market value and balance investments at book value. Investments in subsidiaries, associates and joint ventures are calculated by multiplying the percentage holding with its market value as of the cut-off date.
- All other assets and liabilities are considered at book value.



Subsidiaries, associates and joint ventures listed on stock exchanges in India have been revalued based on their period-end market price.

Other net assets have been considered at book value.



Understanding the HoldCo study...

1

What is Holding company?

A conglomerate or a holding company typically exhibits the following characteristics:

- does not have any material business operations of its own;
- exists mostly to own assets via holding controlling stock or membership interests in other companies;
- primary revenue is dividend income and interest earnings;
- operating income tends to be consistently less than the value of the assets that it holds.

2

Why Holding company discount arises?

- Holding companies are more complex to analyse and determine the true value versus the value of their operating assets
- Holding companies tend to be a sum of disjointed businesses which an investor is forced to buy even though he/she does not like a specific investment of HoldCo
- Holding companies are mostly promoter-driven companies and hence the actions may not suit the return and risk objectives of the minority shareholders
- Holding companies usually are valued based on the liquidation value of the investments. However, such liquidation value may not be realised as the holding company will rarely sell their investments in group companies due to strategic/ synergistic benefits.
- Internal policies could prevent the holding company from realising the value of shares which may also get factored into the discounted pricing.

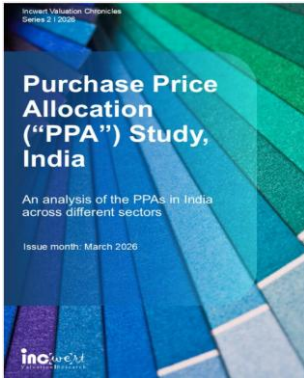
3

Limitations

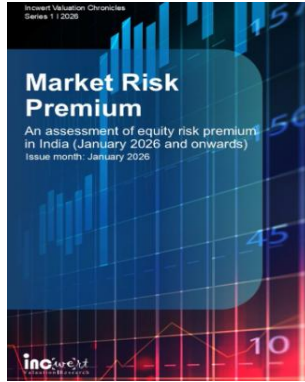
- The value of holdings other than quoted investments in subsidiaries/associates is taken at book value.
- Value roll-up has been performed for the first level of holdings. Investments of step-down subsidiaries/associates have not been considered.
- Market prices as at the period end have been considered.



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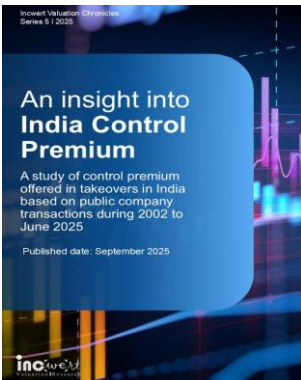
Purchase Price Allocation Study - March 2026



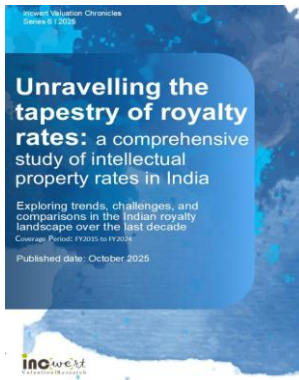
Equity Risk Premium - January 2026



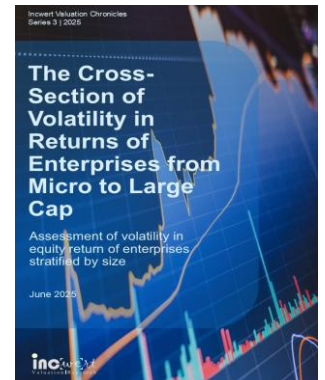
India Size Premium Study - December 2025



Control Premium Study-India - September 2025



Royalty rates study-India - October 2025



Volatility Study - June 2025



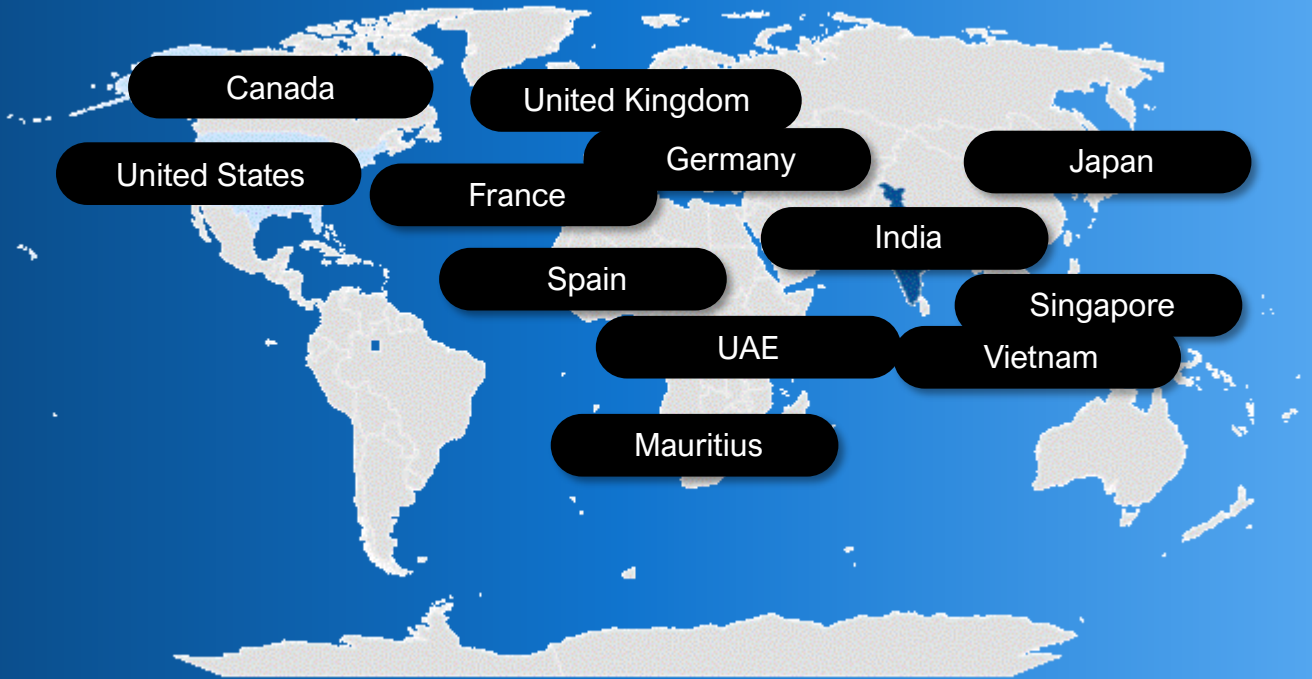
HoldCo Discount Study - April 2025

Note:

At Incwert, we are committed to providing comprehensive publications that encompass a wide range of topics related to valuations. These publications are the result of meticulous research and are updated annually to reflect the latest trends, insights, and data in the field. The most recent edition of our study is presented in the accompanying slide.

For access to earlier editions of our studies, please visit our website at <https://incwert.com>. We encourage you to explore these resources to gain valuable perspectives on valuation practices and methodologies.

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