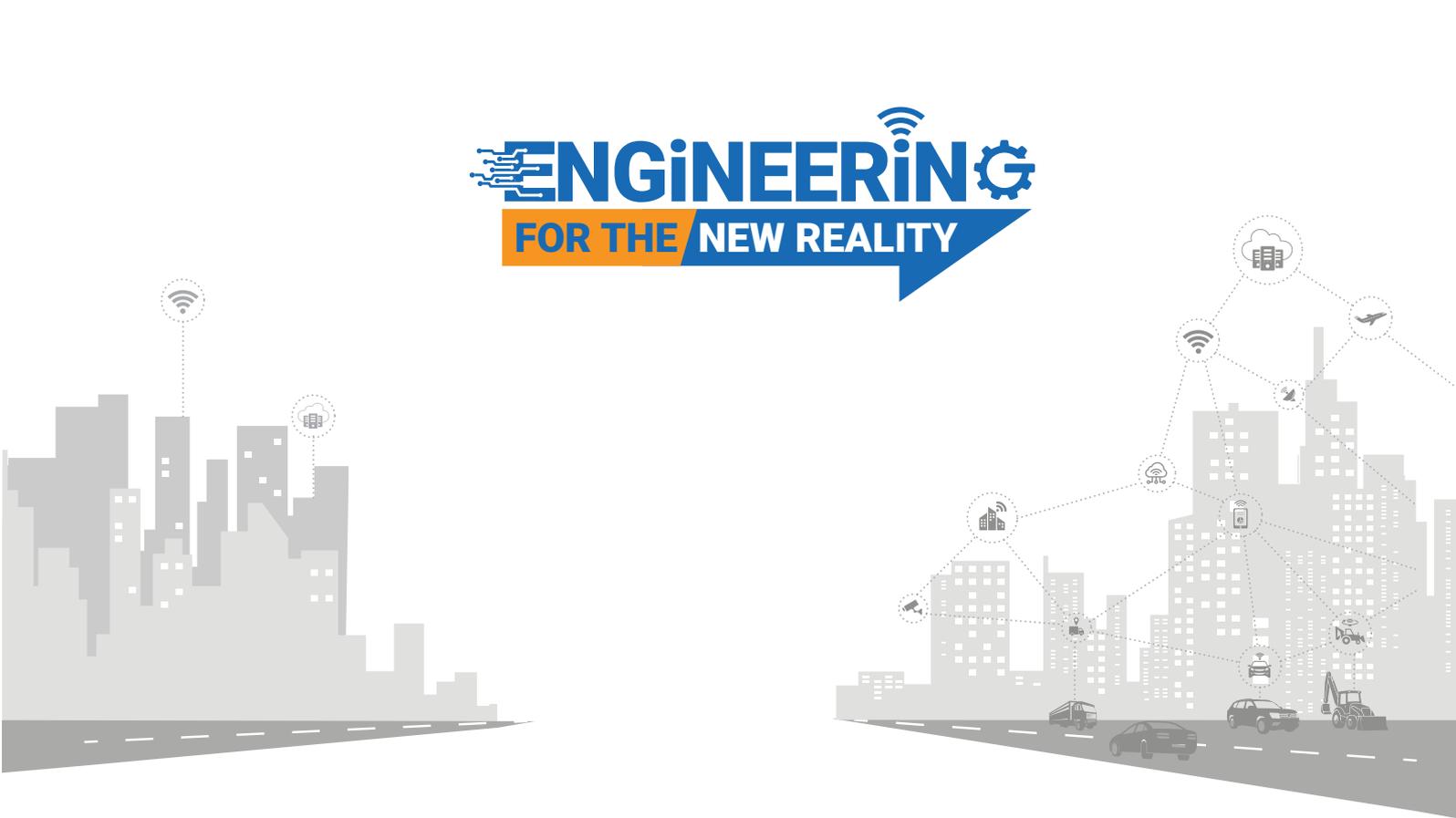


ENGINEERING

FOR THE NEW REALITY



27th ANNUAL REPORT

2020-21

ENGINEERING FOR THE NEW REALITY TO CREATE VALUE AND ACCELERATE GROWTH

COVID-19 has been an unimagined agent of change, forcing a shift in pace and scale within the business landscape. The fiscal 2021 saw a re-prioritization of digitalization for your Company's customers as they began to navigate the New Reality of virtual engagement and contactless operations. Companies prepared for digital disruption advanced their timelines, while others struggled to adapt.



In March 2020, your Company sought to protect its employees while supporting customers. We enabled 'work from home' immediately throughout the locations in which we operate, despite government-imposed lockdowns and equipment shortages. With our offshore proposition, we found ourselves uniquely equipped to assist customers in addressing challenges associated with dispersed teams and global manufacturing. In line with our vision of 'Engineering a better world', we reinvented your Company's approach to designing the portfolio of solutions with specific focus on addressing challenges that were created by COVID-19.

9 new solutions launched

In this pursuit, we conceptualized ReSeT (Restart, Stabilize, Thrive), an acronym that depicted the three horizons of recovery amidst COVID-19: Restarting actions that address immediate challenges; Stabilizing actions for operations; Thriving in the long-term by de-risking business for sustainability. We developed three key themes that were a consistent challenge across your Company's customers and industry verticals. As operations and manufacturing plants started to reopen across several geographies in April and May, we launched the System Restart campaign, earmarked to help companies restart their factories, supply chains and operations post lockdown. We received a very encouraging response from your Company's customers, and this reemphasized our belief in a subsequent chain of solutions for the industry players, leading to the release of the Digital ReSeT, Smart Manufacturing, and Vehicle Engineering ReSeT suite of offerings for the entire manufacturing value chain.

Through the Digital ReSeT campaign, we offered solutions aimed at addressing the digital readiness across the Enterprise value chain, including product design, supply chain, manufacturing, sales and aftersales. Through the Vehicle Engineering ReSeT, we offered solutions for addressing the need to redesign vehicles and interiors for the New Reality and optimizing overall vehicle cost. We launched several new solutions and delivered them to your Company's customers through engaging new campaigns, thereby creating a rich pipeline and new opportunities.

54 - highest ever NPS

As we launched these solutions, we realized significant traction being generated among your Company's customers, not only from the opportunities that were getting created, but also based on the customer feedback received in the net promoter score (NPS) survey in October, where your Company scored the highest NPS rating in its history. Your Company's customers appreciated the agility and flexibility we exhibited in responding to the crisis and helping them address the challenges due to COVID-19 through flexible staffing, payment options and the suite of solutions to thrive in the New Reality. We received the highest rating from your Company's customers in line with core value of 'One Team with Customer' approach, which puts us at the center of everything we do.

In an endeavor to fight the battle against COVID-19 while championing your Company's responsibility to society, your Company built a remote-controlled, battery-operated vehicle for healthcare workers known as MediRover. It was built with an objective to minimize contact of medical staff with COVID-19 patients by delivering food and medicines to them, thereby minimizing the chances of infection.



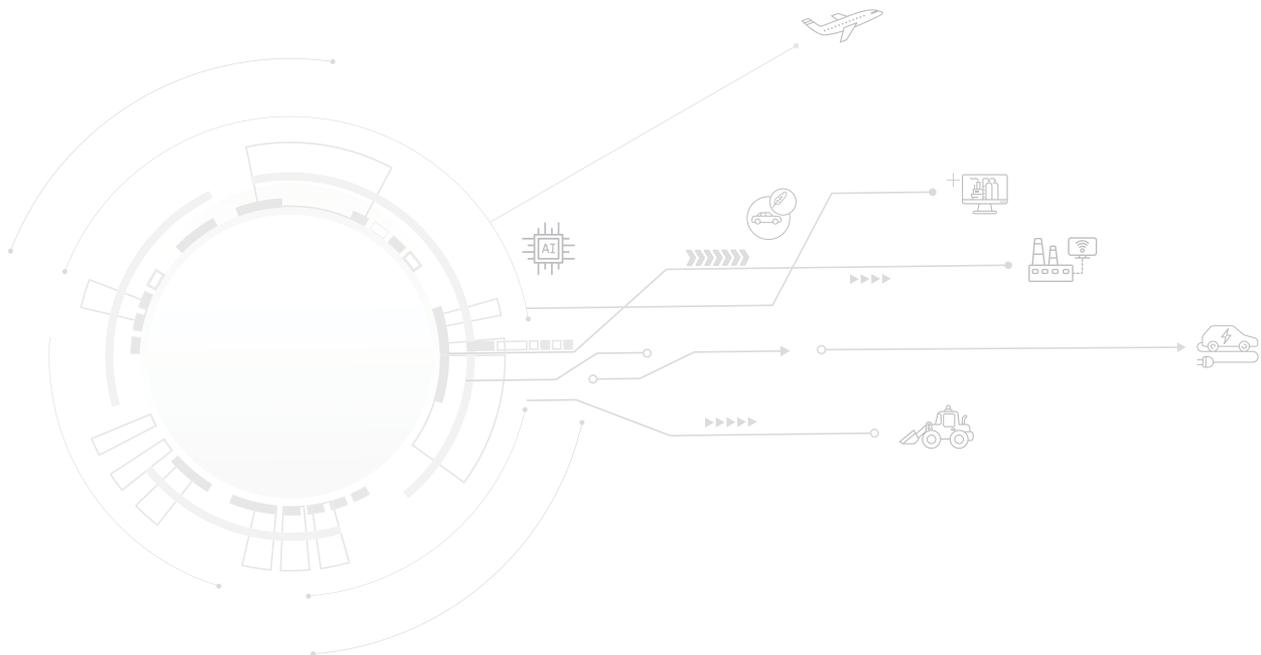
COMPANY OF THE YEAR 2020 award by Frost & Sullivan

Our approach of working closely with organizations in redefining their digital landscapes using your Company's pioneering initiatives was recognized by industry analysts like Frost & Sullivan that bestowed your Company with the Global Company of the Year 2020 award. This recognition by Frost & Sullivan is a confirmation of your Company's efforts to create value for customers through innovative solutions covering the entire digital product engineering value chain, from design to manufacturing to service. It also reflects your Company's commitment to developing capabilities and solutions that enable your Company's customers across the world to design, develop and realize better products every day, and help achieve the vision of Engineering a better world.

Our culture of commitment to become better and better has added another feather to the cap with the Zinnov Zones ER&D Ratings 2020. Zinnov, a leading industry analyst, has positioned us in the 'Leadership Zone' in the latest 'Zinnov Zones Global ER&D Services 2020' report for the 4th year in a row. As a testament to our compelling value proposition across the product engineering value chain and manufacturing domain, Tata Technologies was positioned as 'Global Leader' in the Automotive ER&D, Aerospace ER&D and Digital Thread services.

As we begin the new financial year, your Company's customers and stakeholders are challenged to deliver and meet the evolving needs of the industry from agility and timeline standpoints. In an endeavor to optimize our approach toward a client-first viewpoint, we have aligned your Company's seven pillars of strategy with the industry-forward structure and adopted the 'Key Enabler Triad' of consolidation, diversification and monetization. We will strengthen your Company's leadership position in the Automotive space by consolidating our presence and growing digital offerings. While we have already embarked upon the diversification journey with increasing attention and investments in the Heavy Machinery and Aerospace sectors, we intend to expand into other areas in the Industrial and Medical Equipment sectors, as we focus on some of the top R&D spenders. Finally, we seek to leverage some of the unique propositions in the Products and Education spaces and further develop and monetize these solutions.

Your Company's advanced capabilities leveraging next-generation technologies around Design, Artificial Intelligence/Machine Learning (AI/ML), Automation, Cloud, IoT, Cybersecurity, Blockchain, Agile Methods, and consultative approach will catapult us ahead of the competition.



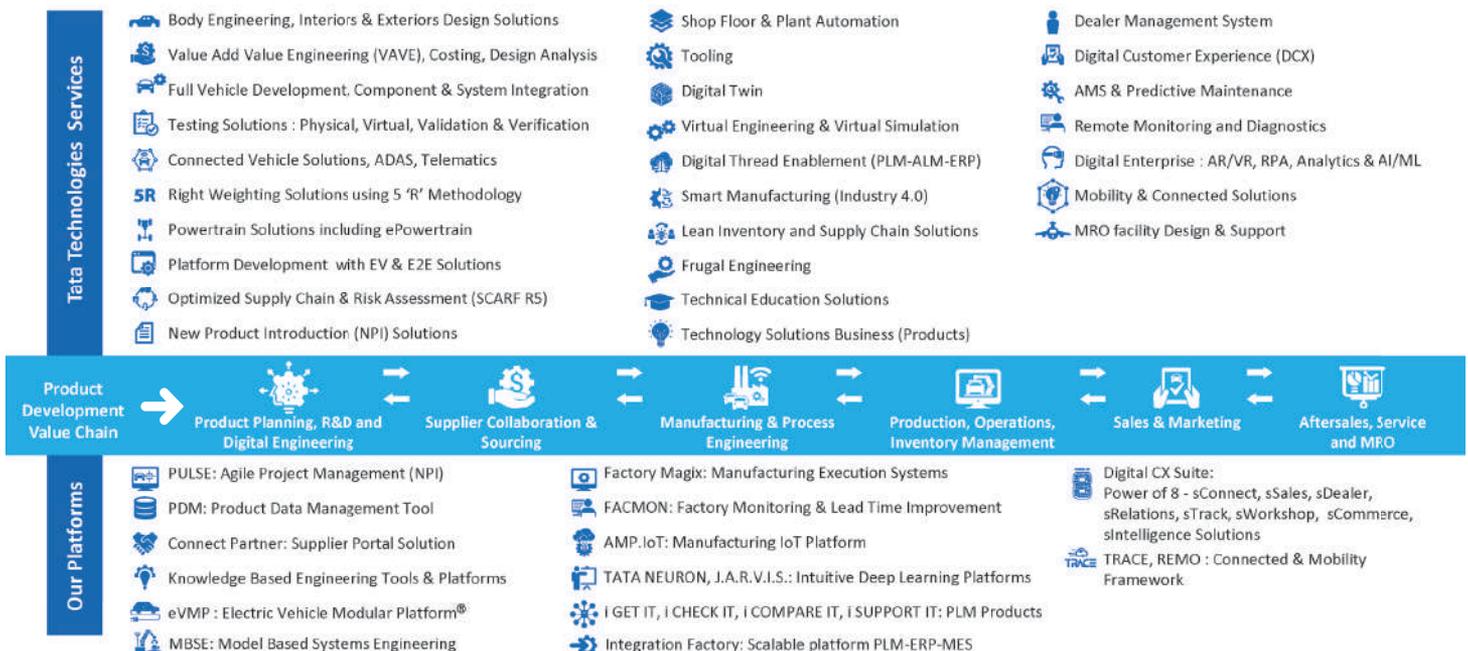
SERVICE OFFERINGS

Tata Technologies is a global engineering and product development digital services company focused on fulfilling its mission of helping the world drive, fly, build and farm by enabling its manufacturing customers across automotive, industrial machinery, aerospace and industrial verticals develop and realize better products and drive efficiencies in their businesses. Your Company's services and solutions help customers develop products that are more competitive, safer and better for the end customer, environment and society at large, thereby helping us attain our vision of 'Engineering a better world'. There are two components to our value proposition; the first is outsourced product engineering services for our customers helping them conceptualize, design, and develop better products, and the second is helping our customers identify and deploy technologies and solutions that are used to manufacture, service and realize better products. Your Company's deep domain knowledge of the manufacturing industry, end-to-end understanding of physical & digital layers of product engineering and seamless integration of digital thread are key drivers of our customers' product engineering success. Whether a customer wants us to support them on product concept designing or manufacturing or end-to-end full vehicle design, we have a portfolio to meet all the requirements. Your Company's offerings are delivered through two lines of business: 1. Engineering, Research & Development (ER&D) services; and 2. Digital Enterprise Solutions (DES), which include offerings in Connected Enterprise IT (CEIT) and Product Lifecycle Management (PLM) services.

Your Company works with automotive original equipment manufacturers (OEMs) and tier suppliers across geographies to help them develop innovative products that are greener, safer and more sustainable. We provide end-to-end managed services from concept design, simulation, supply chain, manufacturing to sales & aftersales.

We recently launched several innovative solutions such as Power of 8 – a suite of 8 solutions that cover 360° degree omnichannel customer journey and enable contactless operations in the New Reality, eVMP - Electric Vehicle Modular Platform®, Factory Magix – a proprietary MES application solution, etc. Your Company works with top Industrial Heavy Machinery (IHM) original equipment manufacturers (OEMs) by reinventing the core propositions for manufacturing, engineering and digital enterprise services backed by our end-to-end capabilities around complete product development for the entire manufacturing value chain. Your Company provides comprehensive services covering the length and breadth of the aerospace industry. We have made a dominant presence in the industry by achieving the right balance between global network of innovation experts, practitioners, highly skilled engineers for aircraft engineering and design solutions including maintenance repair and overhaul (MRO), tooling design & simulation. Your Company provides class-leading solutions to Industrial stakeholders through the diversified portfolio of services, from ideation, designing, development, testing, manufacturing, product launch to product sustenance & support, covering the entire value chain.

Your Company has over 7,900+ employees serving clients across three continents through its uniquely balanced on-shore/offshore global delivery model that enables us to provide aligned on-shore customer proximity required to support the iterative nature of product development services together with the capacity and cost-effectiveness of offshore locations.



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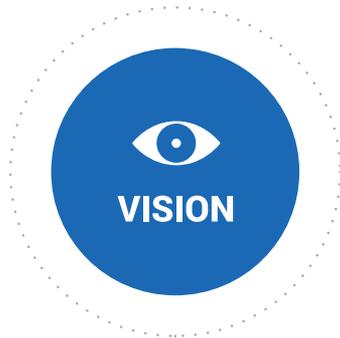
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This report and financial statements contained herein have been prepared in accordance with the requirements of the Companies Act, 2013. ("The Act") and the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) prescribed under Section 133 of the Act. The preparation of financial statements requires management to make estimates and assumptions which impact the reported amounts of income and expenses of the period, assets and liabilities as of the date of the financial statements. The estimates and judgements relating to the financial statements have been made on a prudent and reasonable basis, so that the financial statements reflect in a true and fair manner, the form and substance of transactions.

VISION, MISSION & VALUES



Engineering a **better world**

- Better realization** for our customers
- Better for our shareholders as we **delight our customers and grow**
- Safer and greener** for our society
- Better learning and growth opportunities** for our talent



Helping the world to **drive, fly, build and farm** by enabling our customers to **realize better products**

Enabling customers with services across the product lifecycle

- | | | |
|-------------|----------|---------|
| Conceive | Design | Develop |
| Manufacture | Digitize | Realize |

Help realize better products

- Better
- Faster
- Safer
- Greener
- Experiential



One Team with customers

- Co-innovate** with our customers and partner in their journey

Global Mindset

- Leverage **global presence and talent pool** to learn and share

Can Do Attitude

- Deliver **compelling business outcomes**

CORPORATE INFORMATION

Board of Directors

Mr. Subramanian Ramadorai – Chairman
Mr. Warren Harris – CEO & Managing Director
Mr. Ajoyendra Mukherjee (w.e.f. March 29, 2021)
Ms. Falguni Nayar (up to March 29, 2021)
Mr. Guenter Butschek
Mr. Pathamadai Balachandran Balaji
Mr. Praveen Kadle (up to July 27, 2020)
Mr. Rakesh Makhija (up to March 29, 2021)

Chief Financial Officers

Ms. Savitha Balachandran (w.e.f. July 1, 2020)
Mr. Jitander Kumar Gupta (up to June 30, 2020)

Company Secretary

Mr. Vikrant Gandhe

Registered Office

Plot No. 25, Rajiv Gandhi Infotech Park, Hinjawadi, Pune
411057, India

Corporate Identification Number

U72200PN1994PLC013313

Investor Relations Email ID

investor@tatatechnologies.com

Statutory Auditors

B S R & Co. LLP, Chartered Accountants
(Firm Registration No. 101248W/ W-100022)
8th Floor, Business Plaza, Westin Hotel Campus
36/3-B Koregaon Park Annex, Mundhwa Road
Pune 411 001

Committee Composition

Audit Committee

Mr. Ajoyendra Mukherjee – Member & Chairman
(w.e.f. March 30, 2021)
Ms. Falguni Nayar (up to March 29, 2021)
Mr. Guenter Butschek (w.e.f. March 30, 2021)
Mr. Pathamadai Balachandran Balaji (w.e.f. July 27, 2020)
Mr. Praveen Kadle (up to July 27, 2020)
Mr. Rakesh Makhija (up to March 29, 2021)

Nomination and Remuneration Committee

Mr. Ajoyendra Mukherjee – Member & Chairman
(w.e.f. March 30, 2021)
Ms. Falguni Nayar (up to March 29, 2021)
Mr. Guenter Butschek
Mr. Rakesh Makhija (up to March 29, 2021)
Mr. Subramanian Ramadorai

Corporate Social Responsibility Committee

Mr. Ajoyendra Mukherjee (w.e.f. March 30, 2021)
Mr. Pathamadai Balachandran Balaji – Member & Chairman
(w.e.f. July 27, 2020)
Mr. Praveen Kadle (up to July 27, 2020)
Mr. Warren Harris

Stakeholders Relationship Committee

Mr. Ajoyendra Mukherjee – (w.e.f. March 30, 2021)
Mr. Praveen Kadle – Member & Chairman (up to July 27, 2020)
Mr. Rakesh Makhija – Member & Chairman
(from July 27, 2020 up to March 29, 2021)
Mr. Warren Harris - Chairman (w.e.f. March 30, 2021)

Registrar and Transfer Agents

TSR Darashaw Consultants Private Limited,
C-101, 1st Floor, 247 Park, Lal Bahadur Shastri Marg, Vikhroli West,
Mumbai 400083
Telephone: +91 22 66568484 | Fax: +91 22 66568494
E-mail: csg-unit@tsrdarashaw.com
Website: <https://www.tcplindia.co.in>

BOARD OF DIRECTORS



SUBRAMANIAN RAMADORAI

Chairman



AJOYENDRA MUKHERJEE

Independent Director



WARREN HARRIS

Chief Executive Officer
and Managing Director



GUENTER BUTSCHEK

Director



PATHAMADAI BALAJI

Director

LETTER TO SHAREHOLDERS

Message from the Chairman of the Board of Directors

Dear Shareholders,

The fiscal 2021 has challenged several fundamental assumptions about what it truly means to support our employees, customers, partners and communities at the time of crisis.

In these unprecedented times, we have anchored ourselves to our vision and values and firmly believe that Tata Technologies exists to 'Engineer a better world'. We do that by enabling our customers to design and deliver safe, green and sustainable products. Our core values of 'One Team', 'Global Mindset' and 'Can Do Attitude', together with our commitment to the values that embody the Tata Group, have been put to test during the pandemic. However, we have risen to the challenge and consistently demonstrated our commitment to put people first and do the right thing to protect the interests of all our stakeholders. This year, more than any other, your Company has lived its purpose by not only reaching out to our customers but also by extending ourselves and doing our bit for the communities affected in these times.

Credit for this must be given to the more than 7,900 dedicated employees who have persevered even as their work routines and personal lives have been significantly disrupted by the pandemic. They have worked tirelessly to ensure that service delivery to our customers remained uninterrupted as we transitioned our global operations to a virtual, 'work from home' operating model. Moreover, we have continued to fulfill our obligations to the communities in which we live and work. We partnered with the CIIT Lab of Government Engineering College in India to develop a remote-controlled vehicle 'Medi-Rover' to deliver food and medicines to COVID-19 patients as a way of mitigating the risk of infection for frontline healthcare workers. At the outset of the pandemic, we also partnered with Tata Motors to help them re-model their assembly lines to start producing ventilators. At a time like this, I could not be prouder of the efforts of our employees across the world.

From a business perspective, we entered the year well-prepared with a significant momentum after a strong finish to the fiscal 2020. However, as the COVID-19 pandemic spread globally, we experienced a precipitous drop in demand due to short-closing of many long-standing engagements by our customers. The situation escalated dramatically, as by mid-April 2020, project cancellations were confirmed in every region and sector of our business. In the first quarter, revenue decreased by ~36% and as a result, we took actions to better align headcount levels and overhead costs to our reduced revenue expectations. I sincerely appreciate the efforts of your Company's team members that participated in the crucial initiatives that enabled your Company to stay profitable and liquid during these extremely challenging times.



Despite the challenges faced in the first quarter, we were able to drive revenue and operating profit improvements in each of the subsequent quarters as market conditions recovered. However, revenues have still not recovered to pre-COVID-19 levels. We remain cautiously optimistic that sequential, quarter-on-quarter improvement will be maintained as we enter the new fiscal year.

Revenue for fiscal 2021 was INR 2,380.9 Cr (\$321.5M), a decrease of 16.5% from fiscal 2020. Sequential performance improved throughout the year. Revenues and operating margins recovered from INR 485.4 Cr (\$64.0M) and 9.0% in the first quarter to INR 658.2 Cr (\$90.3M) and 19.8% in the fourth quarter. Despite the difficult market conditions, your Company generated strong free cash flow with net cash from operations at INR 1,113 Cr (\$150.0M).

Given the current economic conditions across the globe, we managed to operate effectively and deliver in this uncertain macro-economic environment for our customers and our shareholders, alike. While we continued to strengthen our current customer relationships, we also attracted new customers, demonstrating our ability to adapt and serve the full spectrum of a manufacturing organization's needs.

The notable fiscal 2021 accomplishments include:

- Launched an AUTOSAR (AUTomotive Open System ARchitecture) development center in India for GKN – a testament to the growing reputation that your Company is thriving in the fast-growing eMobility and embedded electronics space.
- Partnered with a North American original equipment manufacturer (OEM) to develop an SUV for the Chinese market – the largest automotive market in the world.

- Secured a multi-year PLM-enabled, digital thread engagement with a tier 1 automotive supplier. This solution enabled the digital representation of mechanical/electronic components and embedded software data to be linked with requirements, test and behavioral simulations, certifications, bill of materials (BOMs) and associated process plans.
- Rolled out the next-generation ERP solution for a North American Battery Electric Vehicle (BEV) company in support of its plans to launch multiple vehicles in the calendar year 2021.
- Positioned in the 2020 'Leadership Zone' of the latest Zinnov Zones Global ER&D rankings and named as the 1st amongst all India-based automotive ER&D engineering service providers (ESPs) for the second consecutive year by Zinnov, a global management consulting and advisory firm.
- Recognized as 'Company of the Year 2020' by Frost & Sullivan for rolling out a suite of digital solutions that were focused upon addressing the challenges faced by global manufacturers & tier-1 suppliers as a result of COVID-19.

In addition, your Company secured a breakthrough deal with Government of Karnataka to modernize 150 Industrial Training Institutes (ITIs) across the state. The award was predicated upon your Company's proprietary i GET IT e-Learning platform and will necessitate the development of educational content in the areas of Smart Manufacturing and Industry 4.0. Moreover, this 'Phygital' proposition will blend physical and digital learning experiences for the ITI students and propel your Company at the forefront of the exciting EdTech (Education Technology) market.

As always, I am incredibly proud of the work we undertake in the community. In the last 12 months, we sustained our commitment to our flagship 'Ready Engineer program', as most of our partner universities and colleges migrated to the online learning platforms for most of the year. This initiative has now improved the employability of more than 20,800 engineers since its launch in 2011. We have continued to partner with Lila Poonawalla Foundation and have sponsored 300 women from disadvantaged families to study engineering. In the fiscal 2021, we extended our partnership with

Sahapedia, an Indian non-profit organization, to capture and develop an online heritage map of Pune's cultural and natural resources. Despite the challenges that we have faced economically, our commitment to the communities in which we live & work remains undiminished.

The manufacturing industry is undergoing extraordinary changes, including advancements associated with powertrain, electronics, software, changing consumer preferences, and new materials. Investments by the manufacturing and technology industry in research and development of sensors (for example, RADAR & LiDAR), batteries, software, advanced materials, and artificial intelligence are now yielding tangible benefits. In a span of 10 years, smart products are likely to be differentiated by automated, connected, electric, and shared (ACES) capabilities, and your Company had the opportunity to be at the forefront of this change. Our roster of blue chip and progressive customers, deep domain experience and innovation capabilities that routinely leverage next-generation technologies provide the basis of our confidence in the future.

Over the years, my team at Tata Technologies has embraced constant changes and today is no different. I want to thank my Management team and all the employees of your Company for their incredible dedication, perseverance, and commitment as we face our New Reality. I would like to take this opportunity to extend a special thank you to all our shareholders for their continued trust and support. As a company, we have never been more committed to creating shared success for all.

Sincerely,

S. Ramadorai



LETTER TO SHAREHOLDERS

Message from the Chief Executive Officer & Managing Director

Dear Shareholders,

The fiscal 2021 was an extraordinary year by any measure. The COVID-19 pandemic affected countries, companies, and households. At Tata Technologies, we were not immune to the challenges, nor were our customers. Despite the global reduction in capital spending, we recognized that this was a time of great opportunity for your Company. We pride ourselves on always being close to our customers. In fiscal 2021, we made it a priority to become even closer by understanding their challenges, their issues, and their opportunities. This was the time to emphasize the relevance of our services and solutions for the New Reality amid COVID-19, and to stand with our customers to face the uncertain economic future together. In our opinion, the power of 'One Team' customer commitment would have never been more important. Our customers rewarded your Company with an industry-leading NPS score and a best-ever period of deal signings in the second half of the fiscal 2021. Examples of the large, multi-million, multi-year deals secured by your Company include:

- A tier 1 automotive company selected your Company to deploy a 'digital thread' solution to unify its product development activities globally.
- Government of Karnataka engaged your Company to upgrade the state government-run Industrial Training Institutes (ITIs).
- A North American automotive OEM awarded your Company with a project to develop a top hat for an SUV that will be manufactured and launched in China.
- An Asian two-wheeler manufacturer selected your Company to develop its next-generation electric motorcycle.

I commend our team's resilience, dedication, and response during the ongoing pandemic. Early in the fiscal 2021, we implemented a comprehensive risk-mitigation program designed to protect the health, safety, and well-being of our employees, globally. Our team adjusted to remote work arrangements, virtual meetings, travel restrictions, strict sanitation practices, and in some cases, furloughs – all while continuing to serve our customers with the best-in-class customer service. I am proud to say that we maintained uninterrupted operations even during the most challenging phases of this crisis.

Throughout the world, our customers faced significant, strategic decisions in fiscal 2021. Your Company was no different. We moved quickly and decisively at the beginning of the fiscal year to align our cost and revenue and ensure that our liquidity position was protected. We then accelerated the deployment of our '7-Pillar' strategy with specific emphasis on building an 'Outside-In' company, capable of forging next-generation customer relationships; readying all of our products and solutions for the escalating use of digital; and expanding our capabilities in embedded electronics.



The financial results in the fiscal 2021 were significantly impacted by COVID-19. We are pleased with our overall performance during the last 12 months, given the deteriorating macro-economic conditions. The revenue in fiscal 2021 was \$321.5 M, a decrease of 20% (in US Dollar terms) from the previous year. However, we experienced sequential increase in quarterly revenue and operating profits following the precipitous decline in economic activity during the first quarter. This, together with the best order book that we have ever had, supports our view that fiscal 2022 will be a breakout year for your Company.

We view our balance sheet as a source of strength and competitive advantage, especially during economic downturns. We believe accounts receivable levels have shown improvement throughout the year and are well managed. The total assets surpassed \$488.7 M at the end of fiscal 2021, including \$204.6 M in cash and investments held on a global basis. The cash generated from operations was \$150.0 M in fiscal 2021.

Clearly, our ability to reduce expenses at the outset of the COVID-19 period became a financial priority. However, we also viewed these actions as an enabler for our ongoing investments in capability, innovation, and intellectual property (IP). By drawing hard lines to reduce discretionary expenses, including travel and meeting costs, we avoided the need for expense reductions in other important areas like research and development. Your Company invested significantly in the engineering and digital lines of service during the fiscal 2021. We announced significant new offerings in the Digital Collaboration, Digital Customer Experience and Digital Operations areas to enable global manufacturing enterprises address the challenges associated with the New Reality amid COVID-19. This portfolio of services and IP was recognized by Frost & Sullivan, and thus, your Company was named the Company of the Year 2020 for 'digital solutions in the global enterprise modernization industry'.

The fiscal 2021 has reminded us about the importance of staying connected with all our stakeholders, including the communities in which we have a presence. Establishing trust with the community and acting with purpose enables a company like Tata Technologies to understand and respond to the changes happening in the world. We believe that, in future, companies that do not earn this trust will find it harder and harder to attract customers and talent, especially as young people increasingly expect companies to reflect their values. We, therefore, believe that giving back to society is not only the right thing to do but also will better enable your Company to compete and deliver long-term, durable profits for shareholders. Despite the distractions of the global pandemic, we successfully sponsored the following community activities in the fiscal 2021:

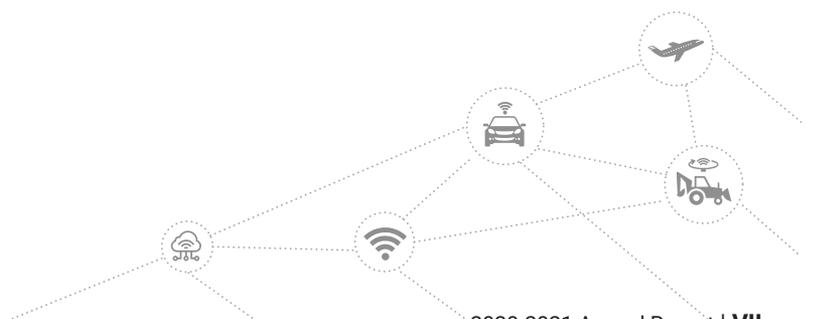
- Expanded our Ready Engineer program in India. To date, your Company and its partners have now equipped more than 20,800 graduate engineers with the skills to successfully secure a career in engineering.
- Leveraged technology and digital solutions to encourage school children to pursue careers in engineering and technology through our partnership with Tata Trust, IISER under the India Innovation Competency Enhancement Program (IICE).
- Supported more than 300 women from disadvantaged families to study engineering through a partnership with the Lila Poonawalla Foundation in India.

Your Company is amidst one of the greatest market transformations that the manufacturing industry has ever seen. Customers are realizing that they must accelerate their progress toward autonomous, connected, electrified and shared (ACES) if they are to remain relevant and meaningful. We are excited to partner with your Company's customers to deliver services and solutions that will facilitate this change. We are truly committed to make Tata Technologies a company that is 'best in the world and best for the world.'

The strong workforce of 7,900+ employees of your Company inspire me every day. I would like to thank our teams from around the world for once again enabling us to 'Engineer a better world' this year through the products we enable for our customers. Finally, I thank you, my fellow shareholders, for your continued support as we execute our strategic plan for your Company.

Regards,

Warren K. Harris



EXECUTIVE LEADERSHIP TEAM



WARREN HARRIS
Chief Executive Officer
and Managing Director



SAVITHA BALACHANDRAN
Chief Financial Officer



ANUPAL BANERJEE
Chief Human Resources
Officer & Company Ethics
Counsellor



SONAL RAMAKHIANI
President & Global Head
Automotive Sales



ANAND BHADE
President & Global Head
Technology Solutions



PAWAN BHAGERIA
President Sales - Tata Motors
Group SBU



ARUN KRISHNAMURTHI
President & Global Head
Growth Industries



SANTOSH SINGH
Senior VP & Global Head
Marketing, BE & Innovation



ANJALI BALAGOPAL
General Counsel

AUTOMOTIVE BUSINESS

The Automotive industry has undergone more change in the last 1 year than that experienced over the last 5 years. The New Reality amidst COVID-19 has redefined the paradigm for automotive manufacturers and tier suppliers by fundamentally increasing the impetus to transform the manufacturing value chain. The key challenges faced by the Automotive industry include increased volatility in demand & supply, disrupted supply chains, increased pressure to reduce cycle time & overall operational costs while delivering improved customer experience, addressing disparate legacy IT systems & multiple sources of data and procuring talent to win at the marketplace.

Your Company works with original equipment manufacturers (OEMs) and tier suppliers across geographies to help them develop innovative products that are greener, safer and more sustainable, in line with our vision of 'Engineering a better world'. We provide innovative solutions that help our customers design, engineer and validate the vehicles of the future by bringing in our deep domain knowledge of the manufacturing industry, end-to-end understanding of physical & digital layers of product engineering and seamless integration of digital thread. We enable customers to innovate and create new products, from specific component design to full vehicle development through our engineering and design services. Your Company's automotive capabilities covering the entire core domain, manufacturing engineering, and complementary services enable complete automotive product development. To ensure the best customer experience, we use industry-leading processes, tools and technologies along with seamless access to your Company's global skill base (including domain experts) with fast response times in a tailor-made or turnkey, value-driven package. In addition, your Company's end-to-end product development, product engineering expertise and digital solutions for the Automotive industry facilitate the development of lightweight structures for electric vehicles (EVs) and next-generation connected vehicles, thereby help deliver greener and safer products. Our approach of applying value engineering expertise for faster and cost-effective automotive product development and leveraging emerging capabilities of Industry 4.0, Internet of Things (IoT) & manufacturing execution systems (MES) tools for digital manufacturing enable us to provide autonomous and new-age engineering solutions. Moreover, customers can access our extensive knowledge and experience through the Global Delivery Execution Model (GDEM), combining offshore, nearshore and on-site talent for optimal execution of design and engineering programs.

Your Company has demonstrated the right skills, knowledge and resources to realize the full potential of every task. From small-scale IT implementations to complete product development, our teams are equipped to design, develop and engineer solutions that global automakers count on. We are currently engaged with leading automakers and tier-1 suppliers globally, delivering cutting-edge engineering solutions. With advancements in in-vehicle technologies, your Company has not only kept pace with the leading industry trends but also pioneered some spaces with its niche offerings. Your Company's proprietary solution, eVMP - Electric Vehicle Modular Platform® is a one-of-its-kind scalable e-mobility offering that enables automakers accelerate their electric goals. We are committed to our vision of 'Engineering a better world' through collaborative innovation and the adoption of sustainable technologies and processes.



Your Company's Automotive business contributes to a significant portion of the current and future growth. In fiscal 2021, we bagged 9 new large multi-million multi-year deals and also strengthened our capabilities in Embedded and Electrical spaces to align with the New Reality. In addition, we are focused on strengthening our outreach in geographics like Germany, Nordics, China and Vietnam as they are core to our automotive growth aspirations. While we are working with many customers, we are profiling one example each of our product engineering and digital services capabilities that we showcase to our customers and are aligned to the New Reality.

Success Story - Collaboration with GKN Automotive to set up a global e-mobility software engineering center in India

In October 2020, Tata Technologies and GKN Automotive, a global leader in driveline systems and advanced ePowertrain technologies, announced the opening of an advanced, global e-mobility software engineering center in Bengaluru. The center will leverage your Company's expertise in electrical and embedded systems to work on GKN Automotive's next-generation e-Drive technologies. Despite forging a collaboration during peak of the pandemic, the center was up and running by August 2020 and was inaugurated remotely with the GKN Automotive's Team. The utility was strategically set up during March 2020 in a quick turnaround of six months, and is spread over 12,650 square feet with state-of-the-art design studios and embedded labs. The ambition is to have a workforce of more than 100 world class software engineers and support staff - India's best talent to develop GKN Automotive's future advanced e-powertrain capabilities supplying global automotive manufacturers.



Liam Butterworth
CEO, GKN Automotive

This is an important initiative for GKN Automotive. Collaborating with Tata Technologies to build this center is critical in enabling us draw upon the world-class software engineering talent in India and leverage Tata Technologies' product engineering capabilities. Our e-Drive technologies have already put us in a market-leading position, but this initiative will help us grow further, expanding and improving our technology capabilities.



Dr. Rainer Link
VP Engineering - ePowertrain,
GKN Automotive

We are pleased to be working with Tata Technologies to establish this exciting new software engineering hub, giving us access to the world-class talent that is available in India. This is a key initiative for GKN Automotive. Our e-Drive technologies are already globally leading but the innovations from this new center will enable us to further expand our technology capabilities and customer base.

Success Story – Delivering an end-to-end online car purchasing experience for customers

When the pandemic struck India, resulting in lockdowns, it disrupted the traditional automotive sales channels across dealerships. The effect was felt by multiple automakers across the country, as historically Indian car buyers have always preferred buying cars through dealerships rather than online purchase. However, this trend changed with the new COVID-19 centric considerations of social distancing and hygiene, leading to a growing interest to make the car buying experience digital.

Your Company's digital technologies helped customers deliver contactless purchasing of vehicles online and here is a case study of a solution developed for a leading South Korean multinational automotive manufacturer that provided them a leadership position during COVID-19 with higher number of bookings through delivering an end-to-end online car purchasing experience for their customers.

Your Company delivered end-to-end customer experience right from evaluating the car through customizations to test drives & booking the car to completing the purchase through online channels. In 2020, we introduced our flagship Digital Customer Experience offering, Power of 8, which is a suite of 8 intelligent digital solutions namely, sCRM, sSales, sDealer, sRelations, sWorkshop, sTrack, sCommerce and sIntelligence. These solutions cover the entire spectrum of services, from creating awareness about the product to making a purchase, delivery, and post-sales service. We managed to connect 350+ dealerships with virtual collaboration. The solutions went live at the peak of the pandemic restrictions and helped close the digital gap in providing a unique online customer experience. Through this digital retail platform, our customer reported over 1,900 bookings, 1.5 M clicks and over 20,000 enquiries by July 2020. The solution is amongst the first-in-India where the entire car-buying experience was delivered digitally.



INDUSTRIAL HEAVY MACHINERY BUSINESS

The Industrial Heavy Machinery (IHM) industry was significantly impacted with the outset of the pandemic in the fiscal 2021, largely due to its increased dependence on numerous non-essential businesses. The key challenges faced by the industry incumbents included material delay caused by supply chain disruptions, equipment delay, shortage of workers and shutdown on non-essential services, which dampened the progress made in the last decade.

Your Company has put forth tremendous efforts in aligning its services with needs of the industry amidst COVID-19. We helped customers improve efficiency in operations, implement embedded & autonomous systems and strengthen the overall operations. Moreover, we launched a suite of solutions for top Industrial Heavy Machinery (IHM) original equipment manufacturers (OEMs) that were affected by the impact of COVID-19 such as escalating costs, technical innovations, product development and socio-economic factors. By reinventing our core propositions for manufacturing, engineering and digital enterprise services backed by our end-to-end capabilities around complete product development for the entire manufacturing value chain, we succeeded in catering to the industry needs. With our strong capabilities around Research & Development, Product Digitalization, Effective Collaboration, Right Sourcing, Business Transformation and Global Engineering Services, we helped our customers revive and thrive in the New Reality. Our best in-class processes, tools and technologies were instrumental in facilitating easy access to your Company's global skill base with fast response times in tailor-made or turnkey, value-driven packages. Our value proposition was packaged as a portfolio of solutions that leveraged the full value of a technology-driven workflow to enable customers get products that are faster, better and cost effective. By focusing on three mainstream areas of growth namely connectivity, autonomy, smart factory & advanced new-age technologies like Internet of Things (IoT) and AI, we reinforced our strategy and solution roadmap to ensure growth in the next calendar year.

In Research & Development, your Company inculcated a culture of fostering innovation for sustenance and growth. We delivered benchmarking outcomes in the areas of new material research, light-weighting methodologies, leveraging teardown, benchmark data and as business analytics. We exceeded expectations in product digitalization with our proven results in enabling digitalization and implementation of Product Lifecycle Management (PLM) solutions across the extended enterprise backed by our experience in using and configuring PLM technologies using new IT infrastructure, cloud, big data and the Internet of Things (IoT).

To facilitate effective collaboration, your Company reinforced its capabilities around data integration and optimization to provide a platform for knowledge and information-sharing across all business functions. This helped us bridge silos for customers who demanded their integrated teams to have up-to-date and accurate data for better decision-making by optimizing digital product data for better knowledge management. Your Company reached new frontiers in the area of right sourcing by helping customers optimize valuable and scarce engineering resources using proven models, globally



distributed engineering talent and expertise in creating, innovating and implementing demand-fulfilment strategies.

Your Company has been proactively promoting business transformation for customers who leveraged its services to enable a digital journey for their end users. We have shown proven results by adopting an innovative approach and incorporating best industry practices such as DevOps and Agile through Digital Customer Experiences, Industrial Internet of Things (IIoT) Solutions, Digital Manufacturing Automation, Next Generation Enterprise Resource Planning (ERP) and supply chain solutions, analytics, mobility and connected platforms. Furthermore, our global engineering services helped our customers get access to global talent and capacity to deliver 'best-in-class' operations for cost-effective, global on/offshore engineering centers in a dedicated or shared engagement model.

Success Story – Delivering a complete product transformation for an IHM original equipment manufacturer

While we are worked on numerous projects for customers in IHM industry, we have put across some noteworthy work that demonstrates our product engineering and digital services capabilities in the New Reality. In 2020, a prominent construction machinery company approached your Company to develop a family of new counterbalance forklifts powered by Internal Combustion (IC), diesel or electric battery with a capacity ranging between 1.5T and 3.5T. The customer expected the product to deliver benchmarked for product performance based on quality, reliability and performance that were not only at par with Japanese and European brands but also cost-competitive with Chinese brands. We kick started the project by first adopting a phase-wise execution, taking the Automotive virtual prototyping process (VPP) route using automotive-specific strategies such as Product Attribute Leadership Strategy (PALS) Platform strategy and modularity. In additionally, we partnered with an external machine testing agency to ensure optimal quality assurance. At the end, we were not only successful in meeting the expectations of our customer, we also postulated new automotive practices to manufacture the new product efficiently and cascaded our best practices & NPI processes to the customer's teams.



Success Story – Delivering a robust supplier network for an original equipment manufacturer

During the pandemic, the traditional dealer network was disrupted and the need to have a competitor benchmarking was crucial for OEMs to sustain their business and strategically expand its dealer network. A leading lift equipment manufacturer wanted to identify nearly 1,000 dealers of its competitors across the United States, Canada & Mexico, segregate the dealers based on industry & product type, obtain the dealers' landscape for strategizing OEM's dealer locations using machine learning – all of these in a short turnaround of 2 weeks. Your Company took up the opportunity to mitigate a series of issues such as handling different dealer website architectures & underlying databases and decoding each of the websites' strategy of blocking automated code. With meticulous efforts and dedication of our teams, we delivered the source of data comprising dealer web pages, Google Maps (both unstructured), provided details such as dealers name, location, longitude, latitude, street name, state, industry/product type, ZIP code, country; and also deployed a solution accelerator for faster turnaround based on the in-house AI -J.A.R.V.I.S. framework.



AEROSPACE BUSINESS

The fiscal 2020 has been a turbulent year for the aerospace industry due to curbs on international travel and restrictions on people movement. In those tumultuous times, industry bigwigs projected that commercial aerospace manufacturers would focus on restructuring and cost reduction to position themselves for profitable growth in the long term. However, few players adopted a new approach of modernizing their platforms by transforming to modern platforms and adopting new ways of running operations in such unprecedented times.

Your Company immensely helped aerospace customers during the pandemic by adopting three key strategies to address the New Reality namely, balance now versus next, optimize costs and reimagine business processes & operations. The 'balance now versus next' initiative was implemented to support people, customers & suppliers; address supply chain disruption; stabilize cash flow; align businesses with the evolving demand and identify new growth opportunities. The optimizing costs initiative was positioned around organizations trying to maintain business volumes and conserve cash while reducing operational costs to navigate through the volatile and uncertain times amidst COVID-19. Moreover, the 'Reimagining business processes & operations' initiative was targeted towards turning the global crisis into an opportunity for learning & transformation and integrating lessons learned over time into long-term strategies.

Your Company realized the importance to reinvigorate the maintenance, repairs, and operations (MRO) sector, which is generally perceived as a high-cost and complex area of business. We made conscious efforts to leverage the latest digital technologies to achieve cost optimization on this front and help airlines plan their maintenance and repairs ahead of time. With the maintenance, repair, and overhaul sector facing pressure in terms of timelines and safety standards, we designed a series of products and solutions tailored for precision handling and easy maneuverability while ensuring compliance.

Your Company is a global provider of comprehensive services covering the length and breadth of the aerospace industry. We have made a dominant presence in the industry by achieving the right balance between global network of innovation experts, practitioners, highly skilled engineers for aircraft engineering and design solutions. Being a preferred partner for leading aerospace companies worldwide, we have devised a mature global digital engineering engagement model to deliver fast and optimized solutions for engineering analysis & modeling; continuous engineering support; core product design & development; maintenance, repair, & operations; embedded systems; product lifecycle management and digital solutions.

Your Company has pioneered in various services including pre-market, concept & feasibility study, industrialization, manufacturing support, sales & aftermarket service, test, and certification. We have helped customers drive efficiencies and innovation throughout the product lifecycle while maximizing product quality and achieving operational benefits by leveraging innovative designs to build structures such as fuselage, wings, empennage, landing gears, control surfaces, passenger to freighter conversion; engines parts such as fuel metering control systems, tooling, performance analysis & aftermarket service.

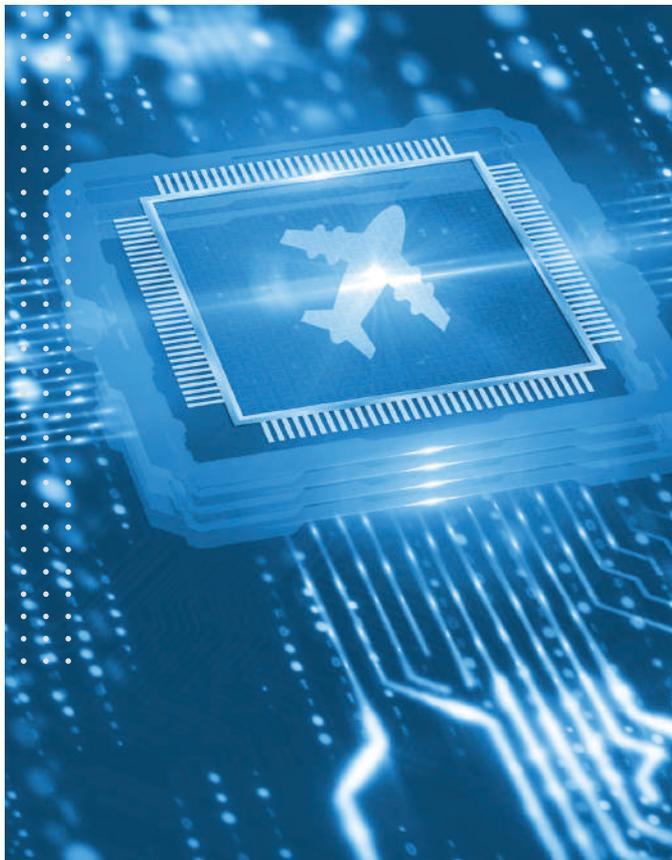


We have delivered remarkable results in our system offerings such as tubes, ducts & hoses, wiring harness, actuators, fuel systems, avionics and hydraulics. Our expertise in delivering interior solutions such as seats, trim panels, galleys, monuments & wire harness; maintenance, repair & overhaul services such as tool harmonization, process optimization, productivity improvisation, concessions, repair schemes, digitization & scaling, technology enhancement & tech pubs, logistics and inventory management has been widely acclaimed by our customers.

Success Story – Facilitating an MRO tier-1 supplier navigate the impact of COVID-19

With numerous success stories about how your Company has contributed significantly to revive the aerospace industry, we have elucidated an instances where we showcased our capabilities around engineering & digital services to help a customer succeed in the New Reality.

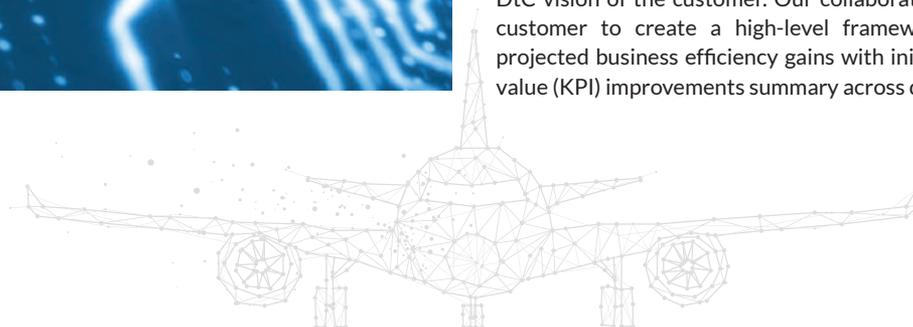
A Singapore-based MRO tier 1 supplier wanted to reduce the stripping cycle time while ensure low costs. It faced a major challenge around manufacturing new equipment with old data sets. Your Company took up the challenge and supported the customer by providing comprehensive MRO solutions. We delivered the project in two phases; wherein in Phase 1, we understood the requirement, evaluated the design for feasibility, initiated changes based on requirement with formal approval from the customer. Subsequently, in Phase 2, we successfully manufactured tools in India with the desired quality within the stipulated timeline by taking complete responsibility from manufacturing to shipping and commissioning. In addition, we apprised the customer's team on leveraging the Tata Ecosystem to successfully deliver tools for engine MRO. Our team ensured that the customer benefited from the exercise in terms of end-to-end solutions, new clamping arrangement, reduced total time per station, reduced costs, technology expertise & flexibility, 40% savings in implementation cost MRO solutions program and improved data accuracy.



Success Story - Enabling digital transformation for an OEM to create growth opportunities during COVID-19

In another instance where aerospace companies faced overwhelming challenges to navigate the impacts of COVID-19, your Company enabled digital transformation for the customer to build resilience and unleash growth opportunities in the New Reality.

A European multinational aerospace corporation approached your Company to enable digital transformation and establish a value-driven engineering approach to design. The customer wanted to identify & enlist critical business stakeholders and corresponding requirements towards design to cost (DtC)-driven design optimization methodology for their product development process. We took up the challenge and started with a Proof of Concept (POC). We conducted detailed studies in three phases: 1. 'Present Feasibility' to investigate the feasibility and derive detailed requirements about people, process, technology & data. 2. 'Future Scalability' to provide broader perspective & visibility around solution scalability, data security, Digital Design, Manufacturing & Services (DDMS) pillars & digital threads. 3. 'Derived Value' to partner with the customer's team to establish the value of the business case for industrialization potential & managing business expectations. Moreover, our project team conducted tool-driven technical feasibility analysis to determine return on investment (ROI) framework, feasibility study report & to-be architecture, solution mapping & data model mapping to enable Design to Value (DTV) to DtC vision of the customer. Our collaborative approach enabled the customer to create a high-level framework for ROI calculation, projected business efficiency gains with initial assumptions, business value (KPI) improvements summary across domains.



INDUSTRIAL BUSINESS

The industrial sector has seen a paradigm shift with the convergence of the physical and digital worlds in the last few months. The key challenges faced by the industry include rapidly changing customer preferences, ecosystem collaboration, and advent of next-generation technologies, leading to greater focus on building equipment & products that are faster, smarter, and connected by industry players. During the COVID-19 period, industry participants perceived digitization as the key driver for facilitating innovation & achieve efficiency. With buzzwords like ‘factory of the future’ becoming mainstream during the lockdown phase, industrial players sought substantial investments for increasing focus on remote monitoring, predictive maintenance and other digital initiatives.

Your Company adopted a holistic approach of integrating its proprietary solutions across product design and manufacturing value chains with its partners’ ecosystem to facilitate development of advanced industrial products. Our proven expertise in engineering and broad portfolio of in-house digital accelerators helped customers achieve business outcomes that give them competitive edge over other players in the industry.

Your Company offers a diversified portfolio of services, from ideation, designing, development, testing, manufacturing, product launch to product sustenance & support, covering the entire lifecycle. Our advanced manufacturing portfolio comprises services and solutions for enabling lean manufacturing and improving manufacturing efficiency & productivity including prototyping and tooling, production, test, quality assurance and operational efficiency. Moreover, our digital operation offerings have enabled digital transformation of business processes and shop floor to top floor automation for enhanced flexibility in operations with faster cycle times across the entire manufacturing value chain. Your Company’s supplier & external ecosystem offerings include tailored solutions to support strategic sourcing, feasibility study, market analysis, supplier identification assessment & selection, cost management & improvement opportunities, and supplier quality management. In our pursuit to revive the industrial sector, we have enabled digitization of factories, processes and operations using emerging technologies such as Industrial Internet of Things (IIoT), Artificial Intelligence/Machine learning (AI/ML), Digital Twin, Analytics, Automation, etc.

Success Story – Creating value for an industrial manufacturer using advanced technologies during COVID-19

In the last few months, we have helped numerous customers in Industrial space to transform their business landscape and succeed in the marketplace. In one such instance, a manufacturer was facing a spike in customer email queries during pandemic, which was 6-7 times higher than normal. Your Company took the opportunity to help the customer manage these queries quickly and seamlessly using its AI/ML model. In this project, we optimized various systems such as Systems Applications and Products in Data Processing (SAP), Customer Relationship Management (CRM) and E-Mail Response Management (ERM) with Machine Learning (ML) and Natural Language Processing (NLP) to reduce significant manual efforts of the customers’ inhouse team and improve response time to customer queries. With the implementation of our solution, the customer could resolve queries received through email in real-time using NLP models by identifying email context, customer sentiment, customer details and automatically assigning them to executives for further processing. For this pioneering work, we won the prestigious SAP ACE Award under the category of ‘Adoption of Transformative Technologies’.



Success Story – Enabling Industry 4.0 transformation for a leading steel manufacturer

In another instance, a leading global steel manufacturer approached your Company for virtual commissioning of plants & machinery and for deploying virtual commissioning tests in manufacturing systems and associated control programs through simulation conducted virtually inside the lab before actual deployment. The customer expected to achieve early detection and correction of errors generated during engineering, especially in controller programming. The project involved multiple challenges in terms of plant and machinery operations, dependencies on the sequential workflow of conventional commissioning, uncertainty to ensure adherence to delivery timelines, longer ramp-up period, damage of the newly installed equipment while commissioning, operator safety while commissioning, inability to test various failures and disturbance scenarios, lack of flexibility in-lined with in-house capability and multiple ownerships. However, our team implemented virtual commissioning methodology for machinery as well as plant level commissioning through a phased approach using digital twin model development for virtual commissioning, followed by digital twin model testing. This was a first-ever exercise by an industry incumbent to implement virtual commissioning at the plant level. We achieved promising result of 30% savings in commissioning cost as compared to conventional commissioning methodologies, where a day’s saving is equal to ~\$8M of full production capacity. Our solution helped the customer reduce on-site testing efforts, project lead time & cost and improve application quality, productivity & working conditions.

EDUCATION BUSINESS

The Education sector has been significantly impacted by the constantly evolving technological landscape in the engineering & manufacturing sectors and increased need to upgrade learning functions to handle the challenges posed by the pandemic such as virtual training, upskilling & re-skilling. In addition, this sector is challenged by factors such as imparting real-world experience to freshers & laterals, conducting multiple sessions with limited workforce, using traditional methods for explaining intricate design & manufacturing concepts and evaluating the effectiveness of training programs.

Over the last few years, the growing skill gap among today's youth has been a major concern for industry stakeholders due to the growing need to impart practical training to students on newer tools & equipment in the manufacturing and engineering sector during onboarding, which incurs huge cost and time. In a country like India where Industrial Training Institutes (ITIs) are considered as the primary platform for learning technical skills, the industry participants feel the need to overhaul the courseware and toolsets like never before to make students job ready. Your Company, in its endeavor to narrow the growing skill gap, collaborated with technical universities to upgrade the quality of technical education not just in India but across the globe using the i GET IT platform. i GET IT is an eLearning platform for corporates and individuals based on the blended learning methodology that offers self-paced courses on more 2000+ MCAD & PLM and niche skill sets. The platform is widely used and preferred by more than 500,000 members worldwide to meet their learning goals across 60 countries.

Success Story – Upgrading the quality of education in ITIs

Employability of a skilled workforce has been a challenge in the present times, especially due to the growing skill gaps and limited exposure to industry-oriented tools and equipment. With most students relying on Industrial Training Institutes (ITIs) to learn job-ready skills, the situation gets grimmer by the day. Mounting pressure on governments to improve employment rates and growing demand from industries to hire skilled workforce has increased the need to update the courseware, equipment and tools across these ITIs within various states.

The Karnataka Government was exploring ways to boost employment in the state and upskill its students on the latest technologies, as ITIs in the state did not have the updated courseware, tools and equipment required to deliver industry-specific training to students.



Your Company signed a Memorandum of Agreement (MoA) for a period of 10 years with the Government of Karnataka to upgrade and modernize 150 government-owned ITIs across Karnataka. The total investment under this project is pegged at Rs. 4,600 crores.

Your Company collaborated with 20 global industry partners to implement this project by upgrading the overall facilities, develop an ITI course curriculum leveraging its manufacturing domain knowledge around advanced areas of technology, conduct training programs, and provide equipment and software support at the ITI centers. Through this initiative, we plan to set a benchmark for a technical upgrade of ITIs and make them future ready.

This project is expected to bring qualitative improvements in the field of Industrial Training and Education in the country by creating a rich learning environment for training youth to cater to industry requirements. On an overall basis, this project will improve the availability of advanced skills required for smart manufacturing across all districts of the state, provide the necessary impetus for skill-led manufacturing and help the industry embrace Industry 4.0 technologies. These ITIs will cater to advanced skill requirements of students as well as prospective employers and act as technology hubs, including skill centers for the large industry as well as Micro, Small and Medium Enterprises (MSME).

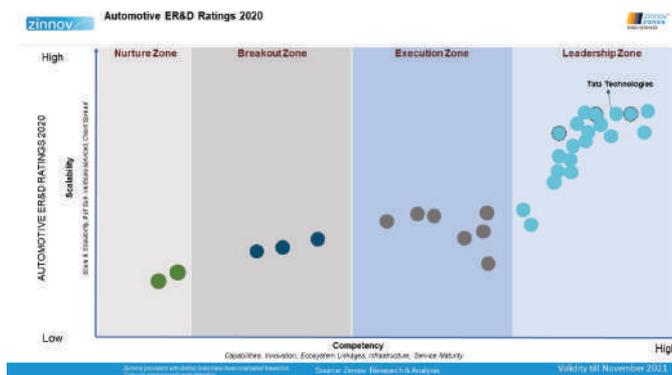
The Technology up-gradation of ITIs will lead to better employment opportunities for the youth of the State as well as transform the State of Karnataka into a potential investment destination for those industry players who are keen on embracing Industry 4.0 and smart technologies for manufacturing. We also believe that this initiative would greatly benefit the MSMEs which cannot afford high-end technological equipment which will be facilitated for usage at the ITIs. This program would also create a platform for Artisans and Handicrafts industry to enhance their product design thereby increasing the value of their artistic works.

-- Hon'ble Chief Minister B. S. Yediyurappa



TATA TECHNOLOGIES REINFORCES LEADERSHIP POSITION IN ZINNOV ZONES

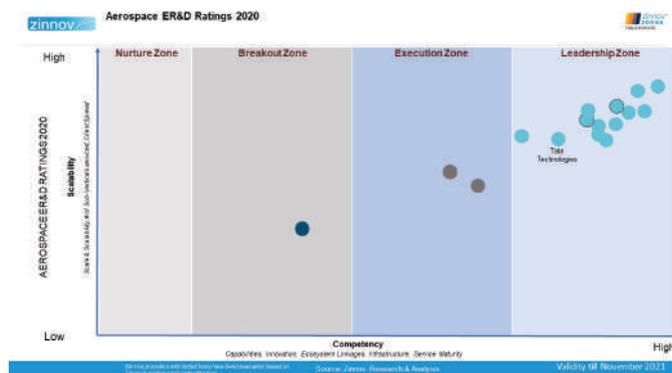
Your Company reinforced its position as the global leader in Zinnov Zones Global ER&D Services Ratings 2020 for the fourth time in a row. Zinnov, a research, consulting & advisory firm, positioned your Company as 1st amongst all India-based Automotive ER&D ESPs for the second consecutive year. Your Company has made impressive gains across all the key areas within ER&D services such as automotive ER&D & aerospace ER&D as well as Digital Thread services. Zinnov acknowledged your Company's leadership across both the elements of this value proposition through its positioning in the Leadership Zone of Automotive ER&D and Aerospace ER&D Services as well as Leadership in Digital Thread Services from the perspective of manufacturing and realization of better products.



In the Automotive E&D Ratings 2020, your Company is ranked in the 'Leadership Zone' for achieving an improved year-on-year (YoY) growth for the breadth & depth of services, which include mechanical engineering, product design, electrical & embedded systems, telematics, Internet of Things (IoT), control systems, emissions, powertrain, hydraulics, smart manufacturing, product development trinity ERP-PLM-MES, digital twin, digital engineering and contactless retail.



In the Digital Thread Ratings 2020, your Company is positioned in the 'Leadership Zone' for proving capabilities around Digital Customer Experience Management (CxM), Digital Enterprise, Digital Manufacturing & Industry 4.0, Product lifecycle management (PLM), knowledge-based engineering (KBE), recent large deal wins and significant YoY growth in the fiscal 2020.



In the Aerospace ER&D Ratings 2020, your Company is ranked in the 'Leadership Zone' for demonstrating strong capabilities around maintenance repair and overhaul (MRO), tooling design & simulation and recent engagements with leading MRO & aerospace customers.



Sidhant Rastogi
Partner and Practice Head

“Tata Technologies has proved its mettle once again by strengthening its Leadership position among global ER&D service players. In a highly competitive industry, Tata Technologies stands out with its dedicated focus across key verticals and horizontals. With new initiatives on emerging areas such as electric cars, Industry 4.0, & smart engineering solutions, Tata Technologies is well poised to become the ESP of choice for businesses”

AWARDS AND ACHIEVEMENTS

Tata Technologies recognised as an Emerging Industry Leader upon crossing the 550 score in TBEM assessment 2020

The Tata Business Excellence Model (TBEM) has been a central part of the Tata Group for more than 25 years and is a guiding force for what the Tata Group will be in the coming years. For Tata Technologies, TBEM is the guiding tool to continuously excel at developing innovative solutions for our customer, achieving customer delight, engaging our workforce, building partnerships, and earning respect from all our stakeholders. The Business Excellence model covers assessment of all key aspects of the business including leadership, strategy, customer, information system, people and operations. Tata Technologies has been participating in the TBEM assessment for several years, and we have benefited immensely from the outside in perspective that TBEM assessment offers. The company underwent TBEM external assessment in FY21, and achieved a score of 553, up from 534 in 2017. The TBEM Score of 553 denotes that there are no major gaps in the deployment of the overall requirement of the TBEM criteria and results address most key customer/stakeholder, market and process requirements and demonstrate the area of strength. The score of 550+ also positions Tata Technologies as an 'Emerging Industry Leader' based upon TBEM criteria. Based on the assessment outcomes, the company has developed specific improvement plans, which are being pursued to enhance organizational performance. To adopt the TBEM culture and build improvement orientation across the organization, Tata Technologies has deployed three-pillar structure i.e., 1. Develop business excellence capability within the organization through training of all employees on TBEM and Innovation tools and methodologies; 2. Encourage the Leadership team engagement in TBEM application writing and action planning process, and 3. Develop and integrate TBEM action plans with organizational improvement plan to address opportunities for improvement identified as part of the Assessment.



Frost & Sullivan – Global Company of the Year 2020 award

Your Company's relentless efforts to help global manufacturers & tier suppliers address the challenges associated with COVID-19 and stabilize and thrive in the New Reality was recognized by Frost & Sullivan. We were bestowed with the Global Company of the Year 2020 award by Frost & Sullivan based on the recent analysis of the global market for offering a suite of innovative digital solutions namely ReSeT, which is an acronym for Re-organize, Stabilize & Thrive.

Frost & Sullivan's global team of analysts and consultants identified that your Company helped automotive manufacturers identify the immediate challenges caused by the impact of the pandemic, devise action plans to stabilize manufacturing operations and optimize operations to be well-prepared in the post-COVID-19 period. Our System ReSeT solutions addressed challenges for de-risking supply chain, calibrating demand & manufacturing systems and restarting overall operations. The Digital ReSeT offered solutions for transforming digital customer journey, collaboration, supply chain & operations and realizing better products through smart manufacturing & digital twin. The Vehicle Engineering ReSeT delivered solutions across vehicle design & engineering with solutions such as eVMP - Electric Vehicle Modular Platform®, an EV platform built for cars of the future and ePowertrain platform for eMobility. This recognition by Frost & Sullivan was a corroboration of your Company efforts to create value for customers through innovative digital solutions, covering the entire digital product engineering value chain from design to manufacturing to service. It is a reflection of our commitment towards developing capabilities and solutions that enable customers across the world to design, develop and realize better products every day, and help achieve the vision of 'Engineering a better world'.



Rohit Karthikeyan

Industry Analyst,
Frost & Sullivan

“Tata Technologies’ digital solutions are uniquely positioned to address the challenges of the manufacturers’ and tier suppliers in the New Normal. The company’s holistic approach of integrating its proprietary solutions across product design and the manufacturing value chain with its partners’ broad portfolios of products and solutions drives enhanced customer value. The firm has won several new deals in the emerging areas of Digital thread, Embedded, and Electric vehicles, and its significant presence in Auto, Aero, IHM and Industrial vertical positions it strongly to serve the global businesses with its end-to-end digital engineering capabilities”

Innovista – Creating a Culture of Innovation

At Tata Technologies, innovation is seen in the context of how we create value for our customers by offering services/solutions that solve their challenges. We have adopted a common definition of innovation which involves converting fresh ideas into new or enhanced offerings or processes that deliver economic value. To deconstruct, it means acting on new ideas, arriving at proof of concepts & pilots with a clear focus on implementation, focusing on designing new solutions or enhancing existing offerings using new/existing technology and representing a harvestable value from the innovation that can be tangible or intangible – leading to value creation for your Company and customers in the form of cost savings or revenue enhancement directly by commercializing the innovation or indirectly through improved employee engagement, customer engagement, societal engagement, or positive environmental impact. The Tata Technologies Innovation management system has three key layers, i.e., customer focus, employee focus and focus on innovation outcomes. The first layer is all about engagement with our key customers to identify innovation opportunities and new solutions. These are enabled at two levels: 1. Strategic approach – which involves identification of key Lines of Services and R&D projects that are pursued by COEs based on market insights, customer insights and analyst Insights; 2. Tactical approach – where project teams in collaboration with Center of Excellence (CoE) teams pursue innovation projects as part of their focus area. To enhance employee engagement in innovation, we encourage employees to identify innovation opportunities, implement them and showcase in the annual Tata Technologies InnoVista program. In the Tata InnoVista FY21, we received a total of 139 valid projects, of which 11 projects were finalists and were qualified as participants for Tata InnoVista from your Company. In Tata InnoVista, out of 11 entries, 4 were invited for regional discussion rounds and one entry won at InnoVista regional rounds.

The innovation QRATR - a Design Quality Validation & Rating Tool was the regional round winner at Tata InnoVista FY21. OEMs face challenges for developing multiple products for multiple CAD data validation with the same or similar logic, leading to unnecessary wastage of efforts. A typical checker could take around 400 man-hours effort for a single CAD environment. The real trigger to innovate came when one of the major CAD/PLM software original equipment manufacturer (OEM) refused to give us the approval to develop the quality checking tool for the next version of CAD, which meant a dead end for our existing product (I CHECK IT). To solve this problem, our innovators came together and designed an innovative process for validating the engineering design data residing in multiple CAD/PLM against standards in a unique way.



The methodology not only strengthened our existing quality checking product but also enabled actual design quality checking steps to be carried out in absence of the CAD tool, giving rise to a new business model. The 'Quality Audit' methodology used is entirely a new concept, which opened numerous opportunities to do third-party audits of CAD data of customers without having to share the CAD data and compromise data security. This solution was unique and first-of-its-kind in the industry, as before this innovation competition has used separate tools for each CAD. Our innovation allows multi-CAD & multi-PLM and non-CAD data validation using a single tool and as per Quality Audit. These key features enable us to do third party audit of CAD data of customers without sharing the CAD data and compromising data security. In addition, this feature helps in saving the CAD licenses during the validation for testing resources. This quality checking tool is deployed with multiple customers, resulting in saving of more than \$110 K. Customers also benefitted from cost avoidance in buying new quality checking tool when they migrate, upgrade or add new CAD or PLM.



Annual innovation recognition program



Innovation e-Learning module

Learn. Solve. Innovate

Idea crowdsourcing platform



Innovation knowledge repository

Imagineering 2.0 Award

Your Company won two awards at the Tata Motors' Engineering Innovation contest - Imagineering 2.0. Out of the 1077 ideas received for the contest, only five emerged as winners. Tata Technologies was proud to win two out of these five awards. We had 4 individual winners of the coveted 'red t-shirts' symbolizing innovative engineering ideas award for ideas on convertible truck, a versatile solution in the Indian compact vehicle (CV) market to transport huge items with a unique vehicle architecture for better space utilization. In addition, the other idea around adding pulse by controlling impulse received a recognition for demonstrating how a car would smartly respond to the driver in 'real-time' by detecting impulsive moments and offering instant soothing responses in form of audio or video message to control emotions. The selection process of the ideas involved three rounds of thorough screening & evaluation by the Tata Motors' Engineering Research Centre Leadership.

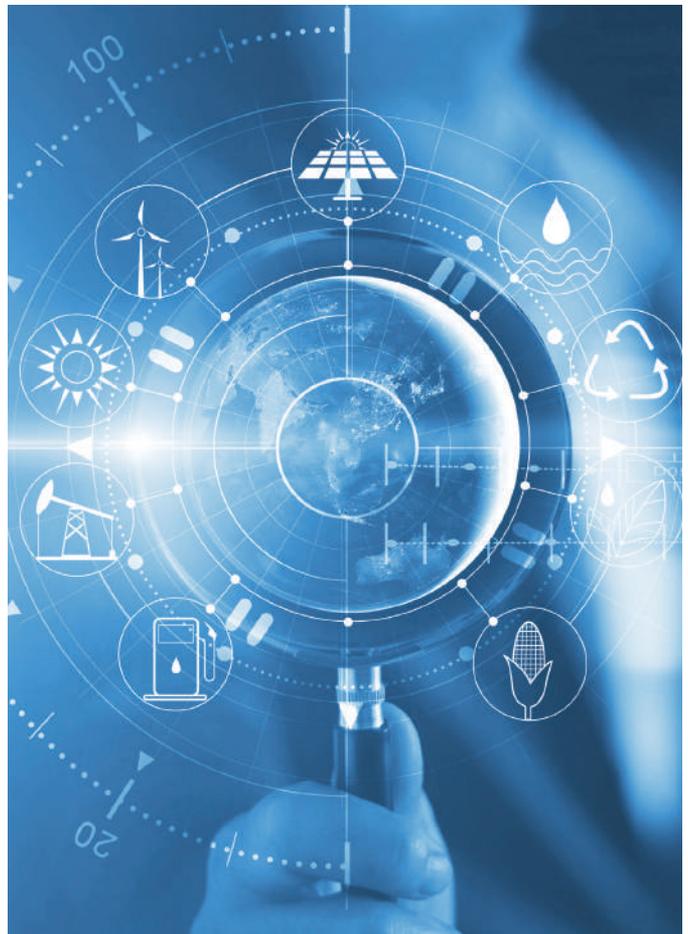
Winners of the coveted Red T-shirt for innovation



Your Company was the winner of Tata Motors InnoVista 2021 for developing a sustainable platform - eGuru for transforming consultative selling in the compact vehicle (CV) space. Considering the need for a digital platform to showcase products and connected customer engagement, e-guru helped in delivering first-of-its-kind buying experience in the CV space. This platform, powered by intelligent features like application and customer need-based product selection logic board, enabled TSM/DSEs to act as Suggester, Comparator, Evaluator, and Configurator, thereby establishing a long-lasting, engaged and value-filled buying experience.

SAP ACE Award

As the world navigated through the New Reality, SAP India recognized Indian organizations for delivering pathbreaking innovations, aligning businesses through this pandemic and implementing a digital first approach. With over 150 projects being nominated for this award across 15 major categories, the winners had to demonstrate exemplary examples of digital adoption for tackling business disruption during the pandemic.



Your Company in association with a leading utility company in India won SAP ACE Award 2020 under the category 'Adoption of Transformative Technologies' (AI, ML, IOT and Blockchain) for their project on Systems Applications and Products in Data Processing (SAP), Customer Relationship Management (CRM) and E-Mail Response Management (ERM) with AI/ML (Artificial Intelligence/Machine Learning). Under this initiative, the SAP, CRM, ERMS system equipped with Machine Learning (ML) and Natural Language Processing (NLP) model helped the utility company's E-Care team to respond faster to customer queries. During the pandemic, as email queries of customers increased around 6-7 times as compared to the normal scenario, this AI/ML model enabled the team to address customer issues effectively with a limited customer executive capacity.

CORPORATE SOCIAL RESPONSIBILITY

Community development has always been an integral part of your Company. We have time and again sustained our commitment towards the society by standing true to our ethos of 'Engineering a better world'. Despite the tumultuous times, we have worked tirelessly to keep the disadvantaged communities at the focus in line with globally agreed sustainable development principles and partnerships with local governments, NGOs and other relevant stakeholders. Your Company implements social development programs worldwide in compliance with the local national laws, United Nation's Sustainable development goals and Tata Group's core principles of corporate social responsibility (CSR). Your Company is committed to integrating environmental, social and ethical principles into the core business, which essentially ameliorate long-term stakeholder value. A comprehensive CSR policy has been put in place, which is approved by the CSR Committee of the Board.

Over the last 3 years, your Company has been expanding its CSR portfolio across the length and breadth of the world, ensuring better outreach to the disadvantaged communities. The key enablers in this mission are attributed to some key differentiators such as early adoption of advanced technology-based interventions; in-house conceptualizing & designing of programs in consultation with stakeholders; transitioning from upfront payments to 'outcome-based payments' approach, adopting innovative funding routes, multi-stakeholder engagement, leverage government funds, create value in programs to attract collaborations, and move towards Social Return on Investment (SRoI)-based program implementation.



As part of company's disaster relief program strategy, your Company was quick to respond to the COVID-19 pandemic. We implemented various initiatives such as employee fund donation drives in collaboration with Annamrita Foundation, wherein we supported more than 400 families by distributing food & grocery kits, engage volunteer champions with government authorities for necessary supports, collaboratively worked with Sumant Moolgaonkar Development Foundation (TML) for providing PPE kits to government hospitals, provided ration kits & cooked meals to stranded migrant laborers & medical staff.

Furthermore, Promotion of Science - Technology - Engineering - Mathematics (STEM) Education in secondary schools has always been another key focus of your Company. We kickstarted a national program on STEM education in collaboration with Department of Science and Technology (Government of India), Tata Trusts, British Council and Royal Society of Chemistry and sought help from IISER Pune for implementation. The program creates 450 master trainers and over 15,000 teachers will undergo a comprehensive training on



STEM and innovation. Moreover, the STEM tinkering lab project initiated in the previous year has been continued by conducting online classes amidst pandemic for over 400 students, covering topics such as computer programming, electronics, 3D designing, app designing and contemporary technology devices such as sensors, actuators & microcontrollers.



Your Company's Ready Engineer 2.0 is one of the best award-winning CSR programs in the Tata Group, which has been propagated across two states, Maharashtra and Karnataka, covering more than 30 engineering colleges.



In addition, Empowerment via Education (EVE) is the second most popular program, which is implemented under the 'Ready Engineer' umbrella to empower women engineers. To date, your Company has successfully empowered more than 330 women engineers. The program aims to support meritorious girls from low-income groups, with an average family income of INR 1.8 lakhs per annum. Your Company provides comprehensive scholarships for ~70 girl students every year for completion of their Engineering degree course. Apart from educational and institutional expenses, the scholarship covers cost of hostel, food and local travel.

Our Integrated Rural Development Project has successfully entered the second year in fiscal 2021. The program aims to fulfil aspirations of the underprivileged population in Osmanabad District, which is one of the aspirational regions for Government of India. The program has a long-lasting impact on over 3,500 beneficiaries from two select villages, as it focuses on a multi-tiered development model that includes promoting technical education in schools, increasing health awareness by conducting various health camps, training farmers on advanced agricultural technologies, replenishing existing water sources & creating new water sheds, providing livelihood support in terms of livestock for landless population. The program covered horticulture plantation of over 3,500 saplings, kitchen gardens, organic farming techniques, among others.

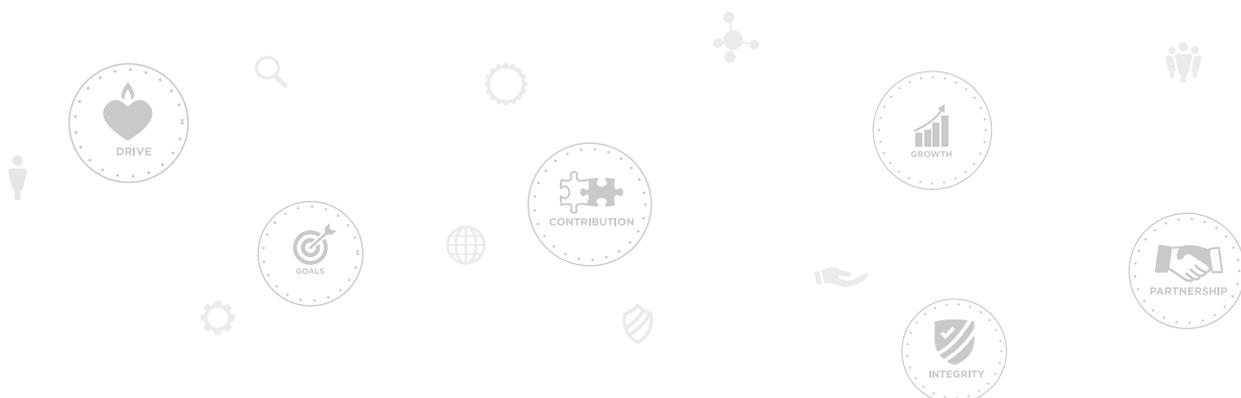
Your Company launched one of the most ambitious projects on urban cultural mapping in collaboration with Sahapedia. The project documented Pune's cultural heritage and natural resources from the past to the present. The gathered information, which includes over 30 themes, 1,000+ interest points and 1,500+ links related to museums, buildings, food, music, dance, rivers, historic educational institutes, hills, gardens, among others is available online on Sahapedia.org in two languages, i.e. English & Marathi. Moreover, the information is documented and reviewed by various renowned participants including artists, architects, city residents, institutions, NGOs and others.

Employee volunteering has been an inherent strength of your Company through which we engage motivated volunteer champions for social causes. Amidst the pandemic, your Company initiated virtual volunteering activities during Tata Volunteering weeks, wherein more than 500 employees participated in over 50 initiatives spanning over 6,000 volunteering hours.



Your Company raised £1,900 for Rethink Mental illness Charity that works for the people with mental health issues in Europe. In addition, your Company donated laptops to Stoke Heath Primary School in Coventry. In North America, your Company conducted book distribution, employee volunteering and reading celebration drives for the vulnerable communities through the NGO, First Book. Moreover, your Company supported the Penrickton Center for Blind Children with a contribution of around \$2,500 and offered multiple free 30-days trial licenses of i GET IT for 11,000 registrations across the world worth 10,000 hours of free training. In addition, your Company donated \$6,292 and developed a suitable Engineering skills program for 'SAY Play' in partnership with SAY Detroit and Mitch Albom Foundation. In addition, we supported three schools in Michigan by contributing \$15,000 towards book donation to promote STEM.

Your Company's environmental enrichment and sustainability initiatives were focused on efficient processes, optimized resources, transition to green infrastructure, inculcate a culture of conserving the natural capital to minimize the impact of your Company's operations. Moreover, your Company undertook energy monitoring & conservation initiatives, tree plantation & nurturing drives and water conservation & waste management (eWaste) projects. In Europe, your Company supported a key initiative driven by the Plastic Free Foundation known as 'Plastic-free July'. In North America, your Company implemented Project Night, a move towards energy-efficient offices to support the UN Sustainable Development Goals.



NOTICE

NOTICE IS HEREBY GIVEN THAT THE TWENTY-SEVENTH ANNUAL GENERAL MEETING (“AGM”) OF THE MEMBERS OF TATA TECHNOLOGIES LIMITED will be held on Thursday, June 24, 2021 at 3:00 PM (IST) through Video Conferencing (“VC”) / Other Audio Visual Means (“OAVM”) to transact the following business:

ORDINARY BUSINESS:

1. To receive, consider and adopt the Audited Standalone Financial Statements of the Company for the year ended March 31, 2021 together with Report of Board of Directors and Auditors thereon.
2. To receive, consider and adopt the Consolidated Financial Statements of the Company for the year ended March 31, 2021 together with Report of the Auditors thereon.
3. To appoint a Director in place of Mr. Subramanian Ramadorai (DIN: 00000002), who retires by rotation and being eligible, offers himself for re-appointment.

SPECIAL BUSINESS:

4. **Appointment of Mr. Ajoyendra Mukherjee (DIN: 00350269) as a Non-Executive Independent Director:**

To consider and if thought fit, to pass with or without modification(s), the following Resolution as a **Special Resolution**:

RESOLVED THAT pursuant to Section 149, 152 and other applicable provisions of the Companies Act, 2013, and Rule 4 and 5 of the Companies (Appointment and Qualification of Directors) Rules, 2014 (including any statutory modifications or re-enactment(s) thereof, for the time being in force), read with Schedule IV of the Companies Act, 2013 (including any statutory modifications or re-enactment(s) thereof, for the time being in force), Mr. Ajoyendra Mukherjee (DIN: 00350269) who was appointed as Additional Director of the Company by the Board of Directors with effect from March 29, 2021 and who will hold office upto the date of commencement of this Annual General Meeting in terms of Section 161 of the Companies Act, 2013 and who has submitted a declaration that he meets criteria of independence as provided in Section 149(6) of the Act and in respect of whom the Company has received a notice in writing from a member of the Company under Section 160 of the Companies Act, 2013, signifying his intention to propose Mr. Ajoyendra Mukherjee (DIN: 00350269) as a candidate for the office of Independent Director of the Company, be and is hereby appointed as Non-Executive Independent Director of the Company for a period of three years from March 29, 2021 to March 28, 2024 and whose office shall not be liable to retire by rotation.

NOTES:

1. In view of the global outbreak of the COVID-19 pandemic, the Ministry of Corporate Affairs (“MCA”) has vide its General Circular No. 20/2020 dated May 5, 2020 in relation to “Clarification on holding of annual general meeting (AGM) through video conferencing (VC) or other audio visual means (OAVM)” read with General Circular No. 14/ 2020 dated April 8, 2020 and the General Circular No. 17/ 2020 dated April 13, 2020, General Circular No. 33/2020 dated September 28, 2020 and General Circular No. 39/2020 dated December 31, 2020 in relation to “Clarification on passing of ordinary and special resolutions by companies under the Companies Act, 2013 and the rules made thereunder on account of the threat posed by COVID-19” and General Circular No.02/2021 dated January 13, 2021 (collectively referred to as “MCA Circulars”) permitted the holding of the Annual General Meeting (“AGM”) through VC / OAVM, without the physical presence of the Members at a common venue. In compliance with the provisions of the Companies Act, 2013 (“Act”) and MCA Circulars, the AGM of the Company is being held through VC / OAVM on Thursday, June 24, 2021 at 3.00 p.m. (IST). The deemed venue for the 27th AGM will be the Registered Office of the Company.
2. **PURSUANT TO THE PROVISIONS OF THE ACT, A MEMBER ENTITLED TO ATTEND AND VOTE AT THE AGM IS ENTITLED TO APPOINT A PROXY TO ATTEND AND VOTE ON HIS/HER BEHALF AND THE PROXY NEED NOT BE A MEMBER OF THE COMPANY. SINCE THIS AGM IS BEING HELD PURSUANT TO THE MCA CIRCULARS THROUGH VC OR OAVM, THE REQUIREMENT OF PHYSICAL ATTENDANCE OF MEMBERS HAS BEEN DISPENSED WITH. ACCORDINGLY, IN TERMS OF THE MCA CIRCULARS, THE FACILITY FOR APPOINTMENT OF PROXIES BY THE MEMBERS WILL NOT BE AVAILABLE FOR THIS AGM AND HENCE THE PROXY FORM, ATTENDANCE SLIP AND ROUTE MAP OF AGM ARE NOT ANNEXED TO THIS NOTICE.**
3. Institutional Investors, who are Members of the Company, are encouraged to attend and vote at the 27th AGM through VC/OAVM facility. Corporate Members intending to appoint their authorized representatives pursuant to Sections 112 and 113 of the Act, as the case maybe, to attend the AGM through VC or OAVM are requested to send a certified copy of the Board Resolution to the Scrutinizer at jbbhave@gmail.com or Company Secretary by e-mail at investor@tatatechnologies.com.
4. The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act.
5. As per the provisions of Clause 3.A.II of the General Circular No. 20/ 2020 dated May 5, 2020, the matters of Special Business as appearing at Item No. 4 of the accompanying Notice, are considered to be unavoidable by the Board and hence, forming part of this Notice.
6. The Explanatory Statement pursuant to Section 102 of the Act setting out material facts concerning the business under Item No. 4 of the Notice is annexed hereto. The relevant details, pursuant to Secretarial Standards on General Meetings issued by the Institute of

Company Secretaries of India, in respect of Directors seeking appointment/re-appointment at this AGM are also annexed. Requisite declarations have been received from Director/s for seeking re-appointment.

7. The Members can join the AGM in the VC/OAVM mode 15 minutes before and 15 minutes after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice.
8. In line with the MCA Circular dated May 5, 2020 and January 13, 2021, the Notice of the AGM along with the Annual Report 2020-21 is being sent only through electronic mode to those Members whose email addresses are registered with the Company / Depositories.
9. Members who need assistance in connection with using the technology before or during the AGM, may reach out to the Company officials at +91 20 6652 9090.
10. Members are requested to note that, dividends if not encashed for a consecutive period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ("IEPF"). The shares in respect of such unclaimed dividends are also liable to be transferred to the demat account of the IEPF Authority. In view of this, Members/Claimants are requested to claim their dividends from the Company, within the stipulated timeline. The Members, whose unclaimed dividends/shares have been transferred to IEPF, may claim the same by making an application to the IEPF Authority, in Form No. IEPF-5 available on www.iepf.gov.in.
11. Members are requested to intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/mobile numbers, PAN, registering of nomination, power of attorney registration, Bank Mandate details, etc., to their Depository Participant (DP) in case the shares are held in electronic form and to the Registrar and Transfer Agent (RTA) at csg-unit@tsrdarashaw.com in case the shares are held in physical form, quoting their folio number.
12. As per the provisions of Section 72 of the Act, the facility for making nomination is available for the Members in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting Form No. SH-13. If a Member desires to cancel the earlier nomination and record a fresh nomination, he may submit the same in Form SH-14. Members are requested to submit the said form to their DP in case the shares are held in electronic form and to the RTA at csg-unit@tsrdarashaw.com in case the shares are held in physical form, quoting your folio number.
13. The format of the Register of Members prescribed by the MCA under the Act requires the Company/RTA to record additional details of Members, including their PAN details, e-mail address, bank details for payment of dividend etc. Members holding shares in physical form are requested to submit the filled in form to the Company at investor@tatatechnologies.com or to the RTA in physical mode, after restoring normalcy or in electronic mode at csg-unit@tsrdarashaw.com, as per instructions mentioned in the form. Members holding shares in electronic form are requested to submit the details to their respective DP only and not to the Company or RTA.
14. Members holding shares in physical form, in identical order of names, in more than one folio are requested to send to the Company or RTA, the details of such folios together with the share certificates for consolidating their holdings in one folio. A consolidated share certificate will be issued to such Members after making requisite changes.
15. During the 27th AGM, Members may access the electronic copy of Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act and the Register of Contracts and Arrangements in which Directors are interested maintained under Section 189 of the Act by writing to the Company on investor@tatatechnologies.com.
16. Members who wish to inspect the relevant documents referred to in the Notice can send an email to investor@tatatechnologies.com up to the conclusion of this Meeting.
17. Members who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending their request from their registered Email address mentioning their Name, DP ID and Client ID/Folio number, PAN, Mobile Number at investor@tatatechnologies.com from June 18, 2021 (9:00 a.m. IST) to June 20, 2021 (5:00 p.m. IST). Those Members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.
18. To prevent fraudulent transactions, Members are advised to exercise due diligence and notify the Company of any change in address or demise of any Member as soon as possible. Members are also advised to not leave their demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned DP and holdings should be verified from time to time.
19. To support the 'Green Initiative', Members who have not yet registered their email addresses are requested to register the same with their DPs in case the shares are held by them in electronic form and with the Company in case the shares are held by them in physical form.
20. **Process for registering email addresses to receive this Notice of AGM and Annual Report electronically:**
Registration of e-mail address permanently with Company/DP: Members are requested to register the same with their concerned DPs, in respect of electronic holding and with RTA, in respect of physical holding, by writing to them at csg-unit@tsrdarashaw.com. Further, those Members who have already registered their e-mail addresses are requested to keep their e-mail addresses validated/updated with their DPs / RTA to enable servicing of notices / documents / Annual Reports and other communications electronically to their e-mail address in future.

21. The Company has dematerialized its Equity Shares with CDSL & NSDL and Company's ISIN number is INE142M01017. The members are requested to note that in wake of notification dated September 10, 2018, issued by Ministry of Corporate Affairs, members holding shares in physical form have to mandatorily convert their holding into Demat form if they intend to transfer their shares on or after October 2, 2018. Members, who hold shares in physical form, are requested to dematerialize their shares at the earliest.

22. **Voting through electronic means:**

- i. In view of the massive outbreak of the COVID-19 pandemic, social distancing is a norm to be followed and pursuant to the Circular No. 14/2020 dated April 08, 2020, Circular No.17/2020 dated April 13, 2020 issued by the Ministry of Corporate Affairs followed by Circular No. 20/2020 dated May 05, 2020 and Circular No. 02/2021 dated January 13, 2021 and all other relevant circulars issued from time to time, physical attendance of the Members to the AGM venue is not required and general meeting be held through video conferencing (VC) or other audio visual means (OAVM). Hence, Members can attend and participate in the ensuing AGM through VC/OAVM.
- ii. Pursuant to the Circular No. 14/2020 dated April 08, 2020, issued by the Ministry of Corporate Affairs, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM. However, the Body Corporates are entitled to appoint authorised representatives to attend the AGM through VC/OAVM and participate there at and cast their votes through e-voting.
- iii. The Members can join the AGM in the VC/OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC/OAVM will be made available for 1,000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.
- iv. The attendance of the Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.
- v. Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended), and the Circulars issued by the Ministry of Corporate Affairs dated April 08, 2020, April 13, 2020 and May 05, 2020, the Company is providing facility of remote e-Voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has entered into an agreement with National Securities Depository Limited (NSDL) for facilitating voting through electronic means, as the authorized agency. The facility of casting votes by a member using remote e-Voting system as well as voting on the date of the AGM will be provided by NSDL after conclusion of the AGM.
- vi. In line with the Ministry of Corporate Affairs (MCA) Circular No. 17/2020 dated April 13, 2020, the Notice calling the AGM has been uploaded on the website of the Company. The Notice is also available on the website of NSDL (agency for providing the Remote e-Voting facility) i.e. www.evoting.nsdl.com.
- vii. AGM has been convened through VC/OAVM in compliance with applicable provisions of the Companies Act, 2013 read with MCA Circular No. 14/2020 dated April 08, 2020 and MCA Circular No. 17/2020 dated April 13, 2020, MCA Circular No. 20/2020 dated May 05, 2020 and MCA Circular No. 2/2021 dated January 13, 2021.

THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING, VOTING DURING THE MEETING AND JOINING GENERAL MEETING ARE AS UNDER:

The remote e-voting period begins on Monday, June 21, 2021 at 10:00 A.M. and ends on Wednesday, June 23, 2021 at 05:00 P.M. The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the record date (cut-off date) i.e. Thursday, June 17, 2021, may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being Thursday, June 17, 2021.

How do I vote electronically using NSDL e-Voting system?

The way to vote electronically on NSDL e-Voting system consists of "Two Steps" which are mentioned below:

Step 1: Access to NSDL e-Voting system

A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	<ol style="list-style-type: none"> 1. If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsd.com/ either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under "IDeAS" section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on options available against company name or e-Voting service provider - NSDL and you will be re-directed to NSDL e-Voting website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2. If the user is not registered for IDeAS e-Services, option to register is available at https://eservices.nsd.com/. Select "Register Online for IDeAS" Portal or click at https://eservices.nsd.com/SecureWeb/IdeasDirectReg.jsp 3. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsd.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number held with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on options available against company name or e-Voting service provider - NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
Individual Shareholders holding securities in demat mode with CDSL	<ol style="list-style-type: none"> 1. Existing users who have opted for Easi / Easiest, they can login through their user id and password. Option will be made available to reach e-Voting page without any further authentication. The URL for users to login to Easi / Easiest are https://web.cdslindia.com/myeasi/home/login or www.cdslindia.com and click on New System Myeasi. 2. After successful login of Easi/Easiest the user will be also able to see the E Voting Menu. The Menu will have links of e-Voting service provider i.e. NSDL. Click on NSDL to cast your vote. 3. If the user is not registered for Easi/Easiest, option to register is available at https://web.cdslindia.com/myeasi/Registration/EasiRegistration 4. Alternatively, the user can directly access e-Voting page by providing demat Account Number and PAN from a link in www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the demat Account. After successful authentication, user will be provided links for the respective ESP i.e. NSDL where the e-Voting is in progress.
Individual Shareholders (holding securities in demat mode) login through their depository participants	<p>You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. Once login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on options available against company name or e-Voting service provider-NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.</p>

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 1800 1020 990 and 1800 22 44 30
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at 022-23058738 or 022-23058542-43

B) Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: <https://www.evoting.nsdl.com/> either on a Personal Computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at <https://eservices.nsdl.com/> with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****.
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12***** then your user ID is 12*****.
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the company For example if folio number is 001*** and EVEN is 101456 then user ID is 101456001***

5. Password details for shareholders other than Individual shareholders are given below:
 - a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
 - b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
 - c) How to retrieve your 'initial password'?
 - (i) If your email ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
 - (ii) If your email ID is not registered, please follow steps mentioned below in **process for those shareholders whose email ids are not registered**
6. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:
 - a) Click on "**Forgot User Details/Password?**" (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.

- b) **Physical User Reset Password?** (If you are holding shares in physical mode) option available on www.evoting.nsdl.com
 - c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.co.in mentioning your demat account number/folio number, your PAN, your name and your registered address etc.
 - d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.
7. After entering your password, tick on Agree to “Terms and Conditions” by selecting on the check box.
 8. Now, you will have to click on “Login” button.
 9. After you click on the “Login” button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies’ “EVEN” in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select “EVEN” of Company which is 115999. For joining virtual meeting, you need to click on “VC/OAVM” link placed under “Join General Meeting”.
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on “Submit” and also “Confirm” when prompted.
5. Upon confirmation, the message “Vote cast successfully” will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to jbbhave@gmail.com with a copy marked to evoting@nsdl.co.in.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the “Forgot User Details/Password?” or “Physical User Reset Password?” option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or send a request to Mr. Amit Vishal, Senior Manager – NSDL or Ms. Pallavi Mhatre, Manager, NSDL or Mr. Sagar Ghosalkar, Assistant Manager- NSDL at evoting@nsdl.co.in call on toll free no.: 1800 1020 990 and 1800 22 44 30.

Process for those shareholders whose email IDs are not registered with the depositories for procuring User ID and password and registration of email IDs for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode please provide Folio number, Name of shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email to investor@tatatechnologies.com.
2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) to investor@tatatechnologies.com. If you are an individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at step 1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.
3. Alternatively shareholder/members may send a request to evoting@nsdl.co.in for procuring user id and password for e-voting by providing above mentioned documents.
4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER:

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members/ shareholders, who will be present in the AGM through VC/OAVM facility and have not cast their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for Remote e-voting.

INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER:

1. Member will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for Access to NSDL e-Voting system. After successful login, you can see link of "VC/OAVM link" placed under "Join General meeting" menu against company name. You are requested to click on VC/OAVM link placed under Join General Meeting menu. The link for VC/OAVM will be available in Shareholder/Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. Members are encouraged to join the Meeting through Laptops for better experience.
3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that participants connecting from mobile devices or tablets or through laptop connecting via mobile hotspot may experience Audio/Video loss due to fluctuation in their respective network. It is therefore recommended to use stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

General Guidelines:

- I. The remote e-voting period commences on Monday, June 21, 2021 (10:00 am) and ends on Wednesday, June 23, 2021 (5:00 pm). During this period, shareholders of the Company, holding shares either in physical form or in dematerialized form, as on the Cut-off date i.e. Thursday, June 17, 2021, may cast their vote electronically. The e-voting module shall be disabled by NSDL for voting thereafter. Once the vote on a resolution is cast by the shareholder, the shareholder will not be allowed to change it subsequently or cast the vote again.
- II. The members, who have cast their vote by remote e-voting, may also attend the meeting through VC but shall not be entitled to cast their vote again.
- III. The voting rights of Shareholders shall be in proportion to their shares of the paid up equity share capital of the Company as on Thursday, June 17, 2021.
- IV. Mr. Jayavant Bhave, Practicing Company Secretary (FCS No. 4266; COP No. 3068) has been appointed as the Scrutinizer to scrutinize the e-voting process in a fair and transparent manner.
- V. The Scrutinizer shall, immediately after the conclusion of voting at the general meeting, unblock the votes cast through remote e-voting in the presence of at least two witnesses not in the employment of the Company and make, not later than three (3) days from the conclusion of the meeting, a consolidated Scrutinizer's Report of the total votes cast in favor or against, if any, forthwith to the Chairman or a person authorized by him in writing who shall countersign the same.
- VI. The Results declared along with the Scrutinizer's Report shall be placed on the Company's website www.tatatechnologies.com immediately after the results are declared by the Chairman.
- VII. Subject to the receipt of requisite number of votes, the resolution shall be deemed to be passed on the date of the AGM.

By Order of the Board of Directors

Vikrant Gandhe
Company Secretary

Date: April 29, 2021

Place: Pune, Maharashtra

Registered Office:

Tata Technologies Limited
Plot No 25, Rajiv Gandhi Infotech Park,
Hinjawadi, Pune – 411057

EXPLANATORY STATEMENT PURSUANT TO SECTION 102(1) OF THE COMPANIES ACT, 2013

The following Explanatory Statement pursuant to Section 102(1) of the Companies Act, 2013 (the Act), sets out all material facts relating to the Special Business mentioned in the accompanying Notice and should be taken as forming a part of the Notice.

Item No 4: Appointment of Mr. Ajoyendra Mukherjee (DIN: 00350269) as a Non-Executive Independent Director

Pursuant to the provisions of Section 149(6) of the Companies Act, 2013, the Company is required to appoint Independent Directors on Board of the Company.

In compliance with the above provisions, the Board of Directors have appointed Mr. Ajoyendra Mukherjee (DIN - 00350269) as an Additional Director w.e.f. March 29, 2021 pursuant to Section 161 of the Companies Act, 2013 read with the Articles of Association of the Company.

Pursuant to section 161 of the Companies Act, 2013, Mr. Ajoyendra Mukherjee (DIN - 00350269) will hold office upto the date of the ensuing AGM. The Company has received a notice in writing under the provision of Section 160 of the Companies Act, 2013, from a member.

The Company has received from Mr. Ajoyendra Mukherjee (DIN - 00350269) (i) consent in writing to act as director in Form DIR 2 pursuant to Rule 8 of Companies (Appointment & Qualification of Directors) Rules, 2014, (ii) intimation in Form DIR 8 in terms of Companies (Appointment & Qualification of Directors) Rules, 2014, to the effect that he is not disqualified under sub-section (2) of Section 164 of the Companies Act, 2013, and (iii) a declaration to the effect that he meets the criteria of independence as provided in sub-section (6) of Section 149 of the Companies Act, 2013.

In the opinion of the Board of Directors, Mr. Ajoyendra Mukherjee (DIN - 00350269), the Non-Executive Independent Director proposed to be appointed, fulfills the conditions specified in the Act and the Rules made thereunder and he is independent of the Management. A copy of the draft letter for the appointment of Mr. Ajoyendra Mukherjee (DIN - 00350269) as a Non- Executive Independent Director setting out the terms and conditions is available for inspection without any fee for the members at the Company's registered office during normal business hours on working days up to June 23, 2021. The resolution seeks the approval of members for the appointment of Mr. Ajoyendra Mukherjee (DIN - 00350269) as a Non- Executive Independent Director of the Company for the period of three years from March 29, 2021 to March 28, 2024 pursuant to Section 149 and other applicable provisions of the Companies Act, 2013 and the Rules made thereunder. He is not liable to retire by rotation.

No Director, Key Managerial Personnel or their relatives, except Mr. Ajoyendra Mukherjee (DIN - 00350269), to whom the resolution relates, is interested or concerned, financially or otherwise in the resolution.

The Board recommends the resolution set forth in Item No. 4 of the accompanying Notice for approval of the members.

By Order of the Board of Directors

Vikrant Gandhe
Company Secretary

Date: April 29, 2021

Place: Pune, Maharashtra

Registered Office:

Tata Technologies Limited

Plot No 25, Rajiv Gandhi Infotech Park,

Hinjawadi, Pune – 411057

DETAILS OF DIRECTORS SEEKING RE-APPOINTMENT AT THIS ANNUAL GENERAL MEETING

Particulars	Mr. S Ramadorai (DIN: 00000002)
Date of Birth	October 6, 1944
Date of Appointment	March 8, 2021
Qualifications	Bachelor of Science Degree in Physics from Delhi University (India), Bachelor of Engineering Degree in Electronics and Telecommunications from the Indian Institute of Science, Bangalore (India) and a Master's degree in computer science from the University of California – UCLA (USA)
Expertise in specific functional areas	Wide expertise in management and leadership
Directorships held in other Public Companies (excluding foreign and Section 8 Companies)	2
Memberships/ Chairmanships of committees of other public companies	1
Number of shares held in the Company	1,32,000
Number of Meetings of the Board of Directors attended during FY 2020-21	8 (out of 8)
Relationship with other Directors, Manager or Key Managerial Personnel, if any	None
Last drawn Remuneration	Nil

DETAILS OF DIRECTORS SEEKING APPOINTMENT AT THIS ANNUAL GENERAL MEETING

Particulars	Mr. Ajoyendra Mukherjee (DIN: 00350269)
Date of Birth	April 1, 1959
Date of Appointment as Additional Director	March 29, 2021
Qualifications	B.E. (Honours) in Electrical & Electronics Engineering from BITS, Pilani
Expertise in specific functional areas	Global experience in managing business units in IT and in Human Resource Management
Directorships held in other Public Companies (excluding foreign and Section 8 Companies)	1
Memberships/ Chairmanships of committees of other public companies	1
Number of shares held in the Company	None
Number of Meetings of the Board of Directors attended during FY 2020-21	NA – Date of Appointment as Additional Director was March 29, 2021 and no Board Meeting was held after this date
Relationship with other Directors, Manager or Key Managerial Personnel, if any	None
Last drawn Remuneration	Nil

BOARD'S REPORT

TO THE MEMBERS OF TATA TECHNOLOGIES LIMITED

The Directors present the Annual Report of Tata Technologies Limited (the Company) along with the audited financial statements for the financial year ended March 31, 2021. The consolidated performance of the Company and its subsidiaries has been referred to wherever required.

1. FINANCIAL RESULTS

The summary of the financial results of the Company for year ended March 31, 2021 is as follows:

Particulars	Standalone		Consolidated	
	2020-21	2019-20	2020-21	2019-20
Income from Operations	1,050.84	1,244.55	2,380.91	2,852.05
Other Income	18.75	150.62	44.83	44.89
Total Income	1,069.59	1,395.17	2,425.74	2,896.94
Operating Expenditure	853.69	941.42	1,995.20	2,381.61
Profit before Depreciation, Interest and Taxes	215.90	453.75	430.54	515.33
Interest	10.62	8.85	17.66	15.63
Depreciation	53.65	59.96	92.20	99.15
Profit before exceptional item and tax	151.63	384.94	320.68	400.55
Exceptional items	4.99	1.34	5.41	8.58
Profit before tax (PBT)	146.64	383.60	315.27	391.97
Tax expense	38.43	91.68	76.09	140.42
Profit after Tax (PAT)	108.21	291.92	239.18	251.55

(₹ Crore)

2. OPERATING RESULTS & BUSINESS PERFORMANCE

The Operating revenue of the Company recorded decrease of 15.6% during financial year 2020-21 over previous financial year on a standalone basis. The revenue decline on standalone basis mainly consists of decline of 16.9% in sale of services to ₹ 896.82 crore, while sale of products declined by 6.2% to ₹ 154.02 crore.

On Consolidated basis, the Group recorded a decrease in revenue from operations by 16.5%. The Revenue from operations decreased to ₹ 2,380.91 crore during financial year 2020-21 compared to ₹ 2,852.05 crore during previous year. The revenue from sale of services decreased by 17.5% to ₹ 1,917.74 crore in financial year 2020-21 compared to ₹ 2,324.08 crore in financial year 2019-20 while product revenue decreased by 8.6% to ₹ 463.16 crore compared to ₹ 506.52 crore during previous financial year.

During the year under review, the Company did not receive any dividend from its subsidiaries.

The PBT decreased by 61.8% to ₹ 146.64 crore in financial year 2020-21 compared to ₹ 383.60 crore in previous financial year on a standalone basis. The PAT decreased to ₹ 108.21 crore in financial year 2020-21 compared to ₹ 291.92 crore during previous financial year on standalone basis.

On Consolidated basis, the Group earned a PBT of ₹ 315.27 crore during financial year 2020-21 compared to ₹ 391.97 crore during previous financial year registering a decrease of 19.6% over previous financial year. The PAT decreased by 4.9% to ₹ 239.18 crore in financial year 2020-21 compared to ₹ 251.55 crore in previous financial year.

The Members are advised to refer the section on the Management Discussion and Analysis, which is a part of this report, for detailed understanding of the operating results and business performance.

3. DIVIDEND

During the year under review, the Company did not pay any interim dividend. The Board did not recommend a final dividend.

4. TRANSFER TO RESERVES

The Board of Directors have not proposed to transfer any amount to the General Reserve. Therefore, entire profits of ₹ 108.21 crore earned during financial year 2020-21 have been retained in profit and loss account.

5. HUMAN RESOURCE DEVELOPMENT

The Company's recent improvement in the 2020 TBEM Assessment was driven by significant progress in the areas of Senior Leadership, Workforce Environment and Governance Outcomes.

The Company's HR strategy is linked to the overall 7 Pillar strategy. Major actions on this strategy are being covered through two key initiatives: **Project Vector & LeaderBridge**.

Project Vector is a key organizational-wide initiative centered around driving strategic change through the deployment of the “Outside In” organizational structure. It is focused upon preparing the organization to operate in this new way from the beginning of the fiscal year 2022 i.e. April 1, 2021. Several strategic organizational restructuring actions and associated communications are in progress as part of Project Vector.

LeaderBridge is the Company’s flagship long-term talent & development initiative with a defined focus of providing coverage in Sales & Delivery Leadership roles that are emerging as part of the Industry Forward structure. The objective of this program is to enable better decision-making in role fitsments across the organization by providing a mechanism to validate and leverage leadership quotient. The first phase of this program has been completed and new roles have been mapped to the new organization structure and Client and Delivery Partners for Key accounts.

Additionally, the Company’s HR function works closely with Business in the planning and execution of multiple organizational-related initiatives and actions, including organization design, leadership development, effective resource management, performance management review, and skills and competency management. As a function, HR has continued to focus on fostering diversity and inclusion to promote gender diversity in the Company. Company’s women workforce now stands at 14% of the total workforce. Company’s attrition rate during 2020-21 was 11% which is lower than the industry average. The Members are advised to refer to the relevant section of Management Discussion and Analysis for details of Company Human Resource strategy.

6. BUSINESS EXCELLENCE AND QUALITY INITIATIVES

The Company has adopted the Tata Business Excellence Model (TBEM) as an organizational improvement methodology to achieve excellence in the way it runs its business and implements key strategic initiatives. TBEM focuses on key aspects of the business like Leadership, Strategy, Customer, People, and Processes and outcomes they deliver to improve overall business performance. The Company underwent TBEM external assessment in 2020, and achieved a score of 553, up from 534 in 2017. The TBEM Score of 553 denotes that “there are no major gaps in the deployment of the overall requirement of the TBEM criteria and results address most key customer/stakeholder, market, and process requirements and demonstrate the area of strength”. The score of 550+ also positions Tata Technologies as an “Emerging Industry Leader” based on TBEM criteria. Based on the assessment outcomes, the Company has developed specific improvement plans which are being pursued to enhance organizational performance.

The Company has adopted various globally recognized standards to establish its enterprise-level Quality Management System (QMS) and Information Security Management System (ISMS). Internal and external quality audits, customer feedback through Net Promoters Score (NPS), and project level customer satisfaction, inputs from project teams, etc. have helped in continuously improving the QMS processes and related IT tools. The Company’s online project tracking system provides real-time visibility of the status of projects to Project Managers, Vertical Heads, and Line of Business Heads.

The Company has adopted the following globally recognized standards:

- ISO 9001: 2015 certification for its facilities in Hinjawadi, SEZ Blueridge, Thane, Jamshedpur, Bangalore, Romania, and Sweden locations
- AS9100D: 2015 for its facilities in Hinjawadi and SEZ Blueridge locations of Pune
- ISO 27001: 2013 for its facilities in JK, Hinjawadi, and SEZ Blueridge Locations of Pune.

7. CHANGES IN SHARE CAPITAL

During the financial year 2020-21, the following changes have occurred in the share capital of the Company:

- a) The authorized share capital of the Company remained unchanged at ₹ 60.70 crore divided into 6,00,00,000 equity shares of ₹ 10 each and 7,00,000 0.01% cumulative non-participative compulsorily convertible preference shares of ₹ 10 each.
- b) The Paid up equity share capital of the Company increased from ₹ 41,80,32,250 to ₹ 41,80,69,750 due to allotment of additional 3,750 equity shares under its ESOP Scheme.

8. SUBSIDIARY COMPANIES AND JOINT VENTURE

The Company has eleven (11) subsidiaries and one (1) joint venture.

With a view to simplify its operations and structure, your Company has undertaken corporate restructuring program aimed at reducing number of subsidiaries, exiting sub-optimal operations and de-layering of subsidiaries. As a part of this process, Tata Technologies de Mexico, S.A. de C.V., a step subsidiary of the Company passed a resolution for its voluntary liquidation in March 2020. The liquidation process is ongoing. The name of Escenda Engineering AB, a step down subsidiary of the Company in Sweden, was changed to Tata Technologies Nordics AB, with effect from November 2, 2020.

Tata HAL Technologies Limited (THAL), a joint venture between Hindustan Aeronautics Limited (HAL) and Tata Technologies Limited had decided to close its operations effective March 31, 2020 except for the remaining work related to LCA Tejas Division of HAL which has been completed in FY21. THAL will file the application for its voluntary winding up in FY22 after necessary Board and shareholder approvals.

Other than what has been stated above, there has been no material change in the nature of the business of the subsidiaries.

Pursuant to the provisions of Section 129(3) of the Act, a statement containing the salient features of financial statements of the Company’s subsidiaries in Form AOC-1 is attached to the financial statements of the Company as Annexure II.

Further, pursuant to the provisions of Section 136 of the Act, the financial statements of the Company and consolidated financial statements along with relevant documents are available on the website of the Company.

9. DIRECTORS' RESPONSIBILITY STATEMENT

Based on the framework of internal financial controls and compliance systems established and maintained by the Company, the work performed by the internal, statutory and secretarial auditors and external consultants, including the audit of internal financial controls over financial reporting by the statutory auditors and the reviews performed by management and the relevant board committees, including the audit committee, the Board is of the opinion that the Company's internal financial controls were adequate and effective during FY 2020-21.

Pursuant to Section 134(5) of the Act, the Board of Directors, to the best of its knowledge and ability, confirm that:

- i. in the preparation of the annual accounts, the applicable accounting standards have been followed and there are no material departures;
- ii. they 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 at the end of the financial year and of the profit of the Company for that period;
- iii. they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- iv. they have prepared the annual accounts on a going concern basis;
- v. they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

10. DIRECTORS AND KEY MANAGERIAL PERSONNEL

Mr. Praveen Kadle (DIN 00016814) ceased to be a director w.e.f. July 27, 2020 due to retirement by rotation and not seeking re-appointment.

Ms. Falguni Nayar (DIN 00003633) and Mr. Rakesh Makhija (DIN 00117692), ceased to be directors of the Company as their second term as Independent Directors ended on March 29, 2021.

The Board places on record its appreciation for their invaluable contribution and guidance.

Mr. Ajoyendra Mukherjee (DIN 00350269) was appointed as additional director in the Independent Category w.e.f. March 29, 2021 for a term of three years subject to approval of the shareholders. A resolution seeking shareholders' approval for the appointment of Mr. Ajoyendra Mukherjee forms a part of the Notice. Pursuant to Section 149 (6) of the Companies Act, 2013, the Company has received the declaration of independence from Mr. Ajoyendra Mukherjee Independent Director.

As on March 31, 2021, there was one Independent Director on Board. The Board has initiated necessary steps to fill the intermittent vacancy of Woman / Independent Director and shall be filled-up by the Board at the earliest, within the timelines prescribed under the law.

Mr. Subramanian Ramadorai (DIN: 00000002) retires by rotation and being eligible, has offered himself for re-appointment. A resolution seeking shareholders' approval for the appointment forms a part of the Notice.

During the year, the non-executive directors of the Company had no pecuniary relationship or transactions with the Company, other than sitting fees, commission and reimbursement of expenses incurred by them for the purpose of attending meetings of the Company.

Pursuant to the provisions of Section 203 of the Act, the Key Managerial Personnel of the Company as on March 31, 2021 are:

Mr. Warren Kevin Harris, Chief Executive Officer and Managing Director, Ms. Savitha Balachandran, Chief Financial Officer and Mr. Vikrant Gandhe, Company Secretary.

11. BOARD MEETINGS

Eight (8) meetings of the Board were held during the year under review. For details of meetings of the Board, please refer to the Corporate Governance Report, which is a part of this report. The time gap between two meetings was less than 120 days.

12. BOARD EVALUATION

The Company has adopted the Tata Group Governance Guidelines in which a due process for evaluation of the Board has been set up and the Board of Directors has carried out an annual evaluation of its own performance, Board Committees, and individual directors pursuant to Section 134(3)(p) of the Companies Act, 2013 read with Rule 8(4) of the Companies (Accounts) Rules, 2014.

The performance of the Board was evaluated by the Board after seeking inputs from all the directors on the basis of criteria such as the Board composition and structure, effectiveness of Board processes, information and functioning, etc.

The performance of the committees was evaluated by the Board after seeking inputs from the committee members on the basis of criteria such as the composition of committees, effectiveness of committee meetings, etc.

In a separate meeting of independent directors, performance of non-independent directors, the Chairman of the Company and the Board as a whole was evaluated, taking into account the views of executive directors and non-executive directors.

The Board and the Nomination and Remuneration Committee reviewed the performance of individual directors on the basis of criteria such as the contribution of the individual director to the Board and Committee meetings like preparedness on the issues to be discussed, meaningful and constructive contribution and inputs in meetings, etc.

13. POLICY ON DIRECTORS' APPOINTMENT AND REMUNERATION AND OTHER DETAILS

The Company's policy on directors' appointment and remuneration and other matters provided in Section 178(3) of the Act has been disclosed in the Corporate Governance Report, which is a part of this report as Annexure III.

14. INTERNAL FINANCIAL CONTROL SYSTEMS AND THEIR ADEQUACY

The details in respect of internal financial control and their adequacy are included in the Management Discussion and Analysis, which is a part of this report.

15. AUDIT COMMITTEE

The Audit Committee comprises of three Non-Executive Directors including one Independent Director, all of whom are financially literate. The Committee is comprised of Mr. Ajoyendra Mukherjee, Chairman, Mr. Guenter Butschek and Mr. Pathamadai Balachandran Balaji as members of the Committee. Ms. Falguni Nayar and Mr. Rakesh Makhija, ceased to be directors of the Company as their second term as Independent Directors ended on March 29, 2021 and consequently ceased to be the Chairperson and Member of the Audit Committee respectively.

The Committee has adopted a Charter for its functioning. The Committee met eight (8) times during the year, the details of which are given in the Corporate Governance Report. During the year under review, the Board has accepted all the recommendations of the Committee.

16. STATUTORY AUDITORS

M/s. BSR & Co. LLP, Chartered Accountants, (Firm Registration No. 101248W/ W-100022) were appointed as the statutory auditors of the Company to hold office from the conclusion of the Twenty Third Annual General Meeting ("AGM") held on September 15, 2017, till the conclusion of Twenty Eighth AGM subject to ratification of their appointment at every AGM. The requirement to place the matter relating to appointment of auditors for ratification by Members at every AGM has been done away by the Companies (Amendment) Act, 2017 with effect from May 7, 2018. Accordingly, no resolution is being proposed for ratification of appointment of statutory auditors at the ensuing AGM and a note in respect of same has been included in the Notice for this AGM. The report of the Statutory Auditors forming part of the Annual Report, does not contain any qualification, reservation, adverse remark or disclaimer. The observations made in the Auditor's Report are self-explanatory and therefore do not call for any further comments.

17. SECRETARIAL AUDIT

Section 204 of the Companies Act, 2013 inter-alia requires prescribed classes of companies to annex with its Board Report, a Secretarial Audit Report given by Company Secretary in Practice, in the prescribed format. Since the Company falls under the prescribed class, the Board of Directors had appointed M/s. J. B. Bhawe & Co., Practicing Company Secretaries, as Secretarial Auditors to conduct Secretarial Audit of the Company for 2020-21 and their report is annexed to this report as Annexure IV. There are no qualifications / observations in the said Report.

18. INTERNAL AUDITORS

The Company had appointed M/s. Ernst & Young LLP, as Internal Auditors of the Company, to conduct the Internal Audit of the Company and its subsidiaries for FY21.

During the year, the Audit Committee had advised to implement regular rotation of internal audit partner starting FY22 and consequently, has appointed M/s. Genpact Enterprise Risk Consulting LLP as the new internal auditors for FY22 and FY23.

19. COMPLIANCE AUDITORS

To strengthen the compliance process of the Company, the Company has implemented a system based compliance tool known as "iComply" in India, Europe, Thailand, Singapore, United States of America, Romania, Mexico and China. The Company had appointed M/s. Ernst & Young LLP, as Compliance Auditors of the Company, to conduct the Compliance review at all locations where the iComply tool has been implemented.

In line with the change in the internal auditors from FY22 onwards, M/s. Genpact Enterprise Risk Consulting LLP will carry out the compliance audits.

20. RISK MANAGEMENT POLICY

Shareholders are requested to refer the separate section on Risk Management in Management Discussion and Analysis.

21. COVID-19 PANDEMIC AND COMPANY'S PREPAREDNESS

The advent of COVID-19 during the financial year 2020-21 posed challenges towards enabling the workforce for remote working. A Cross-Functional Team (CFT) comprising of IT, HRBP, Delivery Leaders, Administration and Legal team members was instrumental in managing the Work from Home and subsequent Return to Office. A detailed framework was implemented to enable employees to manage remote working not only in terms of systems and tools availability but also overall support. CFT members also collaborated with clients wherever there was a requirement of TTL employees working at client premises/locations. A COVID-19 Response team was set up to support employees and family members in the event of exposure to COVID-19. The Organizational Health & Safety Team led the management of COVID-19 Response processes along with providing vital support for matters such as arranging for hospital admissions, ambulance services and supporting employees and family members with travel arrangements. OH&S team also set up employee sessions with TTL empaneled doctors to support with pre & post COVID-19 management. Employee Assistance Program was also set up for India employees to enable them to deal with the challenges that the pandemic presented.

The Company continues to monitor the evolving situation, caused due to second and third waves of the pandemic, on a country-by-country basis, while ensuring compliance with all local regulations which also continue to evolve. The Company is committed to the adoption of a flexible work from anywhere + work from office model, while at the same time, investing towards improving overall employee wellbeing during these unprecedented circumstances.

22. LOANS AND INVESTMENTS

The particulars of loans, guarantees and investments have been disclosed in the financial statements.

23. PUBLIC DEPOSITS

The Company has not accepted any deposits from the public in terms of Section 73 of the Companies Act, 2013 during the year under review and hence, no amount is outstanding under the head 'Public Deposits' as on March 31, 2021.

24. RELATED PARTY TRANSACTIONS

None of the transactions with related parties fall under the scope of Section 188(1) of the Act. The information on transactions with related parties pursuant to Section 134(3)(h) of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014 are given in Annexure V in Form No. AOC-2 and the same forms part of this report. All the Related Party Transactions entered by the Company in 2020-21 were in the ordinary course of business and at arm's length basis. All such transactions were reviewed and approved by the Audit Committee from time to time.

25. CORPORATE SOCIAL RESPONSIBILITY

The Company has complied with the provisions of Section 135 of Companies Act 2013 and all its subsequent amendments. The brief outline of the Corporate Social Responsibility (CSR) policy of the Company and the initiatives undertaken by the Company on CSR activities during the year under review are set out in Annexure VI of this report in the format prescribed in the Companies (Corporate Social Responsibility Policy) Amendment Rules, 2021. For other details regarding the CSR Committee, please refer to the Corporate Governance Report, which is a part of this report. The CSR policy is available on https://www.tatatechnologies.com/wp-content/uploads/2017/05/CSR-POLICY-28-June-2014-for-Website-Upload_001.pdf.

26. CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO

CONSERVATION OF ENERGY INITIATIVES

The Company has been focusing on energy savings measures aimed at reducing green gas effects and carbon foot print while designing the facilities, carrying out improvements in the existing facility and bracing it with the latest energy saving trends available in the trade. Having implemented environmental conservation measures as per statutory norms, your Company has been conferred with "consensus to operate" by Maharashtra Pollution Control Board.

ENERGY SAVINGS: Work from home during COVID-19 environment has become a boon in saving energy to the tune of 41% of the average energy consumption. The Company saved 29,00,773 KWH electrical energy in the year 2020-21, which is equivalent to reduction of 1,245 tons of CO₂ emission. In addition to this, the Company has replaced all CFL indoor lights and security / street lights by diffused reflector LED lights, and also used VFD in the HVAC systems comprising of both in high / low ends, also in water pumping systems. The Company has replaced conventional AC units provided in networking room by integrated cooling racks, which saves energy to the tune of 70 to 75% and pays back within a span of approximately three and a half years. These energy saving measures constitute 15% of the total energy saved.

Water saving measures: The Company has replaced leaking underground pipe lines with CPVC pipe lines and installed VFD driven hydropneumatics system, which could provide a water saving to the tune of 197 lakh litres in the year 2020-21, which is equivalent to CO₂ foot print of 21 Metric tons. The Company has sewage treatment plant that recycles approximately 50,000 litres per day, which approximately attributes to CO₂ foot print of 15 Metric tons and in total of 36 Metric Tons of CO₂ emission in both above savings.

TECHNOLOGY ABSORPTION

Last year has been challenging and eventful. During COVID-19 pandemic situation, the Company had enabled business to work remotely and secured business continuity across the globe. Roll out of MS Teams collaboration platform in less than a months' time has helped employees to collaborate efficiently within the organization and with external customers. MS SCCM solution was implemented for operating system deployments and security patch management. This enabled faster system provisioning and

automated patching of end points, which has helped the organization to achieve better compliance levels. IT DR-BCP failover and failback drill tests were completed successfully in Q3. Both Recovery Point Objective (RPO) and Recovery Time Objective (RTO) were met as planned.

Security lifecycle of organization's critical Information Systems and Data starts with identification, classification and segregation of these systems based on the level of confidentiality, integrity and availability that these systems need. These systems were identified and segregated as Corporate Systems, Customer Systems and Endpoint Systems by architecting logical networks to improve the security of critical data. One of the most common security risks in relation to computerized information systems is the danger of unauthorized access to confidential data, the main concern comes from unwanted intruders, or hackers, who use the latest technology and their skills to break into supposedly secure computer networks or to disable them. The Company has implemented robust and Advanced 'Palo Alto Next Generation Firewall' across all the global offices. This firewall has inbuilt IDS / IPS (Intrusion detection and prevention systems), it can detect threats at all seven layers of network including Application layer. It also has cloud-based sandbox technology which can detect and remediate ZERO DAY attacks. Always ON Global protect VPN ensured secured connectivity to corporate infrastructure from users' residences which was seamlessly integrated with NextGen Firewall solution.

The Company encourages use of BYOD policy for employee mobile devices. Mobile Application Management technology implementation helped in restricting downloading of company confidential information on local storage of the mobile device as well as prevent employees to share the information / data through any other non-corporate applications such as WhatsApp, Gmail, Google Drive, etc.

New Advance Email Security Gateway prevents junk and malicious emails to reach employees' mailbox and also helps blocking of unsolicited web URL. Awareness is the best preventive method to reduce the risk. Round the year Cyber Security & Infosec awareness programs and campaigns are organised for the employee benefits.

The Company has undertaken multiple continuous improvements for 'Opportunity to cash' (O2C) organization-wide processes in order to bring-in better operational efficiency. The Company had deployed multiple improvement initiatives to make enterprise landscape more robust, intuitive and employee friendly. This includes new solutions like automated POC calculation and postings, automated T&M accrual calculation and postings, IPMS time booking on MyTTL App and Contractor invoicing system. All business critical reports and dashboards for functions like HR, Finance and delivery were built on Power BI and deployed to facilitate to give better insight and improve decision making. New compliance requirements were established for GST and e-Invoicing, as part of the statutory requirements.

During next couple of years, the Company is looking forward to make investments in building future ready Digital IT for improved employee experience, ease of doing business and increased productivity.

FOREIGN EXCHANGE EARNINGS & OUTGO

Information pertaining to the foreign exchange earnings and outgo during the year under review is as follows:

Particulars	(₹ Crore)	
	2020-21	2019-20
Earnings in foreign currency		
- Services & Trading Business	376.08	406.37
- Dividend from subsidiaries	-	137.60
Total earnings in foreign currency	376.08	543.97
Expenditure in foreign currency	8.84	15.72
Net Forex earnings	367.24	528.25

27. MANAGEMENT DISCUSSION AND ANALYSIS

The shareholders are advised to refer the separate section on the Management Discussion and Analysis in this Report.

28. CORPORATE GOVERNANCE REPORT

The shareholders are advised to refer the separate section on Corporate Governance in this Report.

29. ANNUAL RETURN

Pursuant to Section 92(3) read with Section 134(3)(a) of the Act, the Annual Return is available on the Company's website at <https://www.tatatechnologies.com/in/about-us/investor-relations/> and the extract thereof in Form No. MGT - 9 is enclosed as Annexure VII of this Report.

30. MANAGEMENT OF BUSINESS ETHICS

The Tata Code of Conduct (TCOC) upholds the highest standards of corporate and personal conduct and is the guiding force for all Tata companies, including Tata Technologies. The Company ensures ethical behavior in all stakeholder interactions including the organization's partners/suppliers and tracks TCOC compliance across the organization.

To ensure consistent understanding and deployment of the TCOC globally across all employees and contractors of the Company, the following processes are in place:

Session on TCOC as part of induction for new joiners

E-learning training on TCOC using 'iGETIT®', which is part of the Mandatory Trainings all employees must undertake. The same is monitored at an organizational level and required steps are undertaken to ensure compliance. As at the year end, the completion % of this course is at 96%

The organization structure for the Management of Business Ethics (MBE) in the Company comprises:

a) Ethics Committee, b) Chief Ethics Counsellor, c) Ethics Counsellor and d) POSH and Ethics Committee

In addition to the TCOC, the Company has a Whistle Blower Policy in place to provide a mechanism for employees of the Company to approach the Ethics Counsellor / Chairman of the Company's Audit Committee to report any concerns. The Company has also adopted a Global Anti-Bribery and Gift Policy, in line with the Tata Code of Conduct and applicable laws, if any.

Through regular communication, employees at TTL are well informed regarding the framework for raising the concerns on violation of TCOC. The framework is managed by the Chief Ethics Counsellor through the Ethics office. Employees raise issues or concerns by connecting with the office through e-mail id ethics@tatatechnologies.com. The concerns are then assigned by the Ethics office to Regional Ethics Counsellors, who investigate the matter through independent investigation committees set as required. The closures are reviewed on regular basis by the Chief Ethics Counsellor. To manage this process better, Regional Ethics Counselors were trained on conducting the investigations.

In the coming financial year, the focus shall be on enhancing the Ethics culture in the organization further by arranging workshops for senior leadership team and undertaking an Ethics Survey.

The Company received ten complaints during the year. One of these were investigated as Ethics / TCOC complaints, seven were grievances and two were line management issues. All these complaints have been investigated and closed.

31. PREVENTION OF SEXUAL HARASSMENT

There were no POSH cases that were reported during the financial year. The Annual return for POSH has been filed for the period ending December 2020.

32. ORDER OF COURT

The Company has not received any significant and material orders, passed by the regulators and courts or tribunal impacting the ongoing status and Company's operations in the future.

33. COMPLIANCE OF APPLICABLE SECRETARIAL STANDARDS

The Company has complied with the applicable secretarial standards. For more details, shareholders are advised to refer to the Secretarial Audit Report annexed to this report as Annexure IV.

34. PARTICULARS OF EMPLOYEES

Pursuant to Section 134 (2) read with Rule 5(2) and Rule 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, as amended, this report is being sent to all the Shareholders of the Company excluding the details of employees who were in receipt of remuneration of not less than ₹ 102 Lakh during the year ended March 31, 2021 or not less than ₹ 8.5 Lakh per month during any part of the said year. The members interested in obtaining information under section 134 (2) may write to the Company Secretary at the Registered Office of the Company.

35. ACKNOWLEDGMENTS

The Directors express their earnest gratitude to all the customers, business partners, bankers and auditors for their continued support and association with your Company. They also wish to thank the Government and all the statutory authorities for their support and co-operation and place on record their appreciation of the dedicated, individual and collective contribution of all the employees in the overall progress of the Company during the last year. The Directors would like to specially thank and place on record their gratitude to all the members of the Company for their faith in the management and continued affiliation with the Company.

On behalf of the Board of Directors

Date: April 29, 2021
Place: Pune

S. Ramadorai
Chairman
DIN: 00000002

EMPLOYEE STOCK OWNERSHIPS SCHEMES

a) **Tata Technologies Limited Employees Stock Option Plan (TTESOP – 2001)**

Tata Technologies Limited Employees Stock Option Plan 2001 (TTESOP Plan 2001) was launched by the Company in the year 2001. During the year under review, two option grantees, who were vested with 3,750 options in the previous financial year, exercised their options. The exercise price for these options was ₹ 645 per share. As on March 31, 2021, all the options that were granted to the employees under the scheme, have been exercised.

b) **Stock based incentive schemes by Tata Technologies Limited Employees Stock Option Trust (TTESOP Trust) and Zedra Trust Company (Guernsey) Limited**

To manage and implement various stock based incentive programs for employees of the Company, the Company / its subsidiary had formed the Tata Technologies Limited Employees Stock Option Trust (TTESOP Trust) and Zedra Trust Company (Guernsey) Limited, respectively.

During the Financial Year 2019-20, the Company had launched a Buyback scheme in which both the Trusts had participated to the extent of their entire shareholding. Their shareholding as on March 31, 2021 is NIL.

Tata Technologies Limited Employees Stock Option Trust (TTESOP Trust) has implemented the following stock based incentive programs:

- 1) Tata Technologies Employee Stock Purchase Program 2008
- 2) Tata Technologies Employee Stock Purchase Program 2009
- 3) Share Repurchase Program
- 4) Tata Technologies Employees Stock Purchase Program- Series III (ESPP- Series III)
- 5) Employees Stock Purchase Program- Series IV (ESPP – Series IV)
- 6) Employees Stock Purchase Program- Series V (ESPP – Series V)
- 7) Employees Stock Purchase Program- Series VI (ESPP – Series VI)

The Schemes implemented by Zedra Trust Company (Guernsey) Limited are:

- 1) Employee Stock Ownership Program for INCAT Employees 2006
- 2) Employee Stock Ownership Program for INCAT Key Employees 2007
- 3) Employee Stock Ownership Program for INCAT General Employees 2007
- 4) Employee Stock Ownership Program 2009 (ESO 2009)
- 5) Employee Stock Ownership Program 2010 (ESO 2010)
- 6) Employee Stock Ownership Program 2012 (ESO 2012)
- 7) Employee Stock Ownership Program 2015 (ESO 2015)

FORM NO. AOC-1

[Pursuant to first proviso to sub section 3 of Section 129 read with Rule 5 of Companies (Accounts) Rules, 2014]

PART "A"

STATEMENT CONTAINING SALIENT FEATURES OF THE FINANCIAL STATEMENT OF SUBSIDIARIES

Sl. No.	Name of Subsidiary Company	Country	Reporting Currency	Exchange Rate	Capital	Reserves	Total Assets	Total Liabilities	Investments Other than Investments in Subsidiaries	Turnover	Profit/(Loss) Before Taxation	Provision for taxation	Profit / (loss) After taxation	Proposed Dividend	% shareholding
1	INCAT International Plc.	UK	GBP	100.77	2.45	45.04	47.58	0.09	-	0.14	0.49	0.09	0.40	-	100
2	Tata Technologies Inc.	USA	USD	73.11	875.19	(399.18)	625.82	149.81	-	771.11	77.83	20.63	57.20	-	99.80
3	Tata Technologies de Mexico, S.A. de C.V. (in process of liquidation)	Mexico	MXN	3.58	0.63	1.95	4.23	1.65	-	2.73	(1.00)	-	(1.00)	-	99.80
4	Cambric Limited, Bahamas	Bahamas	USD	73.11	19.74	0.72	20.46	-	-	0.00	(0.02)	-	(0.02)	-	99.80
5	Cambric GmbH (liquidated on September 17, 2020)	Germany	EURO	85.78	-	-	-	-	-	-	0.08	-	0.08	-	99.80
6	Tata Technologies SRL, Romania	Romania	RON	17.45	5.36	54.53	67.41	7.52	-	64.91	5.31	0.76	4.55	-	99.80
7	Tata Manufacturing Technologies Consulting (Shanghai) Limited	China	RMB	11.16	3.43	35.89	59.57	20.24	-	46.70	(12.43)	0.00	(12.43)	-	100
8	Tata Technologies Europe Limited	UK	GBP	100.77	0.11	893.38	1,167.38	273.89	-	668.63	96.04	18.41	77.63	-	100
9	Tata Technologies Nordics AB [^] (Formerly known as Escenda Engineering AB upto November 01, 2020)	Sweden	SEK	8.38	0.18	6.68	70.16	63.30	-	86.87	0.42	(0.13)	0.55	-	100
10	INCAT GmbH (in process of liquidation)	Germany	EURO	85.78	1.41	18.86	20.33	0.07	-	0.34	0.40	1.35	(0.95)	-	100
11	Tata Technologies (Thailand) Limited	Thailand	BAHT	2.34	8.25	(9.06)	7.09	7.89	-	9.64	(5.88)	-	(5.88)	-	100
12	TATA Technologies Pte Ltd.	Singapore	USD	73.11	394.81	427.51	850.88	28.57	-	97.79	13.49	0.20	13.29	-	100

- Names of the subsidiaries which are yet to commence operations
NIL
- Names of the subsidiaries which have been liquidated or sold during the year
Cambric GmbH

PART "B":
Statement pursuant to Section 129(3) of the Companies Act, 2013 related to Joint Venture

Name of the Joint Venture	Tata HAL Technologies Limited
1. Latest audited Balance Sheet Date	March 31, 2021
2. Shares of Joint Venture held by the company on the year end date	
No.	50,70,000
Amount of Investment in Joint Venture ₹ in crores	5.07
Extent of Holding %	50%
3. Description of how there is significant influence	There is no significant influence.
4. Reason why the joint venture is not consolidated	Provision for impairment was made to the extent of Investment in Joint Venture in FY 16-17 and hence not considered for Consolidation
5. Networth attributable to Shareholding as per latest audited Balance Sheet ₹ in crores	0.43
6. Profit/(Loss) of the year ₹ in crores	(0.50)
i. Considered in Consolidation ₹ in crores	-
ii. Not Considered in Consolidation ₹ in crores	(0.25)
1. Names of the joint venture which are yet to commence operations	NIL
2. Names of the joint ventures which have been liquidated or sold during the year	NIL

REMUNERATION POLICY OF TATA TECHNOLOGIES LIMITED FOR DIRECTORS, KEY MANAGERIAL PERSONNEL AND OTHER EMPLOYEES

The philosophy for remuneration of directors, Key Managerial Personnel ("KMP") and all other employees of Tata Technologies Limited ("the Company") is based on the commitment of fostering a culture of leadership with trust. The remuneration policy is aligned to this philosophy.

This remuneration policy has been prepared pursuant to the provisions of Section 178(3) of the Companies Act, 2013 ("Act"). While formulating this policy, the Nomination and Remuneration Committee ("NRC") has considered the factors laid down under Section 178(4) of the Act, which are as under:

- (a) the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate directors of the quality required to run the company successfully;
- (b) relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and
- (c) remuneration to directors, key managerial personnel and 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.

Key principles governing this remuneration policy are as follows:

Remuneration for independent directors and non-independent non- executive directors

- Independent directors ("ID") and non-independent non-executive directors ("NED") may be paid sitting fees (for attending the meetings of the Board and of committees of which they may be members). In addition to the sitting fees, ID may be paid commission within regulatory limits.
- Within the parameters prescribed by law, the payment of sitting fees and commission will be recommended by the NRC and approved by the Board.
- Overall remuneration (sitting fees and commission) should be reasonable and sufficient to attract, retain and motivate directors aligned to the requirements of the Company (taking into consideration the challenges faced by the company and its future growth imperatives).
- Overall remuneration should be reflective of size of the Company, complexity of the sector/ industry/ Company's operations and the Company's capacity to pay the remuneration.
- Overall remuneration practices should be consistent with recognized best practices.
- Quantum of sitting fees may be subject to review on a periodic basis, as required.
- The commission payable to IDs will be recommended by the NRC to the Board based on Company performance, profits, return to investors, shareholder value creation and any other significant qualitative parameters as may be decided by the Board.
- The NRC will recommend to the Board the quantum of commission for each ID based upon the outcome of the evaluation process which is driven by various factors including attendance and time spent in the Board and committee meetings, individual contributions at the meetings and contributions made by IDs other than in meetings.
- In addition to the sitting fees and commission if any, the Company may pay to any director such fair and reasonable expenditure, as may have been incurred by the director while performing his/her role as a director of the Company. This could include reasonable expenditure incurred by the director for attending Board/ Board committee meetings, general meetings, court convened meetings, meetings with shareholders/creditors/ management, site visits, induction and training (organized by the company for directors) and in obtaining professional advice from independent advisors in the furtherance of his/ her duties as a director.

Remuneration for Managing Director ("MD") / Executive Directors ("ED") / KMP / rest of the employees

The extent of overall remuneration to MD/ED/KMP should be sufficient to attract and retain talented and qualified individuals suitable for every role. Hence, remuneration should be:

- a) Market competitive (market for every role is defined as companies from which the Company attracts talent or companies to which the company loses talent),
- b) Driven by the role played by the individual,
- c) Reflective of size of the Company, complexity of the sector/ industry/ Company's operations and the Company's capacity to pay,
- d) Consistent with recognized best practices and
- e) Aligned to any regulatory requirements.

The Company provides retirement benefits as applicable:

- a) The remuneration mix for the MD/ EDs will be as per the contract approved by the shareholders. In case of any change, the same would require the approval of the shareholders.
- b) Basic/ fixed salary is provided to all employees to ensure that there is a steady income in line with their skills and experience.
- c) In addition to the basic/fixed salary, the Company provides employees with certain perquisites, allowances and benefits to enable a certain level of lifestyle and to offer scope for savings and tax optimization, where possible. The Company also provides all employees with a social security net (subject to limits) by covering medical expenses and hospitalization through re-imbursing or insurance cover and accidental death and dismemberment through personal accident insurance.

Excludes employees covered by any long term settlements or specific term contracts. The remuneration for these employees would be driven by the respective long term settlements or contracts.

- In addition to the basic/fixed salary, benefits, perquisites and allowances as provided above, the Company provides MD/EDs such remuneration by way of an annual incentive remuneration/performance linked bonus subject to the achievement of certain performance criteria and such other parameters as may be considered appropriate from time to time by the Board. An indicative list of factors that may be considered for determination of the extent of this component are:
 - a) Company performance on certain defined qualitative and quantitative parameters as may be decided by the Board from time to time,
 - b) Industry benchmarks of remuneration,
 - c) Performance of the individual.
- The Company also provides stock based incentive schemes to the employees from time to time based on the recommendation of the NRC
- The Company provides the rest of the employees a performance linked bonus. The performance linked bonus would be driven by the outcome of the performance appraisal process and the performance of the Company.

Remuneration payable to Director for services rendered in other capacity

The remuneration payable to the Directors shall be inclusive of any remuneration payable for services rendered by such director in any other capacity unless:

- a) The services rendered are of a professional nature; and
- b) The NRC is of the opinion that the director possesses requisite qualification for the practice of the profession.

Policy implementation

The NRC is responsible for recommending the remuneration policy to the Board. The Board is responsible for approving and overseeing implementation of the remuneration policy.

**FORM NO. MR-3
SECRETARIAL AUDIT REPORT**FOR THE FINANCIAL YEAR ENDED 31ST MARCH, 2021

[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,
TATA TECHNOLOGIES LIMITED
Plot No. 25, Rajiv Gandhi InfoTech Park,
Hinjawadi, Pune – 411057

I have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Tata Technologies Limited. (Hereinafter called "the Company").

Secretarial Audit was conducted for the period from 1st April, 2020 to 31st March, 2021, in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances of the Company and expressing my opinion thereon. I have been engaged as Secretarial Auditors of the Company to conduct the Audit of the Company to examine the compliance of Companies Act 2013, and the other laws listed below.

Based on my verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, the explanations and clarifications given to us and representations made by the Management and considering the relaxations granted by the Ministry of Corporate Affairs warranted due to spread of the COVID-19 pandemic, I hereby report that in my opinion, the company has, during the audit period covering the financial year ended on 31st March, 2021 ("Audit Period"), complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and legal compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31st March, 2021 according to the provisions of the following list of laws and regulations:

- i. The Companies Act, 2013 (the Act) and the rules made there under;
- ii. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made there under; **[Not applicable during the Audit Period, since the Company is unlisted]**
- iii. The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;
- iv. The Foreign Exchange Management Act, 1999 and the rules and regulations made there under to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- v. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-
 - a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 **[Not applicable during the Audit Period, since the Company is unlisted]**
 - b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015; **[Not applicable during the Audit Period, since the Company is unlisted]**
 - c. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009; **[Not applicable during the Audit Period, since the Company is unlisted]**
 - d. The Securities and Exchange Board of India (Employee Stock Option Scheme and Employee Stock Purchase Scheme) Guidelines, 1999 and Securities And Exchange Board Of India (Share Based Employee Benefits) Regulations, 2014; **[Not applicable during the Audit Period, since the Company is unlisted]**
 - e. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009; **[Not applicable during the Audit Period, since the Company is unlisted]**
 - f. The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008; **[Not applicable during the Audit Period, since the Company is unlisted]**
 - g. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client; **[Not applicable during the Audit Period, since the Company is unlisted]**
 - h. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 1998; **[Not applicable during the Audit Period, since the Company is unlisted]**

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

- i. Secretarial Standards issued by The Institute of Company Secretaries of India.
- ii. SEBI (Listing Obligations And Disclosure Requirements) Regulations 2015 **[Not applicable during the Audit Period, since the Company is unlisted]**

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

I further report that:-

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda are 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. All the decisions of the board are passed with unanimous consent of all the directors and are recorded as part of the minutes.

I 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.

During the year under report:

1. On 1st July, 2020, Mr. Jitander Kumar Gupta resigned as Chief Financial Officer (CFO) of the Company and Ms. Savitha Balachandran was appointed as the new CFO.
2. In the Annual General Meeting of the company held on 27th July, 2020, Mr. Praveen Kadle has retired from the office of director and has not offered himself for re-appointment.
3. The Company has allotted 3750 Equity Shares on 2nd December, 2020, consequent upon the exercise of the options vested in the grantees as per the terms of the Tata Technologies Employee Stock Option Plan (TTESOP 2001).
4. The company has passed special resolution by way of postal ballot dated 11th January, 2021 for adoption of restated and amended articles of association.
5. The tenure of the independent directors of the company; Ms. Falguni Nayar and Mr. Rakesh Makhija came to an end on 29th March, 2021. The board of directors of the company in their meeting held on 25th March, 2021 have appointed Mr. Ajoyendra Mukherjee as an Additional Director (Independent) to hold office w.e.f. 29th March, 2021.

This Report should be read along with our letter of even date annexed as Annexure and forms part of this Report for all purposes

For J. B. Bhavé & Co.
Company Secretaries

Jayavant Bhavé
Proprietor
FCS: 4266 CP: 3068
PR. NO: 1238/2021
UDIN: F004266C000201311

Place: Pune

Date: 29/04/2021

ANNEXURE TO THE SECRETARIAL AUDIT REPORT OF TATA TECHNOLOGIES LIMITED (2020-2021)

AUDITORS' RESPONSIBILITY

My Report of even date is to be read along with this letter.

In accordance with the ICSI Auditing Standards (CSA1 to CSA4) -

- Maintenance of secretarial record is the responsibility of the Management of the Company. My responsibility as the Auditor is to express the opinion on the compliance with the applicable laws and maintenance of Records based on Secretarial Audit conducted by me.
- The Secretarial Audit needs to be conducted in accordance with applicable Auditing Standards. These Standards require that the Auditor should comply with statutory and regulatory requirements and plan and perform the audit to obtain reasonable assurance about compliance with applicable laws and maintenance of Records.
- I am also responsible to perform procedures to identify, assess and respond to the risks of material misstatement or non-compliance arising from the Company's failure appropriately to account for or disclose an event or transaction. However, due to the inherent limitations of an audit including internal, financial and operating controls, there is an unavoidable risk that some Misstatements or material non-compliances may not be detected, even though the audit was properly planned and performed in accordance with the Standards.

Accordingly, I wish to state as under-

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. I 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 the secretarial records. I believe that the process and practices that I followed provide a reasonable basis for my opinion that the statements prepared, documents or Records maintained by the Company are free from misstatement.
3. My responsibility is limited to only express my opinion on the basis of evidences collected, information received and Records maintained by the Company or given by the Management. I have not verified the correctness and appropriateness of the financial records and books of accounts maintained by the Company.
4. Wherever required, I have obtained the Management Representation about compliance of laws, rules and regulations and happening of events, etc.
5. The Compliance of the provisions of the Corporate Laws, other applicable laws, rules, regulations and standards is the responsibility of the management. My examination as limited to verification of procedure on test basis.
6. Due to COVID-19 pandemic and subsequent lockdown declared by the Central, State and Local governments, physical verification of documents/ registers/ papers was not possible and hence, we have relied on the scanned copies / emails/ digitally accessible data, information, registers, documents and papers provided by the Company for carrying out the Secretarial Audit and to that extent our verification of documents and records might have been impacted.
7. 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 J. B. Bhave & Co.
Company Secretaries

Jayavant Bhave
Proprietor
FCS: 4266 CP: 3068
PR. NO: 1238/2021
UDIN: F004266C000201311

Place: Pune

Date: 29/04/2021

FORM NO. AOC- 2

(Pursuant to clause (h) of sub-section (3) of Section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014)

Form for disclosure of particulars of contracts/arrangements entered into by the Company with related parties referred to in sub-section (1) of Section 188 of the Companies Act, 2013 including certain arm's length transactions under third proviso thereto

1. Details of contracts or arrangements or transactions not at arm's length basis - Not Applicable
2. Details of material contracts or arrangement or transactions at arm's length basis:

Sl. No.	Name of the related Party	Nature of Relationship	Nature of contracts/ arrangements /transactions	Amount ₹ in crore	Duration of the contract/ arrangement/ transactions	Salient terms of contracts or arrangements or transactions including the value, if any	Amount paid as advance, if any
1	Tata Motors Limited	Holding Company	a) Sale of services /goods b) Inter Corporate Deposits (ICD) placed during the year c) ICD's repaid during the year d) ICD's outstanding receivable e) Interest income on ICD's f) Dividend paid g) Purchase of services	468.40 1124.50 901.00 250.00 12.41 - 1.78	Ongoing, subject to termination Ongoing, subject to termination Ongoing, subject to termination Ongoing, subject to termination Ongoing, subject to termination Not Applicable Ongoing, subject to termination	Not Applicable Not Applicable Not Applicable Not Applicable Interest rate ranging from 6% to 7.75% Not Applicable Not Applicable Not Applicable	- - - - - - -
2	Tata Technologies Europe Limited	Indirect Subsidiary Company	a) Sale of services/goods	142.83	Ongoing, subject to termination	Not Applicable	-
3	Escenda Engineering AB	Indirect Subsidiary Company	a) Sale of services/goods b) Purchase of services	9.80 -	Ongoing, subject to termination Ongoing, subject to termination	Not Applicable Not Applicable	- -
4	Tata Technologies Pte Limited	Subsidiary Company	a) Sale of services/goods	52.71	Ongoing, subject to termination	Not Applicable	-
5	Tata Technologies (Thailand) Limited	Indirect Subsidiary Company	a) Sale of services/goods	5.70	Ongoing, subject to termination	Not Applicable	-
6	Tata Technologies Inc	Indirect Subsidiary Company	a) Sale of services/goods b) Purchase of services	133.64 0.19	Ongoing, subject to termination Ongoing, subject to termination	Not Applicable Not Applicable	- -
7	Tata Technologies SRL, Romania	Indirect Subsidiary Company	a) Sale of services/goods b) Purchase of services	1.90 -	Ongoing, subject to termination Ongoing, subject to termination	Not Applicable Not Applicable	- -
8	Tata Manufacturing Technologies (Shanghai) Limited	Indirect Subsidiary Company	a) Sale of services/goods	1.23	Ongoing, subject to termination	Not Applicable	-
9	Concorde Motors (India) Limited	Fellow Subsidiary	a) Sale of services/goods	0.85	Ongoing, subject to termination	Not Applicable	-

Sl. No.	Name of the related Party	Nature of Relationship	Nature of contracts/arrangements /transactions	Amount ₹ in crore	Duration of the contract/arrangement/ transactions	Salient terms of contracts or arrangements or transactions including the value, if any	Amount paid as advance, if any
10	Tata Motors Finance Limited	Fellow Subsidiary	a) Sale of services /goods b) Interest income on Debentures c) Investment in Debentures d) Dividend paid	3.43 0.55 5.00 -	Ongoing, subject to termination Maturity in September 2021 Maturity in September 2021 Not Applicable	Not Applicable Interest @ 11% p. a. Interest rate as mentioned in 11 (b) above Not Applicable	-
11	TMF Holdings Limited	Fellow Subsidiary	a) Purchase of services b) Interest on lease liability c) Lease Liability	0.01 0.00 -	Ongoing, subject to termination Ongoing, subject to termination Ongoing, subject to termination	Not Applicable Not Applicable Interest rate 12.75% Not Applicable	-
12	Tata Motors Finance Solution Limited	Fellow Subsidiary	a) Sale of services/goods	0.75	Ongoing, subject to termination	Not Applicable	-
13	TML Distribution Company Limited	Fellow Subsidiary	a) Sale of services/goods	1.55	Ongoing, subject to termination	Not Applicable	-
14	PT Tata Motors Distribusi Indonesia	Fellow Subsidiary	a) Sale of services/goods	1.02	Ongoing, subject to termination	Not Applicable	-
15	Tata Marcopolo Motors Limited	Fellow Subsidiary	a) Sale of services/goods	5.19	Ongoing, subject to termination	Not Applicable	-
16	Jaguar Land Rover Limited	Fellow Subsidiary	a) Sale of services/goods	1.66	Ongoing, subject to termination	Not Applicable	-
17	Tata Motors (SA) (Proprietary) Limited	Fellow Subsidiary	a) Sale of services/goods	0.25	Ongoing, subject to termination	Not Applicable	-
18	TATA HAL Technologies Limited	Joint Venture	a) Purchase of services	(0.008)	Ongoing, subject to termination	Not Applicable	-
19	Barbo Robotics Automation Limited	Fellow Subsidiary	a) Purchase of services/goods b) Sale of services/goods	0.14 0.008	Ongoing, subject to termination Ongoing, subject to termination	Not Applicable Not Applicable	-

* Amount is below the rounding off norm adopted by the Company.

Notes:

1. Appropriate approvals have been taken for Related Party Transactions.

For and on behalf of the Board of Directors

Place: Pune
Date: April 29, 2021

S Ramadorai
Chairman

TATA TECHNOLOGIES LIMITED

ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES OF THE COMPANY IN FY 2020-21

I. Brief outline on CSR Policy of the Company

At Tata Technologies, our Corporate Sustainability vision is to co-create sustainable value for our key stakeholders through engineering and technology innovation. Our mission is to make a positive impact on the communities where the company does business and on our internal and external stakeholders by enhancing the quality of life, committing to environmental enrichment and fostering innovation. Thereby, making it better for the planet, better for people, better for progress, better now and better for the future. We shall strategically integrate the endeavour to achieve operational sustainability with societal development by leveraging our core competencies, resources, technology and employee volunteers. We shall be proactive towards the welfare of our key stakeholders – the underprivileged and marginalized communities, socially and economically disadvantaged groups and the society at large.

2. Composition of CSR Committee

As on March 31, 2021, the CSR Committee comprises of the following Board members:

Composition of CSR Committee:

Sl. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Mr. P B Balaji*	Chairman, Non-Executive, Non-Independent Director	Two	One
2	Mr. Ajoyendra Mukherjee#	Member, Independent Director	Two	NA
3	Mr. Warren Harris	Member, Managing Director	Two	Two

*Appointed as a member and Chairman of the Committee w.e.f. July 27, 2020

Appointed as member of the Committee w.e.f. March 30, 2021

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

The weblink provided below shows the composition of CSR committee, CSR Policy and CSR projects approved by the Board.

Web link: <https://www.tatatechnologies.com/in/about-us/corporate-sustainability/>

Policy Link: https://www.tatatechnologies.com/wp-content/uploads/2017/05/CSR-POLICY-28-June-2014-for-Website-Upload_001.pdf

4. Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report).

Not Applicable.

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any.

Not Applicable.

6. Average net profit of the company as per section 135(5).

₹ 2,906,519,546

7. (a) Two percent of average net profit of the company as per section 135(5).

₹ 58,130,391

(b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years.

Nil.

(c) Amount required to be set off for the financial year, if any.

Nil.

(d) Total CSR obligation for the financial year (7a+7b-7c)

₹ 58,130,391

8. (a) CSR amount spent or unspent for the financial year:

Total Amount spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per section 135(6).		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5).		
	Amount	Date of Transfer	Name of the Fund	Amount	Date of Transfer
58,397,286	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

(b) Details of CSR amount spent against ongoing projects for the financial year:

(1) Sl. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act.	(4) Local Area (Yes / No)	(5) Location of the Project		(6) Project Duration	(7) Amount Allocated for the Project (in ₹)	(8) Amount spent in the current financial Year (in ₹)	(9) Amount transferred to Unspent CSR A/C for the project as per Section 135 (6) (in ₹)	(10) Mode of Implementation - Direct (Yes / No)	(11) Mode of Implementation - Through implementing Agency	
				State	District						Name	CSR Regi. No.
1	STEM Education (Science-Technology-Engineering-Mathematics)	SCH VII (ii)	Yes	Maharashtra	Pune,Ahmednagar, Nasik, Raigad	3 years	11,756,100	11,756,100	Nil	No	IISER and ISF	In process
2	Empowerment Via Education (Women Empowerment & Technical Education)	SCH VII (ii) & (iii)	Yes	Maharashtra	Pune,Ahmednagar, Nasik, Raigad	3 years	10,000,000	10,000,000	Nil	No	LPF	CSR0000090
3	Ready Engineer (Employability enhancement program through innovation)	SCH VII (ii)	Yes	Maharashtra & Karnataka	Aurangabad, Belgaum, Kolhapur, Solapur etc.	3 year	3,890,700	3,890,700	Nil	Yes		
4	Indian Institute of Information and Technology, Ranchi (Industry partner under PPP Project)	SCH VII (ii)	Yes	Jharkhand	Ranchi	3 year	14,000,000	14,000,000	Nil	No	IIIT Ranchi	In Process
5	Integrated Rural development Project (Education, livelihood, Environment, Agriculture etc.)	SCH VII (i), (iv) & (x)	Yes	Maharashtra	Osmanabad	3 year	6,014,765	6,014,765	Nil	No	AILSS, RCPN	In Process
6	Pune Urban Cultural Mapping Project	SCH VII (v)	Yes	Maharashtra	Pune	3 year	7,000,000	7,000,000	Nil	No	Sahapedia	In Process
	Total						55,581,429	55,581,429				

List of Implementing Agencies mentioned in above table:

- i. IISER: Indian Institute of Science Education and Research
- ii. ISF: India STEM Foundation
- iii. LPF: Lila Poonawalla Foundation
- iv. AILSG: All India Institute of Local Self Government
- v. RCPN: Rotary Club of Poona North
- vi. SMDF: Sumant Moolgaonkar Development Foundation
- vii. AF: Annamrita Foundation

(c) Details of CSR amount spent against other than ongoing projects for the financial year:

INR 2,815,857

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sl. No.	Name of the Project	Item from the list of activities In Schedule VII to the Act.	Local Area (Yes / No)	Location of the Project		Amount spent for the Project (in ₹)	Mode of Implementation - Direct (Yes / No)	Mode of Implementation - Through implementing Agency	
				State	District			Name	CSR Regi. No.
1	Disaster Relief Support and Volunteering	SCH VII (i) (ii) (iv)	Yes	Maharashtra	Pune	2,815,857	No	SMDF, LPF, NextGen, AF.	CSR00001973

(d) Amount spent in Administrative Overheads

INR 2,919,864

(e) Amount spent on Impact Assessment, if applicable

Not Applicable

(f) Total amount spent for the Financial Year (8b+8c+8d+8e)

INR 58,397,286

(g) Excess amount for set off, if any

Sl. No.	Particulars	Amount (in ₹)
(i)	Two percent of average net profit of the company as per section 135(5)	58,130,391
(ii)	Total amount spent for the Financial Year	58,397,286
(iii)	Excess amount spent for the financial year [(ii)-(i)]	266,895
(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)]	266,895

9. (a) Details of Unspent CSR amount for the preceding three financial years:

Not Applicable

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):

Not Applicable

10 In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year (asset-wise details).

Not Applicable

11. 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

12. A Responsibility Statement of the CSR Committee

To continue our journey in creating positive impact, we, the CSR Committee of the Board, intend to review the CSR policy on a timely basis to check the integrity and purpose of the policy and the undertaken CSR projects in accordance with the company's purpose, resources and skills as well as any changes as per the applicable law. The Company has set up vigorous processes to strategize, conceptualize, select partners, implement, monitor and evaluate, measure the impact and aim for continual improvement for all the CSR projects.

We hereby declare that implementation and monitoring of CSR Policy are in compliance with CSR objectives and policy of the Company and in line with the Companies Act, 2013.

P. B. Balaji

Chairman, CSR Committee

Ajoyendra Mukherjee

Member, CSR Committee

Warren Harris

Member, CSR Committee

Place: Pune

Date: April 26, 2021

EXTRACT OF ANNUAL RETURN - FORM NO. MGT 9

(as on financial year ended on March 31, 2021)

[Pursuant to Section 92(3) of the Companies Act, 2013 and Rule 12(1) of the Companies (Management & Administration) Rules, 2014]

I. REGISTRATION & OTHER DETAILS:

1.	CIN	U72200PN1994PLC013313
2.	Registration Date	22 August 1994
3.	Name of the Company	Tata Technologies Limited
4.	Category	Public Company
	Sub-category of the Company	-
5.	Address of the Registered Office	Plot No. 25, Rajiv Gandhi Infotech Park, Hinjawadi, Pune 411057, India
	Contact Details	Tel: 020 66529090, email: investor@tatatechnologies.com
6.	Whether listed company	No
7.	Name, Address & contact details of the Registrar & Transfer Agent, if any.	TSR Darashaw Consultants Private Limited C-101, 1 st Floor, 247 Park, Lal Bahadur Shastri Marg, Vikhroli West, Mumbai 400083; Tel: +91 22 66568484; Fax: +91 22 66568494

II. PRINCIPAL BUSINESS ACTIVITIES OF THE COMPANY

Sl. No.	Name and Description of main products / services	NIC Code of the Product/service	% to total turnover of the company
1	Information Technology Services	721	85.34%
2	Trading in computer hardware/software	721	14.66%

III. PARTICULARS OF HOLDING, SUBSIDIARY AND ASSOCIATE COMPANIES

Sl. No.	Name of the Company	Registered Address	CIN/GLN	Holding/ Subsidiary/ Associate	% of shares held	Applicable Section
1	Tata Motors Limited	Bombay House, 24 Homi Mody Street, Mumbai MH 400001 IN	L28920MH1945PLC004520	Holding	72.48	2(87)
2	Tata Technologies Pte. Ltd.	78 Shenton Way #14-02, Singapore 079120	198100504W	Subsidiary	100	2(87)
3	Tata Technologies (Thailand) Ltd	43 Thai CC Tower, Room 108-9, 10 th Floor, South Sathorn Road, Yanawa Sub-District, Sathorn District, Bangkok Metropolis	010554812171 Formerly No: 017554824090	Subsidiary	100	2(87)
4	Tata Technologies Europe Ltd	European Innovation and Development Centre (EIDC) Olympus Avenue, Tachbrook Park, Warwick, United Kingdom, CV34 6RJ	2016440	Subsidiary	100	2(87)
5	Tata Technologies Nordics AB*	Gustaf Larsons Väg 15, 418 78 Gothenburg, Sweden	556798-1286	Subsidiary	100	2(87)
6	INCAT International Plc.	European Innovation and Development Centre (EIDC) Olympus Avenue, Tachbrook Park, Warwick, United Kingdom, CV34 6RJ	2377350	Subsidiary	100	2(87)

Sl. No.	Name of the Company	Registered Address	CIN/GLN	Holding/ Subsidiary/ Associate	% of shares held	Applicable Section
7	INCAT GmbH (under liquidation)	c/o Baker Tilly Rechtsanwaltsgesellschaft mbH, Calwer Straße 7, 70173 Stuttgart	HRB 18622	Subsidiary	100	2(87)
8	Tata Technologies Inc.	6001, Cass Avenue, Suite 600, Detroit, Michigan 48202, USA	476-730	Subsidiary	99.80	2(87)
9	Tata Technologies de Mexico SA de SV (under liquidation)	Blvd. Independencia No. 1600 Oriente Local C46, 27100 TORREON, COAHUILA	TTM-990127-V84-Regn No	Subsidiary	99.80	2(87)
10	Cambric Limited	C/o H&J Corporate Services Ltd. Ocean Centre, Montagu Foreshore East Bay Street PO Box SS-19084, Nassau, Bahamas	Company Number: 57500	Subsidiary	99.80	2(87)
11	Tata Technologies SRL, Romania	România, mun. Braşov, str. Turnului nr. 5, Coresi Business Park, clad. L1, et. 2-3, Jud. Braşov	Registration Certificate Number B1766921	Subsidiary	99.80	2(87)
12	Cambric GmbH**	Campus Gb. A1 a Am Stadwald 30 66123 Saarbrücken	Entity Registration #: HR B14269	Subsidiary	100	2(87)
13	Tata Manufacturing Technologies (Shanghai) Co., Ltd.	Room 1606-1607, Tower 2 Raffles City Changning No. 1189, Changning Road, Changning Dist Shanghai 200051	R no: 310000400732137	Subsidiary	100	2(87)
14	Tata HAL Technologies Limited	Unit 901-902, A Block, 8 th Floor Laurel Building, Bagmane Tech Park, CV Raman Nagar, Bangalore, Karnataka 560093 India	U93000KA2008PLC046588	Associate	50	2(87)

*Name of the entity changed from Escenda Engineering AB to Tata Technologies Nordics AB w.e.f. November 2, 2020

** The entity stands liquidated w.e.f. September 17, 2020

IV. SHARE HOLDING PATTERN (EQUITY SHARE CAPITAL BREAKUP AS PERCENTAGE OF TOTAL EQUITY)

(a) Category-wise Share Holding

Category of Shareholders	No. of Shares held at the end of the year 31-03-2020				No. of Shares held at the end of the year 31-03-2021				% change during the year
	Demat	Physical	Total	% of Total Shares	Demat	Physical	Total	% of Total Shares	
A. Promoters									
(1) Indian	0	0	0	0	0	0	0	0	0.00
a) Individual/HUF	0	0	0	0	0	0	0	0	0.00
b) Central Govt. or State Govt.	0	0	0	0	0	0	0	0	0.00
c) Bodies Corporates	3,03,00,600	0	3,03,00,600	72.48	3,03,00,600	0	3,03,00,600	72.48	0.00
d) Bank/FI	0	0	0	0	0	0	0	0	0.00
e) Any other	0	0	0	0	0	0	0	0	0.00
SUB TOTAL:(A) (1)	3,03,00,600	0	3,03,00,600	72.48	3,03,00,600	0	3,03,00,600	72.48	0.00

Category of Shareholders	No. of Shares held at the end of the year 31-03-2020				No. of Shares held at the end of the year 31-03-2021				% change during the year
	Demat	Physical	Total	% of Total Shares	Demat	Physical	Total	% of Total Shares	
(2) Foreign									
a) NRI- Individuals	0	0	0	0	0	0	0	0	0.00
b) Other Individuals	0	0	0	0	0	0	0	0	0.00
c) Bodies Corp.	0	0	0	0	0	0	0	0	0.00
d) Banks/FI	0	0	0	0	0	0	0	0	0.00
e) Any other...	0	0	0	0	0	0	0	0	0.00
SUB TOTAL (A) (2)	0	0	0	0	0	0	0	0	0.00
Total Shareholding of Promoter (A)= (A)(1)+(A)(2)	3,03,00,600	0	3,03,00,600	72.48	3,03,00,600	0	3,03,00,600	72.48	0.00
B. PUBLIC SHAREHOLDING									
(1) Institutions									
a) Mutual Funds	0	0	0	0	0	0	0	0	0.00
b) Banks/FI	0	0	0	0	0	0	0	0	0.00
c) Central govt	0	0	0	0	0	0	0	0	0.00
d) State Govt.	0	0	0	0	0	0	0	0	0.00
e) Venture Capital Fund	0	0	0	0	0	0	0	0	0.00
f) Insurance Companies	0	0	0	0	0	0	0	0	0.00
g) FIIS	0	0	0	0	0	0	0	0	0.00
h) Foreign Venture Capital Funds	0	0	0	0	0	0	0	0	0.00
i) Others (specify)	0	0	0	0	0	0	0	0	0.00
SUB TOTAL (B)(1):	0	0	0	0	0	0	0	0	0.00
(2) Non Institutions									
a) Bodies corporates	71,00,957	10,37,998	81,38,955	19.47	71,25,279	10,37,998	81,63,277	19.53	0.06
i) Indian	27,39,735	0	27,39,735	6.55	27,65,557	0	27,65,557	6.62	0.06
ii) Overseas	43,61,222	10,37,998	53,99,220	12.92	43,59,722	10,37,998	53,97,720	12.91	0.00
b) Individuals	0	0	0	0.00	0	0	0	0.00	0.00
i) Individual shareholders holding nominal share capital upto ₹ 1 lakh	20,04,811	5,16,384	25,21,195	6.03	13,25,399	4,02,424	17,27,823	4.13	-1.90
ii) Individuals shareholders holding nominal share capital in excess of ₹ 1 lakh	5,36,500	3,05,975	8,42,475	2.02	13,89,300	2,25,975	16,15,275	3.86	1.85
c) Others (specify)	0	0	0	0	0	0	0	0	0.00
SUB TOTAL (B)(2):	96,42,268	18,60,357	1,15,02,625	27.52	98,39,978	16,66,397	1,15,06,375	27.53	0.01
Total Public Shareholding (B)= (B)(1)+(B)(2)	96,42,268	18,60,357	1,15,02,625	27.52	98,39,978	16,66,397	1,15,06,375	27.53	0.01
C. Shares held by Custodian for GDRs & ADRs	0	0	0	0	0	0	0	0	0.00
Grand Total (A+B+C)	3,99,42,868	18,60,357	4,18,03,225	100.00	4,01,40,578	16,66,397	4,18,06,975	100.00	4.27

(b) Shareholding of Promoter

Shareholder's Name	Shareholding at the beginning of the year 01.04.2020			Shareholding at the end of the year 31.03.2021			% change in shareholding during the year
	No. of Shares	% of total Shares of the company	% of Shares Pledged/ encumbered to total shares	No. of Shares	% of total Shares of the company	% of Shares Pledged/ encumbered to total shares	
Tata Motors Limited	3,03,00,600	72.48	0	3,03,00,600	72.48	0	0
	3,03,00,600	72.48	0	3,03,00,600	72.48	0	0

(c) Change in Promoters' Shareholding

Sl. No.	Particulars	Shareholding at the beginning of the year		Cumulative Shareholding during the year	
		No. of shares	% of total shares of the company	No. of shares	% of total shares of the company
1	At the beginning of the year	3,03,00,600	72.48	3,03,00,600	72.48
2	Date wise Increase / Decrease in Promoters Shareholding during the year	-	-	-	-
3	At the end of the year	3,03,00,600	72.48	3,03,00,600	72.48

(d) Shareholding Pattern of top ten Shareholders (other than Directors, Promoters and Holders of GDRs and ADRs):

Sl. No.	Name of the Shareholder	Particulars	Shareholding at the beginning of the year		Cumulative shareholding during the year	
			No. of shares	% of total shares of the company	No. of shares	% of total shares of the company
1	Alpha TC Holdings Pte. Ltd.	At the beginning of the year	37,46,505	8.96	37,46,505	8.96
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	3,746,505	8.96	3,746,505	8.96
2	Tata Capital Growth Fund I	At the beginning of the year	18,73,253	4.48	18,73,253	4.48
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	18,73,253	4.48	18,73,253	4.48
3	Tata Motors Finance Limited	At the beginning of the year	8,11,992	1.94	8,11,992	1.94
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	8,11,992	1.94	8,11,992	1.94
4	Tata Enterprises Overseas Limited	At the beginning of the year	7,07,820	1.69	7,07,820	1.69
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	7,07,820	1.69	7,07,820	1.69
5	Zedra Corporate Services (Guernsey) Limited	At the beginning of the year	6,14,717	1.47	6,14,717	1.47
		Date wise Increase / Decrease in Shareholding during the year	-1,500	0.00	-1,500	0.00
		At the end of the year	6,13,217	1.47	6,13,217	1.47
6	Patrick R McGoldrick	At the beginning of the year	5,60,000	1.34	5,60,000	1.34
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	5,60,000	1.34	5,60,000	1.34
7	MCCC Engineering Establishment	At the beginning of the year	3,30,178	0.79	3,30,178	0.79
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	3,30,178	0.79	3,30,178	0.79
8	Praveen Purushottam Kadle*	At the beginning of the year	1,39,200	0.33	1,39,200	0.33
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	1,39,200	0.33	1,39,200	0.33

Sl. No.	Name of the Shareholder	Particulars	Shareholding at the beginning of the year		Cumulative shareholding during the year	
			No. of shares	% of total shares of the company	No. of shares	% of total shares of the company
9	Ratan Naval Tata	At the beginning of the year	1,00,000	0.24	1,00,000	0.24
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	1,00,000	0.24	1,00,000	0.24
10	Farrokh Kaikhushru Kavarana	At the beginning of the year	75,000	0.18	75,000	0.18
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	75,000	0.18	75,000	0.18

* Mr. Praveen Kadle ceased to be a director of the Company w.e.f. July 27, 2020 due to retirement and not seeking re-appointment

(e) Shareholding of Directors and Key Managerial Personnel:

Sl. No.	Name of the Director/KMP	Particulars	Shareholding at the beginning of the year		Cumulative shareholding during the year	
			No. of shares	% of total shares of the company	No. of shares	% of total shares of the company
1	Subramanian Ramadorai	At the beginning of the year	1,32,000	0.32	1,32,000	0.32
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	1,32,000	0.32	1,32,000	0.32
2	Praveen Purushottam Kadle*	At the beginning of the year	1,39,200	0.33	1,39,200	0.33
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	1,39,200	0.33	1,39,200	0.33
3	Mr. Warren Harris (holds through Zedra Trust Company Guernsey Limited.)	At the beginning of the year	4,00,000	0.96	4,00,000	0.96
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	4,00,000	0.96	4,00,000	0.96
4	Ms. Savitha Balachandran [§]	At the beginning of the year	0	0	0	0
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	0	0	0	0
5	Mr. Jitander Kumar Gupta**	At the beginning of the year	0	0	0	0
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	0	0	0	0
5	Mr. Vikrant Gandhe	At the beginning of the year	0	0	0	0
		Date wise Increase / Decrease in Shareholding during the year	-	-	-	-
		At the end of the year	0	0	0	0

* Mr. Praveen Kadle ceased to be a director of the Company due to retirement and not seeking re-appointment

[§] Ms. Savitha Balachandran was appointed as CFO of the Company w.e.f. July 1, 2020

** Mr. Jitander Kumar Gupta ceased to be the CFO of the Company w.e.f. July 1, 2020

V. INDEBTEDNESS

Particulars	Secured Loans excluding deposits	Unsecured Loans	Deposits	Total Indebtedness
Indebtedness at the beginning of the financial year				
i) Principal Amount				
ii) Interest due but not paid				
iii) Interest accrued but not due				
Total (i+ii+iii)				
Change in Indebtedness during the financial year				
* Addition				
* Reduction				
Net Change				
Indebtedness at the end of the financial year				
i) Principal Amount				
ii) Interest due but not paid				
iii) Interest accrued but not due				
Total (i+ii+iii)				

VI. REMUNERATION OF DIRECTORS AND KEY MANAGERIAL PERSONNEL

a) Remuneration to Managing Director, Whole-time Directors and/or Manager:

Sl. No.	Particulars of Remuneration	Name of Managing Director	Total Amount (in ₹)
		Mr. Warren Harris	
1	Gross salary		
	(a) Salary as per provisions contained in Section 17(1) of the Income-tax Act, 1961		11,23,080
	(b) Value of Perquisites u/s 17(2) Income-tax Act, 1961		-
	(c) Profits in lieu of salary under Section 17(3) Income- tax Act, 1961		-
2	Stock Option		-
3	Sweat Equity		-
4	Commission		-
	- as % of profit		
	- others, specify		
5	Others, please specify*		3,67,64,848
	Total (A)		3,78,87,928
	Ceiling as per the Companies Act, 2013		7,74,42,253

*Received from Tata Technologies Inc., a subsidiary of the Company

b) Remuneration to other Directors

Sl. No.	Particulars of Remuneration	Name of Directors	Total Amount
1	Independent Directors		
	Fee for attending board and committee meetings	Falguni Nayar	6,05,000
		Rakesh Makhija	5,55,000
	Commission	Falguni Nayar	15,00,000
		Rakesh Makhija	15,00,000
Others, please specify		-	
	Total (1)		41,60,000
2	Other Non-Executive Directors		
	Fee for attending board and committee meetings	S Ramadorai	3,30,000
		Praveen Kadle*	85,000
		Guenter Karl Butschek**	-
		P B Balaji**	-
	Commission	S Ramadorai	20,00,000
		Praveen Kadle	5,00,000
Others, please specify		-	
	Total (2)		29,15,000
	Total (B)=(1+2)		70,75,000
	Total Managerial Remuneration		70,75,000
	Overall Ceiling as per the Companies Act, 2013		1,54,88,451

* Mr. Praveen Kadle ceased to be a director of the Company w.e.f. July 27, 2020 due to retirement by rotation and not seeking re-appointment

** In line with the internal guidelines of the Company, no payment is made towards commission to the Non-Executive Directors of the Company, who are in full time employment with any other Tata company.

c) Remuneration to Key Managerial Personnel Other than MD/Manager/WTD

(Amount in ₹)

Sl. No.	Particulars of Remuneration	Key Managerial Personnel (Chief Financial Officer)	Key Managerial Personnel (Chief Financial Officer)	Key Managerial Personnel (Company Secretary)
		J K Gupta*	Savitha Balachandran**	Vikrant Gandhe
1	Gross salary			
	(a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961	30,63,378	52,59,156	46,67,024
	(b) Value of perquisites u/s 17(2) Income-tax Act, 1961	-	-	57,000
	(c) Profits in lieu of salary under section 17(3) Income-tax Act, 1961	-	-	-
2	Stock Option	-	-	-
3	Sweat Equity	-	-	-
4	Commission	-	-	-
	- as % of profit	-	-	-
	others, specify	-	-	-
5	Others, please specify	-	--	
	Total	30,63,378	52,59,156	47,24,024

* Upto July 1, 2020

** Appointed as the CFO w.e.f. July 1, 2020

VII. PENALTIES / PUNISHMENT/ COMPOUNDING OF OFFENCES:

Type	Section of the Companies Act	Brief Description	Details of Penalty / Punishment/ Compounding fees imposed (In INR)	Authority [RD / NCLT/ COURT]	Appeal made, if any (give Details)
A. COMPANY					
Penalty			NIL		
Punishment					
Compounding					
B. DIRECTORS					
Penalty			NIL		
Punishment					
Compounding					
C. OTHER OFFICERS IN DEFAULT					
Penalty			NIL		
Punishment					
Compounding					

MANAGEMENT DISCUSSION AND ANALYSIS

A. INDUSTRY OVERVIEW & TRENDS

FY 21 has been an unprecedented year for Technology industry which experienced more disruption in one year than it has over the last 10 years. COVID-19 has been a key trigger for digital transformation driving organizations to undertake major transformation initiatives for improving resilience, increasing agility, and delivering greater efficiencies in the New Normal. The year witnessed significant investments on Digital First and Digital Everywhere solutions to comply with social distancing norms and offer virtual customer experience and ensure contactless engineering, manufacturing, and operations. OEMs have focused on ensuring operations through leveraging digital technologies and productivity tools to work remotely, thereby increasing the level of automation, cloud investments, remote diagnostics tools, and preventive maintenance.

Zinnov, a global consulting and advisory firm, has projected that the Global Engineering R&D (ER&D) market is expected to grow at a CAGR of 11% from 2020 to 2023 to reach USD 1.9 trillion. Despite the impact of COVID-19 on the industry, digital engineering continues to be the key factor driving ER&D spends, as enterprises across verticals are increasingly prioritizing their R&D efforts towards developing new-age digital products and services to attain resilience in marketplace. The rapid adoption of intelligent, connected, contactless and smart initiatives, such as digital thread, digital engineering, intelligent workplaces, contactless operations, leveraging new-age technologies such as IoT, Artificial intelligence, augmented reality/virtual reality (AR/VR) and digital twins is expected to spur ER&D spends across verticals.

Among the key focus industry domains for Tata Technologies, the Automotive vertical is poised to reach a market value of USD 157 billion by 2023, registering a CAGR of 11%. The digital vertical is projected to increase from its present value of USD 24 billion to reach USD 32 billion by 2023, driven by factors such as electrification, autonomous, connected, contactless and shared mobility. Similarly, the IHM vertical is likely to grow at 22% CAGR till 2023, with increased focus on Industry 4.0, remote design, smart servicing, and remote sensing, while the Aerospace vertical is likely to grow at 14% CAGR through 2023, especially due to the growing focus around narrow body, defense products, maintenance, repair, and operations (MRO), and manufacturing engineering. North America dominates the global ER&D spend with 9% growth and a market size of USD 833 billion due to the presence of tech giants in the territory, while the Asia Pacific and Europe markets are expected to grow at CAGRs of 6% and 5%, respectively as per the Zinnov Zones 2020 – Global ER&D Service Report. The Asia-Pacific region is poised to overshadow Western Europe in terms of ER&D spending by 2025, due to factors such as investments from China.

The key product and technology trends influencing the manufacturing industry and its customer preferences are:

- **Digital Thread:** The digital thread is already transforming the way products are designed, manufactured, and serviced. Higher production efficiencies and need to shift to contactless manufacturing processes in the post-pandemic world can help enterprises be more resilient. The key focus areas related to Digital ER&D include, Digital/Virtual product development & collaboration solutions and companies focusing on enabling Work from Home (WFH) and distributed product development. With technological development in industrial automation, plant engineering and simulation, virtualization, digital twin, IoT & Industry 4.0, manufacturers are leveraging Digital ER&D solutions to improve productivity and efficiency.
- **Contactless operations:** The increased adoption of contactless models is expected to accelerate the use of AR/VR across areas of production, field services, and training. The use of contactless in store shopping experience, drive efficiencies across inventory & logistics, and create a realistic shopping experience for consumers who cannot visit brick and mortar stores will drive digital engineering efforts in this space.
- **Electrification:** The acceleration toward electric vehicles (EVs) production has led to a paradigm shift in the automotive industry. EVs have gained widespread popularity due to the increasing global demand for greener mobility solutions. Over the next decade, battery-powered electric vehicles will gain more prominence and market share.
- **Autonomous and connected driving solutions:** OEMs will continue to focus on the development of efficient vehicles as well as seek advances in connected, autonomous solutions, as consumers have been refraining from the ride sharing to maintain social distancing.
- **Faster product refresh:** OEMs are focused on reducing the product development, testing and product feature refresh time to achieve the objectives of faster development and go to market (GTM) thereby enhancing their competitiveness at marketplace. This means sharing of parts and platforms and usage of rapid and virtual engineering solutions.

B. OPPORTUNITIES & THREATS

Opportunities

- **Enhancing digital offerings:** Focus on incremental capability building on Digital ER&D, Digital manufacturing, Digital customer experience and Digital enterprise solutions would enable Tata Technologies to expand its footprint through these offerings in the New Normal.
- **Enhancement of Value proposition through Alliances and Partnerships:** Strengthening the value proposition and GTM approach by partnering with new technology/solution providers.
- **Growing demand for education technology solutions:** Tata Technologies has been investing in strengthening its capability in the Education sector over a period. With the recent deal win of USD 78 million from Govt of Karnataka to upgrade its 150 ITIs, the education vertical is expected to be generate substantial revenue for the organization. Tata Technologies is actively engaging with several organizations including some state governments in India to pursue more such opportunities.

Threats

- **Credit risk with new OEMs (Start-ups):** The company has ongoing engagements with new age OEMs, which could lead to uncertainty in their funding plans, future product roadmap, and change in ownership, thereby causing potential credit risk for the company.
- **Exchange rate fluctuations:** Due to increasing globalization and growing currency volatility, exchange rate fluctuations have a substantial influence on the company's operations and profitability.
- **Data security:** GDPR, cybersecurity and customer data confidentiality - Stringent data privacy laws have been implemented across territories due to the increasing risks faced by globally connected business operations in terms of system breaches, hacking, and data leakages, which could impact the IT infrastructure.
- **Disruptions due to global or local pandemics:** Pandemic situation from infectious disease has a substantial impact on global operations, as lockouts can disrupt manufacturing operations and impact customers' ability to invest and the company's ability to manage operations and ensure business continuity. With the second wave of COVID-19 impacting many countries and high lead time for vaccinating the entire world population, we are constantly preparing ourselves for any future eventuality.

C. COMPANY OVERVIEW & FOCUS AREAS

Tata Technologies is a global engineering and product development digital services company focused on fulfilling its mission of helping the world drive, fly, build and farm by enabling its manufacturing clients across the automotive, industrial heavy machinery, and aerospace verticals realize better products and drive efficiencies in their businesses, leading to the development of products that are better for the end customer, environment and society at large. Committed to 'Engineering a better world', through agile, collaborative innovation, and adoption of sustainable technologies and processes, the Company has over 8,000 innovators serving clients across three continents through its uniquely balanced onshore/offshore global delivery model that enables us to provide aligned on-shore customer proximity required to support the iterative nature of product development services together with the capacity and cost-effectiveness of offshore locations.

The Company has been focusing on strategic initiatives for future growth, including growth in key geographies, sales, and delivery structure realignment, focus on key account management, automation in delivery processes and capability building as an initiative of seven pillars of strategy in the recent years. The Company has increased its presence in important Asian markets and has established engagements with leading OEMs and emerging startups in the connected, autonomous, and electrification space. The Company continues to evaluate expansion opportunities in other markets, with a special focus on opportunities in Body Engineering, Connected Products, and Smart Manufacturing.

Tata Technologies has received the 'Digital company of the year 2020' award from Frost & Sullivan based on its ReSeT Campaign which offered a suite of innovative digital solutions for global manufacturers & tier suppliers to help them engineer, realize better product faster and be more competitive in the New Normal. Frost & Sullivan's recognition has acknowledged Tata Technologies' leadership across both the elements of this value proposition: from a Digital perspective through this recognition as well as recognition of Digital Thread Services from the perspective of manufacturing and realization of better products. The Company's service offerings are delivered through two lines of business, leveraging the deep domain knowledge of manufacturing industry and end to end understanding of physical and digital layers of product engineering and seamless integration of digital thread, which is instrumental for its product engineering success.

Focus Areas

The Company's service offerings are delivered through two lines of business.

1. **Engineering, Research & Development (ER&D) services:** Provide outsourced engineering services for our manufacturing customers globally to help them conceive, design, develop and realize better products. Delivering complex engineering programs and specialist domain services to our global customers, from shared services to components, sub-systems, and systems, to vehicle programs, leveraging global resource pool throughout the entire product realization lifecycle. The Company has been ranked in the Leadership Zone of 2020 Global ER&D Services Zinnov Zones, and its ranking has improved across almost all the verticals and horizontals where it competes in the marketplace. The Company is now positioned as first amongst all India-based Global ESPs in the Automotive ER&D Services Vertical, and the analyst community has recognized the breadth and depth of its offerings across automotive ER&D services, including the work that the Company is doing in the design and development of EVs, Platforms, and Embedded solutions. The company is also ranked in the Leadership zone of the Construction & Heavy Machinery ER&D services vertical, demonstrating its capabilities around frugal engineering and vehicle design programs for prominent OEMs. The Company is also ranked in the Leadership Zone in the Aerospace ER&D services vertical. Zinnov recognized the Company's capabilities around MRO, tooling design and simulation, and its success with large engagements that it has been delivering.
2. **Digital Enterprise Solutions (DES)-** Help manufacturing customers identify and deploy emerging technologies, tools and solutions to manufacture, service and realize better products. Partnering with our customers to align their people and processes throughout the enterprise, enabling effective realization across the Product Lifecycle. This includes helping them identify and deploy emerging technologies, tools and solutions to manufacture, service and realize better products.

Tata Technologies has been positioned in the 'Leadership Zone' for Digital Thread horizontal in the Zinnov Zones for our capabilities around Digital CxM, which enables 360° omni-channel customer experience, solutions that enables Contactless operations, Digital Enterprise, Digital Manufacturing & Industry 4.0, PLM, KBE, recent large deal wins and significant year-on-year growth demonstrated by the company.

D. DISCUSSIONS ON CONSOLIDATED FINANCIAL RESULTS

The consolidated financial performance of the Company includes performance of subsidiaries of the Company, two Trusts set-up by the Company / its subsidiaries to administer Employee Stock Option Schemes (ESOP) and the Company's share in profit/loss of its Joint Venture. In view of Global nature of operations of the Company carried out through a network of subsidiaries and JVs, the analysis of Consolidated Financial Statements is more relevant for understanding the overall performance of the Company.

RESULT FROM OPERATIONS

INCOME

Income from Operations

The Company earned total revenue from its operations of ₹ 2,380.91 crore during financial year 2020-21 compared to ₹ 2,852.05 crore in financial year 2019-20.

A summary of revenue from its service and product businesses is as given below:

Particulars	2020-21		2019-20		Variance
	₹ crore	%	₹ crore	%	
Services Revenue	1,917.74	80.5%	2,343.50	82.2%	-18.2%
Product Revenue	463.17	19.5%	508.55	17.8%	-8.9%
Total Revenue	2,380.91	100%	2,852.05	100%	-16.5%

The Revenue from operations primarily decreased due to the impact of COVID-19 pandemic and overall slowdown in auto industry in general and China in particular. The revenue from services decreased by 18.2% primarily on completion of some large service projects in Europe and decline in revenue from China. The Revenue from product business decreased by 8.9% on account of decrease in product business in North America during the Financial year 2020-21.

The Company earns substantial revenues in USD and GBP. During the year, on an average the rupee depreciated against USD by more than 5% over previous year's rate while depreciation against GBP was around 8%. The year-end and average exchange rates against Indian Rupee during financial year 2020-21 and financial year 2019-20 for key currencies are given below:

Currency	Average rates for the financial year			Closing rates as at March 31		
	2020-21	2019-20	Change	2021	2020	Change
GBP	97.04	90.13	8%	100.76	93.53	8%
USD	74.21	70.89	5%	73.11	75.63	-3%
SEK	8.37	7.41	13%	8.38	7.44	13%
CNY	10.95	10.18	8%	11.16	10.62	5%

As a result of changes in average currency rates during the current year, there has been a favorable impact on revenue by ₹ 94.11 crore. The revenue in USD has been impacted favorably by ₹ 36 crore, in GBP favorably by ₹ 37 crore and in SEK favorably by ₹ 10 crore.

Currency Mix of Revenue	2020-21		2019-20		Variance
	₹ crore	%	₹ crore	%	
GBP	618.76	26%	847.91	30%	-27%
USD	789.35	33%	858.61	30%	-8%
SEK	85.43	4%	97.40	4%	-12%
CNY	55.71	2%	71.89	3%	-23%
Other Currencies	126.54	5%	86.42	3%	-46%
Revenue in Forex currencies	1675.79	70%	1,962.23	69%	-15%
Indian Rupees	705.12	30%	889.82	31%	-21%
Total Revenue	2,380.91	100%	2,852.05	100%	-17%

The geography-wise break down of revenue from operations during the financial year 2020-21 as compared to financial year 2019-20 is as under:

Geography Mix of Revenue	2020-21		2019-20		Variance
	₹ crore	%	₹ crore	%	
Asia Pacific (including India)	885.18	37.2%	1,017.12	35.7%	-13.0%
UK and Europe	737.14	30.9%	978.45	34.3%	-24.7%
North America	758.59	31.9%	856.48	30.0%	-11.4%
Total	2,380.91	100.0%	2,852.05	100.0%	-16.5%

The reduction in all the geographies is primarily on account of slowdown due to COVID-19.

Other Income

The Other Income decreased to ₹ 44.83 crore during financial year 2020-21 compared to ₹ 44.89 crore during financial year 2019-20 as detailed below:

₹ crore			
Particulars	2020-21	2019-20	Variance
Research and Development Expenditure Credit	18.53	19.55	-5.2%
Interest Income	14.38	6.95	106.9%
(Unfavorable)/Favorable changes in fair value of mutual funds	(5.96)	2.22	-368.5%
Foreign currency gain/ (loss) (Net)	(1.05)	5.43	-119.3%
Others Miscellaneous Income	18.93	10.74	76.3%
Total	44.83	44.89	-0.1%

The Research and development credit primarily decreased by ₹ 0.64 crore in China and ₹ 0.38 crore in UK in line with decline in business in these geographies.

The Interest income increased by ₹ 7.43 crore during the year. The Company earns interest income on inter-corporate deposits (ICD) invested with its parent company. During the year under review, the ICD balance has increased from ₹ 26.50 crore as at March 31, 2020 to ₹ 250 crores as at March 31, 2021.

The Increase in foreign currency loss is an impact of reinstatement of net foreign currency assets on account of unfavorable currency movement as at the close of the financial year.

Other Miscellaneous income increased during FY 20-21 mainly on account of gain of ₹ 6.30 crore towards sale of investments in mutual funds

EXPENDITURE
Purchase of Traded Products

Total cost of traded products in financial year 2020-21 decreased to ₹ 338.30 crore compared to ₹ 367.92 crore in financial year 2019-20, registering a decrease of 8.1% over previous year. The decrease is in line with decrease in revenue of 8.9%. The Company experienced marginal reduction in gross margin during the year, as detailed below:

₹ crore			
Particulars	2020-21	2019-20	Variance
Sale of Products	463.17	508.55	-8.9%
Purchases of traded products	338.30	367.92	-8.1%
Gross Margin	124.87	140.63	-11.2%
Gross Margin %	27.0%	27.7%	-

Outsourcing and consultancy charges

Outsourcing and consultancy charges reduced by 20.7% to ₹ 241.43 crore during financial year 2020-21 compared ₹ 304.57 crore during financial year 2019-20. The revenue from sale of services reduced by 18.2%. The outsourcing cost as a % of service revenue also reduced to 12.6% during financial year 2020-21 compared to 13.0% during financial year 2019-20 due to reduction in contract associates in high-cost countries, as a measure of cost optimization.

₹ crore			
Particulars	2020-21	2019-20	Variance
Sale of Services	1,917.74	2,343.50	-18.2%
Outsourcing and consultancy charges	241.43	304.57	-20.7%
% to sale of services	12.6%	13.0%	-

Employee Benefit Expenses

The employee benefit expenses in 2020-21 were ₹ 1,216.01 crore compared to ₹ 1,418.53 crore in financial year 2019-20 which is a decrease of 14.3%. The decrease was primarily on account of decrease in average manpower strength. The employee costs as a percentage of services revenue has been at 63.4% in financial year 2020-21 compared to 60.5% in financial year 2019-20.

₹ crore			
Particulars	2020-21	2019-20	Variance
Sale of Services	1,917.74	2,343.50	-18.2%
Employee cost	1,216.01	1,418.53	-14.3%
% to sale of services	63.4%	60.5%	-

Employee cost and contractor cost together accounted for 76% of services revenue in financial year 2020-21 compared with 73.5% in the previous year.

Other expenses

The other expenses decreased by 31.4 % to ₹ 199.46 crore during financial year 2020-21 compared to ₹ 290.59 crore during financial year 2019-20. As a percentage of revenue from operations, the other expenses went down to 8.4% compared to 10.2% during financial year 2019-20. A detailed analysis is as under:

₹ crore			
Particulars	2020-21	2019-20	Variance
Rent	4.50	6.72	-33.0%
Allowances for doubtful debts (net)	4.05	13.12	-69.13%
Staff recruitment expenses	7.05	6.36	10.8%
Travelling & conveyance	17.07	72.59	-76.5%
Power & fuel	5.17	9.37	-44.8%
Office expenses	13.65	17.34	-21.3%
Professional fees	23.71	17.22	37.7%
Repairs & maintenance	12.73	16.22	-21.5%
Communication expenses	11.57	13.50	-14.3%
Software - Internal Use & AMC	71.56	82.66	-13.4%
Others	28.40	35.49	19.9%
Total	199.46	290.59	31.4%

An analysis of significant variances in various expense lines are as under:

- Travelling and conveyance expenses were lower by ₹ 55.52 crore during the financials year 2020-21 due to significant cost control measures undertaken by the Company during the year, travel restrictions across the globe due to COVID-19 outbreak.
- Professional fees have increased during the year by ₹ 6.5 crore mainly in UK and US territory on account of services received on various legal and statutory matters.
- The decrease in Software and AMC cost is primarily due to reduction in AMC amounting to ₹ 11.1 crore due to discontinuation of AMC on various software licenses which were redundant.
- The Repairs and maintenance cost decreased by ₹ 3.49 crore as most of the employees were working from home due to COVID-19 pandemic.
- The communication expenses incurred in financial year 2020-21 were lower by ₹ 1.93 crore compared to FY 2019-20 as most of the employees were working from home due to COVID-19 pandemic.

Finance Cost

Finance cost increased to ₹ 17.66 crore during financial year 2020-21 compared to ₹ 15.63 crore in 2019-20 primarily due to increase in interest on lease liabilities towards addition of lease premises in India.

Depreciation and amortization

Depreciation and amortization charge decreased to ₹ 92.20 crore in 2020-21 from ₹ 99.15 crore in 2019-20 as detailed below:

₹ crore			
Particulars	2020-21	2019-20	Variance
Depreciation on tangible assets	30.36	33.00	-8.1%
Depreciation on Right to use assets	37.66	35.80	5.3%
Amortization	24.18	30.35	-20.3%
Total	92.20	99.15	7.0 %

The depreciation during the year includes amortization of right to use assets recognized as per Ind AS 116 amounting to ₹ 37.66 crore. The depreciation excluding Ind AS 116 impact is ₹ 54.54 crore and as a percentage of total operating revenue it has increased from 2.22% in financial year 2019-20 to 2.29% in financial year 2020-21.

Impact of Ind AS 116 – Lease accounting

The Company has adopted Ind AS 116 with effect from April 1, 2019 to recognize its lease arrangements except short term and low value leases in accordance with the provisions of the said Accounting Standard and accounting policy approved and disclosed in

the financial statements. The impact of Ind AS 116 on various heads of Income Statements during financial year 2020-21 has been as follows:

₹ crore		
Particulars	2020-21	2019-20
Rent expenses	(41.88)	(39.30)
Depreciation	37.66	35.80
Interest expenses	15.20	14.50
Net Impact on Profits Before Tax	10.98	11.00

Figures in brackets represent negative numbers

Exceptional items

The exceptional items include ₹ 5.10 crore towards cost of entity restructuring activity and ₹ 0.31 crore towards loss on liquidation of Cambric GmbH.

Profit before Taxes

As a result of the factors explained above, the Company earned Profit before taxes (PBT) of ₹ 315.27 crore in financial year 2020-21 compared to ₹ 391.97 crore in financial year 2019-20. As a percentage of total income, PBT decreased from 13.5% in financial year 2019-20 to 13% in the current financial year.

Tax expenses

The tax expenses for the year ended March 31, 2021 decreased to ₹ 76.09 crore from ₹ 140.42 crore in the previous year, a decrease of 45.8%, primarily due reduction in profit as compared to last year. In addition to that, following are the major reasons to reduce the tax expenses during the current year:

- The tax expense during the year 2019-20 includes tax on dividend received from subsidiaries amounting to ₹ 24.04 crore while the dividend income has been eliminated on consolidation.
- The Revenue authorities in the United States of America (US) had introduced new tax provisions named the Base Erosion and Anti-Abuse Tax (BEAT) on offshoring business. The Company's US based step subsidiary had incurred tax expenses of ₹ 14.54 crore (USD 2.02mn) towards BEAT tax provision during the financial year 2019-20, during FY 20-21, BEAT impact is ₹ 7.62 crore.
- In US, Research & Development Tax credit of ₹ 7.28 crore has been recognised during FY 20-21.

Profit after Taxes

The Profit after Taxes (PAT) decreased by 4.92% to ₹ 239.18 crore in 2020-21 from ₹ 251.55 crore during financial year 2019-20. PAT margin as a percentage to total income increased to 9.9% in financial year 2020-21 from 8.7% in financial year 2019-20.

FINANCIAL POSITION

Property, plant and equipment

The net value of Property, plant and equipment decreased to ₹ 87.24 crore as at March 31, 2021 from ₹ 105.09 crore as at March 31, 2020. The decrease is primarily on account of capital expenditure of ₹ 12.01 crore during financial year 2020-21 compared to ₹ 38.09 crore during previous financial year. Details of Capital expenditure during financial year 2020-21 compared to financial year 2019-20 are given below:

₹ crore			
Particulars	2020-21	2019-20	Variance
Computers	9.33	23.28	-59.9%
Furniture & Fixtures	0.65	7.33	-91.1%
Lease Hold Improvements	1.77	5.89	-69.9%
Plant & Machinery	0.26	1.56	-83.3%
Others	-	0.03	-100%
Total	12.01	38.09	-68.5%

Decrease in expenditure on Computers, Furniture & Fixture and Leasehold improvement during financial year 2020-21 is mainly on account of cost optimisation measures and lower capital investment requirements during the year.

Capital work-in-progress was reduced to ₹ 0.04 crore as on March 31, 2021 compared to ₹ 0.09 crore as on March 31, 2020 primarily due to capitalization of assets in Corporate office and SEZ during the year. Intangible assets primarily represent cost of software licenses (other than internally generated) and value of customer relationship acquired through business combinations. The decrease in intangible assets from ₹ 67.28 crore as at March 31, 2020 to ₹ 44.03 crore as on March 31, 2021 is primarily due to substantial reduction in procurement of software licenses during the year accompanied by amortization of ₹ 24.18 crore for the year, as per the amortization policy.

Intangible assets under development as at March 31, 2021 stood at ₹ 0.07 crore compared to ₹ 0.26 crore as at March 31, 2020 primarily due to capitalization of SAP HANA upgradation during the year.

Right to Use (RTU) Assets

The Company has recognized right-of-use assets representing its right to use the underlying assets under operating lease arrangements. The cost of the right-of-use asset has been measured considering terms and conditions of the respective lease covenants with lessor and based on an evaluation of probability to avail renewal options as per the lease covenants. The future lease payments have been discounted using incremental borrowing rate in the respective geographies of underlying asset. A reconciliation with the opening minimum lease payments as disclosed in financials is given below:

₹ crore

Particulars	As on March 31, 2021	As on March 31, 2021
Right to Use assets recognized: Opening	246.93	217.62
Additions during the year (net of leases discontinued)	23.37	65.11
Amortization of RTU assets during the year	(37.66)	(35.80)
Net Right to use assets: Closing	232.64	246.93

Goodwill on Consolidation and acquisition

Goodwill on consolidation as at March 31, 2021 was ₹ 725.90 crore as compared to ₹ 699.94 crore as at March 31, 2020. The increase is primarily on account of translation impact as detailed below:

₹ crore

Particulars	March 31, 2021
Opening Goodwill	699.94
Translation impact	25.96
Goodwill as at March 31, 2021	725.90

Goodwill is tested for impairment at the end of each financial year by an external valuation firm. The management does not foresee any risk of impairment on the carrying value of goodwill as at March 31, 2021.

Investment in Joint Venture

The Company has a joint venture with Hindustan Aeronautics Limited (HAL) namely TATA HAL Technologies Limited (THTL) for providing engineering and design solutions and services in the domain of aero-structures for aerospace industry.

The Company reviews financial situation and future business strategy in joint Aero projects and based on the financial situation had decided to recognize provision for impairment to the extent of investment made in joint venture in 2016-17. There is no change in the provision for impairment since then.

Financial assets (Non-current)

Other Investments

The non-current investment in debentures stood at ₹ Nil crore as at March 31, 2021 compared to ₹ 5.00 crore as at March 31, 2020. The reduction is primarily on account of classification of investment in debentures to current investment during the year. The Investment is due for redemption in September 2021.

Trade Receivables

The Trade receivable – noncurrent as at March 31, 2020 of ₹ 15.73 crore pertains to one government customer in India. The Company has contracted extended payment terms to the customer. The Company has recognized financing component on these dues as non-current in line with the requirements of Ind AS 109. The same has been classified as current as at March 31, 2021.

Loans

The Loans and advances were ₹ 8.87 crore as at March 31, 2021 compared to ₹ 8.68 crore as at March 31, 2020. There has been a marginal increase in security deposits by ₹ 0.19 crore.

Deposits pledged/lien with banks

Deposits pledged/lien with banks as at March 31, 2021 of ₹ 0.05 crore represents the deposit kept with bank for obtaining bank guarantee. There is no change as compared to March 31, 2020.

Other Financial Assets

Other Financial assets decreased to ₹ 13.04 crore as at March 31, 2021 compared to ₹ 19.35 crore as at March 31, 2020. The financial assets primarily include Research and Development credit (RDEC) receivables in UK. The decrease in the current year is due to reduction in the R&D activities and overall revenue.

Deferred Tax Asset (Net)

Deferred tax asset (net) as at March 31, 2021 was ₹ 42.97 crore as compared to ₹ 32.03 crore as at March 31, 2020. The increase is primarily on account of carry forward of losses in China and provision for doubtful debts. Details of deferred tax asset have been given in Note no. 10 of the consolidated financial statements of the Company.

Income Tax Assets (net)

Income tax assets (net) stood at ₹ 21.97 crore as at March 31, 2021 compared to ₹ 16.11 crore as at March 31, 2020. The increase is mainly in India due to increase in TDS receivable over tax liability during the year.

Other non-current assets

Other non-current assets as at March 31, 2021 were ₹ 8.47 crore compared to ₹ 7.12 crore as at March 31, 2020.

The unamortized balance of prepaid expenses increased by ₹ 1.55 crore primarily due to change in arrangement with vendor from fixed license cost to subscription based variable cost of license. The increase in prepaid balance primarily represents the unamortized portion of quarterly subscription.

Current Assets**Other Investments**

The current investment amounting to ₹ 5.00 crore as at March 31, 2021 pertains to investment in Debentures reclassified from noncurrent as at March 31, 2020 to current investment during the financial year 2020-21. The investments in mutual funds as at March 31, 2020 were ₹ 31.06 which were duly redeemed in July 2020 and new investment has been made in mutual funds during the year amounting to ₹ 492.08 crore.

Trade Receivables

Trade receivables as at March 31, 2021 aggregated ₹ 453.44 (net of provision for doubtful debts) as compared to ₹ 625.07 crore as at March 31, 2020. The net debtor days decreased to 70 during financial year 2020-21 from 80 days during financial year 2019-20.

The Company had unbilled revenue (inclusive of contract assets and net of unearned revenue and income received in advance) of ₹ 121.83 crore as on March 31, 2021 compared to ₹ 117.20 crore as on March 31, 2020. As a result, level of net unbilled receivables increased to 19 days from 16 days.

Total receivable days (net of provision and Income received in advance) were 88 days during financial year 2020-21 compared to 96 days during financial year 2019-20.

The cumulative provision towards bad and doubtful debts as on March 31, 2021 stood at ₹ 59.52 crore compared to ₹ 56.44 crore as at March 31, 2020. The increase was primarily on account of overdue debts from clients in North America, UK and China.

The Company follows Global Revenue Management policy for providing for bad & doubtful debts. This policy is periodically tested as per the requirement under Expected credit loss model prescribed by IND AS 109.

Cash and cash equivalents

Cash and cash equivalents as at March 31, 2021 were ₹ 781.33 crore as compared to ₹ 376.08 as at March 31, 2020. The cash and cash equivalents include balances with banks and fixed deposits kept with banks for less than 3 months.

Other Bank Balances

Other bank balances include bank deposits for a period more than 3 months and earmarked balances with banks towards the unpaid dividend. Other bank balances as at March 31, 2021 were ₹ 2.08 crore as compared to ₹ 12.95 crore as at March 31, 2020.

Loans

Loans were ₹ 252.05 crore as at March 31, 2021 as compared to ₹ 28.41 crore as at March 31, 2020. The increase in loans primarily represents increase in Inter corporate deposits placed with Tata Motors Limited by ₹ 223.50 crore during the year.

Other Financial Assets

Other financial assets as on March 31, 2021 were ₹ 168.75 crore as compared to ₹ 140.03 crore as at March 31, 2020.

The increase in other current assets is primarily due to increase of ₹ 43.94 crore in unbilled revenue under fixed price projects, which have not achieved billing milestones as per contract terms. The Company has received SEIS license amounting to ₹ 15.91 crore outstanding as at March 31, 2020.

Current Income Tax Assets

Current Income Tax Assets as on March 31, 2021 were ₹ 31.39 crore as compared to ₹ 26.09 crore as at March 31, 2020, primarily due to excess of tax liability over TDS / advance tax paid.

Other current Assets

Other current assets were ₹ 201.38 crore as at March 31, 2021 as compared to ₹ 109.69 crore as at March 31, 2020. The increase in other current assets is primarily due to increase of ₹ 100.03 crore in Balance with Government authorities on account of payment of GST on customer advance.

EQUITY

Equity Share Capital

Paid up equity share capital of the Company stood at ₹ 41.81 crore as at March 31, 2021.

During the year, Company issued shares worth ₹ 37,500 under ESOP Scheme.

Other Equity

Share Application Money

The company had collected share application money of ₹ 0.24 crore during financial year 2020-21 towards the options exercised by employees under the ESOP scheme. The Company has allotted all the exercised shares during the year and no share application money was outstanding as at 31 March 2021.

Securities Premium account

Securities Premium Account as on March 31, 2021 stood at ₹ 269.14 crore, compared to ₹ 268.90 crore as on March 31, 2020. The increase is on account of premium paid on Issue of equity shares under employee share option plan.

Retained earnings

Retained earnings of the Company increased to ₹ 1,489.19 crore as on March 31, 2021 compared to ₹ 1,247.51 crore as at March 31, 2020, primarily on account of profit after tax for the year.

Other comprehensive income

Other comprehensive income increased by ₹ 47.64 crore primarily on account of exchange differential on translation of operations of foreign entities.

Non-Current Liabilities

Non-Current liabilities reduced to ₹ 248.41 crore as at March 31, 2021 compared to ₹ 267.71 crore as on March 31, 2020. The decrease in non-current liabilities is primarily on account of decrease in Medicare benefits provision by ₹ 8.01 crore on account of closure of Medicare benefits scheme with effect from December 31, 2020 and the non-current deferred rent liability of ₹ 15.24 crore has been netted off against the Right to Use Asset during the year. The liabilities are due for settlement beyond 12 months from the reporting date over the life of respective lease arrangements.

Current Liabilities

Lease Liabilities

Lease liabilities were recognized as per Ind AS 116 and stood at ₹ 33.47 crore as at March 31, 2021 compared to ₹ 28.49 as at the close of previous financial year. The Liability pertains to lease liabilities recognized as per the requirements of Ind AS 116 and are due for settlement within 12 months from the reporting date.

Trade Payable

Trade Payable as at March 31, 2021 decreased to ₹ 223.66 crore as compared to ₹ 243.13 crore as at March 31, 2020. The decrease in trade payables is primarily due to reduced level of business and payments against certain employee liabilities towards performance payments.

Other Financial Liabilities

Other financial liabilities as at March 31, 2021 are ₹ 3.06 crore as compared to ₹ 40.06 crore as at March 31, 2020. The decrease in financial liability is due to the liability which was recognised during the previous year against the assignment of receivables. Since the amount has been received during the current period, the liability and the corresponding asset has been derecognized.

Provisions

Short term provisions stood at ₹ 11.91 crore as at March 31, 2021 compared to ₹ 16.63 crore as at March 31, 2020. The reduction in provision is primarily on account of reduction in provision for gratuity by ₹ 4.70 crore in India. The liability has been recognized based on the report from actuary issued.

Current Tax Liability (Net)

Current Tax liabilities (net) as at March 31, 2021, was ₹ 2.84 crore as compared to ₹ 15.82 crore as on March 31, 2020. The decrease is mainly due to classification of tax liability to non-current asset as the TDS payment has exceeded the tax liability.

Other Liabilities

Other liabilities as at March 31, 2021 are ₹ 907.22 crore as compared to ₹ 108.54 crore as at March 31, 2020. The increase is primarily on account of increase in customer advances from ₹ 8.05 crore to ₹ 678.87 crore mainly on account of receipt of ₹ 656 crore from one customer and increase in GST liability by ₹ 100 crore.

E. RISK MANAGEMENT

Risk Management is a key leadership focus area given that the Company is a global engineering services provider serving customers across multiple geographies and industries which presents inherent risks associated with evolving sudden global disruption such as COVID-19 pandemic, customer requirements, changing technology landscape, geo-political tensions and currency fluctuations. These uncertainties present some opportunities and challenges which the Company needs to address in order to grow sustainably. To address these risks, the Company has implemented comprehensive Enterprise Risk Management (ERM) framework comprising of risk management policy and processes to identify, prioritize, address, and govern risks on a periodic basis. Enterprise Risk Register continuously collects inputs from risks identified across operations through functional risk registers and these risks are evaluated and prioritized quarterly using Risk Priority Number (RPN) considering the Likelihood of Occurrence and Severity of Impact. Mitigation action plans are identified for prioritized risks and reviewed as part of the leadership governance framework. Operational risks are tracked and managed at individual project levels and are integrated with project management mechanisms. Additionally, the annual internal audit plan covers the audit of all processes associated with top internal risks to make sure that relevant controls are exercised, and management has a complete view of risks involved with these processes. Internal audits are conducted for functional processes through external auditors and key risks for functions at enterprise and operational levels are evaluated along with mitigation measures and their implementation status. The Enterprise Risk management process is managed by a cross functional team under the supervision of the CFO and guidance of the Audit Committee. The top 10 risks are also presented to the Audit Committee every year for their review and feedback. Key risks and associated actions are detailed below:

Risk	Actions
Challenging business environment for key customers JLR and TML	Company is working on several new technology and product initiatives to retain and grow key strategic partner and continue to invest in it's key client engagement.
Keeping pace with emerging new technologies impacting the industry	The Company continuously reviews the emerging technologies to ascertain its application to its industry and adopts relevant technology solutions. The company also actively working build synergies within it's lines of businesses to create and offer new value propositions to it's clients. The Company is closely tracking implementation of training, capacity building and value proposition leveraging new technologies within Electric mobility, Connected and Smart Manufacturing while leveraging its current core competencies in the body engineering side.
Credit risk-Exposure to new OEMs (Start-ups)	The company has strengthened it's revenue management policy to assess credibility of clients and ongoing collection performance against the deliveries for it's start up customers.
Revenue concentration risk - growing non captive accounts	The Company has strategically improved revenue mix from it's top 5 and top 40 clients by acquiring new logos across geographies through its full vehicle and body engineering value proposition. Additionally, the sales and delivery teams in India, EU and North America are being strengthened to tap into emerging opportunities and acquire new clients.
Timely availability of skilled resources	The Company is focusing on internal skill development programs and implementing multiple channels of talent acquisition based on new skill requirements. The company has invested in L&OD and RMG function to build culture of learning , capacity planning and effective deployment.
Data security - GDPR, Cyber security and customer data confidentiality	The Company has deployed BCP framework, GDPR policy compliance and Global ISMS framework across business locations. This framework enables secured business operations , client data protection and compliance to statutory and contractual obligations. Company has also invested in SAM & Cybersecurity architecture to manage it's IT licenses utilization, authorized usage and prevent cyber attacks.
Exchange Rate Fluctuations	The Company has deployed forex hedging and forward contracting policy to mitigate risk associated with exchange rate.
Inability to do business with parent company's competitors	The Company has been using case studies of past engagements with existing non-Tata Motors customers to win confidence of new customers along with emphasis on ISMS framework to win customer confidence.
Statutory Compliances in respective jurisdictions	The Company has deployed comprehensive compliance management system called iComply for tracking & reviewing compliance of legal and regulatory standards. The company also has appointed E&Y as its audit partner during the year to review the framework and compliance. KPMG is the financial auditing partner to review process deployment globally.

Risk	Actions
Disruptions due to global or local pandemics	The Company has deployed comprehensive BCP measures to ensure operational continuity through enablement of Work from Home mechanisms, data security enhancement, communication with customers and suppliers on Force Majeure situation along with continuous monitoring and action planning to ensure healthy balance sheet. The company also is actively benchmarking its BCP practices against Tata group and industry best practices.
Inadequate due diligence of acquisitions to deliver business case.	The company has adopted robust due diligence framework to screen, evaluate the opportunities. Business case is reviewed and approved by the board based on detailed management and third party reports. The company also focuses on realizing strategic goals of such acquisitions and reviews progress on regular basis.

F. INTERNAL CONTROL SYSTEM AND THEIR ADEQUACY

The Company has in place adequate system of internal control commensurate with its size, complexity and nature of business operations. These have been designed to provide reasonable assurances about recording and providing reliable financial and operational information, complying with applicable statute, safeguarding assets from unauthorized use, executing transactions with proper authorizations and ensuring compliance with corporate policies. The Company has well defined delegation of powers with authority limits for approving revenue as well as expenditure and processing payments. Processes for formulating and reviewing annual and long term plans have been laid down by the Board. The Company uses state of art ERP system to record data for accounting, consolidating and management information systems and connects to different locations for efficient exchange of information. The Internal Auditor (M/s. Ernst & Young) conducts audits globally, across all major entities and helps the Company to benchmark itself to best in class processes and practices. The report is presented to the Audit Committee which guides the management to take necessary corrective/preventive actions. The members of the Board disclose materially significant related party transactions/matters affecting the Company, with its promoters, the directors or their relatives, etc. that may have potential conflict of interest. All such disclosures are tabled at Board / Audit Committee meetings, read and taken on record. Every quarter, based on the independent report on related party transactions, the Audit Committee approves all such transactions. The Managing Director and Senior Management also sign an affirmation to the Board and the shareholders to their adherence to the TCOC annually, and any exceptions are reported and approved as per Company policies. The independence of the Board and its committees is fundamental to its stewardship and effectiveness. The Compliance Auditors and the Internal Auditors report directly to the Chairman of Audit Committee. The Nomination and Remuneration Committee of the Board meets every year to review and approve the key performance indicators and goals of ELT members in alignment with the overall organizational strategy. The performance expectations and targets set by the Board are cascaded down to the ELT and the extended leadership team members using strategy cascade and PMS process.

G. HUMAN CAPITAL

The Company has made several key improvements over the last year towards attraction, engagement, retention and development of key talent across the organization. The Company utilized Workplace by Facebook, a best-in-class enterprise collaboration tool, to leverage employee connect and engagement during the pandemic. Workplace was used by senior leaders to convey important messages and decisions during this phase and was actively used by employees to engage with one another. The platform was also utilized for sharing and reinforcing key messages on employee wellness and for hosting virtual Reward & Recognition sessions in the new normal.

The Company's focus on building a high-performance workforce is enabled through the measurement of performance against objectives which is linked to the overall organization's strategic goals, its vision mission and values and assessment through a robust Performance Management System with sharper performance measurement scales. The approach to performance reviews will have a combination of organization-driven scheduled processes and the creation of an environment where regular review is possible. This will be a combination of project-end reviews through the year, an H1 review, followed by an Annual Performance Review Process. All these actions reinforce the Company's customer commitment and provide the business focus necessary to address strategic challenges and successfully execute the objectives of the organization.

To ensure that performance differentiation is further enhanced and is globally consistent across the organization, the Company has updated the Performance Pay Policy to provide a global construct and pay for performance model. The Pay model contains a portion of Company Performance where payouts are based on the growth of revenue & operating profit and a portion of Individual Performance is based on year-end Performance review outcome. This reflects the overall organization strategy to ensure the provision of outcome-based rewards and is also a reflection of best practices in the industry.

The Company also took significant actions to optimize its bench in line with changing requirements and to drive greater efficiency, as part of the three-phase response to the COVID-19 crisis. Due to the positive business environment, the Company was successful in redeploying nearly 18 percent of the talent pool and will continue to ensure that employees on bench are deployed according to their competencies to the greatest extent possible.

The Company foresees that update of demand would continue to be competitive in niche areas as demand trumps supply. To ensure that the response is appropriate and sustainable, the Company has decided to invest in institutionalizing a TTL Technical University in FY 22.

The Company will also continue to invest in the following key domains: HR service delivery with an aim towards centralizing transactions and automating them to the extent possible, HR Technology, more sophisticated ways to measure employee engagement and experience.

There is a protracted effort underway to augment leadership bandwidth at the top of the Company through the flagship LeaderBridge program, details of which have been mentioned in the Human Resource Development section.

The Company employed 7,954 professionals (including 713 contractors) as on March 31, 2021, as compared to 8,623 (including 923 contractors) as on March 31, 2020.

Pandemic Management:

The advent of COVID-19 during the last FY posed challenges towards enabling the Workforce for Remote working. A cross-functional team comprising of IT, HRBP, Delivery Leaders, Admin, and Legal team members was instrumental in managing the Work from Home and subsequent Return to Office. A detailed framework was implemented to enable employees to manage remote working not only in terms of systems and tools availability but also overall support. CFT members also collaborated with clients wherever there was a requirement of TTL employees working at client premises/locations. A COVID-19 Response team was set up to support employees and family members in the event of exposure to COVID-19. The Organizational Health & Safety Team led the management of COVID-19 Response processes along with providing vital support for matters such as arranging for hospital admissions, ambulance services and supporting employees and family members with travel arrangements. OH&S team also set up employee sessions with TTL empaneled doctors to support with pre & post COVID-19 management. Employee Assistance Program was also set up for India employees to enable them to deal with the challenges that the pandemic presented.

The Company continues to monitor the evolving situation, caused due to second and third waves of the pandemic, on a country-by-country basis, while ensuring compliance with all local regulations which also continue to evolve. The Company is committed to the adoption of a flexible work from anywhere + work from office model, while at the same time, investing towards improving overall employee wellbeing during these unprecedented circumstances.

H. CAUTIONARY STATEMENT:

Statements in the "Management Discussion and Analysis" describing the Company's objectives, projections, estimates and expectations or predictions may be 'forward looking statements' within the meaning of applicable Securities Laws and Regulations. Actual results could differ substantially and materially from those expressed or implied. Important factors that could make a difference to the Company's operations include economic conditions effecting demand/supply and price conditions in the domestic and overseas markets in which the Company operates, changes in the government regulations, tax laws and other statutes and other incidental factors.

CORPORATE GOVERNANCE REPORT

I. COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE:

Effective Corporate Governance practices constitute the strong foundation on which successful commercial enterprises are built to last. The Company's philosophy on corporate governance oversees business strategies and ensures fiscal accountability, ethical corporate behaviour and fairness to all stakeholders comprising regulators, employees, customers, vendors, investors and the society at large.

Strong leadership and effective corporate governance practices have been the Company's hallmark inherited from the Tata culture and ethos.

The Company has a strong legacy of fair, transparent and ethical governance practices.

The Company has adopted the Tata Code of Conduct for its employees including the Managing Director and the Executive Directors. In addition, the Company has adopted a Code of Conduct for its non-executive directors which includes Code of Conduct for Independent Directors which suitably incorporates the duties of independent directors as laid down in the Companies Act, 2013 ("the Act"). The Company's corporate governance philosophy has been further strengthened through the Tata Business Excellence Model and the Tata group Governance guidelines. The Company has in place an Information Security Policy that ensures proper utilization of IT resources.

II. BOARD OF DIRECTORS

- i. As on March 31, 2021, the Company has 5 Directors which comprises of 1 Independent Director, 3 Non-Executive Directors and 1 Managing Director. The profiles of Directors can be found on <https://www.tatatechnologies.com/in/about-us/board-of-directors/>. The composition of the Board is in conformity with Section 149 of the Act. The Board has initiated necessary steps to fill the intermittent vacancy of Woman / Independent Director and shall be filled-up by the Board at the earliest, within the timelines prescribed under the law.
- ii. None of the Directors on the Board hold directorships in more than 10 public companies. None of the Independent Directors serves as an Independent Director on more than 7 listed entities. Necessary disclosures regarding Committee positions in other public companies as on March 31, 2021 have been made by the Directors. None of the Directors are related to each other.
- iii. Independent Directors are non-executive directors as defined under Section 149(6) of the Act along with rules framed thereunder. Based on the declaration received from the Independent Director, the Board of Directors has confirmed that the director meets the criteria of independence as mentioned under Section 149 of the Companies Act, 2013 and is independent of the management.
- iv. Eight Board Meetings were held during the year under review and the gap between two meetings did not exceed 120 days. The said meetings were held on Monday, May 18, 2020; Monday, July 27, 2020; Monday, August 24, 2020; Tuesday, September 8, 2020; Wednesday, October 14, 2020; Wednesday, December 2, 2020; Friday, January 22, 2021 and Thursday, March 25, 2021. The necessary quorum was present for all the meetings.
- v. The names and categories of the Directors on the Board, their attendance at Board Meetings held during the year under review and at the last Annual General Meeting ("AGM"), name of other listed entities in which the Director is a director and the number of Directorships and Committee Chairmanships / Memberships held by them in other public limited companies as on March 31, 2021 are given herein below. Other directorships do not include directorships of private limited companies, foreign companies and companies registered under Section 8 of the Act. Further, none of them is a member of more than ten committees or chairman of more than five committees across all the public companies in which he/she is a Director. For the purpose of determination of limit of the Board Committees, chairpersonship and membership of the Audit Committee and Stakeholders' Relationship Committee has been considered as per Regulation 26(1)(b) of SEBI Listing Regulations.

Name of the Director (DIN)	Category	Number of Board Meetings attended during FY 2020-2021	Whether attended last AGM held on July 27, 2020	Number of Directorships in other Public Companies		Number of Committee positions held in other Public Companies		Directorship in other listed entity (Category of Directorship)
				Chairman	Member	Chairman	Member	
S. Ramadorai (Chairman) (DIN: 00000002)	Non-Independent, Non- Executive	8	Yes	Nil	2	Nil	1	1 (Independent Director)
Warren Harris (DIN: 02098548)	Chief Executive Officer & Managing Director	8	Yes	Nil	Nil	Nil	Nil	Nil
Rakesh Makhija ^s (DIN: 00117692)	Independent, Non-Executive	8	Yes	1	2	2	8	2 (Independent Director)
Falguni Nayar ^s (DIN: 00003633)	Independent, Non-Executive	8	Yes	None	3	2	2	2 (Independent Director)

Name of the Director (DIN)	Category	Number of Board Meetings attended during FY 2020-2021	Whether attended last AGM held on July 27, 2020	Number of Directorships in other Public Companies		Number of Committee positions held in other Public Companies		Directorship in other listed entity (Category of Directorship)
				Chairman	Member	Chairman	Member	
Praveen Kadle* (DIN: 00016814)	Non-Independent, Non- Executive	8	Yes	1	3	2	2	1 (Non-Executive Director)
Guenter Butschek (DIN: 07427375)	Non-Independent, Non- Executive	7	Yes	1	1	None	4	1 (MD & CEO)
P B Balaji (DIN: 02762983)	Non-Independent, Non- Executive	8	Yes	None	4	None	16	1 (Non-Executive Director)
Ajoyendra Mukherjee# (DIN: 00350269)	Independent, Non-Executive	NA	NA	None	1	0	1	None

* Ceased to be a director w.e.f. July 27, 2020 due to retirement by rotation and not seeking re-appointment and his 'other directorships' and 'committee positions' in the above table is as on that date

§ Ceased to be directors of the Company as their second term as Independent Directors ended on March 29, 2021 their 'other directorships' and 'committee positions' in the above table is as on that date

Appointed as additional director in the Independent Category w.e.f. March 29, 2021

- vi. During FY 2020-21, a meeting of the Independent Directors was held on March 4, 2021 without the presence of other directors or the management. The Independent Directors, *inter-alia*, reviewed the performance of Non-Independent Directors, Board as a whole and Chairman of the Company, taking into account the views of executive directors and non-executive directors.
- vii. The Board periodically reviews the compliance reports of all laws applicable to the Company.
- viii. Details of equity shares of the Company held by the Directors as on March 31, 2021 are given below:

Name of the Director	Category of the Director	Number of Equity shares
S. Ramadorai	Non-Independent, Non- Executive	1,32,000
Warren Harris	CEO & Managing Director	4,00,000*

The Company has not issued any convertible instruments.

*The shares are held through Zedra Corporate Services (Guernsey) Limited

III. COMMITTEES OF THE BOARD:

- I. There are four Statutory Board Committees and one other Board Committee as on March 31, 2021, that have been formed, considering the needs of the Company, details of which are as follows:

Name of the Committee	Extract of Terms of Reference	Category and Composition	
Statutory Committee			
Audit Committee	<p>Primary Objectives:</p> <p>The Audit Committee's role shall flow directly from the Board of Directors' overview function on corporate governance; which holds the Management accountable to the Board and the Board, in turn, accountable to the shareholders. Acting as a catalyst in helping the organization achieve its objectives, the primary role of the Audit Committee is that of assisting the Board of Directors in overseeing the:</p> <ul style="list-style-type: none"> integrity of the Company's financial statements; compliance with legal and regulatory requirements and the Tata Code of Conduct; qualification and independence of the external auditors; performance of the Company's external auditors and the Internal Audit function; and adequacy and reliability of the internal control system. 	Name	Category
		Mr. Ajoyendra Mukherjee# (Chairman)	Non-Executive, Independent
		Mr. Guenter Butschek#	Non-Executive, Non-Independent
		Mr. P B Balaji^	Non-Independent, Non-Executive
		Mr. Praveen Kadle*	Non-Independent, Non-Executive
		Mr. Rakesh Makhija§	Independent
Ms. Falguni Nayar§	Independent		
		# Appointed as members of the Committee w.e.f. March 30, 2021	
		^ Appointed as member of the Committee w.e.f. July 27, 2020	
		* Ceased to be a director of the Company w.e.f July 27, 2020 due to retirement and not seeking re-appointment and consequently ceased to be a member of this Committee from that date	
		§ Ceased to be directors of the Company as their second term as Independent Directors ended on March 29, 2021 and consequently ceased to be the members of this Committee from that date	

Name of the Committee	Extract of Terms of Reference	Category and Composition	
		Name	Category
Nomination & Remuneration Committee	<p>Primary Objectives:</p> <p>The Committee has the overall responsibility of identifying and recommending the Board persons qualified to be appointed as directors in accordance with the criteria laid down, approving and evaluating the compensation plans, policies and programs for the managing director/executive directors and key management personnel. The Committee is committed to ensure that the compensation practices of the Company are in full compliance with law and commensurate with the high standards of performance expected of the Company's Directors and officers. The Committee shall also make sure that the Company's compensation packages, Human Resources practices and programs are competitive and effective in motivating highly qualified personnel and establish a suitable relationship between compensation and performance.</p>	Mr. Ajoyendra Mukherjee [#] (Chairman)	Non-Executive, Independent
		Mr. S. Ramadorai	Non-Independent, Non-Executive
		Mr. Guenter Butschek	Non-Independent, Non-Executive
		Mr. Rakesh Makhija [§]	Independent
		Ms. Falguni Nayar [§]	Independent
	<p>[#] Appointed as member and Chairman of the Committee w.e.f. March 30, 2021</p> <p>[§] Ceased to be directors of the Company as their second term as Independent Directors ended on March 29, 2021 and consequently ceased to be the members of this Committee from that date</p>		
Stakeholder's Relationship Committee	<p>The Committee has the overall responsibility to consider and resolve the grievances of security holders of the Company</p>	Mr. Warren Harris [§] (Chairman)	CEO & Managing Director
		Mr. Ajoyendra Mukherjee [#]	Non-Executive, Independent
		Mr. Praveen Kadle [*]	Non-Independent, Non-Executive
		Mr. Rakesh Makhija ^{^§}	Non-Executive, Independent
			<p>[#] Appointed as Chairman of the Committee w.e.f. March 30, 2021</p> <p>[#] Appointed as member of the Committee w.e.f. March 30, 2021</p> <p>[*] Ceased to be a director of the Company w.e.f. July 27, 2020 due to retirement and not seeking re-appointment and consequently ceased to be a member of this Committee from that date</p> <p>^{^§} Appointed as member of the Committee w.e.f. July 27, 2020 and later ceased to be director of the Company as his second term as Independent Director ended on March 29, 2021 and he consequently ceased to be a member of this Committee from that date</p>
Corporate Social Responsibility Committee (CRS)	<p>The Corporate Sustainability (CS) Committee (this "Committee") shall discharge the Board's responsibilities relating to sustainability integration throughout the company's global operations with respect to the below three tracks:</p> <ul style="list-style-type: none"> • Corporate Sustainability assessment, assurance and benchmarking • Affirmative action and technical education • Community development initiatives 	Mr. P B Balaji [^] (Chairman)	Non-Independent, Non-Executive
		Mr. Ajoyendra Mukherjee [#]	Non-Executive, Independent
		Mr. Warren Harris	CEO & Managing Director
		Mr. Praveen Kadle [*]	Non-Independent, Non-Executive
		Ms. Falguni Nayar [§]	Non-Executive, Independent
			<p>[#] Appointed as member of the Committee w.e.f. March 30, 2021</p> <p>[^] Appointed as member of the Committee w.e.f. July 27, 2020</p> <p>[*] Ceased to be a director of the Company w.e.f. July 27, 2020 due to retirement and not seeking re-appointment and consequently ceased to be a member of this Committee from that date</p> <p>[§] Ceased to be director of the Company as her second term as Independent Director ended on March 29, 2021 and consequently she ceased to be a member of this Committee from that date</p>

Name of the Committee	Extract of Terms of Reference	Category and Composition	
Other Committee			
		Name	Category
Executive Committee	The Committee was constituted by the Board on October 14, 2020 and was delegated authority under section 179(3) of the Companies Act 2013	Mr. Ajoyendra Mukherjee (Chairman)*	Non-Executive, Independent
		Mr. P B Balaji	Non-Executive, Non-Independent
		Mr. Warren Harris	CEO & Managing Director
		Ms. Falguni Nayar@	Non Executive, Independent
		* Appointed as member and Chairman of the Committee w.e.f. March 30, 2021 @ Ceased to be director of the Company as her second term as Independent Director ended on March 29, 2021 and consequently she ceased to be the member and Chairperson of this Committee from that date	

Stakeholders Relationship Committee:

- Name, designation and address of Company Secretary: Mr. Vikrant Gandhe, Company Secretary, Plot No. 25, Rajiv Gandhi Infotech Park, Hinjawadi, Pune - 411057
- Details of Investor Communication/ Queries received and redressed during FY 2021 are as follows:

Opening Balance	Received during the year	Resolved during the year	Closing Balance
-	104	103	1*

* Resolved after 31st March 2021

Nomination and Remuneration Committee:

Performance Evaluation Criteria for Independent Directors:

The performance evaluation criteria for independent directors is determined by the Nomination and Remuneration Committee. An indicative list of factors on which evaluation was carried out includes participation and contribution by a director, commitment, effective deployment of knowledge and expertise, integrity and maintenance of confidentiality and independence of behavior and judgment.

Remuneration Policy:

Remuneration policy of the Company is designed to create a high-performance culture. It enables the Company to attract, retain and motivate employees to achieve results. Our business model promotes customer centricity and requires employee mobility to address project needs. The remuneration policy supports such mobility through pay models that are compliant to local regulations. In each country where the Company operates, the remuneration structure is tailored to the regulations, practices and benchmarks prevalent in the IT industry.

The Company pays remuneration by way of salary, benefits, perquisites and allowances, both fixed and variable components to its Managing Director. Annual increments are recommended by the Nomination and Remuneration Committee within the salary scale approved by the Board and Members and are effective April 1, each year.

The Company pays sitting fees of ₹ 35,000 per meeting to its Non-Executive Directors for attending meetings of the Board and ₹ 25,000 per meeting for attending meetings of committees of the Board. The Company also pays commission to the Non-Executive Directors within the ceiling of 1 percent of the net profits of the Company as computed under the applicable provisions of the Act, with the approval of the members. The said commission is decided each year by the Board of Directors, on the recommendation of the Nomination and Remuneration Committee and distributed amongst the Non-Executive Directors based on the Board evaluation process, considering criteria such as their attendance and contribution at the Board and Committee meetings, as well as the time spent on operational matters other than at meetings. The Company also reimburses the out-of-pocket expenses incurred by the Directors for attending the meetings. The Remuneration policy is available as an annexure to the Report of the Board of Directors.

IV. DETAILS OF THE REMUNERATION FOR THE YEAR ENDED MARCH 31, 2021:

- Non-Independent and Non-Executive Directors & Independent Directors:**

Name	Commission ₹	Sitting Fees Paid ₹
Mr. S. Ramadorai	20,00,000	3,30,000
Mr. Praveen Kadle*	5,00,000	85,000
Mr. Rakesh Makhija	15,00,000	5,55,000
Mr. Falguni Nayar	15,00,000	6,05,000
Mr. Guenter Butschek**	-	-
Mr. P B Balaji**	-	-

* Mr. Praveen Kadle ceased to be a director of the Company w.e.f. July 27, 2020 due to retirement by rotation and not seeking re-appointment

** In line with the internal guidelines of the Company, no payment is made towards commission/ sitting fee to the Non-Executive Directors of the Company, who are in full time employment with any other Tata company.

b. Managing Director and Executive Director:

Name of Director	Salary	Benefits, Perquisites and Allowances	Commission	ESPS/ ESOPs
Mr. Warren Harris	37,297,933	589,994	-	None during the financial year under review

* Mr. Warren Harris also received a remuneration of Rs. 36,764,848 in USA in the capacity of Director of Tata Technologies Inc.

Services of the Managing Director and Executive Director may be terminated by either party, giving the other party six months' notice or the Company paying six months' salary in lieu thereof. There is no separate provision for payment of severance pay.

V. NUMBER OF COMMITTEE MEETINGS HELD AND ATTENDANCE RECORDS

Name of the Committee	Audit Committee	Nomination and Remuneration Committee	Stakeholders' Relationship Committee	Corporate Social Responsibility Committee	Executive Committee
No. of meetings held	Eight (8)	Two (2)	One (1)	Two (2)	One (1)
Date of meetings	i. Monday, May 18, 2020; ii. Monday, July 27, 2020; iii. Monday, August 24, 2020; iv. Wednesday, October 14, 2020; v. Wednesday, December 2, 2020; vi. Friday, January 22, 2021; vii. Wednesday, February 17, 2021 viii. Thursday, March 25, 2021	i. Friday, May 15, 2020 ii. Monday, October 19, 2020	Wednesday, December 2, 2020	i. Monday, May 18, 2020 ii. Friday, January 22, 2021	Monday, October 26, 2020
No. of Meetings attended					
Mr. S Ramadorai	Not a member	2	Not a member	Not a member	Not a member
Mr. Rakesh Makhija	8	2	1	Not a member	Not a member
Ms. Falguni Nayar	8	2	Not a member	2	1
Mr. Praveen Kadle*	1	Not a member	Not a member	1	Not a member
Mr. Guenter Butschek	NA	2	Not a member	NA	Not a member
Mr. P B Balaji [§]	7	Not a member	Not a member	1	1
Mr. Warren Harris	Not a member	Not a member	1	2	1
Mr. Ajoyendra Mukherjee [#]	NA	NA	NA	NA	NA
Whether quorum was present for all the meetings	Quorum was present for all the meetings				

* Ceased to be a director w.e.f. July 27, 2020 due to retirement by rotation and not seeking re-appointment

Appointed as additional director in the Independent Category w.e.f. 29th March 2021

§ Appointed as member of the Audit Committee and the CSR Committee w.e.f. 27th July 2020

VI. GENERAL BODY MEETINGS

i. General Meeting

a. Annual General Meeting (AGM)

Financial Year	Date	Time	Venue
2019-20	July 27, 2020	03:00 pm	Through Video Conferencing or OAVM
2018-19	July 19, 2019	11.30 a.m.	Plot no. 25, Rajiv Gandhi Infotech Park, Hinjawadi, Pune- 411057
2017-18	June 27, 2018		

b. Extraordinary General Meeting:

No extraordinary general meeting of the members was held during FY 20-21.

c. Special Resolution(s):

The details of special resolution(s) passed by the Company in any of its previous three AGMs are as under:

Date of the AGM	Special Resolution for
June 27, 2018	1. Appointment of Ms Falguni Nayar (DIN 00003633) as a Non-Executive Independent Director 2. Appointment of Mr Rakesh Makhija (DIN 00117692) as a Non-Executive Independent Director

ii. Details of special resolution passed through postal ballot, the persons who conducted the postal ballot exercise, details of the voting pattern and procedure of postal ballot:

The Company had sought the approval of the shareholders by way of a Special Resolution through notice of postal ballot dated 9th December 2020 for Adoption of Restated and Amended Articles of Association, which was duly passed and the results of which were announced on 12th January 2021. Mr. Jayavant B Bhawe (Membership No. 4266) of J B Bhawe & Co., Practicing Company Secretaries, was appointed as the Scrutinizer to scrutinize the postal ballot and remote e-voting process in a fair and transparent manner.

Particulars	Physical Postal Ballot		Remote E-voting		Total (Physical Postal Ballot Forms and Remote E-voting)		% of Total valid postal ballot and e- votes
	No. of Members Voted	No. of Votes cast	No. of Members Voted	No. of Votes cast	No. of Members Voted	No. of Votes cast	
a. Total postal ballot forms/e-votes received	NA	NA	30	3,79,45,769	30	3,79,45,769	NA
b. Less: Invalid postal ballot forms/ no. of shares including less votes cast and abstained votes	NA	NA	0	0	0	0	NA
c. Net Valid Postal Ballot Forms and/ or e- votes (a-b)	NA	NA	30	3,79,45,769	30	3,79,45,769	100
d. Postal Ballot Forms/E-votes with Assent	NA	NA	28	3,79,40,744	28	3,79,40,744	99.98

Procedure for postal ballot:

The postal ballot was carried out as per the provisions of Sections 108 and 110 and other applicable provisions of the Act, read with the Rules framed thereunder.

iii. Details of special resolution proposed to be conducted through postal ballot:

None of the businesses proposed to be transacted at the ensuing AGM requires passing of a special resolution through postal ballot.

- VII. BSR & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/W -100022) have been appointed as the Statutory Auditors of the Company. The particulars of payment of Statutory Auditors' fees, on consolidated basis is given below:**

Particulars	Amounts (₹ crores)
Services as statutory auditors (including quarterly audits)	1.08
Tax audit	0.06
Services for tax matters	0.05
Re-imburement of out-of-pocket expenses	0.06
Total	1.25

VIII. MEANS OF COMMUNICATION:

The quarterly, half-yearly and annual financial results of the Company are displayed on the Company's website at <https://www.tatatechnologies.com/in/about-us/investor-relations/> Statutory notices are generally published in Business Standard (English) and Navrashtra (Marathi). A Management Discussion and Analysis is a part of this Annual Report.

IX. GENERAL SHAREHOLDER INFORMATION:

i. Annual General Meeting for FY 2021

Date: June 24, 2021

Time: 03:00 p.m.

Venue: The Company is conducting meeting through VC / OAVM pursuant to the MCA Circular dated May 5, 2020 and subsequent amendments/ extensions thereto and as such there is no requirement to have a venue for the AGM. For details please refer to the Notice of this AGM.

As required under Secretarial Standard 2, particulars of Directors seeking appointment/re-appointment at this AGM are given in the Notice of this AGM.

ii. Financial Calendar

Year ending: March 31, 2021

AGM on: June 24, 2021

Dividend Payment: NA

iii. Date of Book Closure / Record Date: As mentioned in the Notice of this AGM

iv. Corporate Identity Number (CIN) of the Company: U72200PN1994PLC013313

v. Registrars and Transfer Agents

Name and Address: TSR Darashaw Consultants Private Limited, C-101,
1st Floor, 247 Park, Lal Bahadur Shastri Marg,
Vikhroli West, Mumbai 400083
Telephone: +91 22 66568484
Fax: +91 22 66568494
E-mail: csg-unit@tsrdarashaw.com
Website: <https://www.tcplindia.co.in>

vi. Place for acceptance of Documents:

For the convenience of the shareholders, documents will also be accepted at the following branches/agencies of TSRDL: Delhi, Kolkata, Jamshedpur, Ahmedabad and Bangalore

vii. Share Transfer System:

Transfers of equity shares in electronic form are effected through the depositories with no involvement of the Company. The Stakeholders Relationship Committee is authorized by the Board to approve transfers, which are noted at subsequent Board Meetings.

viii. Shareholders as on March 31, 2021:
a. Distribution of equity shareholding as on March 31, 2021:

Number of shares	Holding	Percentage to capital	Number of accounts	Percentage to total accounts
1 – 100	76,994	0.18	1,492	42.85
101 – 500	3,07,070	0.73	1,152	33.08
501 – 1000	3,47,716	0.83	456	13.10
1001 – 5000	6,77,435	1.62	288	8.27
5001 – 10000	3,67,619	0.88	51	1.46
10001 – 20000	2,23,413	0.53	16	0.46
20001 – 30000	2,41,362	0.58	10	0.29
30001 – 40000	1,37,401	0.33	4	0.11
40001- 50000	0	0.00	0	0.00
50001 -100000	2,31,200	0.55	3	0.09
100001 – above	3,91,96,765	93.76	10	0.29
GRAND TOTAL	4,18,06,975	100.00	3,482	100.00

b. Categories of equity shareholding as on March 31, 2021

Category	Number of equity shares held	Percentage of holding
Promoters	3,03,00,600	72.48
Other Entities of the Promoter Group	74,69,748	17.87
Directors	1,32,000	0.32
Employees/ Associates/ Others	38,73,826	9.26
IEPF account	30,801	0.07
GRAND TOTAL	4,18,06,975	100.00

c. Top ten equity shareholder of the Company as on March 31, 2021: (excluding Promoter)

Sl. No	Name of the Shareholder	No of shares as on 31.03.2020	% to Capital	No of shares as on 31.03.2021	% to Capital	Net Changes	% to Capital
1	Alpha TC Holdings Pte. Ltd.	37,46,505	8.96	37,46,505	8.96	0	0.00
2	Tata Capital Growth Fund I	18,73,253	4.48	18,73,253	4.48	0	0.00
3	Tata Motors Finance Limited	8,11,992	1.94	8,11,992	1.94	0	0.00
4	Tata Enterprises Overseas Limited	7,07,820	1.69	7,07,820	1.69	0	0.00
5	Zedra Corporate Services (Guernsey) Limited	6,14,717	1.47	6,13,217	1.47	-1,500	0.00
6	Patrick Raymon McGoldrick	5,60,000	1.34	5,60,000	1.34	0	0.00
7	MCCC Engineering Establishment	3,30,178	0.79	3,30,178	0.79	0	0.00
8	Praveen Purushottam Kadle	1,39,200	0.33	1,39,200	0.33	0	0.00
9	Subramanian Ramadorai	1,32,000	0.32	1,32,000	0.32	0	0.00
10	Ratan Naval Tata	1,00,000	0.24	1,00,000	0.24	0	0.00

ix. Dematerialization of Shares and Liquidity:

The Company has dematerialized its Equity Shares with CDSL and NSDL and the Company's ISIN is INE142M01017. The share transfers of dematerialized shares can be made through your Depository Participant. Shareholders are encouraged to get their shareholding dematerialized at the earliest, if not already done. The Equity shares of the Company representing 96.01 percent of the Company's equity share capital are dematerialized as on March 31, 2021.

How to manage your shares effectively: The Company's foremost objective is to mitigate / avoid risks relating to shares and related matters, the following are the Company's recommendations to its Members:

- i. Dematerialize your Shares:** Members are requested to convert their physical holdings into electronic holdings. Holding shares in electronic form helps to achieve immediate transfer of shares. No stamp duty is payable on transfer of shares held in electronic form and risks associated with physical certificates such as forged transfers, fake certificates and bad deliveries are avoided.
- ii. Consolidate your Multiple Folios:** Members are requested to consolidate their shareholding held under multiple folios. This facilitates one-stop tracking of all corporate benefits on the shares and would reduce time and efforts required to monitor multiple folios.
- iii. Confidentiality of Security Details:** Folio Nos/DP ID/Client ID should not be disclosed to any unknown persons. Signed blank transfer deeds, delivery instruction slips should not be given to any unknown persons.
- iv. Update your Address and bank details:** To receive all communication and corporate actions promptly, please update your address, bank details, email id etc., with the Company or Share Transfer Agent or DP, as the case may be.
- v. Quote you Folio Number/s:** Always quote your folio number/s or Demat Account Details, for any communication in regard to your shares with the Company or Share Transfer Agents, this will ensure speedy and effective processing.
- vi. Prevention of Frauds:** There is a possibility of fraudulent transactions relating to folios which lie dormant, where the Member is either deceased or has gone abroad. Hence, we urge you to exercise diligence and notify the Company of any change in address, stay abroad or demise of any Member, as and when required.
- vii. Monitor holdings regularly:** Do not leave your demat account unchecked for long. Periodic statement of holdings should be obtained from the concerned DPs and holdings should be verified.
- viii. Transfer of Unclaimed/Unpaid Amounts to the Investor Education and Protection Fund:**

Pursuant to Sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), dividend, if not claimed for a consecutive period of seven years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ("IEPF").

Further, all the shares in respect of which dividend has remained unclaimed for seven consecutive years or more from the date of transfer to unpaid dividend account shall also be transferred to IEPF Authority. The said requirement does not apply to shares in respect of which there is a specific order of Court, Tribunal or Statutory Authority, restraining any transfer of the shares.

In the interest of the shareholders, the Company sends periodical reminders to the shareholders to claim their dividends in order to avoid transfer of dividends/shares to IEPF Authority. Notices in this regard are also published in the newspapers.

In light of the aforesaid provisions, the Company has during the year under review, transferred to IEPF the unclaimed dividends, outstanding for seven consecutive years, of the Company. Further, shares of the Company, in respect of which dividend has not been claimed for seven consecutive years or more from the date of transfer to unpaid dividend account, have also been transferred to the demat account of IEPF Authority.

The details of unclaimed dividends and shares transferred to IEPF during FY 2020-21 are as follows:

Financial year	Amount of unclaimed dividend transferred (INR)	Number of shares transferred
2012-13	3,49,986	450
2013-14	24,07,174	2,767

The members who have a claim on above dividends and shares may claim the same from IEPF Authority by submitting an online application in the prescribed Form No. IEPF-5 available on the website www.iepf.gov.in and sending a physical copy of the same, duly signed to the Company, along with requisite documents enumerated in the Form No. IEPF-5. No claims shall lie against the Company in respect of the dividend/shares so transferred. The Members/Claimants can file only one consolidated claim in a financial year as per the IEPF Rules.

The following tables give information relating to various outstanding dividends and the dates by which they can be claimed by the shareholders from the Company's Registrar and Transfer Agent, TSR Darashaw Consultants Private Limited:

For shareholders of the Company:

Date of Dividend Declaration	Last date for claiming payment from TSR Darashaw Consultants Private Limited
21/06/2013	19/06/2020
16/07/2013	15/07/2020
22/10/2013	21/10/2020
20/01/2014	19/01/2021
28/06/2014	28/06/2021
30/07/2014	29/07/2021
30/01/2015	28/01/2022
26/06/2015	24/06/2022
30/07/2015	29/07/2022
29/10/2015	28/10/2022
29/01/2016	27/01/2023
29/06/2016	28/06/2023
28/07/2016	27/07/2023
10/11/2016	09/11/2023
25/01/2017	24/01/2024
15/05/2017	14/05/2024
25/01/2018	24/01/2025
27/06/2018	26/06/2025
23/07/2018	22/07/2025
26/10/2018	25/10/2025
23/01/2019	22/01/2026
28/06/2019	27/06/2026
18/10/2019	17/10/2026

- ix. **Plant locations:** In view of the nature of the Company's business viz. Information Technology Services and Trading in computer hardware/software, the Company operates from various offices in India and abroad.
- x. **Address for correspondence:** The Registered Office of the Company located at Plot No. 25, Rajiv Gandhi Infotech Park, Hinjawadi, Pune – 411057

ANNUAL DECLARATION BY THE CEO ON ADHERENCE TO THE TATA CODE OF CONDUCT & THE ANTI-BRIBERY POLICY AND GIFT POLICY

I confirm that Tata Technologies Limited has adopted the Tata Code of Conduct and the Anti-Bribery Policy and Gift Policy and the same is available on the Company's website www.tatatechnologies.com.

I also confirm that, all the Directors and the Senior Management Personnel of Tata Technologies Limited have affirmed compliance to the Tata Code of Conduct, as applicable to them for the Financial Year ended March 31, 2021.

Warren Kevin Harris

CEO & Managing Director

Date : April 29, 2021

Place : Pune

CEO AND CFO CERTIFICATE

We, Warren Kevin Harris, Chief Executive Officer (CEO) and Managing Director and Savitha Balachandran, Chief Financial Officer (CFO) hereby certify that the financial statements of the Company and its subsidiaries/Joint ventures for the year ended on March 31, 2021 do not contain any false or misleading statement or figures and do not omit any material fact which may make the statements or figures contained therein misleading to the best of our knowledge and belief.

Warren Kevin Harris

CEO & Managing Director

Savitha Balachandran

Chief Financial Officer

Date : April 29, 2021

Place : Pune

INDEPENDENT AUDITORS' REPORT**TO THE MEMBERS OF TATA TECHNOLOGIES LIMITED****Report on the Audit of Consolidated Financial Statements****Opinion**

We have audited the consolidated financial statements of Tata Technologies Limited (hereinafter referred to as the 'Holding Company') and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group") and its joint venture which comprise the consolidated balance sheet as at 31 March 2021 and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows 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 of such subsidiaries and joint venture as were audited by the other auditors, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("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 joint venture as at 31 March 2021, of its consolidated profit and other comprehensive income, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group and its joint venture in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of audit reports of the other auditors referred to in sub paragraph (a) of the "Other Matters" paragraph below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Other Information

The Holding Company's management and Board of Directors are responsible for the other information. The other information comprises the information included in the holding Company's annual report, but does not include the financial statements and our auditors' 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 the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed and based on the work done/ audit report of other auditors, 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.

Management's and Board of Directors' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group including its joint venture in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and of its joint venture are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company, and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and of its joint venture are responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its joint venture is responsible for overseeing the financial reporting process of each company.

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 the internal financial controls with reference to the consolidated financial statements and the operating effectiveness of such controls based on our audit.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. 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 joint venture 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 such entities or business activities within the Group and its joint venture to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of financial information 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. Our responsibilities in this regard are further described in para (a) of the section titled 'Other Matters' in this audit report.

We believe that the audit evidence obtained by us along with the consideration of audit reports of the other auditors referred to in sub-paragraph (a) of the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

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.

Other Matters

- (a) We did not audit the financial statements of 3 subsidiaries, whose financial statements reflect total assets of ₹ 1,160.56 crores as at 31 March 2021, total revenues of ₹ 656.18 crores and net cash inflows amounting to ₹ 109.43 crores for the year ended on that date, as considered in the consolidated financial statements. The consolidated financial statements also include the Group's share of net loss (and other comprehensive income) of Rs. Nil for the year ended 31 March 2021 in respect of its joint venture whose financial statements have not been audited by us. These financial statements have been audited by other auditors whose reports have been

furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and joint venture, and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries and joint venture is based solely on the audit reports of the 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 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 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 Company and audited by us.

- (b) The financial statements of 7 subsidiaries, whose financial statements reflect total assets of ₹ 194.07 crores as at 31 March 2021, total revenues of ₹ 66.08 crores and net cash inflows amounting to ₹ 9.04 crores for the year ended on that date, as considered in the consolidated financial statements, have not been audited either by us or by other auditors. These unaudited financial statements have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and 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. In our opinion and according to the information and explanations given to us by the Management, these financial statements are not material to the Group.

Our opinion 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 certified by the Management.

Report on Other Legal and Regulatory Requirements

- A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on separate financial statements of such subsidiaries and its joint venture as were audited by other auditors, as noted in the 'Other Matters' paragraph, we report, to the extent applicable, that:
- a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.
 - b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors.
 - c) The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.
 - d) In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under section 133 of the Act.
 - e) On the basis of the written representations received from the directors of the Holding Company as on 31 March 2021 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its joint venture incorporated in India, none of the directors of the Holding Company and its joint venture incorporated in India is disqualified as on 31 March 2021 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 financial statements of the Holding Company and its joint venture incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "Annexure A".
- B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditor's) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements of the subsidiaries and joint venture, as noted in the 'Other Matters' paragraph:
- i. The consolidated financial statements disclose the impact of pending litigations as at 31 March 2021 on the consolidated financial position of the Group and its joint venture. Refer Note 33 to the consolidated financial statements.
 - ii. The Group did not have any material foreseeable losses on long-term contracts including derivative contracts during the year ended 31 March 2021.

- iii. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company during the year ended 31 March 2021.
- iv. The disclosures in the consolidated financial statements regarding holdings as well as dealings in specified bank notes during the period from 8 November 2016 to 30 December 2016 have not been made in the financial statements since they do not pertain to the financial year ended 31 March 2021.

C. With respect to the matter to be included in the Auditor's report under section 197(16):

In our opinion and according to the information and explanations given to us and based on the reports of the statutory auditors of such joint venture incorporated in India which were not audited by us, the remuneration paid during the current year by the Holding Company and its joint venture to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Holding Company and its joint venture is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) which are required to be commented upon by us.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No. 101248W/W -1000222

Swapnil Dakshindas

Partner

Membership No. 113896

ICAI UDIN : 21113896AAAACR9458

Place: Pune

Date : 29 April 2021

ANNEXURE A TO THE INDEPENDENT AUDITORS' REPORT

Referred to in paragraph A(f) under 'Report on Other Legal and Regulatory Requirements' section of the Independent Auditor's Report of even date to the member of Tata Technologies Limited on the consolidated financial statements for the year ended 31 March 2021.

Opinion

In conjunction with our audit of the consolidated financial statements of the Company as of and for the year ended 31 March 2021, we have audited the internal financial controls with reference to consolidated financial statements of Tata Technologies Limited (hereinafter referred to as "the Holding Company") and its joint venture companies which is a company incorporated in India under the Companies Act, 2013, as of that date

In our opinion, the Holding Company and such companies incorporated in India which is its joint venture company, have, in all material respects, adequate internal financial controls with reference to consolidated financial statements and such internal financial controls were operating effectively as at 31 March 2021 based on the internal financial controls with reference to consolidated financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's Responsibility for Internal Financial Controls

The respective Company's management and the Board of Directors are responsible for establishing and maintaining internal financial controls with reference to consolidated financial statements based on the criteria established by the respective Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to 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 (hereinafter referred to as "the Act").

Auditors' Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to consolidated financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to 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 the internal controls 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 consolidated 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 of the joint venture company 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 controls 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 controls 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 authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized 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.

Other Matters

Our aforesaid reports under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements insofar as it relates to joint venture company which is a company incorporated in India, is based on the corresponding reports of the auditors of such company incorporated in India.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No. 101248W/W -1000222

Swapnil Dakshindas

Partner

Membership No. 113896

ICAI UDIN : 21113896AAAACR9458

Place: Pune

Date : 29 April 2021

Consolidated Balance Sheet

(Amount in ₹ Crore)

	Note No	As at March 31, 2021	As at March 31, 2020
I. ASSETS			
(1) Non-current Assets			
(a) Property, Plant and Equipment	3	87.24	105.09
(b) Capital work-in-progress		0.04	0.09
(c) Right-of-use-asset	4	232.64	246.93
(d) Goodwill	5	725.90	699.94
(e) Other Intangible assets	6	44.03	67.28
(f) Intangible assets under development	6	0.07	0.26
(g) Investments in joint venture	7	-	-
(h) Financial assets:			
(i) Investments	8	-	5.00
(ii) Trade receivables	12	-	15.73
(iii) Loans	9	8.87	8.68
(iv) Other financial assets	15	13.04	19.35
(i) Deferred tax assets (net)	10	42.97	32.03
(j) Income tax assets (net)	10	21.97	16.11
(k) Other non-current assets	11	8.47	7.12
Total Non-current Assets		1,185.24	1,223.61
(2) Current Assets			
(a) Financial assets:			
(i) Investments	8	497.08	31.06
(ii) Trade receivables	12	453.44	625.07
(iii) Cash and cash equivalents	13	781.33	376.08
(iv) Other bank balances	14	2.08	12.95
(v) Loans	9	252.05	28.41
(vi) Other financial assets	15	168.75	140.03
(b) Current tax assets (net)	10	31.39	26.09
(c) Other current assets	11	201.38	109.69
Total Current Assets		2,387.50	1,349.38
Total assets		3,572.74	2,572.99
II. EQUITY AND LIABILITIES			
(1) Equity			
(a) Equity Share capital	16	41.81	41.81
(b) Other Equity	17	2,100.36	1,810.80
Total Equity		2,142.17	1,852.61
Liabilities			
(2) Non-current Liabilities			
(a) Financial Liabilities:			
(i) Lease Liabilities		232.74	229.70
(ii) Other financial liabilities	19	0.47	0.28
(b) Provisions	20	15.20	22.49
(c) Other non-current liabilities	21	-	15.24
Total Non-current liabilities		248.41	267.71
(3) Current Liabilities			
(a) Financial Liabilities:			
(i) Lease Liabilities		33.47	28.49
(ii) Trade payables	18		
(a) total outstanding dues of micro enterprises and small enterprises		0.06	6.36
(b) total outstanding dues of creditors other than micro enterprises and small enterprises		223.60	236.77
(iii) Other financial liabilities	19	3.06	40.06
(b) Provisions	20	11.91	16.63
(c) Current tax liabilities (net)	10	2.84	15.82
(d) Other current liabilities	21	907.22	108.54
Total Current Liabilities		1,182.16	452.67
Total Liabilities		1,430.57	720.38
Total Equity and Liabilities		3,572.74	2,572.99

See accompanying notes forming integral part of the Consolidated Financial Statements

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As per our report of even date attached

 For **B S R & Co. LLP**

Chartered Accountants

Firm Registration No: 101248W/W -100022

For and on behalf of the Board

Swapnil Dakshindas

Partner

Membership No: 113896

ICAI UDIN: 21113896AAAACR9458

S Ramadorai

Chairman

DIN: 00000002

Warren Harris

Managing Director

DIN: 02098548

Savitha Balachandran

Chief Financial Officer

Pune : April 29, 2021

Vikrant Gandhe

Company Secretary

Pune : April 29, 2021

Consolidated Statement of Profit and Loss

(Amount in ₹ Crore)

	Note No	For the year ended	
		March 31, 2021	March 31, 2020
I. Revenue from operations	22	2,380.91	2,852.05
II. Other income (net)	23	44.83	44.89
III. Total Revenue (I + II)		2,425.74	2,896.94
IV. Expenses :			
(a) Purchases of traded products	24	338.30	367.92
(b) Outsourcing and consultancy charges		241.43	304.57
(c) Employee benefits expense	25	1,216.01	1,418.53
(d) Finance costs	26	17.66	15.63
(e) Depreciation and amortisation expense	27	92.20	99.15
(f) Other expenses	28	199.46	290.59
Total Expenses (IV)		2,105.06	2,496.39
V. Profit before Exceptional items and tax (III-IV)		320.68	400.55
VI. Exceptional Items (Net)	29	5.41	8.58
VII. Profit before tax (V - VI)		315.27	391.97
VIII. Tax Expense :			
(a) Current tax	31	87.79	144.07
(b) Deferred Tax	10	(11.70)	(3.65)
		76.09	140.42
IX. Profit for the year (VII -VIII)		239.18	251.55
X. Other comprehensive income:			
Items that will not be reclassified to profit or loss:			
(i) Remeasurements of post employment benefit obligations		3.84	(1.54)
(ii) Income tax relating to above item		(1.34)	0.54
Items that may be reclassified to profit or loss:			
Exchange differences on translation of foreign operations		47.64	61.93
XI. Other comprehensive income for the year		50.14	60.93
XII. Total comprehensive income for the year (IX+XI)		289.32	312.48
XIII. Earnings Per Equity Share (Face value of ₹ 10 each)	32		
Ordinary shares:			
(i) Basic (₹)		57.21	59.78
(ii) Diluted (₹)		57.21	59.77
See accompanying notes forming integral part of the Consolidated Financial Statements	1-43		

As per our report of even date attached
For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W -100022

For and on behalf of the Board

Swapnil Dakshindas
Partner
Membership No: 113896
ICAI UDIN: 21113896AAAACR9458

S Ramadorai
Chairman
DIN: 00000002

Warren Harris
Managing Director
DIN: 02098548

Savitha Balachandran
Chief Financial Officer
Pune : April 29, 2021

Vikrant Gandhi
Company Secretary

Pune : April 29, 2021

Consolidated Statement of Cash Flows

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
A. CASH FLOW FROM OPERATING ACTIVITIES		
Profit for the year	239.18	251.55
Depreciation and amortisation	92.20	99.15
Provision for income tax	87.79	144.07
Provision for deferred tax	(11.70)	(3.65)
Dividend income on investments	-	(0.23)
Profit on sale of investments	(6.30)	-
Gain on sale of tangible and intangible fixed assets	0.28	(0.18)
Interest income	(14.38)	(6.95)
Finance cost	17.66	15.63
Unrealised exchange loss / (gain)	0.25	2.76
Effect of exchange differences on translation of foreign currency cash & cash equivalent	2.42	2.26
Allowances for expected credit loss (net)	4.05	13.12
Change in fair value of investments	5.96	(2.22)
Operating profit before working capital changes	417.41	515.31
Working capital adjustments		
Decrease in inventories	-	0.04
Decrease/ (Increase) in trade receivables non-current	15.73	(15.73)
Decrease/ (Increase) in trade receivables current	176.47	(40.55)
(Increase)/ Decrease in other current financial assets	(17.67)	20.38
(Increase) in other current assets	(92.02)	(30.01)
Decrease/ (Increase) in non-current loans	0.18	(1.86)
(Increase)/ Decrease in current loans	(0.15)	8.23
Decrease/ (Increase) in other non current assets	0.91	(1.42)
(Decrease) in trade payables	(29.87)	(69.25)
Increase/ (Decrease) in other financial liabilities non current	0.19	(0.09)
Decrease/ (Increase) in other financial liabilities current	(42.66)	38.43
Increase/ (Decrease) in other liabilities	796.72	(18.25)
Increase/ (Decrease) in current provisions	1.65	(1.97)
(Decrease) in non-current provisions	(3.45)	(3.73)
CASH GENERATED FROM OPERATIONS	1,223.44	399.53
Income taxes paid (net)	(110.24)	(132.14)
NET CASH FLOW GENERATED FROM OPERATING ACTIVITIES	1,113.20	267.39
B. CASH FLOW FROM INVESTING ACTIVITIES		
Proceeds from sale of tangible and intangible fixed assets	0.99	0.71
Dividend received	-	0.23
Interest received on bank deposit and others	1.06	0.55
Deposits/restricted deposits with banks	10.87	(1.50)
Payment for purchase of tangible and intangible fixed assets	(14.73)	(53.70)
Redemption of preference shares	-	5.00
Inter corporate deposits placed	(1,124.50)	(1,031.75)
Inter corporate deposits refunded	901.00	1,064.50
Interest received from inter corporate deposit/bonds	12.41	4.96
Loans to others	-	3.43
Purchase of mutual funds	(491.98)	(38.95)
Sale of mutual funds	31.30	38.96
NET CASH FLOW (USED IN) FROM INVESTING ACTIVITIES	(673.58)	(7.56)

(Contd...)

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
C. CASH FLOW FROM FINANCING ACTIVITIES		
Payments for purchase of shares including premium	-	(40.10)
Expenditure on Buyback of shares	-	(0.13)
Share application money received	0.24	0.06
Interest paid	(2.46)	(1.06)
Dividends paid (including dividend tax)	(0.31)	(181.49)
Repayment of lease liabilities	(41.85)	(38.35)
NET CASH FLOW (USED IN) FROM FINANCING ACTIVITIES	(44.38)	(261.07)
NET INCREASE / (DECREASE) IN CASH & CASH EQUIVALENTS	395.24	(1.24)
Cash & cash equivalents at the close of the year (Refer Note 13)#	781.33	376.08
Cash & cash equivalents at the beginning of the year (Refer Note 13)#	376.08	372.53
Less: Effect of exchange rate changes on cash and cash equivalents	2.42	2.26
Add : Translation adjustment on cash & bank balances of foreign subsidiaries	10.69	(19.13)
Add : Translation adjustment on reserves of foreign subsidiaries	1.74	12.08
	395.24	(1.24)

Notes:

- The above Cash Flow Statement has been prepared under the indirect method set out in Indian Accounting Standard (Ind AS) 7 on Statement of Cash Flows.
- Prior year comparatives have been reclassified to confirm with current year's presentation, where applicable.
- For the purpose of cash flow Cash and cash equivalents comprise :

Cash and Cash Equivalents

(Amount in ₹ Crore)

	As at	
	March 31, 2021	March 31, 2020
Cash on hand	0.01	0.03
Cheques, drafts on hand / funds in transit	2.65	40.08
Current account with banks	572.77	323.64
Bank deposits with less than 3 months maturity	205.90	12.33
	781.33	376.08

See accompanying notes forming integral part of the Consolidated Financial Statements

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As per our report of even date attached
For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W -100022

For and on behalf of the Board

Swapnil Dakshindas
Partner
Membership No: 113896
ICAI UDIN: 21113896AAAACR9458

S Ramadorai
Chairman
DIN: 00000002

Warren Harris
Managing Director
DIN: 02098548

Savitha Balachandran
Chief Financial Officer
Pune : April 29, 2021

Vikrant Gandhe
Company Secretary

Pune : April 29, 2021

Consolidated Statement of Changes in equity

(Amount in ₹ Crore)

Particulars	Part A - Equity Share Capital		Part B - Other Equity						Total Other Equity	
	Equity Share Capital	Share Application money Pending Allotment	Reserve and Surplus					Items of Other Comprehensive Income		
			Securities Premium Reserve	General reserve	Legal reserve	Surplus Reserve	Capital Redemption Reserve	Retained earnings		Currency translation reserve
Balance as at April 1, 2019	42.10	0.34	291.62	135.07	1.05	1.59	-	1,191.92	93.31	1,714.90
Profit for the year	-	-	-	-	-	-	-	251.55	-	251.55
Other comprehensive income for the year (net of tax)	-	-	-	-	-	-	-	(1.00)	61.93	60.93
Total comprehensive income for the year	-	-	-	-	-	-	-	250.55	61.93	312.48
Dividend paid (₹ 40 per share) (including dividend tax)	-	-	-	-	-	-	-	(176.70)	-	(176.70)
Share application money received during the year	-	0.06	-	-	-	-	-	-	-	0.06
Issue of equity shares under employee share option plan	0.01	(0.40)	0.39	-	-	-	-	-	-	(0.01)
Buy back of shares (including tax)	(0.30)	-	(21.86)	-	-	-	-	(17.94)	-	(39.80)
Expenditure on Buyback of shares (net of tax)	-	-	-	-	-	-	-	(0.13)	-	(0.13)
Transfer to Capital Redemption Reserve	-	-	(1.25)	-	-	-	1.25	-	-	-
Transfer to General reserve	-	-	-	0.19	-	-	-	(0.19)	-	-
Balance as at March 31, 2020	41.81	-	268.90	135.26	1.05	1.59	1.25	1,247.51	155.24	1,810.80
Balance as at April 1, 2020	41.81	-	268.90	135.26	1.05	1.59	1.25	1,247.51	155.24	1,810.80
Profit for the year	-	-	-	-	-	-	-	239.18	-	239.18
Other comprehensive income for the year (net of tax)	-	-	-	-	-	-	-	2.50	47.64	50.14
Total comprehensive income for the year	-	-	-	-	-	-	-	241.68	47.64	289.32
Share application money received during the year	-	0.24	-	-	-	-	-	-	-	0.24
Issue of equity shares under employee share option plan*	0.00	(0.24)	0.24	-	-	-	-	-	-	-
Balance as at March 31, 2021	41.81	-	269.14	135.26	1.05	1.59	1.25	1,489.19	202.88	2,100.36

* The same is below rounding off norms

See accompanying notes forming integral part of the Consolidated Financial Statements

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 As per our report of even date attached
 For **B S R & Co. LLP**
 Chartered Accountants
 Firm Registration No: 101248W/W -100022

For and on behalf of the Board

Swapnil Dakshindas
 Partner
 Membership No: 113896
 ICAI UDIN: 21113896AAAACR9458

S Ramadorai
 Chairman
 DIN: 00000002

Warren Harris
 Managing Director
 DIN: 02098548

Savitha Balachandran
 Chief Financial Officer
 Pune : April 29, 2021

Vikrant Gandhe
 Company Secretary

Pune : April 29, 2021

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

Company overview and Significant Accounting Policies

1. COMPANY OVERVIEW

TATA Technologies Limited (“TTL or the Company”) was incorporated on August 22, 1994 as a Private Limited Company in the name of Core Software Systems Private Limited. The name of the Company was subsequently changed to Tata Technologies (India) Limited. On February 8, 2001, the Company changed its name from Tata Technologies (India) Limited to Tata Technologies Limited. The Company's range of services includes IT Consultancy, SAP implementation and maintenance, providing networking solutions, CAD/CAM engineering & design consultancy. The Company is headquartered in Pune, India. The Company has five offices located at Mumbai, Lucknow, Jamshedpur, Bangalore and one branch office located in Japan that enables it to provide high quality, cost-effective services to clients.

The Group provides product engineering services which caters to the global manufacturing industry; enabling ambitious manufacturing companies to design and build better products. Engineering and Design services (E&D) provide outsourced engineering services for our manufacturing customers globally to help them conceive, design, develop and realize better products and Digital Enterprise Solutions (DES) help manufacturing customers identify and deploy emerging technologies, tools and solutions to manufacture, service and realize better products. The offshore capabilities of the Group in the field of engineering automation services combined with the high-end onshore strengths of subsidiaries are expected to offer a strong and seamless onshore/offshore delivery capability to the international customers in the automotive, aerospace and engineering industries.

TTL together with its subsidiaries and joint venture is herein after referred to as the “Group”.

During October 2005, the Company incorporated a wholly owned subsidiary in Thailand to cater the need of automotive companies in Thailand and South East Asian countries. Also, during October 2005 the Company acquired, through its subsidiary, 100% equity of INCAT International Plc., UK which had various subsidiaries in US, Europe, Japan and Singapore. A reorganization of various entities under INCAT was undertaken, to have a single representative legal entity in each country in which the Company operates, to improve operational efficiency. The Company now has a global presence, through its subsidiaries, in US, UK, Germany, Canada, Singapore, South Korea, Netherlands, Thailand, China and Sweden.

In December, 2005, the Company acquired 100% stake in Tata Technologies Pte Ltd. a Singapore based Company.

In October 2006, the Company sold its 100% equity stake in Tata Technologies (Thailand) Ltd. to its wholly owned subsidiary viz. Tata Technologies Pte Ltd., Singapore at a value determined by an independent valuer.

During May 2013 the Group acquired US based engineering services company – Cambric Holdings Inc. The Group has also set up a wholly owned subsidiary in China in March 2014.

In April 2017, the Group acquired 100% stake in Tata Technologies Nordics AB (Formerly known as Escenda Engineering AB upto November 01, 2020), a Sweden based Company.

During the year, restructuring activities have taken place and Tata Technologies Europe Limited (100% shareholding transferred from INCAT International PLC to Tata Technologies Pte. Limited (Singapore) w.e.f. May 27, 2020). Also, Tata Technologies Nordics AB (Name changed from Escenda Engineering AB with effect from November 2, 2020) (100% shareholding transferred from Tata Technologies Europe Limited (UK) to Tata Technologies Pte. Ltd. (Singapore) w.e.f. August 26, 2020)

Tata Technologies Limited is a subsidiary of Tata Motors Limited (which is the holding company).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1. Basis of Preparation

(i) Statement of compliance

These financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act), Companies (Indian Accounting Standards) Rules, 2015 and other relevant provisions of the Act.

(ii) Historical cost convention

These financial statements are prepared in accordance with Indian Accounting Standards (Ind AS) under the historical cost convention on the accrual basis, except for the following:

- certain financial assets and liabilities (including derivative instruments) which are measured at fair value;
- defined benefit plans - plan assets measured at fair value;
- share-based payments and
- assets and liabilities arising in a business combination

(iii) Current versus non-current classification

All assets and liabilities have been classified as current or non-current as per the Company's operating cycle and other criteria set out in the Schedule III to the Companies Act, 2013. Based on the nature of products and services and their realisation in cash and cash equivalents, the Company has ascertained its operating cycle as 12 months for the purpose of current and non-current classification of assets and liabilities.

(iv) Use of estimates

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

Critical accounting estimates:**a) Useful lives of Property, plant and equipment**

The Group reviews the useful life of property, plant and equipment at the end of each reporting period. This reassessment may result in change in depreciation expense in future periods.

b) Impairment of goodwill

Goodwill is tested for impairment at least annually and when events occur or changes in circumstances indicate that the recoverable amount of the cash generating unit is less than its carrying value. The recoverable amount of cash generating units is higher of value-in-use and fair value less cost to sell. The calculation involves use of significant estimates and assumptions which includes turnover and earnings multiples, growth rates and net margins used to calculate projected future cash flows, risk-adjusted discount rate, future economic and market conditions.

c) Business combination

Business combination: In accounting for business combinations, judgment is required in identifying whether an identifiable intangible asset is to be recorded separately from goodwill. Additionally, estimating the acquisition date fair value of the identifiable assets (including useful life estimates) and liability acquired, and contingent consideration assumed involves management judgment. These measurements are based on information available at the acquisition date and are based on expectations and assumptions that have been deemed reasonable by management. Changes in these judgments, estimates, and assumptions can materially affect the results of operations.

d) Income Taxes

The major tax jurisdictions for the Company are India, United Kingdom and the United States of America. Significant judgments are involved in determining the provision for income taxes including judgment on whether tax positions are probable of being sustained in tax assessments. A tax assessment can involve complex issues, which can only be resolved over extended time periods.

e) Deferred Taxes

Deferred tax is recorded on temporary differences between the tax bases of assets and liabilities and their carrying amounts, at the rates that have been enacted or substantively enacted at the reporting date. The ultimate realization of deferred tax assets is dependent upon the generation of future taxable profits during the periods in which those temporary differences and tax loss carry forwards become deductible. The Company considers the expected reversal of deferred tax liabilities and projected future taxable income in making this assessment. The amount of the deferred tax assets considered realizable, however, could be reduced in the near term if estimates of future taxable income during the carry-forward period are reduced.

f) Expected credit losses on financial assets

The impairment provisions of financial assets are based on assumptions about risk of default and expected timing of collection. The Company uses judgment in making these assumptions and selecting the inputs to the impairment calculation, based on the Company's past history, customer's creditworthiness, existing market conditions as well as forward looking estimates at the end of each reporting period.

g) Revenue Recognition and unbilled revenue (to the extent of projects where revenue is recognised on percentage completion method)

The Group uses the percentage-of-completion method in accounting for its fixed-price contracts. Use of the percentage-of-completion method requires the Group to estimate the efforts or costs expended to date as a proportion of the total efforts or costs to be expended. Efforts or costs expended have been used to measure progress towards completion as there is a direct relationship between input and productivity. Provisions for estimated losses, if any, on uncompleted contracts are recorded in the period in which such losses become probable based on the expected contract estimates at the reporting date.

h) Defined benefit plans and compensated absences

The cost of the defined benefit plans, compensated absences and the present value of the defined benefit obligation are based on actuarial valuation using the projected unit credit method. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

i) Leases

The Group evaluates if an arrangement qualifies to be a lease as per the requirements of Ind AS 116. Identification of a lease requires significant judgment. The Group uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate.

The Group determines the lease term as the non-cancellable period of a lease, together with both periods covered by an option to extend the lease if the Group is reasonably certain to exercise that option; and periods covered by an option to terminate the lease if the Group is reasonably certain not to exercise that option. In assessing whether the Group is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, it considers all relevant facts and circumstances that create an economic incentive for the Group to exercise the option to extend the lease, or not to exercise the option to terminate the lease. The Group revises the lease term if there is a change in the non-cancellable period of a lease.

The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

j) Estimation uncertainties relating to the COVID-19 pandemic

The Group has considered the possible effects that may result from COVID-19, a global pandemic, on the carrying amount of receivables, unbilled revenue, intangible assets and goodwill. In developing the assumptions relating to the possible future uncertainties in the economic conditions because of this pandemic, the Group, as at the date of approval of these financial statements has used internal and external sources of information including economic forecasts. The Group based on current estimates expects the carrying amount of the above assets will be recovered, net of provisions established. Considering the fact that the global situation is evolving day by day with new facts and numbers, the impact of the pandemic on the Group's financial statements may differ from that estimated as at the date of approval of these consolidated financial statements and the Group will continue to closely monitor any material changes to future economic conditions.

2.2 Basis of consolidation

Subsidiaries (Also refer Note 39)

The Company consolidates all entities which are controlled by it.

The Company establishes control when; it has power over the entity, is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect the entity's returns by using its power over the entity.

Subsidiaries are consolidated from the date control commences until the date control ceases.

The results of subsidiaries acquired, or sold, during the year are consolidated from the effective date of acquisition and up to the effective date of disposal, as appropriate.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All inter-company transactions, balances and income and expenses are eliminated in full on consolidation.

Changes in the Company's interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions. The carrying amount of the Company's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

Investment in Joint venture

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. The results, assets and liabilities of a joint venture are incorporated in these financial statements using the equity method of accounting as described below.

Equity method of accounting

An interest in a joint venture is accounted for using the equity method from the date in which the investee becomes a joint venture and is recognized initially at cost. The consolidated financial statements include the Company's share of profits or losses and equity movements of equity accounted investees, from the date joint control commences until the date joint control ceases. When the Company's share of losses exceeds its interest in an equity accounted investee, the carrying amount of that interest (including any long-term investments in the nature of net investments) is reduced to nil and the recognition of further losses is discontinued except to the extent that the Company has an obligation or has made payments on behalf of the investee.

When the Company transacts with a joint venture of the Company, unrealized profits and losses are eliminated to the extent of the Company's interest in its joint venture.

Treasury Shares:

When any entity within the Group (Tata Technologies Limited and its subsidiaries) purchases the Company's ordinary shares, the consideration paid including any directly attributable incremental cost is presented as a deduction from total equity, until they are cancelled, sold or reissued. When treasury shares are sold or reissued subsequently, the amount received is recognized as an increase in equity, and the resulting surplus or deficit on the transaction is transferred to/from share premium.

2.3 Foreign currency transaction and translation

(i) Functional and presentation currency:

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Indian rupee (INR), which is the Company's functional and presentation currency.

(ii) Transactions and balances

Transactions in foreign currency are translated into the functional currency using the exchange rates prevailing at the date of the transaction. Foreign-currency denominated monetary assets and liabilities are re-instated into the functional currency at exchange rates at the balance sheet date. The gains or losses resulting from such translations are included in the statement of profit and loss. Non-monetary assets and non-monetary liabilities denominated in a foreign currency and measured at fair value are translated at the exchange rate prevalent at the date when the fair value was determined. Non-monetary assets and non-monetary liabilities denominated in a foreign currency and measured at historical cost are translated at the exchange rate prevalent at the date of transaction.

(iii) Foreign operations

The results and financial position of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into presentation currency as follows:

- Assets and liabilities are translated at the closing rate at the date of the Balance Sheet
- Income and expense items are translated at the average exchange rates for the respective months (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions).
- All resulting exchange differences are recognized in other comprehensive income and held in foreign currency translation reserve (FCTR), a component of equity. When a foreign operation is disposed of, the relevant amount recognized in FCTR is transferred to the statement of income as part of the profit or loss on disposal.

2.4 Revenue recognition

The Group earns revenue primarily from providing Engineering, Research and Development (ER&D) services, Digital Enterprise Solutions (DES) services and Product Lifecycle Management (PLM) services and products.

Revenue is recognized upon transfer of control of promised products or services to customers in an amount that reflects the consideration which the Group expects to receive in exchange for those products or services.

- Revenue from time and material contracts is recognized and measured by units delivered, efforts expended etc.
- Revenue related to fixed price maintenance and support services contracts where the Group is standing ready to provide services is recognized based on time elapsed mode and revenue is straight lined over the period of performance.
- In respect of other fixed-price contracts, revenue is recognized using percentage-of-completion method ('POC method') of accounting with contract cost incurred determining the degree of completion of the performance obligation.
- Revenue from the sale of internally developed software and third-party is recognized upfront at the point in time when the software is delivered to the customer. In cases where implementation and / or customization services rendered significantly modifies or customizes the software, these services and software are accounted for as a single performance obligation and revenue is recognized over time on a POC method.
- Revenue from the sale of third party manufactured products / hardware is recognized at the point in time when control is transferred to the customer.
- The Group is also in business of supply of third-party software. In such cases, revenue for supply of such third-party products are recorded at gross or net basis depending on whether the Group is acting as the principal or as an agent of the customer. The Group recognizes revenue in the gross amount of consideration when it is acting as a principal and at net amount of consideration when it is acting as an agent.

Revenue is measured based on the transaction price, which is the consideration, adjusted for volume discounts, service level credits, performance bonuses, price concessions and incentives, if any, as specified in the contract with the customer. Revenue also excludes taxes collected from customers.

Contract assets are recognized when there is excess of revenue earned over billings on contracts. Contract assets are classified as unbilled receivables (only act of invoicing is pending) when there is unconditional right to receive cash, and only passage of time is required, as per contractual terms.

Unearned and deferred revenue ("contract liability") is recognized when there are billings in excess of revenues.

In accordance with Ind AS 37, the Group recognizes an onerous contract provision when the unavoidable costs of meeting the obligations under a contract exceed the economic benefits to be received.

Contracts are subject to modification to account for changes in contract specification and requirements. The Group reviews modification to contract in conjunction with the original contract, basis which the transaction price could be allocated to a new performance obligation, or transaction price of an existing obligation could undergo a change. In the event transaction price is revised for existing obligation a cumulative adjustment is accounted for.

Use of significant judgements in revenue recognition

- The Group's contracts with customers could include promises to transfer multiple products and services to a customer. The Group assesses the products / services promised in a contract and identifies distinct performance obligations in the contract. Identification of distinct performance obligation involves judgement to determine the deliverables and the ability of the customer to benefit independently from such deliverables.
- Judgement is also required to determine the transaction price for the contract. The transaction price could be either a fixed amount of customer consideration or variable consideration with elements such as volume discounts, service level credits, performance bonuses, price concessions and incentives. The transaction price is also adjusted for the effects of the time value of money if the contract includes a significant financing component. Any consideration payable to the customer is adjusted to the transaction price, unless it is a payment for a distinct product or service from the customer. The estimated amount of variable consideration is adjusted in the transaction price only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur and is reassessed at the end of each reporting period. The Group allocates the elements of variable considerations to all the performance obligations of the contract unless there is observable evidence that they pertain to one or more distinct performance obligations.
- The Group uses judgement to determine an appropriate standalone selling price for a performance obligation. The Group allocates the transaction price to each performance obligation on the basis of the relative stand-alone selling price of each distinct product or service promised in the contract. Where standalone selling price is not observable, the Group uses the expected cost-plus margin approach to allocate the transaction price to each distinct performance obligation.
- The Group exercises judgement in determining whether the performance obligation is satisfied at a point in time or over a period of time. The Group considers indicators such as how customer consumes benefits as services are rendered or who controls the asset as it is being created or existence of enforceable right to payment for performance to date and alternate use of such product or service, transfer of significant risks and rewards to the customer, acceptance of delivery by the customer, etc.
- Contract fulfilment costs are generally expensed as incurred except where they meet the criteria for capitalization. The assessment of this criteria requires the application of judgement, in particular when considering if costs generate or enhance resources to be used to satisfy future performance obligations and whether costs are expected to be recovered.

2.5 Property, plant and equipment

(i) Recognition and measurement:

Property, plant and equipment are stated at cost, less accumulated depreciation and impairment, if any. Cost includes expenditures directly attributable to the acquisition of the asset. General and specific borrowing costs directly attributable to the construction of a qualifying asset are capitalized as part of the cost. Costs directly attributable to acquisition are capitalized until the property, plant and equipment are ready for use, as intended by management.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment. Subsequent expenditure relating to property, plant and equipment is capitalized only when it is probable that future economic benefits associated with these will flow to the Company and the cost of the item can be measured reliably.

The carrying amount of any component accounted for as a separate asset is derecognised when discarded/scrapped.

All other repairs and maintenance costs are charged to profit and loss in the reporting period in which they occur.

Deposits and advances paid towards the acquisition of property, plant and equipment outstanding as of each reporting date and the cost of property, plant and equipment not available for use before such date are disclosed under capital work-in-progress.

As asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

(ii) Depreciation:

The Company depreciates property, plant and equipment over their estimated useful lives using the straight-line method. The estimated useful lives of assets are as follows:

Type of Asset	Useful life
Lease hold improvements	Lower of Lease period or estimated useful life
Buildings	15 to 25 years
Plant and machinery	1 to 21 years
Computer equipment's	1 to 4 years
Vehicles	3 to 11 years
Furniture & fixtures	1 to 21 years
Software	1 to 4 years

Depreciation methods, useful lives and residual values are reviewed periodically, including at each financial year end with the effect of any changes in the estimate accounted for on a prospective basis.

2.6 Intangible assets

Intangible assets are stated at cost less accumulated amortization and impairment, if any. Intangible assets are amortized over their respective individual estimated useful lives on a straight-line basis, from the date that they are available for use. Amortization methods and useful lives are reviewed periodically including at each financial year end.

Internally generated intangible asset arising from development activity is recognised at cost on demonstration of its technical feasibility, the intention and ability of the Company to complete, use or sell it, only if, it is probable that the asset would generate future economic benefit and the expenditure attributable to the said assets during its development can be measured reliably.

Software not exceeding ₹ 25,000 is charged off to the statement of profit and loss.

2.7 Business combination

The Company accounts for its business combinations under acquisition method of accounting under the provisions of IND AS 103, Business Combinations. Acquisition related costs are recognised in profit or loss as incurred. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the condition for recognition are recognised at their fair values at the acquisition date.

Purchase consideration paid in excess of the fair value of net assets acquired is recognised as goodwill. Where the fair value of identifiable assets and liabilities exceed the cost of acquisition, after reassessing the fair values of the net assets and contingent liabilities, the excess is recognised as capital reserve.

The interest of non-controlling shareholders (if any) is initially measured either at fair value or at the non-controlling interests' proportionate share of the acquiree's identifiable net assets. The choice of measurement basis is made on an acquisition-by-acquisition basis. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity of subsidiaries.

Business combinations between entities under common control is accounted for at carrying value.

Transaction costs that the Group incurs in connection with a business combination such as finder's fees, legal fees, due diligence fees, and other professional and consulting fees are expensed as incurred.

2.8 Research and development cost

Research costs are expensed as incurred. Development expenditure incurred on an individual project is recognized as an intangible asset when the Company can demonstrate:

- technical feasibility of completing the intangible asset so that it will be available for use or sale;
- its intention to complete the asset;
- its ability to use or sell the asset;
- how the asset will generate probable future economic benefits and
- the availability of adequate resources to complete the development.

2.9 Financial instruments

(a) Financial assets:

(i) Classification

The Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit and loss), and
- those measured at amortised cost

The classification depends on the entity's business model for managing the financial assets and the contractual cash flow characteristics.

For investments in debt instruments, this will depend on business model in which the investment is held. For investments in equity instruments, this will depend on whether the company has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

A financial asset which is not classified in any of the above categories are subsequently fair valued through profit or loss.

(ii) Initial recognition:

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.

(iii) Measurement:

Subsequent to initial recognition, non-derivative financial instruments are measured as described below:

Cash and cash equivalents:

The Group's cash and cash equivalents consist of cash on hand and in banks and demand deposits with banks (three months or less from the date of acquisition). For the purposes of the cash flow statement, cash and cash equivalents include cash on hand, in banks and demand deposits with banks (three months or less from the date of acquisition), net of outstanding bank overdrafts that are repayable on demand and are considered part of the Company's cash management system. In the balance sheet, bank overdrafts are presented under borrowings within current liabilities.

Financial assets carried at amortised cost:

A financial asset is subsequently measured at amortised cost if it is held within a business model whose objective is to hold the asset in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through other comprehensive income (FVOCI):

A financial asset is subsequently measured at fair value through other comprehensive income if it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Further, in cases where the Company has made an irrevocable election based on its business model, for its investments which are classified as equity instruments, the subsequent changes in fair value are recognized in other comprehensive income."

Financial assets at fair value through profit or loss (FVTPL):

A financial asset which is not classified in any of the above categories are subsequently fair valued through profit or loss.

(iv) Impairment of financial assets:

The Group assesses at each date of balance sheet whether a financial asset or a group of financial assets is impaired. Ind AS 109 requires expected credit losses to be measured through a loss allowance. In determining the allowances for doubtful trade receivables, the Group has used a practical expedient by computing the expected credit loss allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information. The expected credit loss allowance is based on the ageing of the receivables that are due and rates used in the provision matrix. For all other financial assets, expected credit losses are measured at an amount equal to the 12-month expected credit losses or at an amount equal to the life time expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition.

(v) Derecognition of financial assets:

The Company derecognizes a financial asset when

- the contractual rights to the cash flows from the financial asset expire or it transfers the financial asset and the transfer qualifies for derecognition under IND AS 109.
- retains contractual rights to receive the cash flows of the financial asset but assumes a contractual obligation to pay the cash flows to one or more recipients.

When the entity has neither transferred a financial asset nor retained substantially all risks and rewards of ownership of the financial asset, the financial asset is derecognised if the Company has not retained control of the financial asset. Where the Company retains control of the financial asset, the asset is continued to be recognised to extent of continuing involvement in the financial asset."

(b) Financial liabilities

(i) Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

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.

(ii) Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at amortised cost :

Borrowings, trade and other payables are initially recognized at fair value, and subsequently carried at amortized cost using the effective interest method. For these financial instruments, the carrying amounts approximate fair value due to the short-term maturity of these instruments.

(iii) 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.

(iv) Derivative financial instruments

The Group is exposed to foreign currency fluctuations on foreign currency assets, liabilities, net investment in foreign operations and forecasted cash flows denominated in foreign currency.

The Group limits the effect of foreign exchange rate fluctuations by following established risk management policies including the use of derivatives. The Group enters into derivative financial instruments where the counterparty is primarily a bank.

Although the Group believes that these derivatives constitute hedges from an economic perspective, they may not qualify for hedge accounting under Ind AS 109, Financial Instruments. Any derivative that is either not designated a hedge, or is so designated but is ineffective as per Ind AS 109, is categorized as a financial asset or financial liability, at fair value through profit or loss.

Derivatives not designated as hedges are recognized initially at fair value and attributable transaction costs are recognized in net profit in the statement of profit and loss when incurred. Subsequent to initial recognition, these derivatives are measured at fair value through profit or loss and the resulting exchange gains or losses are included in other income. Assets / liabilities in this category are presented as current assets / current liabilities if they are either held for trading or are expected to be realized within 12 months after the balance sheet date.

2.10 Impairment-Non Financial assets**Intangible assets and property, plant and equipment**

At each balance sheet date, the Company assesses whether there is any indication that any property, plant and equipment and intangible assets with finite lives may be impaired. If any such impairment exists the recoverable amount of an asset is estimated to determine the extent of impairment, if any. Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Intangible assets with indefinite useful lives and intangible assets not yet available for use, are tested for impairment annually at each balance sheet date, or earlier, if there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. 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 for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in the income statement.

As at March 31, 2021, none of the Company's property, plant and equipment and intangible assets were considered impaired.

2.11 Provisions and contingent liabilities

A provision is recognised when the Company has a present obligation (legal or constructive) as a result of past event and it is probable that an outflow of resources will be required to settle the obligation, in respect of which the reliable estimate can be made. Provisions (excluding retirement benefits and compensated absences) are determined at present value based on best estimate required to settle the obligation at the balance sheet date. These are reviewed at each balance sheet date adjusted to reflect the current best estimates. Provisions for onerous contracts are recognized when the expected benefits to be derived by the Company from a contract are lower than the unavoidable costs of meeting the future obligations under the contract. Provisions for onerous contracts are measured at the present value of lower of the expected net cost of fulfilling the contract and the expected cost of terminating the contract.

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. Contingent assets are neither recognised nor disclosed in the financial statements.

2.12 Earnings per equity share:

Basic earnings per share is computed using the weighted average number of equity shares outstanding during the year adjusted for treasury shares held. Diluted earnings per share is computed using the weighted average number of shares during the year adjusted for treasury shares held and dilutive potential shares, except where the result would be anti-dilutive.

2.13 Taxation

Income tax comprises current and deferred taxes. Income tax expense is recognized in the income statement except when they relate to items that are recognized outside profit or loss (whether in other comprehensive income or directly in equity), in which case tax is also recognized outside profit or loss, or where they arise from the initial accounting for business combination.

(i) Current income tax:

Current income tax for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities based on the taxable income for the period. The tax rates and tax laws used to compute the current tax amount are those that are enacted or substantively enacted as at the reporting date and applicable for the year. The Company offsets current tax assets and current tax liabilities, where it has a legally enforceable right to set off the recognized amounts and where it intends either to settle on a net basis, or to realize the asset and liability simultaneously.

(ii) Deferred income tax:

Deferred income tax is recognized using the balance sheet approach. Deferred income tax assets and liabilities are recognized for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount in financial statements, except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profits or loss at the time of the transaction.

Deferred income tax assets are recognized to the extent 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 utilized.

Deferred income tax liabilities are recognized for all taxable temporary differences except in respect of taxable temporary differences associated with investments in subsidiaries, associates and foreign branches where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred income 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 income tax asset to be utilized. Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

The Company offsets deferred income tax assets and liabilities, where it has a legally enforceable right to offset current tax assets against current tax liabilities, and they relate to taxes levied by the same taxation authority on either the same taxable entity, or on different taxable entities where there is an intention to settle the current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

(iii) Minimum Alternate Tax (MAT)

Minimum Alternate Tax (MAT) paid in accordance with the tax laws, which gives future economic benefits in the form of adjustment to future income tax liability, is considered as a deferred tax asset if there is convincing evidence that the Company will pay normal income tax in the future.

2.14 Employee benefits:

(i) Post-employment benefit plans:

The Company participates in various employee benefit plans. Pensions and other post-employment benefits are classified as either defined contribution plans or defined benefit plans. Under a defined contribution plan, the Company's only obligation is to pay a fixed amount with no obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits. The related actuarial and investment risks fall on the employee. The expenditure for defined contribution plans is recognized as an expense during the period when the employee provides service. Under a defined benefit plan, it is the Company's obligation to provide agreed benefits to the employees. The related actuarial and investment risks fall on the Company. The present value of the defined benefit obligations is calculated by an independent actuary using the projected unit credit method.

The Company has the following employee benefit plans:

a. Provident fund

In accordance with Indian law, Eligible employees of the Company receive benefits from a provident fund, which is a defined contribution plan. Both, the eligible employee and the Company make monthly contributions to the provident fund plan equal to a specified percentage of the covered employee's salary.

During the financial year 2019-20, The Company has decided to surrender the exemption granted by Employees provident funds organization (EPFO) to manage contribution by its members through trust. Accordingly, the Company has filed an application with EPFO to surrender the exemption dated 9th December 2019 and started deposit of contribution w.e.f. December 2019 with EPFO. The Board has approved the scheme vide resolution passed on 21st November 2019.

The Company made all the provident fund contributions to the Tata Technologies (India) Limited Employees Provident Fund (PF Trust) until December 2019. The liability towards interest was a defined benefit and the liability in respect of the shortfall of interest earnings of the Fund was determined on the basis of an actuarial valuation, until the Company discontinued contributions to Tata Technologies (India) Limited Employees Provident Fund (PF Trust).

Accordingly, the company has changed the Provident fund scheme to a Defined Contribution Plan with effect from December 2019.

During the year, the surrender process has been completed and status of the PF Trust has been changed to unexempted.

b. Superannuation

The Company has two superannuation plans, a defined benefit plan and a defined contribution plan. An eligible employee on April 1, 1996 could elect to be a member of either plan.

Employees who are members of the defined benefit superannuation plan are entitled to benefits depending on the years of service and salary drawn. The monthly pension benefits after retirement range from 0.75% to 2% of the annual basic salary for each year of service. The Company account for superannuation benefits payable in future under the plan based on an estimated basis for the period end and on an independent actuarial valuation as on the Balance Sheet date.

Re-measurements, comprising actuarial gains and losses, the effect of changes to asset ceiling (if applicable) and the return on plan assets (excluding net interest), is recognized in other comprehensive income in the period in which they occur. Re-measurements recognized in other comprehensive income is reflected immediately in retained earnings and is not reclassified to profit or loss. Past service cost is recognized in the Statement of Profit or Loss in the period of plan amendment.

With effect from April 1, 2003, this plan was amended and benefits earned by covered employees have been protected as at March 31, 2003. Employees covered by this plan are prospectively entitled to benefits computed on a basis that ensures that the annual cost of providing the pension benefits would not exceed 15% of salary.

Separate irrevocable trusts are maintained for employees covered and entitled to benefits. The Company contribute up to 15% of the eligible employees' basic salary to the trust every year. Such contributions are recognized as an expense when incurred. The Company has no further obligation beyond this contribution.

c. Gratuity

The Company has an obligation towards gratuity, a defined benefit retirement plan covering eligible employees. The plan provides for a lump-sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 to 30 days salary payable for each completed year of service. Vesting occurs upon completion of five years of service. The Company makes annual contributions to gratuity funds established as trusts. The Company account for the liability for gratuity benefits payable in the future based on an estimated basis for the period end and on an independent actuarial valuation under Projected Unit Cost method as on the Balance Sheet date.

Re-measurements, comprising actuarial gains and losses, the effect of changes to asset ceiling (if applicable) and the return on plan assets (excluding net interest), is recognized in other comprehensive income in the period in which they occur. Re-measurements recognized in other comprehensive income is reflected immediately in retained earnings and is not reclassified to profit or loss. Past service cost is recognized in the Statement of Profit or Loss in the period of plan amendment.

Costs comprising service cost (including current and past service cost and gains and losses on curtailments and settlements) and net interest expense or income is recognized in profit or loss.

The obligation recognized in the balance sheet represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur.

d. Bhavishya Kalyan Yojana (BKY)

Bhavishya Kalyan Yojana is an unfunded defined benefit plan for employees of the Company. The benefits of the plan include pension in certain cases, payable up to the date of normal superannuation had the employee been in service, to an eligible employee at the time of death or permanent disablement, while in service, either as a result of an injury or as certified by the appropriate authority. The monthly payment to dependents of the deceased / disabled employee under the plan equals 50% of the basic salary drawn at the time of death or accident or a specified amount, whichever is greater. The Company account for the liability for BKY benefits payable in the future based on an estimated basis for the period end and on an independent actuarial valuation under Projected Unit Cost method as on the Balance Sheet date.

Re-measurements, comprising actuarial gains and losses, the effect of changes to asset ceiling (if applicable) and the return on plan assets (excluding net interest), is recognized in other comprehensive income in the period in which they occur. Re-measurements recognized in other comprehensive income is reflected immediately in retained earnings and is not reclassified to profit or loss. Past service cost is recognized in the Statement of Profit or Loss in the period of plan amendment.

Costs comprising service cost (including current and past service cost and gains and losses on curtailments and settlements) and net interest expense or income is recognized in profit or loss.

The obligation recognized in the balance sheet represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur.

The company has replaced its employee benefit scheme BKY with Group Term Life Insurance (GTL) policy with effect from November 2019. The Group has reversed the provision of Rs. 3.90 crore during the financial year ended 31 March 2020 based on actuarial valuation. The company will continue to carry obligation under this scheme based on actuarial valuation for those beneficiaries having claims under this scheme before the date of discontinuation.

e. Post-retirement medicare scheme

Under this unfunded scheme, employees of the Company receive medical benefits subject to certain limits on amounts of benefits, periods after retirement and types of benefits, depending on their grade and location at the time of retirement. Employees separated from the Company as part of an Early Separation Scheme, on medical grounds or due to permanent disablement are also covered under the scheme. The Company account for the liability for post-retirement medical scheme based on an estimated basis for the period end and on an independent actuarial valuation under Projected Unit Cost method at the year end.

Re-measurements, comprising actuarial gains and losses, the effect of changes to asset ceiling (if applicable) and the return on plan assets (excluding net interest), is recognized in other comprehensive income in the period in which they occur. Re-measurements recognized in other comprehensive income is reflected immediately in retained earnings and is not reclassified to profit or loss. Past service cost is recognized in the Statement of Profit or Loss in the period of plan amendment.

Costs comprising service cost (including current and past service cost and gains and losses on curtailments and settlements) and net interest expense or income is recognized in profit or loss.

The obligation recognized in the balance sheet represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur.

During the year ended March 31, 2021, the Parent Company has curtailed its Post-retirement Medicare scheme which is an unfunded defined benefit plan to exclude all employees who will retire after December 31, 2020. The carrying value of liability has been recognised based on an independent actuarial valuation under Projected Unit Cost method.

(ii) Compensated absences

The Company provides for the encashment of leave or leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment. The liability is provided based on number of days of unutilized leave at each balance sheet date based on an estimated basis for the period end and on an independent actuarial valuation under Projected Unit Cost method at the year end.

2.15 Share based payments

Share-based compensation benefits are provided to the employees via the Employee Stock Option Plan 2001 (TTESOP 2001) and the various Employee Share Purchase Plans. All share based payment schemes of the company are administered through trusts set up by the Company for this purpose.

Equity-settled transactions

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model. That cost is recognised, together with a corresponding increase in share-based payment (SBP) reserves in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The statement of profit and loss expense or credit for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met. Where awards include a market or non-vesting condition, the transactions are treated as vested irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

Cash-settled transactions

The cost of cash-settled transactions is measured initially at fair value at the grant date. This fair value is expensed over the period until the vesting date with recognition of a corresponding liability. The liability is remeasured to fair value at each reporting date up to, and including the settlement date, with changes in fair value recognised in employee benefits expense

2.16 Dividends

Dividends on shares are recorded as a liability on the date of approval by the shareholders and interim dividends are recorded as a liability on the date of declaration by the Company's Board of Directors as per Ind AS 10.

2.17 Government Grants and Incentives

Government Grant and Incentives are recognised when there is a reasonable assurance that the Group will comply with the relevant conditions and the incentive will be received. Incentives are recorded at fair value where applicable. Incentives are recognised in the statement of profit and loss, either on a systematic basis when the company recognises, as expenses, the related costs that the incentives are intended to compensate or, immediately if the costs have already been incurred. Incentives related to income are presented as an offset against the related expenditure, and government grants that are awarded as incentives with no ongoing performance obligations to the Group are recognised as income in the period in which the grant is received.

2.18 Leases

A contract is, or contains, a lease 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 accounts for each lease component within the contract as a lease separately from non-lease components of the contract and allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Group as a lessee

The Group recognises right-of-use asset representing its right to use the underlying asset for the lease term at the lease commencement date. The cost of the right-of-use asset measured at inception shall comprise of the amount of the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date less any lease incentives received, plus any initial direct costs incurred and an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset or restoring the underlying asset or site on which it is located. The right-of-use assets is subsequently measured at cost less any accumulated depreciation, accumulated impairment losses, if any and adjusted for any remeasurement of the lease liability. The right-of-use assets is depreciated using the straight-line method from the commencement date over the shorter of lease term or useful life of right-of-use asset. The estimated useful lives of right-of use assets are determined on the same basis as those of property, plant and equipment. Right-of-use assets are tested for impairment whenever there is any indication that their carrying amounts may not be recoverable. Impairment loss, if any, is recognised in the statement of profit and loss.

The Group measures the lease liability at the present value of the lease payments that are not paid at the commencement date of the lease. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group uses incremental borrowing rate. For leases with reasonably similar characteristics, the Group, on a lease by lease basis, may adopt either the incremental borrowing rate specific to the lease or the incremental borrowing rate for the portfolio as a whole. The lease payments shall include fixed payments, variable lease payments, residual value guarantees, exercise price of a purchase option where the Group is reasonably certain to exercise that option and payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease. The lease liability is subsequently remeasured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made and remeasuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised in-substance fixed lease payments. The Group recognises the amount of the re-measurement of lease liability due to modification as an adjustment to the right-of-use asset and statement of profit and loss depending upon the nature of modification. Where the carrying amount of the right-of-use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, the Group recognises any remaining amount of the re-measurement in statement of profit and loss.

The Group has elected not to apply the requirements of Ind AS 116 Leases to short-term leases of all assets that have a lease term of 12 months or less and leases for which the underlying asset is of low value. The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

At the inception of the lease the Group classifies each of its leases as either an operating lease or a finance lease. The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term. In case of a finance lease, finance income is recognised over the lease term based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease. When the Group is an intermediate lessor it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, the Group applies Ind AS 115 Revenue from contracts with customers to allocate the consideration in the contract.

2.19 Cost recognition

Costs and expenses are recognised when incurred and have been classified according to their nature.

2.20 Exceptional items

The Group considers exceptional items to be those which derive from events or transactions which are significant for separate disclosure by virtue of their size or incidence in order for the user to obtain a proper understanding of the Group's financial performance. These items include, but are not limited to, acquisition costs, impairment charges, restructuring costs and profits and losses on disposal of subsidiaries, contingent consideration and other one off items which meet this definition. To provide a better understanding of the underlying results of the period, exceptional items are reported separately in the Statement of Profit and Loss.

2.21 Recent Indian Accounting Standards (Ind AS) and Pronouncements

Standards issued but not yet effective

Ministry of Corporate Affairs ("MCA") notifies new standard or amendments to the existing standards. There is no such notification which would have been applicable from April 1, 2021.

Balance Sheet:

- Lease liabilities should be separately disclosed under the head 'financial liabilities', duly distinguished as current or non-current.
- Certain additional disclosures in the statement of changes in equity such as changes in equity share capital due to prior period errors and restated balances at the beginning of the current reporting period.
- Specified format for disclosure of shareholding of promoters.
- Specified format for ageing schedule of trade receivables, trade payables, capital work-in-progress and intangible asset under development.
- If a company has not used funds for the specific purpose for which it was borrowed from banks and financial institutions, then disclosure of details of where it has been used.
- Specific disclosure under 'additional regulatory requirement' such as compliance with approved schemes of arrangements, compliance with number of layers of companies, title deeds of immovable property not held in name of company, loans and advances to promoters, directors, key managerial personnel (KMP) and related parties, details of benami property held etc.

Statement of profit and loss:

- Additional disclosures relating to Corporate Social Responsibility (CSR), undisclosed income and crypto or virtual currency specified under the head 'additional information' in the notes forming part of consolidated financial statements.

The amendments are extensive and the Group will evaluate the same to give effect to them as required by law.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
3. PROPERTY, PLANT AND EQUIPMENT

(Amount in ₹ Crore)

	Owned Assets							Total
	Buildings	Plant & Machinery and Equipments - Owned	Plant & Machinery and Equipments - Leased	Computers	Furniture and fixtures	Vehicles	Leasehold Improvements	
Gross carrying value as of April 1, 2019	17.76	37.98	0.09	110.14	29.47	3.06	28.09	226.59
Additions	0.03	1.56	-	23.28	7.33	-	5.89	38.09
Currency translation differences	-	0.59	-	2.73	0.73	0.15	0.98	5.18
Disposals	-	(0.02)	-	(3.22)	(0.40)	(0.29)	(2.28)	(6.21)
Other adjustments*	-	0.09	(0.09)	-	-	-	-	-
Gross carrying value as of March 31, 2020	17.79	40.20	-	132.93	37.13	2.92	32.68	263.65
Accumulated depreciation as of April 1, 2019	4.98	13.98	0.06	81.93	13.55	2.25	10.04	126.79
Depreciation for the year	1.28	3.99	-	19.06	5.11	0.58	2.98	33.00
Currency translation differences	-	0.19	-	3.09	0.71	0.13	0.71	4.83
Accumulated depreciation on disposals	-	(0.01)	-	(3.20)	(0.38)	(0.23)	(2.24)	(6.06)
Other adjustments*	-	0.06	(0.06)	-	-	-	-	-
Accumulated depreciation as of March 31, 2020	6.26	18.21	-	100.88	18.99	2.73	11.49	158.56
Net carrying value as of March 31, 2020	11.53	21.99	-	32.05	18.14	0.19	21.19	105.09
Gross carrying value as of April 1, 2020	17.79	40.20	-	132.93	37.13	2.92	32.68	263.65
Additions	-	0.26	-	9.33	0.65	-	1.77	12.01
Currency translation differences	-	1.44	-	2.46	0.89	0.12	0.86	5.77
Disposals	-	(0.14)	-	(3.79)	(5.74)	(0.46)	(5.96)	(16.09)
Gross carrying value as of March 31, 2021	17.79	41.76	-	140.93	32.93	2.58	29.35	265.34
Accumulated depreciation as of April 1, 2020	6.26	18.21	-	100.88	18.99	2.73	11.49	158.56
Depreciation for the year	1.27	3.71	-	16.67	5.28	0.29	3.14	30.36
Currency translation differences	-	0.56	-	2.19	1.02	(0.05)	0.28	4.00
Accumulated depreciation on disposals	-	(0.11)	-	(3.58)	(5.31)	(0.39)	(5.43)	(14.82)
Accumulated depreciation as of March 31, 2021	7.53	22.37	-	116.16	19.98	2.58	9.48	178.10
Net carrying value as of March 31, 2021	10.26	19.39	-	24.77	12.95	-	19.87	87.24

* Assets regrouped during the previous year

- (i) Contractual obligations: The estimated amount of contracts remaining to be executed on capital account, and not provided for is ₹ 1.19 Crore as at March 31, 2021 (₹ 6.02 Crore as at March 31, 2020).

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

4. Right-of-use-asset (Also refer note 37.9)

(Amount in ₹ Crore)

Particulars	Commercial Premises	Land	Residential Premises	Plant, machinery and equipments	Vehicles	Total
Cost as at April 1, 2019	-	-	-	-	-	-
Effect of transition on adoption of Ind AS 116	204.15	3.30	1.23	0.18	8.76	217.62
Additions	65.49	-	0.23	-	1.17	66.89
Disposals/adjustments	(1.25)	-	(0.12)	-	(0.03)	(1.40)
Gross carrying value as of March 31, 2020	268.39	3.30	1.34	0.18	9.90	283.11
Accumulated depreciation as at April 1, 2019	-	-	-	-	-	-
Depreciation for the year	31.51	0.04	0.66	0.07	3.52	35.80
Disposal/adjustments	(0.50)	-	(0.01)	-	-	(0.51)
Currency translation differences	0.92	-	-	0.00	(0.03)	0.89
Accumulated depreciation as at March 31, 2020	31.93	0.04	0.65	0.07	3.49	36.18
Net carrying amount as at March 31, 2020	236.46	3.26	0.69	0.11	6.41	246.93
Gross carrying value as at April 1, 2020	268.39	3.30	1.34	0.18	9.90	283.11
Additions	17.87	-	-	-	2.42	20.29
Currency translation differences	12.75	-	0.07	-	0.43	13.25
Disposals	(13.50)	-	-	-	(0.22)	(13.72)
Other adjustments	(2.64)	-	-	-	-	(2.64)
Gross carrying value as of March 31, 2021	282.87	3.30	1.41	0.18	12.53	300.29
Accumulated depreciation as at April 1, 2020	31.93	0.04	0.65	0.07	3.49	36.18
Depreciation for the year	32.93	0.04	0.61	0.07	4.01	37.66
Disposals	(7.66)	-	-	-	(0.10)	(7.76)
Currency translation differences	1.32	-	-	-	0.25	1.57
Accumulated depreciation as of March 31, 2021	58.52	0.08	1.26	0.14	7.65	67.65
Net carrying value as of March 31, 2021	224.35	3.22	0.15	0.04	4.88	232.64

5. GOODWILL (ALSO REFER NOTE 37.9)

5. (i). Goodwill Movement

(Amount in ₹ Crore)

Particulars	As at March 31, 2021	As at March 31, 2020
As at the beginning of the year	699.94	662.02
Translation difference	25.96	37.92
Balance as at the end of the year	725.90	699.94

5. (ii). Goodwill Impairment

Goodwill has been allocated to the operating segments of the Group as Cash Generating Units ("CGUs").

The movement in goodwill during the year is on account of foreign exchange fluctuation.

Goodwill is tested for impairment annually. The recoverable amount of the cash generating unit was determined based on value in use. Value in use was determined based on future cash flows, which requires use of assumptions such as growth in the sales, gross margin and operating income margin.

The assumptions are build basis the group's past experience, the existing economic conditions and trends, estimated future growth rates and anticipated future economic conditions, including the impact of uncertainties due to COVID-19. None of the key assumptions are sensitive to any of the CGU's recoverable amount

The calculations use financial budgets approved by the management covering a five-year period. Cash flows beyond the five-year period are extrapolated using estimated long-term growth rate of 2% (March 31, 2020: 2%). These growth rates are consistent with forecasts included in the industry reports. The discount rate considered is 13.22% (March 31, 2020: 13.30%)

An analysis of the sensitivity of the computation to a change in key assumptions (operating margin, discount rates and long-term average growth rate), based on any reasonable change, did not identify any probable scenario in which the recoverable amount of the CGU would decrease below its carrying amount.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
**6. OTHER INTANGIBLE ASSETS (ALSO REFER NOTE 37.9)
(Other than internally generated)**

(Amount in ₹ Crore)

	Software Licenses	Customer Relationship	Total
Gross carrying value as of April 1, 2019	106.53	23.06	129.59
Additions	36.98	-	36.98
Currency translation differences	3.15	(0.27)	2.88
Disposal	(13.09)	-	(13.09)
Gross carrying value as of March 31, 2020	133.57	22.79	156.36
Accumulated amortisation as of April 1, 2019	68.32	4.04	72.36
Amortization for the year	28.02	2.33	30.35
Currency translation differences	(0.78)	(0.14)	(0.92)
Accumulated amortisation on disposals	(12.71)	-	(12.71)
Accumulated amortisation as of March 31, 2020	82.85	6.23	89.08
Net carrying value as of March 31, 2020	50.72	16.56	67.28
Gross carrying value as of April 1, 2020	133.57	22.79	156.36
Additions	2.09	-	2.09
Currency translation differences	1.21	2.83	4.04
Disposal	(0.67)	-	(0.67)
Gross carrying value as of March 31, 2021	136.20	25.62	161.82
Accumulated amortisation as of April 1, 2020	82.85	6.23	89.08
Amortization for the year	21.59	2.59	24.18
Currency translation differences	4.40	0.80	5.20
Accumulated amortisation on disposals	(0.67)	-	(0.67)
Accumulated depreciation as of March 31, 2021	108.17	9.62	117.79
Net carrying value as of March 31, 2021	28.03	16.00	44.03

(Amount in ₹ Crore)

(i) Details of Intangible assets under development are as under:

	As at March 31, 2021	As at March 31, 2020
Balance at the beginning of the year	0.26	20.76
Addition during the year	0.07	0.30
Capitalized during the year	(0.26)	(20.80)
Balance at the end of the year	0.07	0.26

(ii) Contractual obligation : The estimated amount of contracts remaining to be executed on capital account, and not provided for is ₹ 0.33 Crore as at March 31, 2021 (₹ 0.66 Crore as at March 31, 2020).

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

7. INVESTMENT IN JOINT VENTURE

Joint ventures:

(i) Details of the Company's joint venture as at March 31, 2021 are as follows:

Name of joint venture	Principal place of the business	% of holding	
		As at March 31, 2021	As at March 31, 2020
TATA HAL Technologies Ltd (THTL)	India	50%	50%

The Company has a joint venture with Hindustan Aeronautics Ltd., TATA HAL Technologies Ltd (THTL) for providing engineering and design solutions and services in the domain of aerostructures for aerospace industry. The summarized financial information in respect of THTL that is accounted for using the equity method is set forth below.

(ii) Summarised financial information of the company in respect of the the Company's joint venture is set out below:

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Current assets	1.02	3.99
Non-current assets	-	-
Current liabilities	0.16	2.62
Non-current liabilities	-	-
The above amounts of assets and liabilities include the following:		
Cash and cash equivalents	0.47	0.43
Share of net assets of joint venture	0.43	0.69

(Amount in ₹ Crore)

	Year ended March 31, 2021	Year ended March 31, 2020
Revenue	0.25	7.15
Net income/(loss)	(0.49)	0.87
Other comprehensive income	(0.01)	(0.08)
Total comprehensive income for the year	(0.50)	0.79
The above net income includes the following:		
Depreciation and amortization	-	(0.03)
Interest income	0.09	0.08
Interest expense	(0.02)	(0.20)
Total	0.07	(0.15)

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

- (iii) Reconciliation of above summarized financial information to the carrying amount of the interest in the joint venture recognized in the consolidated financial statements:

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Net assets of the joint venture	0.86	1.39
Proportion of the Company's interest in joint venture	0.43	0.69
Carrying amount of the Company's interest in joint venture	0.43	0.69

(Amount in ₹ Crore)

	Year ended March 31, 2021	Year ended March 31, 2020
Summary of Company's share of profit/(loss) in equity accounted investees:	(0.25)	0.44

- (iv) Having regard to the future business strategy/plans of the joint venture and considering their current financial position, the Company recognized a provision for impairment loss of ₹ 5.07 crores during the year ended March 31, 2017, in respect of its investment in joint venture.

Aggregate book value of unquoted investments	5.07	5.07
Aggregate value of impairment	5.07	5.07

8. INVESTMENTS (ALSO REFER NOTE 37.9)

(Amount in ₹ Crore)

	As at March 31, 2021		As at March 31, 2020	
	Units	Amount	Units	Amount
NON-CURRENT				
Quoted:				
i) Investments carried at amortised cost - Investment in Debentures (See Note-1 below)				
Investment in Mutual funds				
Tata Motors Finance Limited	-	-	100	5.00
Total		-		5.00
CURRENT				
Quoted:				
i) Investment carried at Fair value through Profit and Loss (FVTPL)				
SBI Premier Liquid Fund - DIRECT Growth	310,461	100.02	-	-
Aditya Birla Sun Life Cash Plus	2,775,146	92.01	-	-
Axis Liquid Fund-Direct-Growth-CFDG	437,753	100.02	-	-
Kotak Liquid Fund Direct Plan Growth	240,455	100.01	-	-
UTI Liquid Cash Plan - Direct Plan - Growth Option	296,749	100.02	-	-
DSP BlackRock FMP - Series 205 - 37M- Direct Growth	-	-	5,000,000	6.20
IDFC Fixed Term Plan Series 131-Direct- Growth	-	-	5,000,000	6.19
Kotak FMP Series 202 - 1144 Days- Direct Plan-Growth	-	-	5,000,000	6.19
ICICI Prudential Fixed Maturity Plan Sr 80-1227 Days Plan Q Direct Plan Cumulative	-	-	5,000,000	6.25
Nippon India Fixed Horizon Fund - XXXIII - Series 6- Direct Growth Plan (Formerly known as Reliance Fixed Horizon Fund - XXXIII - Series 6- Direct Growth Plan)	-	-	5,000,000	6.23
Total Investment carried at Fair value through Profit and Loss (FVTPL)		492.08		31.06

(Contd...)

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

(Amount in ₹ Crore)

	As at March 31, 2021		As at March 31, 2020	
	Units	Amount	Units	Amount
Quoted:				
ii) Investments carried at amortised cost - Investment in Debentures (See Note-1 below)				
Tata Motors Finance Limited	100	5.00	-	-
		5.00	-	-
Total Current Investments		<u>497.08</u>		<u>31.06</u>
Aggregate book value of quoted investments		497.08		36.06
Aggregate market value of quoted investments		497.08		36.06
Aggregate book value of unquoted investments		-		-
Aggregate value of impairment		-		-

Note:

1 The debentures carry interest at 11% per annum payable annually and mature in September, 2021.

9. LOANS (ALSO REFER NOTE 37.9)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON-CURRENT		
(Unsecured, considered good)		
(a) Security deposits	8.53	7.08
(b) Loans and advances to employees	0.34	1.60
Total	<u>8.87</u>	<u>8.68</u>
CURRENT		
(Unsecured, considered good)		
(a) Loans to related parties (Refer Note 38(b))		
- Inter corporate deposits	250.00	26.50
(b) Security deposits	0.34	0.60
(c) Loans and advances to employees	1.71	1.31
Total	<u>252.05</u>	<u>28.41</u>

10. (i). Income tax assets/(liabilities)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Non-current Income Tax Assets (Net)	21.97	16.11
Current Income Tax Assets (Net)	31.39	26.09
Income Tax Liabilities (Net)	2.84	15.82
Net income tax assets /(liability)	<u>50.52</u>	<u>26.38</u>

10. (ii). Movement in income tax assets/(liabilities)

The gross movement in income tax assets/(liabilities) for the period ended March 31, 2021 and year ended March 31, 2020 is as follows:

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Net Current Income Tax Assets at beginning of the year	26.38	33.20
Income Tax Paid (Net) (Also refer note below)	111.93	137.25
Current Income Tax Expense	(87.79)	(144.07)
Net Income Tax Assets at the end of the year	<u>50.52</u>	<u>26.38</u>

Note:

Income tax paid includes Minimum Alternate Tax (MAT) credit ₹ Nil crore (previous year ₹ 3.78 crore) utilised during the year.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
10. (iii). DEFERRED TAX ASSETS (NET) (Also refer note 37.9)

(Amount in ₹ Crore)

Significant components and movements in deferred tax assets and liabilities for the year ended March 31, 2021:	As at April 1, 2020	Recognized in statement of profit and loss	Recognized in/reclassified from other comprehensive income	MAT Credit Utilisation	Currency Translation impact	As at March 31, 2021
Deferred tax assets:						
Depreciation carry forwards	3.72	0.18	-	-	(1.60)	2.30
Business loss carry forwards	6.49	4.22	-	-	0.98	11.69
Expenses deductible in future years	2.13	-	-	-	(2.13)	-
Provisions, allowances for doubtful receivables and others	5.47	1.01	-	-	8.08	14.56
Compensated absences and retirement benefits	12.91	0.38	-	-	(0.69)	12.60
Remeasurements of post employment benefit obligations	2.28	-	(1.34)	-	-	0.94
Others	10.75	6.94	-	-	(2.14)	15.55
Total deferred tax assets	43.75	12.73	(1.34)	-	2.50	57.64
Deferred tax liabilities:						
Property, plant and equipment and Intangible assets	3.15	(1.30)	-	-	(0.20)	1.65
Amortisation of Customer intangibles	3.94	(0.53)	-	-	1.45	4.86
Gain/Loss on Change in Fair Value of Investments (MTM on Investments)	2.11	(2.08)	-	-	-	0.03
Others	2.52	4.94	-	-	0.67	8.13
Total deferred tax liabilities	11.72	1.03	-	-	1.92	14.67
Net assets/(liabilities)	32.03	11.70	(1.34)	-	0.58	42.97

(Amount in ₹ Crore)

Significant components and movements in deferred tax assets and liabilities for the year ended March 31, 2020:	As of April 1, 2019	Recognized in statement of profit and loss	Recognized in/reclassified from other comprehensive income	MAT Credit Utilisation	Currency Translation impact	As of March 31, 2020
Deferred tax assets:						
Depreciation carry forwards	2.88	0.68	-	-	0.16	3.72
Business loss carry forwards	2.28	4.18	-	-	0.03	6.49
Expenses deductible in future years:	2.13	-	-	-	-	2.13
Provisions, allowances for doubtful receivables and others	2.02	3.22	-	-	0.23	5.47
Compensated absences and retirement benefits	18.07	(5.26)	-	-	0.10	12.91
Minimum alternate tax (MAT) Credit	3.78	-	-	(3.78)	-	-
Remeasurements of post employment benefit obligations	1.74	-	0.54	-	-	2.28
Others	8.04	2.75	-	-	(0.04)	10.75
Total deferred tax assets	40.94	5.57	0.54	(3.78)	0.48	43.75
Deferred tax liabilities:						
Property, plant and equipment and Intangible assets	1.61	1.83	-	-	(0.29)	3.15
Amortisation of Customer intangibles	4.07	-	-	-	(0.13)	3.94
Gain/Loss on Change in Fair Value of Investments (MTM on Investments)	1.34	0.77	-	-	-	2.11
Derivative financial instruments	0.02	(0.02)	-	-	-	-
Others	3.24	(0.66)	-	-	(0.06)	2.52
Total deferred tax liabilities	10.28	1.92	-	-	(0.48)	11.72
Net assets/(liabilities)	30.66	3.65	0.54	(3.78)	0.96	32.03

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

The Company has unutilised tax losses of US\$ 146,370 (Previous year : US\$ 1,978,873), ₹ 1.07 crore (Previous year : ₹ 14.97 crores), respectively in its subsidiary Tata Technologies Pte Ltd for which no deferred tax asset is recognised due to uncertainty of their recoverabilities. The use of these balances is subject to the agreement of the tax authority and compliance with relevant provisions of the Income Tax Act.

Deferred income tax liabilities are recognized for all taxable temporary differences except in respect of taxable temporary differences associated with investments in subsidiaries where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future. As the company has received dividend during the financial year 2019-20 from some of its subsidiaries, the Group has analyzed whether deferred tax liabilities should be created on the balance Reserves as on 31 March 2021 and has concluded that there are no reserves available to be distributed as dividends in the near future, as these will be used for the purpose of working capital / investment in subsidiaries / capital expenditure etc.

11. Other Assets

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON-CURRENT		
(Unsecured, considered good)		
(a) Prepaid expenses	7.64	6.09
(b) Deposits with government authorities	0.83	0.83
(c) Other non-current assets	-	0.20
Total	8.47	7.12
CURRENT		
(Unsecured, considered good)		
Advances other than capital advances:		
(a) Advances to suppliers and contractors	2.69	6.90
(b) Other advances	0.37	0.33
Others:		
(a) Contract Assets	47.74	55.84
(b) Prepaid expenses	48.56	44.88
(c) Deposits with government authorities	1.54	1.23
(d) Balances with government authorities	100.48	0.51
Total	201.38	109.69

12. TRADE RECEIVABLES (ALSO REFER NOTE 37.9)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON-CURRENT		
(Unsecured, considered good)		
(a) Trade receivables considered good	-	15.73
Total	-	15.73
CURRENT		
(Unsecured unless otherwise stated)		
(a) Trade receivables considered good	476.40	643.46
Less : Expected credit loss allowance	22.96	21.64
	453.44	621.82
(b) Trade receivables which have significant increase in credit risk	36.56	38.05
Less : Expected credit loss allowance	36.56	34.80
	-	3.25
Total	453.44	625.07

Above balance of Trade receivable include balances with related parties (Refer Note 38 (b))

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
13. CASH AND CASH EQUIVALENTS (ALSO REFER NOTE 37.9)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
(a) Balances with banks:		
- Current account with banks	572.77	323.64
- Deposits with original maturity of less than three months	205.90	12.33
(b) Cheques, drafts on hand/funds in transit	2.65	40.08
(c) Cash on hand	0.01	0.03
	<u>781.33</u>	<u>376.08</u>

14. OTHER BANK BALANCES

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
(a) Earmarked balance with banks (Refer note 14(i))	1.96	2.27
(b) Bank deposits	0.12	10.68
	<u>2.08</u>	<u>12.95</u>

Notes :

(i) Earmarked balance pertain to:

- Unclaimed dividend

15. OTHER FINANCIAL ASSETS (ALSO REFER NOTE 37.9)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON-CURRENT		
(Unsecured unless otherwise stated)		
(a) Deposits pledged/lien with banks	0.05	0.05
(b) Research and Development Expenditure Credit receivable	12.99	19.30
	<u>13.04</u>	<u>19.35</u>
CURRENT		
(Unsecured unless otherwise stated)		
(a) Interest accrued on deposits and investments	0.60	0.60
(b) Unbilled receivables	142.30	98.36
(c) Research and Development Expenditure Credit receivable	5.42	1.20
(d) SEIS licenses receivable	18.10	34.01
(e) Receivable from related parties for reimbursement of expenses (Refer note 38 (b))	1.12	1.72
(f) Others	1.21	4.14
	<u>168.75</u>	<u>140.03</u>

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

16. EQUITY SHARE CAPITAL

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
(a) Authorised:		
(i) 60,000,000 equity shares of ₹ 10/- each (as at March 31, 2020: 60,000,000 equity shares of ₹ 10/- each)	60.00	60.00
(ii) 700,000 0.01% Cumulative Non-participative Compulsorily convertible Preference Shares of ₹ 10/- each (as at March 31, 2020: 700,000 0.01% Cumulative Non-participative Compulsorily convertible Preference Shares of ₹ 10/- each)	0.70	0.70
	60.70	60.70
(b) Issued,Subscribed and Fully paid up capital:		
41,806,975 equity shares of ₹ 10/- each (41,803,225 equity shares of ₹ 10/- each as at March 31, 2020)	41.81	41.81
Issued and subscribed share capital	41.81	41.81

Note on Buy-back of Shares

The Board of Directors of the Company, at its meeting held on December 27, 2019 had approved a proposal to buyback upto 2,135,337 equity shares of the Company for an aggregate amount not exceeding ₹ 159.72 crore representing 4.96% of the total paid up equity share capital at ₹ 748 per equity share, which was approved by the shareholders by means of a special resolution through a postal ballot dated February 04, 2020.

A Letter of Offer was made to all eligible shareholders. The Company bought back 1,246,665 equity shares out of the shares that were tendered by eligible shareholders and extinguished the equity shares bought on March 06, 2020. Net Adjustment on consolidation was 296,164 equity shares.

Capital redemption reserve was created to the extent of nominal value of share capital extinguished of ₹ 1.25 crore. An amount of ₹ 21.86 crore from securities premium reserve and ₹ 18.07 crore (including ₹ 0.13 crore towards cost of buyback transaction) from retained earnings was used towards buy-back consideration on consolidation.

(c) The movement of number of shares and share capital

Particulars	No. of Shares	Amount in ₹ Crore
Equity shares		
Number of shares as at April 1, 2019	42,093,201	42.10
Add: Shares issued under ESOP scheme	6,188	0.01
Less: Shares extinguished on buy-back	296,164	0.30
Number of shares as at March 31, 2020	41,803,225	41.81
Add: Shares issued under ESOP scheme *	3,750	0.00
Number of shares as at March 31, 2021	41,806,975	41.81

* The same is below rounding off norms

(d) Rights, preferences and restrictions attached to shares :

(i) Ordinary shares :

The Company has only one class of shares having par value of ₹ 10/- per share. Each holder of equity share is entitled to one vote per share and in the event of liquidation, has rights proportionate to their shareholdings over the residual assets after paying out all the liabilities.

(e) Shares in the Company held by each shareholder holding more than 5% shares (including shares held by the Holding Company, it's subsidiaries and associates)

	As at March 31, 2021		As at March 31, 2020	
	No. of Shares	% Holding	No. of Shares	% Holding
Equity shares				
(a) Tata Motors Limited (Parent Company)	30,300,600	72.48%	30,300,600	72.48%
(b) Alpha TC Holdings Pte Ltd.	3,746,505	8.96%	3,746,505	8.96%
	34,047,105	81.44%	34,047,105	81.44%

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
(f) Information regarding issue of shares in the last five years

- (a) The Company has not issued any shares without payment being received in cash.
 (b) The Company has not issued any bonus shares.
 (c) Equity shares extinguished on buy-back

296,164 equity shares of ₹ 10 each were extinguished on buy-back by the company pursuant to a Letter of Offer made to all eligible shareholders of the company at ₹ 748 per equity share. The equity shares bought back were extinguished on March 6, 2020.

(g) Shares reserved for issue under options:

Option activity during the year under the plan is given as below

Number of options granted, exercised and forfeited	As at March 31, 2021	As at March 31, 2020
Options granted, beginning of the year	3,750	5,248
Granted during the year	-	-
Exercised during the year	(3,750)	-
Expired during the year	-	(1,498)
Forfeited during the year	-	-
Option exercisable at the end of the year	-	3,750
Weighted average share price at the date of exercise	N.A.	N.A.
Weighted average remaining contractual life (in years)	-	7
Range of exercise prices	N.A.	N.A.

During the fiscal year 2014-15, the Compensation Committee of the Board of Directors, Company had granted 30,000 options to the eligible employees. The options vest over 4-5 years and are exercisable during a maximum period of 11 years from the date of vesting. In terms of the ESOP plan, the options were granted at the exercise price equivalent to the fair value of the underlying shares. The Company has accounted the above options at fair value.

The fair value of the stock option is calculated through the use of option pricing models, requiring subjective assumptions which greatly affect the calculated values. The said fair value of the options have been calculated using Black-Scholes option pricing model, considering the expected term of the options to be 4 & 5 years, an expected dividend rate of 3.88% on the underlying equity shares, a risk free rate of 7.81% and volatility in the share price of 37.5% since the company being closely held and its shares not being freely traded. The Company's calculations are based on a single option valuation approach, and forfeitures are recognized as they occur.

(h) Stock based incentive schemes by Tata Technologies Limited Employees Stock Option Trust (TTESOP Trust) and Incat International Limited ESOP 2000

To manage and implement various stock based incentive programs for employees of the Company, the Company has formed Tata Technologies Limited Employees Stock Option Trust (TTESOP Trust) and Incat International Limited ESOP 2000 for employees of the Company and its subsidiaries. Since shares of the Company are not listed on Stock Exchange, Tata Technologies Limited Employees Stock Option Trust (TTESOP Trust) and Incat International Limited ESOP 2000 purchase the shares from employees and ex-employees of the Company. The shares so purchased by the Trusts are reissued to the employees through various stock based incentive schemes from time to time. These shares are issued at their fair values on the date of grant which is determined on the basis of latest audited balance sheet of the Company. Some of the ESPPs require the employees to offer the shares to trusts on cessation of employment for which the trusts have retained a first right of refusal. No employee has been allocated more than 1% of the issued capital of the Company.

Note:

The trusts have participated in the Share Buyback scheme launched by the Company. Consequently all shares have been bought back by the Company during the year ended March 31, 2020 and extinguished accordingly.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

17. (A). OTHER EQUITY:

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Securities Premium	269.14	268.90
Capital Redemption Reserve	1.25	1.25
General reserve	135.26	135.26
Legal reserve	1.05	1.05
Surplus Reserve	1.59	1.59
Retained earnings	1,489.19	1,247.51
Items of other comprehensive income	202.88	155.24
	2,100.36	1,810.80

17. (B). MOVEMENT IN OTHER EQUITY

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Share application money pending allotment		
Balance at the beginning of the year	-	0.34
Issue of equity shares under employee share option plan	(0.24)	(0.40)
Share application money received during the year	0.24	0.06
Balance as at the end of the year	-	-
Securities premium		
Balance as at the beginning of the year	268.90	291.62
Add: Received during the year on exercise of stock options issued to employees	0.24	0.39
Less: Utilisation for buyback of equity shares	-	(21.86)
Less: Transfer to Capital Redemption Reserve	-	(1.25)
Balance as at the end of the year	269.14	268.90
Capital redemption reserve		
Balance at the beginning of the year	1.25	-
Add : Transferred from Securities Premium Reserve	-	1.25
Balance as at the end of the year	1.25	1.25
General reserve		
Balance as at the beginning of the year	135.26	135.07
Add : Transferred from Retained earnings	-	0.19
Balance as at the end of the year	135.26	135.26
Legal reserve		
Balance as at the beginning of the year	1.05	1.05
Add : Transferred from Retained earnings	-	-
Balance as at the end of the year	1.05	1.05
Surplus reserve		
Balance as at the beginning of the year	1.59	1.59
Add : Transferred from Retained earnings	-	-
Balance as at the end of the year	1.59	1.59

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NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Retained earnings		
Balance as at the beginning of the year	1,247.51	1,191.92
Add: Profit for the year	239.18	251.55
Less: Remeasurements of post employment benefits obligations (net of tax effect)	2.50	(1.00)
Less: Dividends, including taxes thereon	-	(176.70)
Less: Expenditure on Buyback of shares	-	(0.13)
Less: Buyback Tax	-	(17.94)
Less: Transferred to General reserve	-	(0.19)
Balance as at the end of the year	1,489.19	1,247.51
Other Components of Equity:		
Balance as at the beginning of the year	155.24	93.31
Add: Exchange differences on translation of foreign operations	47.64	61.93
Balance as at the end of the year	202.88	155.24

Notes:
(i) Securities premium account

Securities premium reserve is used to record the premium on issue of shares. The reserve is utilised in accordance with the provision of the Companies Act, 2013.

During 2010, based on the approval of Shareholders of the Company at the Extra-Ordinary General Meeting held on March 5, 2010 and the Order of the Honourable High Court of Judicature at Mumbai dated April 16, 2010, the Company had utilized balance in the securities premium account to the tune of ₹ 46.66 Crore towards one time charges/cost (including change in accounting policy for provision for doubtful debts) incurred by the Company and its subsidiary companies. The amounts relating to the Company amounting to ₹ 17.32 Crore had been adjusted to the Securities Premium Account. An amount of ₹ 29.34 Crore equivalent to the total amount of adjustments relating to the subsidiaries had been identified and segregated from the balance in the Securities Premium Account for adjustment on consolidation. Of this total adjustment made ₹ 1.58 Crore and ₹ 16.58 Crore related to provision for doubtful debts of the Company and its subsidiary companies respectively on account of change in accounting with regard to provision for doubtful debts.

Excess provisions for doubtful debts on account of the subsequent collections are being written back to the Securities Premium Account. Upto March 31, 2021, the subsidiary companies have realized ₹ 6.18 crores (March 31, 2020 ₹ 6.18 crores) which has been added back to the securities premium account.

(ii) Capital redemption reserve

As per Companies Act, 2013, capital redemption reserve is created when company purchases its own shares out of free reserves or securities premium. A sum equal to the nominal value of the shares so purchased is transferred to capital redemption reserve. The Company has transferred the amount to Capital redemption reserve from Securities Premium.

(iii) General reserve

The Company has transferred a portion of the net profit of the Company before declaring dividend to general reserve pursuant to the earlier provisions of Companies Act 1956. Mandatory transfer to general reserve is not required under the Companies Act 2013.

(iv) Legal reserve

The Company has created this reserve based on the local requirements of the Romanian Law. Since the Company has reached maximum amount that can be transferred as required by the Law, there are no further transfers during financial year 2020-21 and 2019-20.

(v) Surplus reserve

The Company has created this reserve based on the local requirements of the Chinese Law. The Company has transferred 50% of the paid up capital from profit for the period as required by the Law, there are no further transfers during financial year 2020-21 and 2019-20.

(vi) Retained earnings

Retained earnings comprises of the Company's undistributed earnings after taxes.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

18. TRADE PAYABLES

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
CURRENT		
Trade payables		
(a) Total outstanding dues of micro enterprises and small enterprises*	0.06	6.36
(b) Total outstanding dues of creditors other than micro enterprises and small enterprises	223.60	236.77
Total	223.66	243.13

*** Note:**

The information as required to be disclosed under the Micro, Small and Medium Enterprises Development Act, 2006 has been determined to the extent such parties have been identified on the basis of information available with the Company. This has been relied upon by the auditors.

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
(a) Principal amount and the interest due and remaining unpaid as at March 31,	0.06	6.36
(b) Principal amount paid after appointed date during the year	0.71	7.42
(c) Interest remaining due and payable for earlier years	0.08	-
(d) Amount of interest paid, other than under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed date during the year	-	-
(e) Amount of interest accrued and unpaid as at March 31	0.09	0.08

19. OTHER FINANCIAL LIABILITIES

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON-CURRENT		
(a) Retention Bonus payable	0.47	0.28
Total	0.47	0.28
CURRENT		
(a) Unpaid dividends	1.96	2.27
(b) Retention Bonus payable	0.10	0.62
(c) Capital creditors	1.00	1.87
(d) Other financial liabilities	-	35.30
Total	3.06	40.06

20. PROVISIONS

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON CURRENT		
(a) Provision for employee benefits	15.20	22.49
Total	15.20	22.49
CURRENT		
(a) Provision for Employee Benefits	11.91	16.63
Total	11.91	16.63

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
21. OTHER LIABILITIES

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON CURRENT		
(a) Advance and progress payments	-	15.24
Total	-	15.24
CURRENT		
(a) Unearned Revenue	68.21	37.00
(b) Statutory remittances (withholding taxes, Provident Fund ,GST etc.)	160.14	63.49
(c) Advance and progress payments	678.87	8.05
Total	907.22	108.54

22. REVENUE FROM OPERATIONS (ALSO REFER NOTE 37.9)

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Sale of products	463.16	506.52
(b) Sale of services	1,917.74	2,324.08
(c) Other operating revenues		
(i) Export Incentive	-	19.42
(ii) Commission income	0.01	2.03
	2,380.91	2,852.05

22. (i). Revenue disaggregation by geography is as follows:

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) India	690.02	857.74
(b) UK	582.82	749.61
(c) North America	758.59	856.48
(d) Rest of Europe	154.32	228.84
(e) Rest of the world	195.16	159.38
	2,380.91	2,852.05

Geographical revenue is allocated based on the location of the customers

22. (ii). Changes in Contract Assets are as follows:

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
Balance at the beginning of the year	55.84	41.52
Revenue recognised during the year	327.17	572.53
Invoices raised during the year	(335.27)	(558.21)
Balance at the end of the year	47.74	55.84

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

22. (iii). Changes in unearned, deferred revenue and advances from customers are as follows:

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
Balance at the beginning of the year	45.05	58.50
Revenue recognised that was included in the unearned and deferred revenue balance and Advance from customers at the beginning of the year	(27.20)	(23.40)
Increase due to invoicing during the year, excluding amounts recognised as revenue during the year and increase in advances received during the year	729.23	9.95
Balance at the end of the year	747.08	45.05

22. (iv). Reconciliation of revenue recognised with the contracted price is as follows:

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
Contracted price	2,386.26	2,858.12
Reduction towards variable consideration components	(5.35)	(6.07)
Revenue from operations	2,380.91	2,852.05

The reduction towards variable consideration comprise of service level credits, upfront discount, etc.

22. (v). The aggregate value of transaction price allocated to unsatisfied (or partially satisfied) performance obligations is ₹ 684.29 crore (March 31, 2020: ₹ 76.83 crore) and is expected to be recognised as revenue in the next year.

23. OTHER INCOME (NET)

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Interest Income		
Interest income earned on financial assets that are not designated as at fair value through profit and loss		
(i) Interest income-others	13.83	6.40
(ii) Interest income on debentures	0.55	0.55
(b) Dividend income		
All dividends from investments designated as FVTPL		
(i) Dividend income - Non current investments	-	0.23
(c) Other gains and losses		
(i) Change in fair value of investments measured at FVTPL - mutual fund units (net)	(5.96)	2.22
(d) Other non-operating income		
(i) Research and Development Expenditure Credit	18.53	19.55
(ii) Foreign currency gain/ (loss) (Net)	(1.05)	5.43
(iii) Other non-operating income	12.63	10.50
(iv) Profit on sale of investments measured at FVTPL - mutual fund units (net)	6.30	0.01
	44.83	44.89

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
24. PURCHASE OF TRADED PRODUCTS

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
Purchase of products	338.30	367.92
	<u>338.30</u>	<u>367.92</u>

25. EMPLOYEE BENEFITS EXPENSE

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Salaries and wages (Refer note (i) below)	1,148.59	1,316.60
(b) Contribution to Provident and other funds	57.43	72.04
(c) Staff welfare Expenses (Refer note (ii) and (iii) below)	9.99	29.89
	<u>1,216.01</u>	<u>1,418.53</u>

Notes:
(i) Salaries and wages

Salaries and wages for the year ended March 31, 2021 are netted off with the government grant amounting to ₹ 37.02 crore (March 31, 2020 ₹ Nil crore).

(ii) Post-retirement medicare scheme

During the year ended March 31, 2021, the Group has revised its policy for Post-retirement medicare scheme to exclude all employees who will retire after December 31, 2020. As a result, the Group has reversed the provision of ₹ 8.04 crore during the year.

(iii) Bhavishya Kalyan Yojana

During the year ended March 31, 2020 the Group has decided to replace its employee benefit scheme BKY with Group Term Life Insurance (GTL) policy with effect from November 2019. The Group has reversed the provision of ₹ 3.90 (Current Year "Nil") crore during the financial year ended 31 March 2020 based on actuarial valuation. The Group will continue to carry obligation under this scheme based on actuarial valuation for those beneficiaries having claims under this scheme before the date of discontinuation.

26. FINANCE COSTS

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Interest	2.46	1.06
(b) Interest on lease liabilities	15.20	14.57
	<u>17.66</u>	<u>15.63</u>

27. DEPRECIATION AND AMORTISATION EXPENSE

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Depreciation on Property, Plant and Equipment	30.36	33.00
(b) Depreciation on Right of use asset	37.66	35.80
(c) Amortisation of Other Intangible assets	24.18	30.35
	<u>92.20</u>	<u>99.15</u>

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

28. OTHER EXPENSES

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Rent (refer note 30 (c))	4.50	6.72
(b) Repairs & maintenance		
- Buildings	4.97	6.36
- Plant & Machinery	0.69	1.05
- Others	7.07	8.81
(c) Insurance	4.38	3.74
(d) Rates and taxes	4.59	6.02
(e) Overseas marketing expenses	0.66	1.47
(f) Advertisement and publicity	0.01	0.08
(g) Business promotion expenses	0.05	0.87
(h) Office expenses	13.65	17.34
(i) Travelling & conveyance	17.07	72.59
(j) Power & fuel	5.17	9.37
(k) Water charges	2.08	3.05
(l) Auditors remuneration		
Remunerations paid to the auditors of holding Company (refer note 30 (a))	1.25	1.28
Remunerations paid to other auditors	1.50	1.63
(m) Staff training and seminar expenses	0.92	1.62
(n) Staff recruitment expenses	7.05	6.36
(o) AMC charges	25.71	38.63
(p) Software-internal use	45.85	44.03
(q) Professional fees	23.71	17.22
(r) Training costs	0.11	1.44
(s) Communication expenses	11.57	13.50
(t) Allowances for expected credit loss (net)	3.84	13.12
(u) Allowances for expected credit loss (net) on advances	0.21	-
(v) Corporate social responsibility expenses (refer note 30 (b))	5.83	5.15
(w) Miscellaneous expenses	7.02	9.14
	199.46	290.59

29. EXCEPTIONAL ITEMS (REFER BELOW)

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Deferred consideration (Refer note (a) below)	-	0.56
(b) Expenses towards resource optimisation	-	2.98
(c) Professional fees towards restructuring advice	5.10	1.28
(d) Expenses towards business restructuring	-	3.76
(e) Loss on liquidation of the subsidiary	0.31	-
	5.41	8.58

Note:

(a) The deferred consideration was payable to the selling shareholders of Escenda, Sweden in installments and was contingent upon their continued employment for a period of two years. The deferred consideration was being recognised on a proportionate basis over a period of two years from the date of acquisition. An amount of ₹ Nil crores ₹ 0.56 crores representing the proportionate charge of the deferred consideration was recognised as an expense during the year ended March 31, 2021 and March 31, 2020 which was included in "exceptional items" in the Statement of Profit and Loss.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
30. (a). Payment to auditors of holding Company

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
For Holding Company		
i) For statutory audit, including limited review	0.48	0.47
ii) For Tax audit	0.06	0.06
iii) For other attest services	0.05	0.03
iv) Reimbursement of out-of-pocket expenses	0.04	0.04
Sub-Total	0.63	0.60
For Subsidiaries & Joint venture		
i) For services as auditors, including limited review	0.60	0.63
ii) Reimbursement of out-of-pocket expenses	0.02	0.05
Sub-Total	0.62	0.68
Total	1.25	1.28

30. (b). Corporate social responsibility expenditure

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
Gross amount required to be spent	5.81	5.14
Total	5.81	5.14
Amount spent during the year on		
(a) Construction/ acquisition of any asset	-	-
(b) On purposes other than (a) above	5.83	5.15
Total	5.83	5.15

30. (c). Rent

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Expenses related to short-term leases	0.87	5.52
(b) Expenses related to low-value assets, excluding short-term leases of low-value assets	3.63	1.20

31. INCOME TAX EXPENSE

This note provides an analysis of the Company's income tax expense, shows amounts that are recognised directly in equity and how the tax expense is affected by non-assessable and non-deductible items. It also explains significant estimates made in relation to Company's tax positions

(Amount in ₹ Crore)

(i)	For the year ended	
	March 31, 2021	March 31, 2020
Income tax expense		
Current tax on profits for the year	87.79	144.07
Total current tax expense	87.79	144.07
Deferred tax		
Decrease / (increase) in deferred tax assets	(12.73)	(5.57)
(Decrease) / increase in deferred tax liabilities	1.03	1.92
Total deferred tax (benefit)	(11.70)	(3.65)
Income tax expense	76.09	140.42

The company has benefited from certain tax incentives that the Government of India has provided to the units registered under the Special Economic Zones Act 2005 (SEZ). SEZ units which began the provision of services on or after April 1, 2005 are eligible for a deduction of 100 percent of profits or gains derived from the export of services for the first five years from the financial year in which the unit commenced the provision of services and 50 percent of such profits or gains for further five years. Up to 50% of such profits or gains is also available for deduction for five years subject to certain conditions.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

The Government of India, on September 20, 2019, vide the Taxation Laws (Amendments Act 2019, inserted a new section Section 115BBA in the Income Tax Act, 1961, which provides an option to the Group to pay Income taxes at reduced rates as per the provisions/ conditions defined in the said section. The Group has evaluated both the options and has decided to continue with the existing tax regime to avail the benefits of section 10AA of the Income Tax Act, 1961.

(ii) Reconciliation of tax expense and the accounting profit:

	(Amount in ₹ Crore)	
	For the year ended	
	March 31, 2021	March 31, 2020
Profit before taxes	315.27	391.97
Income tax expense at tax rates applicable to individual entities	83.56	191.57
Effect of tax on dividend received from subsidiary**	-	(24.04)
Effect of income exempt from tax	-	(23.02)
Income taxed at higher/(lower) rates	(15.37)	(20.54)
Effect of Base erosion anti-abuse tax (BEAT)*	7.62	14.54
Effect of non deductible expenses	3.95	5.33
Others	(3.67)	(3.42)
Total tax expense	76.09	140.42

* The United states (US) revenue authorities have introduced new tax provisions named the base erosion anti-abuse tax (BEAT).

** Current tax includes amount of ₹ Nil crores (previous year: ₹ 24.04 crore) in respect of tax on dividend income received by the Company from its offshore subsidiary Tata Technologies Pte. Limited as per Section 115BBD of the Income tax Act, 1961.

(iii) Amounts recognised in OCI

	(Amount in ₹ Crore)	
	For the year ended	
	March 31, 2021	March 31, 2020
	Deferred tax	Deferred tax
Income tax relating to items that will not be reclassified to profit and loss	(1.34)	0.54
Total	(1.34)	0.54

(iv) Tax losses

	(Amount in ₹ Crore)	
	For the year ended	
	March 31, 2021	March 31, 2020
Unused tax losses on which no deferred tax asset has been recognised	5.38	5.38
Potential tax benefit @23.296% (@ 23.296% for March 31, 2020)	1.25	1.25

Capital losses pertain to A.Y. 2014-2015 - ₹ 4.12 crore A.Y. 2015 - 2016 ₹ 1.26 crore. Deferred tax asset was not recognised on unused capital losses since there was lack of reasonable certainty of taxable capital profits to utilize this deferred tax asset. The losses can be carried forward for a period of 8 years as per local tax regulations.

32. EARNING PER SHARE

Particulars		(Amount in ₹ Crore)	
		For the year ended	
		March 31, 2021	March 31, 2020
Earnings Per Share			
(a) Profit attributable to equity shareholders	₹ Crore	239.18	251.55
(b) The weighted average number of Ordinary equity shares outstanding during the year	Nos.	41,804,458	42,079,343
(c) The nominal value per Ordinary Share	₹	10.00	10.00
(d) Earnings Per Share (Basic)	₹	57.21	59.78
(e) Profit attributable to equity shareholders	₹ Crore	239.18	251.55
(f) The weighted average number of Ordinary equity shares outstanding during the year	Nos.	41,804,458	42,079,343

(Contd...)

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

Particulars	For the year ended		
	March 31, 2021	March 31, 2020	
(g) Add: Adjustment for Employee Stock Options (Refer Note 16 (g))	Nos.	-	3,750
(h) The weighted average number of Ordinary outstanding for diluted EPS	Nos.	41,804,458	42,083,093
(i) Earnings Per Shares (Diluted)	₹	57.21	59.77

33. Contingent Liabilities

(Amount in ₹ Crore)

	(Amount in ₹ Crore)	
	As at March 31, 2021	As at March 31, 2020
(a) Bonus related to retrospective period (Refer note (i))	7.82	7.82
(b) Income Tax demands disputed in appeals (Refer note (ii))	4.77	3.14
(c) Sales Tax demands disputed in appeals	0.02	0.01
(d) Service Tax demands disputed in appeals (Refer note (iii) and (iv))	22.55	21.56
(e) Claims against the company not acknowledged as debts (Refer note (v))	3.72	-

(a) Notes:

- (i) Statutory bonus at the revised rates pertaining to period retrospective to the notification dated on 01.01.2016 (i.e. from 01.04.2014 to 31.12.2015) was not provided pending similar cases contesting retrospective applicability of the said notification in various Honourable High Courts. During November 2016, considering the industry practices, the management after internal deliberations decided to and has paid the incremental bonus covering the fiscal year of the said notification i.e. from 01.04.2015 to 31.12.2015 aggregating to ₹ 5.55 crore, which has been presented as exceptional item in the financials for the year ended 31.03.2017. The incremental bonus for the FY 2014-15 is continued as contingent liability pending similar cases contesting retrospective applicability of the said notification in various Honourable High Courts.
- (ii) The Company has ongoing disputes with Income Tax Authorities relating to tax treatment of certain items. These mainly include disallowed expenses for Corporate tax, the tax treatment of certain expenses claimed by the Company as deductions and the computation of certain allowances.
- (iii) Pertains to disputes in relation to service tax on reverse charge mechanism amounting to ₹ 1.49 crore (Previous year ₹ 1.49 crore) for Financials Years 2006-07 and 2007-08. Considering the merit of the case, confirmation of demand is likely to be remote, hence contingent liability has been disclosed to the tune of ₹ 6.45 crore (Previous Year ₹ 6.23 crore) consisting of demand of ₹ 1.49 (Previous year ₹ 1.49 crore) crores and interest and penalty of ₹ 4.96 crore. (Previous year ₹ 4.74 crore).
- (iv) Service Tax Department had raised demand amounting to ₹ 5.11 crores (for the period April 08 to September 08 - ₹ 1.57 crores and for the period October 08 to September 09 - ₹ 3.54 crores) for delay in filing the prescribed declaration for availing cenvat credit. Aggrieved by the order, company had preferred an appeal with CESTAT. The appeal was decided in favour of the company during January 2016. Subsequently service tax department filed an appeal with High Court in 2017. The case being question of law, the High Court admitted the appeal in December 18. Considering the merit of the case, confirmation of demand is likely to be remote, hence contingent liability has been disclosed to the tune of ₹ 16.11 crores (Previous Year ₹ 15.33 crores) consisting of demand of ₹ 5.11 crores and interest and penalty of ₹ 11.00 crores (Previous year ₹ 10.22 crores).
- (v) The customer (Harsco Rail) based in the United States of America has claimed damages as there was an error made during a project that was being executed for Harsco, this created downstream rework by both Tata Technologies and Harsco. Harsco also incurred a penalty from their customer for missing the delivery date of their product. Claim amount is USD 122,000 (₹ 0.89 crore) (Previous year ₹ Nil crore). Notified to Insurance Company under Professional Indemnity Insurance Policy.
- The vendor (OpenText) based in the United States of America has claimed damages as Tata Technologies Inc terminated the IT vendor contract services in 2019 which vendor has disputed and sent demand letter through the collection agent. The claim Amount is USD 9,000 (₹ 0.07 crore) (Previous year ₹ Nil crore)
- The contractor has claimed payment towards old invoices (Apr 2014, May 2017 to Apr 2019 & May 2019 to Jan 2020) from Tata Technologies Europe Limited. As per the contract with the contractor, invoices needs to be submitted on monthly basis based on approved time booking. Detailed scrutiny and approvals for the work done by contractor are required for ascertaining/confirming the liability for these old invoices of GBP 274,000 (₹ 2.76 crore) (Previous year ₹ Nil crore)
- (vi) It is not practicable for the Company to estimate the timings of cash outflows, if any, in respect of the above pending resolution of the respective proceedings as it is determinable only on the receipt of the judgements/decisions pending with various forums/authorities.
- (vii) The Company does not expect any reimbursements in respect of the above contingent liabilities.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

- (b) The Hon'ble Supreme Court of India ("SC") by their order dated February 28, 2019, set out the principles based on which allowances paid to the employees should be identified for inclusion in basic wages for the purposes of computation of Provident Fund contribution. Subsequently, a review petition against this decision has been filed and is pending before the SC for disposal.

Pending the outcome of the review petition and directions from the EPFO, the impact for past periods, if any, is not ascertainable and consequently no financial effect has been provided for in the financial statements. The Company has taken effect on a prospective basis, from the date of the SC order.

34. SEGMENT REPORTING

Ind AS 108 establishes standards for the way that business enterprises report information about operating segments and related disclosures about products and services, geographic areas, and major customers. The Group's operations predominantly relate to providing end-to-end engineering & designing solutions. Based on the "management approach" as defined in IndAS108, the Chief Operating Decision Maker (CODM) evaluates the Group's performance and allocates resources based on an analysis of various performance indicators by business segments and geographic segments. The accounting principles used in the preparation of the financial statements are consistently applied to record revenue and expenditure in individual segments, and areas set out in the significant accounting policies.

Tata Technologies Limited provides IT Consultancy, SAP implementation and maintenance, networking solutions, CAD/CAM engineering & design consultancy services in the automotive, industrial heavy machinery & aerospace verticals. The customers in these verticals are located at US / Europe / APAC region and to enable the company to serve their specific needs the company has set up legal entities in the respective geographies. The business is structured in such a way that the entire customer front ending and bidding process is carried out by these legal entities.

The Group thus drives business mainly through its subsidiaries. While management reviews performance for above verticals, they also review the risks and rewards in each geography. The risk and rewards of the company are directly affected by geographical location of its customers (i.e. place where its services are rendered). Decisions such as pricing, allocation of resources, allocation of assets etc. are taken based on opportunities in the respective geography. Since costs are incurred and accounted as per subsidiary set up and manpower skill sets are interchangeable, bottom line performance is reviewed with Geography being primary indicator and dominant source of risk and return.

Assets and liabilities used in the Group's business are not identified to any of the reportable segments, as these are used interchangeably between segments. Management believes that it is currently not practicable to provide segment disclosures relating to total assets and liabilities since a meaningful segregation of the available data is onerous. The cost incurred during the year to acquire Segment fixed assets, Depreciation / Amortisation and non-cash expenses are not attributable to any reportable segment.

Geographical information on revenue and business segment revenue information is collated based on location of individual customers invoiced or in relation to which the revenue is otherwise recognized.

Geographic Segments

Year ended March 31, 2021 & March 31, 2020

(Amount in ₹ Crore)

Particulars	India	UK	NA	Rest of Europe	Rest of the World	Total
(a) Segment Revenue						
Total Segment Revenue	691.15	707.83	880.35	203.93	269.12	2,752.38
	859.11	931.57	989.64	267.25	201.06	3,248.63
Inter Segment Revenue	(1.13)	(125.01)	(121.76)	(49.61)	(73.96)	(371.47)
	(1.37)	(181.96)	(133.16)	(38.41)	(41.68)	(396.58)
Revenue from External Customers	690.02	582.82	758.59	154.32	195.16	2,380.91
	857.74	749.61	856.48	228.84	159.38	2,852.05
(b) Segment Results	134.30	134.76	130.95	11.61	18.54	430.16
	219.38	182.56	108.98	(4.84)	12.86	518.94
Unallocated Corporate Expenses (Net)						(136.65)
						(147.65)
Interest/Other Income						44.83
						44.66
Finance Cost						(17.66)
						(15.63)
Dividend Income						-
						0.23
Exceptional Items						(5.41)
						(8.58)

(Contd...)

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

(Amount in ₹ Crore)

Particulars	India	UK	NA	Rest of Europe	Rest of the World	Total
Profit before share of Equity accounted investees (net of tax)						315.27
Profit before Tax and after exceptional items						391.97
Income Tax						315.27
Deferred Tax						391.97
Profit/(Loss) after Tax						(87.79)
						(144.07)
						11.70
						3.65
						239.18
						251.55

Revenue of approximately ₹ 971.94 crores (Prior Year - ₹ 1210.18 crores) are derived from two major customers. These revenue are attributed to the India and UK segment.

35. EMPLOYEE BENEFIT PLANS
35.1. Defined contribution plans

The Company's contribution to defined contribution plan for the year ended March 31, 2021 has been recognised in the statement of Profit and Loss as follows.

(Amount in ₹ Crore)

	March 31, 2021	March 31, 2020
Contribution to provident fund	16.08	24.37
Contribution to superannuation fund	4.10	4.00
	20.18	28.37

35.2. Defined benefit plans
Defined benefits plans / long term compensated absences:

The principal assumptions used for the purposes of the actuarial valuations were as follows.

	Gratuity (Funded)		Bhavishya Kalyan Yojana (BKY) (Unfunded)		Superannuation (Partly Funded)		Post Retirement Medicare Scheme (Unfunded)		Compensated Absence- Domestic Plans (Unfunded)		Compensated Absence - Foreign Plans (Unfunded)	
	Valuation as at		Valuation as at		Valuation as at		Valuation as at		Valuation as at		Valuation as at	
	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20
Discount rate(s)	6.90%	6.90%	6.90%	6.90%	6.00%	6.10%	6.90%	6.90%	6.90%	6.90%	0.91%	0.65%
Expected rate(s) of salary increase	5.75%-6%	5.75%-6%	5.75%-6%	5.75%-6%	-	-	-	-	5.75%-6%	5.75%-6%	3.30%	2.25%
Medical inflation rate	-	-	-	-	-	-	6.00%	6.00%	-	-	-	-
Withdrawal rate:												
Age												
20 - 34 years	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	14%	16%
35 - 40 years	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%		
41 - 50 years	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%		
51 - 60 years	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%		

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

Amounts recognised in standalone statement of profit and loss in respect of these defined benefit plans are as follows.

	Year Ended		Year Ended		Year Ended		Year Ended		Year Ended		Year Ended	
	31-Mar-21	31-Mar-20										
	Amount in ₹ Crore											
Service cost:												
Current service cost	6.49	5.70	-	0.49	0.07	0.09	-	0.85	3.33	3.58	0.91	0.39
Past service cost and (gain)/loss from settlements	-	-	-	(5.17)	-	-	(8.04)	-	-	-	-	-
Reclassification of other comprehensive income to Statement of Profit or loss account											2.81	
Net interest expense	0.21	0.09	0.14	0.16	(0.01)	0.02	0.17	0.74	0.48	0.13	0.01	0.03
Components of defined benefit costs recognised in profit or loss	6.70	5.79	0.14	(4.52)	0.06	0.11	(7.87)	1.59	3.81	3.71	3.73	0.42
Remeasurement on the net defined benefit liability:												
Return on plan assets (excluding amounts included in net interest expense)	(1.33)	(1.84)	-	-	(0.03)	(0.81)	-	-	-	-	-	-
Actuarial (gains) / losses arising from changes in demographic assumptions.	-	0.44	-	-	-	-	-	(0.66)	-	-	0.02	-
Actuarial (gains) / losses arising from changes in financial assumptions	-	3.66	-	0.14	-	-	(0.12)	1.49	-	-	0.06	(0.05)
Actuarial (gains) / losses arising from experience adjustments	(2.60)	(0.32)	(0.19)	0.39	0.17	0.17	0.18	(1.11)	-	-	2.73	3.33
Others					0.07							
Reclassification of other comprehensive income to Statement of Profit or loss account	-	-	-	-	-	-	-	-	-	-	(2.81)	-
Components of defined benefit costs recognised in other comprehensive income	(3.93)	1.94	(0.19)	0.53	0.21	(0.64)	0.06	(0.28)	-	-	-	3.28
Total	2.77	7.73	(0.05)	(3.99)	0.27	(0.53)	(7.81)	1.31	3.81	3.71	3.73	3.70

The current service cost and the net interest expense for the period are included in the 'Employee benefits expense' line item in the consolidated statement of profit and loss.

The remeasurement of the net defined benefit liability is included in other comprehensive income.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

The amount included in the standalone balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows:

	Gratuity (Funded)		Bhavishya Kalyan Yojana (BKY) (Unfunded)		Superannuation (Partly Funded)		Post Retirement Medicare Scheme (Unfunded)		Compensated Absence-Domestic Plans (Unfunded)		Compensated Absence - Foreign Plans (Unfunded)	
	As at		As at		As at		As at		As at		As at	
	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20
	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore
Present value of funded defined benefit obligation	(59.41)	(55.81)	(2.31)	(2.58)	(2.68)	(2.30)	(2.76)	(10.87)	(11.99)	(10.87)	(2.99)	(3.97)
Fair value of plan assets	57.27	48.97	-	-	2.77	2.51	-	-	-	-	-	-
Effect of asset ceiling					(0.09)							
Funded status	(2.14)	(6.84)	(2.31)	(2.58)	(0.00)	0.21	(2.76)	(10.87)	(11.99)	(10.87)	(2.99)	(3.97)
Net liability arising from defined benefit obligation	(2.14)	(6.84)	(2.31)	(2.58)	(0.00)	0.21	(2.76)	(10.87)	(11.99)	(10.87)	(2.99)	(3.97)

Movements in the present value of the defined benefit obligation are as follows.

	Gratuity (Funded)		Bhavishya Kalyan Yojana (BKY) (Unfunded)		Superannuation (Partly Funded)		Post Retirement Medicare Scheme (Unfunded)		Compensated Absence-Domestic Plans (Unfunded)		Compensated Absence - Foreign Plans (Unfunded)	
	Year Ended		Year Ended		Year Ended		Year Ended		Year Ended		Year Ended	
	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20
Opening defined benefit obligation	55.81	47.30	2.58	6.80	2.30	3.25	10.87	9.87	10.87	9.15	3.97	5.32
Current service cost	6.49	5.70	0.14	0.49	0.07	0.09	-	0.85	3.33	3.58	0.91	0.39
Interest cost	3.71	3.47	-	0.16	0.14	0.17	0.17	0.74	0.66	0.63	0.01	0.03
Reclassification of other comprehensive income to Statement of Profit or loss account	-	-	-	-	-	-	-	-	-	-	2.81	-
Remeasurement (gains)/losses: Actuarial gains and losses arising from changes in demographic assumptions	-	0.44	-	-	-	-	-	(0.66)	(0.18)	(0.49)	-	-
Actuarial gains and losses arising from changes in financial assumptions	-	3.66	-	0.14	-	-	(0.12)	1.49	-	-	-	-
Actuarial gains and losses arising from experience adjustments	(2.60)	(0.32)	(0.19)	0.39	0.17	0.17	0.18	(1.11)	-	-	-	-
Transfer to/(from) Holding Company (Net)	-	-	-	-	-	-	-	-	-	-	-	3.27
Others	-	-	-	(0.02)	-	-	-	-	-	-	-	-
Benefits paid	(4.00)	(4.44)	(0.22)	(0.21)	-	(1.38)	(0.30)	(0.31)	(2.69)	(2.00)	(4.71)	(5.04)
Curtailment	-	-	-	(5.17)	-	-	(8.04)	-	-	-	-	-
Closing defined benefit obligation	59.41	55.81	2.31	2.58	2.68	2.30	2.76	10.87	11.99	10.87	2.99	3.97

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

Movements in the fair value of the plan assets are as follows.

	Gratuity (Funded)		Bhavishya Kalyan Yojana (BKY) (Unfunded)		Superannuation (Partly Funded)		Post Retirement Medicare Scheme (Unfunded)		Compensated Absence-Domestic Plans (Unfunded)		Compensated Absence - Foreign Plans (Unfunded)	
	Year Ended		Year Ended		Year Ended		Year Ended		Year Ended		Year Ended	
	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20
Opening fair value of plan assets	48.97	44.20	-	-	2.51	2.86	-	-	-	-	-	-
Interest income	3.49	3.39	-	-	0.16	0.15	-	-	-	-	-	-
Remeasurement gain (loss): Return on plan assets (excluding amounts included in net interest expense)	1.33	1.84	-	-	0.03	0.81	-	-	-	-	-	-
Contributions from the employer	7.48	3.98	0.22	0.21	0.07	0.07	0.30	0.31	2.69	1.99	-	-
Benefits paid	(4.00)	(4.44)	(0.22)	(0.21)	-	(1.38)	(0.30)	(0.31)	(2.69)	(1.99)	-	-
Closing fair value of plan assets	57.27	48.97	-	-	2.77	2.51	-	-	-	-	-	-

The major categories of plan assets as percentage of total plan assets:

	Gratuity (Funded)		Bhavishya Kalyan Yojana (BKY) (Unfunded)		Superannuation (Partly Funded)		Post Retirement Medicare Scheme (Unfunded)		Compensated Absence-Domestic Plans (Unfunded)		Compensated Absence - Foreign Plans (Unfunded)	
Debt securities	100.00%	100.00%	N/A	N/A	100.00%	100.00%	N/A	N/A	N/A	N/A	N/A	N/A

Not Applicable (N/A)

The table below outlines the effect on the service cost, the interest cost and the defined benefit obligation in the event of a decrease/increase of 1% in the assumed rate of discount rate, salary escalation and health care cost:

	Discount Rate	Salary Escalation Rate	Discount Rate	Salary Escalation Rate	Discount Rate	Salary Escalation Rate	Discount Rate	Medical Cost
Change in Assumption								
Increase by 1%	7.90%	Defined above	7.90%	Defined above	7.10%	Defined above	7.90%	7.00%
Decrease by 1%	5.90%	Defined above	5.90%	Defined above	5.10%	Defined above	5.90%	5.00%
Impact on defined benefit obligation								
Increase by 1%	(4.86)	5.45	(0.20)	N.A.	N.A.	N.A.	(0.12)	0.13
Decrease by 1%	5.66	(4.87)	0.23	N.A.	N.A.	N.A.	0.13	(0.12)
Impact on service cost and interest cost								
Increase by 1%	(1.53)	1.73	0.01	N.A.	N.A.	N.A.	0.02	0.01
Decrease by 1%	1.68	(1.53)	(0.01)	N.A.	N.A.	N.A.	(0.02)	(0.01)

Maturity profile of defined benefit obligation:

	Amount in ₹ Crore				
Within 1 Year	5.78	0.27	0.15	0.32	1.33
1-2 years	5.78	0.22	0.09	0.31	1.20
2-3 years	5.42	0.22	-	0.30	1.00
3-4 years	6.37	0.22	-	0.28	0.95
4-5 years	7.89	0.22	-	0.26	0.93
5-10 years	38.92	0.87	0.10	1.01	3.99

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
Employee benefit plans

The plans typically expose the company to the actuarial risks such as: investments risk, interest risks, longevity risk and salary risk

Investment risk	The present value of the defined benefit plan liability (denominated in Indian Rupee) is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds. For other defined benefit plans, the discount rate is determined by reference to market yields at the end of the reporting period on high quality corporate bonds when there is a deep market for such bonds; if the return on plan asset is below this rate, it will create a plan deficit. Currently, for the plan in India, it has a relatively balanced mix of investments in government securities, and other debt instruments.
Interest risk	A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by an increase in the return on the plan's debt investments.
Longevity risk	The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary risk	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

No other post-retirement benefits are provided to these employees.

In respect of the plan in India, the actuarial valuation of the plan assets and the present value of the defined benefit obligation are carried out for March 31, 2021 by Willis Towers Watson, Fellow of the Institute of Actuaries of India. The present value of the defined benefit obligation, and the related current service cost and past service cost, are measured using the projected unit credit method on a proportionate basis.

The fair value of plan assets are majorly balance mix of investments in government securities and other debt instruments. The Trust activities are managed by mix of professional employees representing management and employees.

35.3. The Indian Parliament has approved the Code on Social Security, 2020 which would impact the contributions by the Holding company towards Provident Fund and Gratuity. The Ministry of Labour and Employment has released draft rules for the Code on Social Security, 2020 on November 13, 2020, and has invited suggestions from stakeholders which are under active consideration by the Ministry. The Holding Company will assess the impact and its evaluation once the subject rules are notified and will give appropriate impact in its financial statements in the period in which, the Code becomes effective and the related rules to determine the financial impact are published

36. CAPITAL MANAGEMENT

The Group's capital comprises equity share capital, share premium, retained earnings and other equity attributable to equity holders.

The Group's objectives when managing capital are to :

- safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- maintain an optimal capital structure to reduce the cost of capital.

As there is no debt in the Company, hence the debt ratio is not applicable.

No changes were made in the objectives, policies or processes for managing capital of the Group during the current year and previous year.

Dividends

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(i) Equity shares		
Interim dividend declared during the year aggregating ₹ Nil per fully paid equity share (₹ 40 per fully paid equity share FY 19-20)	-	176.70

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

37.1. Categories of financial instruments

(Amount in ₹ Crore)

Particulars	As at March 31, 2021		As at March 31, 2020	
	FVTPL	Amortised cost	FVTPL	Amortised cost
Financial assets				
Investments :				
- mutual funds	492.08	-	31.06	-
- debentures	-	5.00	-	5.00
- preference shares	-	-	-	-
Security deposits	-	8.87	-	7.68
Loans to related parties- Inter-corporate deposits	-	250.00	-	26.50
Bills of exchange	-	-	-	-
Unbilled receivables	-	142.30	-	98.36
Trade receivables	-	453.44	-	640.80
Research and Development Expenditure Credit receivable	-	18.41	-	20.50
SEIS licenses receivable	-	18.10	-	34.01
Cash and cash equivalents	-	781.33	-	376.08
Other bank balances	-	2.08	-	12.95
Others	-	5.03	-	9.42
Total financial assets	492.08	1,684.56	31.06	1,231.30
Financial liabilities				
Trade payables	-	223.66	-	243.13
Lease Liabilities	-	266.21	-	258.19
Others	-	3.53	-	40.34
Total financial liabilities	-	493.40	-	541.66

37.2. (a). FAIR VALUE HIERARCHY

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value

To provide an indication about the reliability of the inputs used in determining fair value, the company has classified its financial instruments into three levels prescribed under the accounting standard. An explanation of each level follows underneath the table:

(Amount in ₹ Crore)

Particulars	As at March 31, 2021	Fair value measurement at the end of the year		
		Level 1	Level 2	Level 3
Financial Assets				
Investments in Mutual Funds	492.08	492.08	-	-

The following table presents fair value hierarchy of assets and liabilities measured at fair value on a recurring basis as of March 31, 2020.

(Amount in ₹ Crore)

Particulars	As at March 31, 2020	Fair value measurement at the end of the year		
		Level 1	Level 2	Level 3
Financial Assets				
Investments in Mutual Funds	31.06	31.06	-	-

Level 1 -Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 -Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (ie prices) or indirectly (ie derived from prices)

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs)

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS**37.2. (b). Valuation technique used to determine fair value**

The following methods and assumptions were used to estimate the fair value of the level 1 financial instruments included in the above tables:

1. Investments in mutual funds: The fair value is derived based on the closing Net Asset value published by the respective mutual fund houses.

37.2. (c). As per Ind AS 107 "Financial Instrument:Disclosure", fair value disclosures are not required when the carrying amounts reasonably approximate the fair value. Accordingly fair value disclosures have not been made for the following financial instruments:-

1. Trade receivables
2. Cash and Cash Equivalent
3. Other Bank Balances
4. Loans
5. Trade payables
6. Other financial liabilities
7. Other financial assets

37.3. Financial risk management

In the course of its business, the Group is exposed primarily to fluctuations in foreign currency exchange rates, interest rates, equity prices, liquidity and credit risk, which may adversely impact the fair value of its financial instruments.

The Group has a risk management policy which not only covers the foreign exchange risks but also other risks associated with the financial assets and liabilities such as interest rate risks and credit risks. The risk management policy is approved by the board of directors. The risk management framework aims to:

Create a stable business planning environment by reducing the impact of currency and interest rate fluctuations on the Group's business plan.

Achieve greater predictability to earnings by determining the financial value of the expected earnings in advance.

37.4. Market risk

Market risk is the risk of any loss in future earnings, in realizable fair values or in future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, equity price fluctuations, liquidity and other market changes. Future specific market movements cannot be normally predicted with reasonable accuracy.

37.5. Foreign currency exchange rate risk:

The fluctuation in foreign currency exchange rates may have potential impact on the income statement and equity, where any transaction references more than one currency or where assets/liabilities are denominated in a currency other than the functional currency of the respective consolidated entities.

Considering the countries and economic environment in which the Group operates, its operations are subject to risks arising from fluctuations in exchange rates in those countries. The risks primarily relate to fluctuations in U.S. dollar, Great Britain Pounds, Euro and Swedish Krona, against the respective functional currencies of Tata Technologies Limited and its subsidiaries.

The Group, as per its risk management policy, uses foreign exchange and other derivative instruments primarily to hedge foreign exchange and interest rate exposure. The Group evaluates the impact of foreign exchange rate fluctuations by assessing its exposure to exchange rate risks. It hedges a part of these risks by using derivative financial instruments in accordance with its risk management policies. For further details with respect to Foreign Currency Risk (other than risk arising from derivatives) refer below details.

Furthermore, any movement in the functional currencies of the various operations of the Group against major foreign currencies may impact the Group's revenues from its international operations. Any weakening of the functional currency may impact the Group's cost of imports and cost of borrowings and consequently may increase the cost of financing the Group's capital expenditures.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

Foreign exchange currency exposures not covered by derivative instruments as at March 31, 2021 and March 31, 2020

(Amount in Crore)

Particulars	Currency	As at March 31, 2021		As at March 31, 2020	
		Amount in Foreign Currency	Equivalent amount in ₹	Amount in Foreign Currency	Equivalent amount in ₹
Financial Assets:					
Trade Receivables and unbilled revenue*	EUR	0.33	28.68	0.31	25.45
	GBP	0.38	37.83	0.44	41.10
	USD	0.71	52.15	1.22	92.40
	SGD	0.08	4.16	0.02	1.04
	CAD	0.01	0.67	1.22	1.22
	CNY	0.60	6.66	1.01	10.73
	JPY	1.62	1.07	-	-
	THB	2.02	4.72	0.12	0.29
	CHF	-	-	0.02	1.55
	ZAR	-	-	0.03	0.13
	SEK	4.63	38.80	4.81	35.81
				-	
Current account with Bank (including cheques in hand/money in transit)	USD	0.46	33.52	0.10	7.89
	EUR	0.25	21.03	0.01	1.20
	GBP	0.11	10.87	0.40	37.44
	SGD	0.06	3.37	0.00	0.23
	CAD	-	0.06	-	-
	CNY	0.17	1.84	-	-
	ZAR	-	-	0.03	0.11
	KRW	34.77	2.25		
	JPY	6.05	4.00	12.12	8.42
Total		-	251.68	-	265.01
Financial Liabilities:					
Trade Payables*	EUR	0.20	16.75	0.21	17.79
	SGD	0.04	2.09	0.00	0.00
	INR	0.05	0.05	0.06	0.06
	USD	0.07	5.08	0.36	27.23
	SEK	0.07	0.56	0.16	1.19
	GBP	0.01	0.78	0.02	1.43
	THB	-	-	0.06	0.13
	CAD	-	-	0.00	0.00
	AED	-	-	(0.01)	(0.12)
	CNY	-	0.02	0.01	0.11
	JPY	0.26	0.17	1.80	1.25
	VND	139.87	0.44		
	CHF	-	-	0.00	0.25
Total		-	25.94	-	49.32

* The above balances are before considering intra-company balances elimination on consolidation.

10% appreciation/depreciation of the respective foreign currencies with respect to functional currency of the Company would result in increase/decrease in the Company's net income before tax by approximately ₹ 25.17 crores as at March 31, 2021 (₹ 26.50 crores as at March 31, 2020) and ₹ 2.59 crores as at March 31, 2021 (₹ 4.93 crores as at March 31, 2020) for financial assets and financial liabilities respectively.

37.6. Interest rate risk

The Company's investments are primarily in fixed rate interest bearing deposits/debentures and short term growth mutual funds. Hence, the Company is not significantly exposed to interest rate risk

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
37.7. Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. The Company has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults. The Company only transacts with entities that are rated the equivalent of investment grade and above. This information is supplied by independent rating agencies where available and, if not available, the Company uses other publicly available financial information and its own trading records to rate its major customers. The Company's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by counterparty limits that are reviewed and approved by the risk management committee annually.

Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of accounts receivable and, where appropriate, credit guarantee insurance cover is purchased.

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Movement in the expected credit loss allowance		
Balance at the beginning of the year	56.44	39.79
Movement in expected credit allowance on trade receivables	11.55	13.12
Exchange fluctuation	(0.66)	3.68
Reversal of provisions for debts paid	(7.81)	(0.15)
Balance at the end of the year	59.52	56.44

37.8 Liquidity risk

Liquidity risk refers to the risk that the Company cannot meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and ensure that funds are available for use as per requirements.

The Company has obtained fund and non-fund based working capital lines from various banks. The Company invests its surplus funds in bank fixed deposit and liquid and liquid plus schemes of mutual funds, which carry no/low mark to market risks.

The Company also constantly monitors funding options available in the debt and capital markets with a view to maintaining financial flexibility.

The table below provides details regarding the contractual maturities of financial liabilities, including estimated interest payments as at March 31, 2021:

(Amount in ₹ Crore)

Financial liabilities	Carrying amount	Due in 1st Year	Due in 2nd Year	Due in 3rd to 5th Year	Due after 5th Year	Total contractual cash flows
(a) Trade payables	223.66 (243.13)	223.66 (243.13)	- (-)	- (-)	- (-)	223.66 (243.13)
(b) Lease Liability	266.21 (258.19)	33.47 (28.49)	30.73 (27.04)	77.93 (67.21)	124.08 (135.45)	266.21 (258.19)
(c) Other financial liabilities	3.53 (40.34)	3.06 (39.97)	0.47 (0.37)	- (-)	- (-)	3.53 (40.34)
Total	493.40 (541.66)	260.19 (311.59)	31.20 (27.41)	77.93 (67.21)	124.08 (135.45)	493.40 (541.66)

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

37.9 Risk assessment by the Group of COVID 19 (Global Pandemic)

Particulars	Risk assessment by the Group
Revenue from operations	<p>The Group has assessed the following risks which could impact future revenue streams due to COVID 19 pandemic:</p> <ul style="list-style-type: none"> - prolonged lock-down situation in different geographies which may result in inability to deploy resources at different locations due to restrictions on mobility. - Customer postponing discretionary spend to secure liquidity and changes in priorities. - the inability of our customers to continue their businesses due to financial resource constraints or further slowdown in auto industry or if their services no-longer being availed by their customers <p>The Group has enabled 'Work from home' model for majority of workforce across the globe to address the risk of disruption in delivery of services. Hence the Group does not foresee any situation giving rise to disruption in delivery in case of prolonged lock-down situation. The Group is in constant touch with its customers to update them about the efforts being made by it to continue to fulfill our obligations.</p> <p>The Group has a rich portfolio of services to partner with customers which are not discretionary in nature for its customers. The Group has prepared projections and factored the possible impact on its revenues to the extent known and available at present. The Group does not expect any significant contraction in its Revenue stream due to COVID 19 outbreak. However, the impact assessment of COVID-19 is a continuing process given the uncertainties associated with its nature and duration.</p>
Right to use assets (Lease Arrangements)	<p>The Group does not foresee any large-scale contraction in demand which could result in significant down-sizing of its employee base rendering the physical infrastructure redundant. The leases that the Group has entered with lessors towards properties used as delivery centers / sales offices are long term in nature and the Group does not expect any change due to global pandemic in the terms of lease arrangements including renewal options assessed in this regard while assessing the Right to use assets.</p>
Intangible assets	<p>The Group carries intangible assets of ₹ 44.03 crore as at March 31, 2021 which includes net book value of software licenses and customer contracts. The Group does not expect any changes in the amortisation period of software licences on account of global pandemic. The net book value commensurates with the life and the benefits to be derived in future by utilising those intangibles for revenue generation activities.</p>
Goodwill	<p>Goodwill is tested for impairment annually based on valuation done by external consultancy firm. The financial projections basis which the future cash flows have been tested for impairment have been factored to consider economic uncertainties due to COVID-19 in consultation with business teams. The growth rates and discounting rates have also been reassessed to factor impact of global pandemic while arriving at terminal value and subjecting these variables to sensitivity analysis. The Group does not foresee any impairment loss in the value of goodwill on account of global pandemic.</p>
Financial assets	<p>The Group carries Financial assets of ₹ 2,176.64 crore as at March 31, 2021.</p> <p>The Group carries trade receivables of ₹ 453.44 crore and unbilled revenue of ₹ 142.30 crore as at March 31, 2021 which forms a significant part of the financial assets and are carried at amortised cost which is valued considering provision for allowance using expected credit loss method. The Group has assessed the credit risk of its clients and does not expect any likelihood of increased credit risk and consequential default considering emerging situations due to COVID-19.</p> <p>Financial assets of ₹ 783.41 crore have been recorded as at March 31, 2021 at amortised cost is in the form of cash and cash equivalents, bank deposits and earmarked balances with banks where the Group has assessed the counterparty credit risk.</p> <p>The Group has also prepared detailed cash flow projections for future years after factoring impact of COVID 19 outbreak on its revenue streams and due to possible delay in customer collections. The Group does not expect any liquidity risk due to emerging COVID 19 situation.</p> <p>Financial assets of ₹ 5.00 crore have been recorded as at March 31, 2021 at amortised cost in the form of investments in debentures / bonds where the Group has assessed the counterparty credit risk. The Group does not expect any credit risk due to emerging COVID 19 situation.</p> <p>Financial assets of ₹ 492.08 crore have been recorded as at March 31, 2021 at fair value through profit and loss account in the form of investments in liquid mutual funds where the Group has assessed the counterparty credit risk. The Group does not expect any credit risk due to emerging COVID 19 situation.</p> <p>Other Loans and Financial assets are at ₹ 300.41 crore which includes ₹ 36.51 crore recoverable from government authorities under incentive schemes and ₹ 250.00 crore towards inter corporate deposits with parent Group and ₹ 13.90 crore towards security deposits and other recoverables recorded at amortised cost. The Group does not foresee any credit risk on account of global pandemic.</p>

(Contd...)

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

Particulars	Risk assessment by the Group
Deferred tax assets	The Group has factored its future projections to consider impact of COVID 19 on future revenues and taxable profits. Based on an assessment, the Group expects that there is reasonable certainty that sufficient future profits will be available to utilise the deferred tax assets carried by the Group.
Other non-financial assets	<p>The Group carries other non-financial assets of ₹ 209.85 crore including ₹ 47.74 crore Contract assets pertains to unbilled revenue on fixed price contracts awaiting billing milestone. The Group has assessed its recoverability along with trade receivable and unbilled revenue for each customer.</p> <p>The Group also carries unamortised balance of prepaid expenses of ₹ 56.20 crore and expects utilisation of services over the scheduled service period.</p>
Going Concern	<p>The Group has prepared its financial statements based on going concern basis and assessed its assumption based on reasonable future projections, estimates and other relevant assumptions as applicable. Amid emerging risks on account of COVID 19 outbreak, the Group has also factored the possible impact of global pandemic on its revenues and cashflow projections which are known to the Group.</p> <p>The Group has availed benefits of various incentives/schemes provided by various government authorities across the globe including furlough scheme in UK and Job support scheme in Singapore to ensure retention of its resources and savings in costs.</p> <p>The Group carries the cash and cash equivalents of ₹ 781.33 crore and current investments in high rated securities of ₹ 255.00 crore (including inter corporate deposits of ₹ 250.00 crore) as at March 31, 2021. The Group also have unutilized working capital limit which can be utilized to address any unforeseen liquidity risk in future.</p> <p>Hence the Group does not foresee any liquidity and going concern issue on account of COVID 19 outbreak.</p>

38 RELATED PARTY DISCLOSURES FOR THE YEAR ENDED MARCH 31, 2021
a) Related party and their relationship

1	Parent Company	Tata Motors Limited
2	Fellow subsidiaries	<ol style="list-style-type: none"> 1 TML Business Services Limited (Name changed from Concorde Motors (India) Limited w.e.f. March 31, 2020) 2 Tata Motors European Technical Centre PLC 3 Tata Motors Insurance Broking and Advisory Services Limited 4 TMF Holdings Limited 5 TML Holdings Pte. Limited 6 TML Distribution Company Limited 7 Tata Hispano Motors Carrocera S.A. 8 Tata Hispano Motors Carroceries Maghreb SA 9 Trilix S.r.l. 10 Tata Precision Industries Pte. Limited 11 Tata Marcopolo Motors Limited (49% held by other JV partner - Marcopolo SA) 12 Tata Daewoo Commercial Vehicle Company Limited 13 Tata Daewoo Commercial Vehicle Sales and Distribution Company Limited 14 Tata Motors (Thailand) Limited (Increased from 95.87% to 97.17% with effect from June 6, 2019) 15 Tata Motors (SA) (Proprietary) Limited 16 PT Tata Motors Indonesia 17 PT Tata Motors Distribusi Indonesia 18 TMNL Motor Services Nigeria Limited 19 Jaguar Land Rover Automotive Plc 20 Jaguar Land Rover Limited 21 Jaguar Land Rover Austria GmbH 22 Jaguar Land Rover Japan Limited 23 JLR Nominee Company Limited (dormant) 24 Jaguar Land Rover Deutschland GmbH 25 Jaguar Land Rover North America LLC 26 Jaguar Land Rover Nederland BV

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27	Jaguar Land Rover Portugal - Veículos e Peças, Lda.
28	Jaguar Land Rover Australia Pty Limited
29	Jaguar Land Rover Italia Spa
30	Jaguar Land Rover Korea Company Limited
31	Jaguar Land Rover (China) Investment Co. Ltd.
32	Jaguar Land Rover Canada ULC
33	Jaguar Land Rover France, SAS
34	Jaguar Land Rover (South Africa) (Pty) Limited
35	Jaguar e Land Rover Brasil Indústria e Comércio de Veículos LTDA
36	Limited Liability Company "Jaguar Land Rover" (Russia)
37	Jaguar Land Rover (South Africa) Holdings Limited
38	Jaguar Land Rover Classic Deutschland GmbH
39	Jaguar Land Rover Hungary KFT
40	Jaguar Land Rover India Limited
41	Jaguar Land Rover Espana SL
42	Jaguar Land Rover Belux NV
43	Jaguar Land Rover Holdings Limited
44	Jaguar Cars South Africa (Pty) Limited (dormant)
45	Jaguar Cars Limited (dormant)
46	Land Rover Exports Limited (dormant)
47	Land Rover Ireland Limited (non-trading)
48	The Daimler Motor Company Limited (dormant)
49	Daimler Transport Vehicles Limited (dormant)
50	S.S. Cars Limited (dormant)
51	The Lanchester Motor Company Limited (dormant)
52	Shanghai Jaguar Land Rover Automotive Services Company Limited
53	Jaguar Land Rover Pension Trustees Limited (dormant)
54	Jaguar Land Rover Slovakia s.r.o (JLRHL 0.01% and JLRL 99.99%)
55	Jaguar Land Rover Singapore Pte. Ltd.
56	Jaguar Racing Limited
57	InMotion Ventures Limited
58	InMotion Ventures 2 Limited
59	InMotion Ventures 3 Limited
60	InMotion Ventures 4 Limited (Incorporated w.e.f. January 4, 2019) (Shareholding reduced from 100% to 15% w.e.f. December 1, 2020)
61	Jaguar Land Rover Colombia S.A.S
62	Jaguar Land Rover Ireland (Services) Limited (Incorporated w.e.f. July 28, 2017)
63	Jaguar Land Rover Taiwan Company Limited
64	Jaguar Land Rover Servicios México, S.A. de C.V.
65	Jaguar Land Rover México, S.A.P.I. de C.V.
66	Jaguar Land Rover Classic USA LLC (dormant)
67	Tata Motors Finance Solutions Limited
68	Tata Motors Finance Limited
69	Spark44 (JV) Limited
70	Spark44 Pty. Ltd. (Sydney, Australia)
71	Spark44 GmbH (Frankfurt, Germany)
72	Spark44 LLC (LA & NYC, USA)
73	Spark44 Shanghai Limited (Shanghai, China)
74	Spark44 DMCC (Dubai, UAE)
75	Spark44 Limited (London & Birmingham, UK)
76	Spark44 Singapore Pte. Ltd. (Singapore)
77	Spark44 Communications SL (Madrid, Spain)

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	78	Spark44 S.r.l. (Rome, Italy)
	79	Spark44 Seoul Limited (Korea)
	80	Spark44 Japan K.K. (Tokyo, Japan)
	81	Spark44 Canada Inc (Toronto, Canada)
	82	Spark44 Pty. Limited (South Africa)
	83	Spark44 Colombia S.A.S. (Colombia) (Incorporated w.e.f. May 10, 2018)
	84	Spark44 Taiwan Limited (Taiwan) (Incorporated w.e.f. May 7, 2018)
	85	Bowler Motors Limited (Name changed from Jaguar Land Rover Auto Ventures Limited on 28 January 2020 (Incorporated w.e.f. December 13, 2019)
	86	Jaguar Land Rover (Ningbo) Trading Co. Limited (Incorporated w.e.f. November 4, 2019)
	87	Spark44 Demand Creation Partners Private Limited (Mumbai, India)
	88	Brabo Robotics and Automation Limited (Incorporated with effect from July 17, 2019)
	89	TML Business Analytics Services Limited (Incorporated with effect from April 4, 2020)
	90	Jaguar Land Rover Ventures Limited (Incorporated w.e.f. May 16, 2019)
	91	Lenny Insurance Limited (Name changed from InMotion Ventures 1 Limited w.e.f. September 6, 2019)
	92	JT Special Vehicles Pvt. Limited (Ceased to be a JV and became a Wholly-owned Subsidiary, consequent to 50% share transfer from Jayem Automotive Private Limited to Tata Motors Limited w.e.f. August 11, 2020)
3		Joint Venture TATA HAL Technologies Limited
4		Associates and Joint Venture of Group Company
	1	Tata Sons Private Limited
	2	Jaguar Cars Finance Limited
	3	Automobile Corporation of Goa Limited
	4	Nita Company Limited
	5	Tata Hitachi Construction Machinery Company Private Limited
	6	Tata Precision Industries (India) Limited
	7	Tata AutoComp Systems Limited
	8	Loginomic Tech Solutions Private Limited (“TruckEasy”) (Acquired stake w.e.f. July 10, 2018)
	9	Automotive Skills Training Private Limited (formerly known as Automotive Skills Training Foundation)
	10	Automotive Stampings and Assemblies Limited
	11	Nanjing Tata Autocomp Systems Limited
	12	TACO Engineering Services GmbH
	13	TACO Holdings (Mauritius) Limited
	14	Ryhpez Holding (Sweden) AB
	15	TitanX Holding AB
	16	TitanX Engine Cooling Inc.
	17	TitanX Engine Cooling Kunshan Co. Ltd.
	18	TitanX Engine Cooling AB
	19	TitanX Engine Cooling, Poland
	20	TitanX Refrigeração de Motores LTDA
	21	Tata Ficosa Automotive Systems Private Limited (Tata Ficosa Automotive Systems Limited)
	22	Tata AutoComp GY Batteries Private Limited (formerly Tata AutoComp GY Batteries Limited)
	23	Tata Autocomp Hendrickson Suspensions Private Limited (formerly Taco Hendrickson Suspensions Private Limited)
	24	Air International TTR Thermal Systems Limited
	25	Tata Autocomp Katcon Exhaust Systems Private Limited (formerly Katcon India Private Limited)
	26	TM Automotive Seating Systems Private Limited
	27	TACO Sasken Automotive Electronics Limited
	28	Tata Cummins Private Limited
	29	Fiat India Automobiles Private Limited
	30	Chery Jaguar Land Rover Automotive Company Limited
	31	Chery Jaguar Land Rover Auto Sales Company Limited (100% Subsidiaries of Chery Jaguar Land Rover Automotive Company Limited)
	32	Tata AutoComp Gotion Green Energy Solutions Private Limited

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33	Ewart Investments Limited
34	Tata Limited
35	Tata AIA Life Insurance Company Limited
36	Tata AIG General Insurance Company Limited
37	Indian Rotorcraft Limited
38	Panatone Finvest Limited
39	TS Investments Limited
40	Tata SIA Airlines Limited
41	Infiniti Retail Limited
42	Tata Incorporated
43	Tata Investment Corporation Limited
44	Simto Investment Company Limited
45	Tata Asset Management Limited
46	Tata Asset Management (Mauritius) Private Limited
47	Tata Pension Management Limited
48	Tata Consulting Engineers Limited
49	Ecofirst Services Limited
50	TCE QSTP-LLC (in liquidation)
51	Tata International AG, Zug
52	Tata AG, Zug
53	TRIF Investment Management Limited
54	Tata Petrodyne Limited
55	Belida B.V.
56	Dian Energy B.V.
57	Merangin B.V.
58	Meruap B.V.
59	Tata Advanced Systems Limited
60	Aurora Integrated Systems Private Limited
61	HELA Systems Private Limited
62	Nova Integrated Systems Limited
63	TASL Aerostructures Private Limited
64	Tata Lockheed Martin Aerostructures Limited
65	Tata Sikorsky Aerospace Limited (formerly Tara Aerospace Systems Limited)
66	Tata Boeing Aerospace Limited (formerly Tata Aerospace Limited)
67	Tata Capital Limited
68	Tata Capital Advisors Pte. Limited
69	Tata Capital Financial Services Limited
70	TATA Capital General Partners LLP
71	Tata Capital Growth Fund I
72	Tata Capital Healthcare General Partners LLP
73	Tata Capital Housing Finance Limited
74	Tata Capital Markets Pte. Limited (ceased w.e.f. 23.07.2020)
75	Tata Capital Plc
76	Tata Capital Pte. Limited
77	Tata Cleantech Capital Limited
78	Tata Opportunities General Partners LLP
79	Tata Securities Limited
80	Tata Capital Special Situation Fund
81	Tata Capital Healthcare Fund I
82	Tata Capital Innovations Fund
83	Tata Capital Growth Fund II
84	Tata Housing Development Company Limited

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85	Apex Realty Private Limited
86	Ardent Properties Private Limited
87	Concept Developers & Leasing Limited (formerly Concept Marketing and Advertising Limited)
88	HLT Residency Private Limited
89	Kriday Realty Private Limited
90	North Bombay Real Estate Private Limited
91	One-Colombo Project (Private) Limited
92	Promont Hillside Private Limited
93	Smart Value Homes (Boisar) Private Limited (formerly Niyati Sales Private Limited)
94	Tata Value Homes Limited (formerly Smart Value Homes Limited)
95	THDC Management Services Limited (formerly THDC Facility Management Limited)
96	World-One (Sri Lanka) Projects Pte. Limited
97	World-One Development Company Pte. Limited
98	Synergizers Sustainable Foundation (incorporated under Section 25 of the Companies Act, 1956)
99	Tata Realty and Infrastructure Limited
100	Acme Living Solutions Private Limited
101	Arrow Infraestate Private Limited
102	Gurgaon Construct Well Private Limited
103	Gurgaon Realtech Limited
104	HV Farms Private Limited
105	TRIF Gurgaon Housing Projects Private Limited
106	TRIL Amritsar Projects Limited (formerly TRIF Amritsar Projects Limited)
107	TRIL Constructions Limited
108	Wellkept Facility Mangement Services Private Limited (formerly TRIL Hospitality Private Limited)
109	TRIL Roads Private Limited
110	TRIL Urban Transport Private Limited
111	TRIL Infopark Limited
112	Hampi Expressways Private Limited
113	TRIF Real Estate And Development Limited
114	Dharamshala Ropeway Limited
115	Manali Ropeways Private Limited
116	International Infrabuild Private Limited
117	Uchit Expressways Private Limited
118	TRPL Roadways Private Limited
119	Tata Consultancy Services Limited
120	APTOnline Limited (formerly APOne Limited)
121	C-Edge Technologies Limited
122	CMC Americas Inc.(dissolved on 16.12.2020)
123	Diligenta Limited
124	MahaOnline Limited
125	MGDC S.C.
126	MP Online Limited
127	PT Tata Consultancy Services Indonesia
128	Tata America International Corporation
129	Tata Consultancy Services (Africa) (PTY) Ltd.
130	Tata Consultancy Services (China) Co., Ltd.
131	Tata Consultancy Services (Philippines) Inc.
132	Tata Consultancy Services (South Africa) (PTY) Ltd.
133	Tata Consultancy Services (Thailand) Limited
134	Tata Consultancy Services Argentina S.A.
135	Tata Consultancy Services Asia Pacific Pte Ltd.
136	Tata Consultancy Services Belgium (formerly Tata Consultancy Services Belgium S.A.)

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

- 137 Tata Consultancy Services Canada Inc.
- 138 Tata Consultancy Services Chile S.A.
- 139 Tata Consultancy Services Danmark ApS
- 140 Tata Consultancy Services De Espana S.A.
- 141 Tata Consultancy Services De Mexico S.A.,De C.V.
- 142 Tata Consultancy Services Deutschland GmbH
- 143 Tata Consultancy Services Do Brasil Ltda
- 144 Tata Consultancy Services France SA (formerly Alti S.A.)
- 145 Tata Consultancy Services Luxembourg S.A.
- 146 Tata Consultancy Services Malaysia Sdn Bhd
- 147 Tata Consultancy Services Netherlands BV
- 148 Tata Consultancy Services Osterreich GmbH
- 149 Tata Consultancy Services Portugal Unipessoal Limitada
- 150 Tata Consultancy Services Qatar S.S.C.
- 151 Tata Consultancy Services Sverige AB
- 152 Tata Consultancy Services Switzerland Ltd.
- 153 TCS e-Serve America, Inc.
- 154 TCS Financial Solutions (Beijing) Co., Ltd.
- 155 TCS Financial Solutions Australia Holdings Pty Limited
- 156 TCS Financial Solutions Australia Pty Limited
- 157 TCS FNS Pty Limited
- 158 TCS Iberoamerica SA
- 159 TCS Inversiones Chile Limitada
- 160 Tata Consultancy Services Italia SRL
- 161 TCS Solution Center S.A.
- 162 TCS Uruguay S. A.
- 163 TCS e-Serve International Limited
- 164 Tata Consultancy Services Japan, Ltd.
- 165 TCS Foundation
- 166 W12 Studios Limited
- 167 Tata Consultancy Services Saudi Arabia
- 168 Technology Outsourcing S.A.C.(ceased w.e.f. 01.12.2020)
- 169 Tata Trustee Company Limited
- 170 Tata Sky Limited
- 171 ACTVE Digital Services Private Limited
- 172 Tata Sky Broadband Private Limited (formerly Quickest Broadband Private Limited)
- 173 TSBB Voice Private Limited (w.e.f. 13.02.2019)
- 174 Niskalp Infrastructure Services Limited (formerly Niskalp Energy Limited)
- 175 India Emerging Companies Investment Limited
- 176 Inshaallah Investments Limited
- 177 Tata Industries Limited
- 178 Tata Advanced Materials Limited
- 179 Qubit Investments Pte. Limited
- 180 Tata SmartFoodz Limited (formerly SmartFoodz Limited)
- 181 Tata Autocomp Systems Limited (Included above as a Direct Associate of Tata Motors Limited)
- 182 Tata International Limited
- 183 Alliance Motors Ghana Limited
- 184 Blackwood Hodge Zimbabwe (Private) Limited
- 185 Calsea Footwear Private Limited
- 186 Cometal, S.A.R.L.
- 187 Euro Shoe Components Limited
- 188 Monroa Portugal, Comércio E Serviços, Unipessoal LDA

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189	Move On Componentes E Calcado, S.A.
190	Move On Retail Spain, S.L.
191	Tata International Metal (S.A) Pty Ltd
192	Pamodzi Hotels Plc
193	Tata Africa (Cote D'Ivoire) SARL
194	Tata Africa Holdings (Ghana) Limited
195	TATA Africa Holdings (Kenya) Limited
196	Tata Africa Holdings (SA) (Proprietary) Limited
197	Tata Africa Holdings (Tanzania) Limited
198	Tata Africa Services (Nigeria) Limited
199	Tata Africa Steel Processors (Proprietary) Limited
200	Tata Automobile Corporation (SA) (Proprietary) Limited
201	Tata De Mocambique, Limitada
202	Tata Holdings Mocambique Limitada
203	Tata International Metals (Americas) Limited (formerly Tata Steel International (North America) Limited)
204	Tata International Metals (Asia) Limited (formerly Tata Steel International (Hongkong) Limited)
205	Tata International Metals (UK) Limited (formerly Tata Steel International (UK) Limited)
206	Tata International Singapore Pte Limited
207	Tata South East Asia (Cambodia) Limited
208	Tata South-East Asia Limited
209	Tata Uganda Limited
210	Tata West Asia FZE
211	Tata Zambia Limited
212	Tata Zimbabwe (Private) Limited (dormant)
213	TIL Leather Mauritius Limited
214	Tata International West Asia DMCC
215	Motor-Hub East Africa Limited
216	Tata International Vietnam Company Limited
217	Tata International Unitech (Senegal) SARL (formerly Tata Africa (Senegal) S.A.R.L.)
218	Tata International Canada Limited
219	Newsshelf 1369 Pty Ltd.
220	Taj Air Limited
221	AirAsia (India) Limited (ceased to be a joint venture and became a subsidiary w.e.f. 04.02.2020)
222	Strategic Energy Technology Systems Private Limited
223	A & T Road Construction Management and Operation Private Limited
224	Pune Solapur Expressways Private Limited
225	TRIL IT4 Private Limited (formerly Albrecht Builder Private Limited)
226	Mikado Realtors Private Limited
227	Industrial Minerals and Chemicals Company Private Limited
228	Arvind and Smart Value Homes LLP
229	Princeton Infrastructure Private Limited
230	Sohna City LLP
231	Technopolis Knowledge Park Limited
232	HL Promoters Private Limited
233	Kolkata-One Excelton Private Limited
234	Sector 113 Gatevida Developers Private Limited (formerly Lemon Tree Land & Developers Private Limited)
235	Promont Hilltop Private Limited
236	Smart Value Homes (Peenya Project) Private Limited (formerly Smart Value Homes (Boisar Project) Private Limited)
237	Smart Value Homes (New Project) LLP

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238	One Bangalore Luxury Projects LLP
239	Tata International DLT Private Limited
240	Tata International Wolverine Brands Limited
241	Tata International GST AutoLeather Limited
242	Synaptiv Limited
243	DriveClubService Pte. Ltd.
244	Cloud Car Inc
245	Durg Shivnath Expressways Private Limited (formerly SMS Shivnath Infrastructure Private Limited)
246	Matheran Rope-Way Private Limited
247	TATASOLUTION CENTER S.A.
248	Alliance Finance Corporation Limited
249	MIA Infrastructure Private Limited
250	Flisom - AG (w.e.f. 25.03.2020)
251	915 Labs Inc (formerly 915 Labs LLC)
252	Impetis Biosciences Limited
253	Tata Digital Limited (w.e.f. 11.03.2019)
254	Tata Engineering Consultants Saudi Arabia Company (w.e.f. 24.11.2019)
255	AFCL RSA (Pty) Limited (w.e.f. 14.10.2019)
256	TISPL Trading Company Limited (formerly Tata International Myanmar Limited)
257	TCTS Senegal Limited (w.e.f. 23.12.2019)
258	Tata Autocomp SECO Powertrain Private Limited (w.e.f. 26.11.2019)
259	Tata Autocomp Katcon Exhaust System Private Limited
260	TAL Manufacturing Solutions Limited
261	TCL Employee Welfare Trust
262	Tata Capital Growth II General Partners LLP
263	Tata Capital Healthcare Fund II
264	TATA Capital Healthcare II General Partners LLP
265	Tata Capital Opportunities II General Partners LLP
266	Tata Capital Opportunities II Alternative Investment Fund (in the process of winding up)
267	Tata Consultancy Services (Portugal), Unipessoal Limitada
268	TCS Business Services GmbH
269	Tata International Metals (Guangzhou) Limited
270	AFCL Ghana Limited
271	AFCL Premium Services Ltd. (w.e.f. 27.05.2019)
272	AFCL Zambia Limited (w.e.f. 26.04.2019)
273	Stryder Cycle Private Limited (w.e.f. 20.04.2019)
274	NetFoundry Inc. (w.e.f. 21.02.2019)
275	TC IOT Managed Solutions Limited (w.e.f. 06.06.2019) (applied for strike off on 29.11.2019)
276	Tata Payments Limited (w.e.f. 16.08.2019)
277	Women in Transport
278	T/A Tata International Cape Town (w.e.f. 01.02.2020)
279	Air International TTR Thermal Systems Private Limited
280	Pune IT City Metro Rail Limited (w.e.f. 28.05.2019)
281	Land kart Builders Private Limited (w.e.f. 18.07.2019)
282	Alliance Leasing Limited (w.e.f. 17.04.2019)
283	TRIL Bengaluru Real Estate One Private Limited
284	TRIL Bengaluru Real Estate Two Private Limited
285	TRIL Bengaluru Real Estate Three Private Limited
286	Tata Consultancy Services Italia s.r.l.
287	TRIL Bengaluru Real Estate Four Private Limited (ceased w.e.f. 21.07.2020)
288	Société Financière Décentralisé Alliance Finance Corporation Senegal
289	Tata Medical and Diagnostics Limited (w.e.f. 23.07.2020)

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- 290 Flisom Hungary Kft (w.e.f. 25.03.2020)
 - 291 Tata Electronics Private Limited (formerly TRIL Bengaluru Real Estate Four Private Limited) (w.e.f. 30.09.2020)
 - 292 IHMS Hotels (South Africa) (Proprietary) Limited (ceased w.e.f. 30.06.2020)
 - 293 Good Hope Palace Hotels (Pty) Limited (ceased w.e.f. 30.06.2020)
 - 294 Consilience Technologies (Proprietary) Limited
 - 295 Ferguson Place Pty Ltd. (formerly Newshelf 919 (Proprietary) Limited)
 - 296 Talace Private Limited (w.e.f. 12.08.2020)
 - 297 Tata Toyo Radiator Limited
 - 298 Tata Consultancy Services Ireland Limited (w.e.f. 02.12.2020)
 - 299 Jaguar Land Rover Switzerland AG (Jaguar Land Rover Limited increased its shareholding from 10% to 30% w.e.f. November 25, 2020)
 - 300 Tata Teleservices Limited
 - 301 MMP Mobi Wallet Payment Systems Limited
 - 302 NVS Technologies Limited
 - 303 TTL Mobile Private Limited
 - 304 Tata Teleservices (Maharashtra) Limited
 - 305 Tata Communications Limited
 - 306 Tata Communications Transformation Services Limited
 - 307 Tata Communications Collaboration Services Private Limited
 - 308 Tata Communications Payment Solutions Limited
 - 309 Tata Communications Lanka Limited
 - 310 Tata Communications Services (International) Pte. Limited
 - 311 Tata Communications (Bermuda) Limited
 - 312 Tata Communications (Netherlands) B.V.
 - 313 Tata Communications (Hong Kong) Limited
 - 314 ITXC IP Holdings S.A.R.L.
 - 315 Tata Communications (America) Inc.
 - 316 Tata Communications (International) Pte Limited
 - 317 Tata Communications (Canada) Limited
 - 318 Tata Communications (Belgium) S.P.R.L.
 - 319 Tata Communications (Italy) SRL
 - 320 Tata Communications (Portugal) Unipessoal LDA
 - 321 Tata Communications (France) SAS
 - 322 Tata Communications (Nordic) AS
 - 323 Tata Communications (Guam) L.L.C.
 - 324 Tata Communications (Portugal) Instalacao E Manutencao De Redes LDA
 - 325 Tata Communications (Australia) Pty Limited
 - 326 Tata Communications SVCS Pte Ltd (formerly Tata Communications Services (Bermuda) Limited)
 - 327 Tata Communications (Poland) SP.Z.O.O
 - 328 Tata Communications (Japan) KK.
 - 329 Tata Communications (UK) Limited
 - 330 Tata Communications Deutschland GMBH
 - 331 Tata Communications (Middle East) FZ-LLC
 - 332 Tata Communications (Hungary) LLC
 - 333 Tata Communications (Ireland) DAC
 - 334 Tata Communications (Russia) LLC
 - 335 Tata Communications (Switzerland) GmbH
 - 336 Tata Communications (Sweden) AB
 - 337 TCPOP Communication GmbH
 - 338 Tata Communications (Taiwan) Limited
 - 339 Tata Communications (Thailand) Limited
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NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

	340	Tata Communications (Malaysia) Sdn. Bhd.
	341	Tata Communications Transformation Services South Africa (Pty) Ltd
	342	Tata Communications (Spain) S.L.
	343	Tata Communications (Beijing) Technology Limited
	344	VSNL SNOSPV Pte. Limited
	345	Tata Communications (South Korea) Limited
	346	Tata Communications Transformation Services (Hungary) Kft.
	347	Tata Communications Transformation Services Pte Limited
	348	Tata Communications (Brazil) Participacoes Limitada
	349	Tata Communications Transformation Services (US) Inc
	350	Tata Communications Comunicacoes E Multimidia (Brazil) Limitada
	351	Nexus Connexion (SA) Pty Limited
	352	SEPCO Communications (Pty) Limited
	353	Tata Communications (New Zealand) Limited
	354	Tata Communications MOVE B.V.(formerly Teleena Holding B.V.)
	355	Tata Communications MOVE Nederland B.V. (formerly Teleena Nederland B.V.)
	356	Tata Communications MOVE UK Limited (formerly Teleena UK Limited)
	357	Tata Communications MOVE Singapore Pte. Ltd. (formerly Teleena Singapore Pte. Ltd.)
	358	MuCoso B.V. (w.e.f. 02.10.2018)
	359	Oasis Smart E-Sim Pte Ltd (w.e.f. 23.12.2020)
	360	Tata Business Hub Limited (w.e.f. 19.10.2020)
	361	Tata Elxsi Limited (ceased to be an associate and became a subsidiary w.e.f. 01.12.2020)
	362	OASIS Smart SIM Europe SAS (w.e.f. 23.12.2020)
	363	Changshu Tata Autocomp Systems Limited
5	Post employment benefit plans	1 Tata Technologies (India) Limited Gratuity Fund
		2 Tata Technologies (India) Limited Superannuation Fund
		3 Tata Technologies (India) Limited Provident Fund
6	Key Management Personnel of the Company	1 Mr. Warren Harris, Managing Director
		2 Vikrant Gandhe, Company Secretary
		3 Ms Savitha Balachandran, Chief Financial Officer (w.e.f 1 st July, 2020)
		4 Mr. J.K. Gupta, Chief Financial Officer (upto 30 June, 2020)
		5 Mr. S. Ramadorai, Director
		6 Mr. P.P. Kadle, Director (upto July 27, 2020)
		7 Mr. Rakesh Makhija, Director (upto March 29, 2021)
		8 Mr. Falguni Nayar, Director (upto March 29, 2021)
		9 Guenter Butschek, Director
		10 PB Balaji, Director
		11 Mr. Ajoyendra Mukherjee (w.e.f 29 th March, 2021)
7	Key Management Personnel in subsidiary companies & Joint Venture	1 Mr. Fernando Oviedo. Director
		2 Mrs. Sonal Ramrakhiani, Director
		3 Mr. Rajarajan Shanmugam, Director

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
38 Related Party Disclosures for the year ended March 31, 2021 & March 31, 2020
b) Transactions with related parties

(Amount in ₹ Crore)

Particulars	Parent Company	Fellow subsidiaries	Joint Venture	Associates and Joint Venture of Group Company	Key Management Personnel **	Total
Purchase of products	- -	0.14 (-)	- -	- (0.71)	- -	0.14 (0.71)
Sale of products	36.67 (39.02)	2.86 (4.12)	- (0.05)	5.36 (15.53)	- -	44.89 (58.72)
Services received	1.78 (4.24)	0.10 (0.08)	- (0.55)	15.92 (13.83)	- -	17.80 (18.70)
Services rendered	431.93 (547.18)	524.24 (686.30)	- -	85.68 (82.29)	- -	1,041.85 (1,315.77)
Finance placed (including loans, equity & ICD)	1,124.50 (1,031.75)	- (-)	- (-)	- (-)	- (-)	1,124.50 (1,031.75)
Finance received back (including loans, equity & ICD)	901.00 (1,064.50)	- (-)	- (-)	- -	- (-)	901.00 (1,064.50)
Dividend paid	- (121.20)	- (3.25)	- -	- (22.48)	- (2.68)	- (149.61)
Interest paid / (received)(net)	(12.41) (3.23)	(0.55) (0.54)	- -	(0.19) (0.31)	- -	(13.15) (4.08)
Remuneration	- (-)	- (-)	- (-)	- (-)	9.91 (12.25)	9.91 (12.25)
Amount receivable including unbilled receivables	98.76 (143.38)	178.00 (190.09)	- (0.02)	24.83 (12.19)	- -	301.59 (345.68)
Amount payable	0.21 (1.24)	0.09 (0.06)	- (0.06)	6.41 (8.37)	- (3.19)	6.71 (12.92)
Lease receivables	- -	- -	- -	0.21 (0.72)	- -	0.21 (0.72)
Amount receivable (in respect of loans and bonds)	250.00 (26.50)	5.29 (5.29)	- (-)	- -	- (-)	255.29 (31.79)
Commission	- (-)	- (-)	- (-)	- (-)	0.55 (0.50)	0.55 (0.50)
Sitting fees	- (-)	- (-)	- (-)	- (-)	0.16 (0.19)	0.16 (0.19)

The above transactions are excluding reimbursement of expenses

* Previous year's figures are shown in the brackets

** Includes transactions with the key management personnel in subsidiary companies and joint venture.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

Disclosure of material transactions:

Purchase of products:

Barbo Robotics and Automation Limited: ₹ 0.14 crore (March 31, 2020 ₹ Nil crore)

Sale of products:

Tata Consultancy Services: ₹ 4.33 crore (March 31, 2020 ₹ 12.76 crore)

Services received:

Tata Communications Limited: ₹ 3.89 crores (March 31, 2020 ₹ 6.95 crore)

Tata Consultancy Services Limited: ₹ 6.10 crore (March 31, 2020 ₹ 0.71 crore)

Tata Sons Private Limited: ₹ 5.17 crores (March 31, 2020 ₹ 6.34 crores)

Services Rendered:

Jaguar Land Rover Limited ₹ 503.34 crore (March 31, 2020 ₹ 663.30 crore)

Tata Consultancy Services Limited: ₹ 72.29 crore (March 31, 2020 ₹ 25.56 crore)

Interest received:

Tata Motors Finance Limited ₹ 0.55 crore (March 31, 2020 ₹ 0.55 crore)

Accounts receivable:

Jaguar Land Rover Limited ₹ 172.69 crore (March 31, 2020 ₹ 182.72 crore)

Accounts payables:

Tata Sons Private Limited ₹ 5.17 crore (March 31, 2020 ₹ 6.53 crore)

Dividend paid:

TATA Capital General Partners LLP: ₹ Nil crore (March 31, 2020 ₹ 14.99 crore)

(Amount in ₹ Crore)

Consideration of key management personnel	Year ended March 31, 2021	Year ended March 31, 2020
Short term benefits	10.63	13.39
Post employment benefits	0.52	0.34

Notes:

- Consideration of benefits payable to Key Managerial Management Personnel are in respect of holding company.
- Includes provision for encashable leave and gratuity for certain key management personnels on estimate basis as a separate actuarial valuation is not available

39. DETAILS OF SUBSIDIARIES

The following subsidiary companies are considered in the consolidated financial statements

Sr. no	Name of the Subsidiary Company	Country of Incorporation	% of holding either directly or through subsidiary as at	
			March 31, 2021	March 31, 2020
	Direct Subsidiary			
1	TATA Technologies Pte. Ltd.	Singapore	100	100
	Indirect Subsidiaries			
2	Tata Technologies (Thailand) Limited	Thailand	100	100
3	Tata Manufacturing Technologies Consulting (Shanghai) Limited	China	100	100
4	INCAT International Plc.	UK	100	100
5	Tata Technologies Europe Limited	UK	100	100
6	Tata Technologies Nordics AB ^ (Formerly known as Escenda Engineering AB upto November 01, 2020)	Sweden	100	100
7	INCAT GmbH (in process of liquidation)	Germany	100	100
8	Tata Technologies Inc. **	USA	99.80	99.80
9	Tata Technologies de Mexico, S.A. de C.V ** (in process of liquidation refer note 41)	Mexico	99.80	99.80
10	Cambric Limited, Bahama **	Bahama, USA	99.80	99.80
11	Cambric GmbH (liquidated on September 17, 2020) **	Germany	99.80	99.80
12	Tata Technologies SRL, Romania **	Romania	99.80	99.80
13	Tata Technologies Limited Employees Stock Option Trust	India	100	100
14	INCAT International Limited ESOP 2000	UK	100	100

** For these subsidiaries though the holding is 99.80%, the indirect voting power is 100%.

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS
40. ADDITIONAL INFORMATION PURSUANT TO PARA 2 OF GENERAL INSTRUCTIONS FOR THE PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS

Sr. No	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	₹ Crores	As % of consolidated (profit) or loss	₹ Crores	As % of consolidated other comprehensive income	₹ Crores	As % of total comprehensive income	₹ Crores
	Parent Company								
	Tata Technologies Limited	40.66%	(871.09)	45.22%	(108.15)	4.57%	(2.29)	38.17%	(110.44)
	Direct Subsidiaries - Indian								
	Tata Technologies Limited Employees Stock Option Trust	0.10%	(2.05)	0.02%	(0.05)	0.00%	-	0.02%	(0.05)
	Direct and Indirect Subsidiaries - Foreign								
1	TATA Technologies Pte. Ltd.	38.39%	(822.38)	5.65%	(13.51)	-35.88%	17.99	-1.55%	4.48
2	Tata Technologies (Thailand) Limited	-0.04%	0.82	-2.51%	6.01	-0.02%	0.01	-2.08%	6.02
3	Tata Manufacturing Technologies Consulting (Shanghai) Limited	2.10%	(45.07)	-3.36%	8.04	4.51%	(2.26)	-2.00%	5.78
4	INCAT International Plc.	2.22%	(47.49)	0.17%	(0.40)	10.29%	(5.16)	1.92%	(5.56)
5	Tata Technologies Europe Limited	41.71%	(893.49)	31.62%	(75.63)	163.24%	(81.85)	54.44%	(157.48)
6	Tata Technologies Nordics AB ^ (Formerly known as Escenda Engineering AB upto November 01, 2020)	0.33%	(6.99)	0.20%	(0.48)	7.12%	(3.57)	1.41%	(4.05)
7	INCAT GmbH (in process of liquidation)	0.95%	(20.27)	0.17%	(0.40)	-0.70%	0.35	0.02%	(0.05)
8	Tata Technologies Inc	19.00%	(406.94)	25.07%	(59.96)	-38.31%	19.21	14.08%	(40.75)
9	Tata Technologies de Mexico, S.A. de C.V (in process of liquidation)	0.12%	(2.55)	-0.40%	0.96	6.60%	(3.31)	0.81%	(2.35)
10	Cambric Limited, Bahama	0.96%	(20.46)	-0.01%	0.02	0.00%	-	-0.01%	0.02
11	Cambric GmbH (liquidated on September 17, 2020)	0.00%	-	-0.77%	1.84	0.62%	(0.31)	-0.53%	1.53
12	Tata Technolgies SRL, Romania	2.76%	(59.13)	0.29%	(0.70)	7.72%	(3.87)	1.58%	(4.57)
13	INCAT International Limited ESOP 2000	0.95%	(20.41)	-0.46%	1.09	3.01%	(1.51)	0.15%	(0.42)
	Joint Ventures (investment as per the equity method) - Indian								
	Tata HAL Technologies Ltd	0.04%	(0.84)	0.00%	-	0.00%	-	0.00%	-
	Consolidation Adjustment	-50.24%	1,076.17	-0.89%	2.14	-32.77%	16.43	-6.42%	18.57
	Total	100.00%	(2,142.17)	100.00%	(239.18)	100.00%	(50.14)	100.00%	(289.32)

NOTES FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

41. LIQUIDATION OF TATA TECHNOLOGIES DE MEXICO, S.A. DE C.V

The Board of Directors of the Company has approved a plan of liquidation of its group entity in Mexico viz. Tata technologies de Mexico, S.A. de C.V. and accordingly appointed a liquidator vide resolution passed on December 20, 2019. The application for liquidation has been filed by the liquidator and is pending for approval with Public Registry of Commerce in Mexico. As a result, the Company changed its basis of accounting on December 20, 2019 from going concern basis to a liquidation basis and has recorded the assets and liabilities of the company on liquidation basis as on March 31, 2021 and March 31, 2020. A summary of assets and liabilities of the company is as given below:

Particulars	As at March 31, 2021		As at March 31, 2020	
	PESO Millions	₹ Crore	PESO Millions	₹ Crore
Property Plant and Equipments	-	-	0.03	0.01
Trade Receivables	0.90	0.32	21.30	6.78
Other Financial Assets	9.81	3.51	17.09	5.44
Other Assets	1.12	0.40	1.08	0.34
Total Assets (A)	11.83	4.23	39.50	12.57
Trade Payables	4.66	1.67	26.54	8.45
Other Liabilities	0.03	0.01	2.95	0.94
Total Liabilities (B)	4.69	1.68	29.49	9.39
Net asset value (A-B)	7.14	2.55	10.01	3.18

42. The Company has completed following restructuring within the group during the year ended March 31, 2021:

- (i) Incat International Plc. (group company) has transferred its investment of GBP 275,943 in Tata Technologies Europe Limited, UK (TTEL) at its book value to another group company, Tata Technologies Pte Limited, Singapore (TTPL).

The transfer of investment has been approved by Board of Directors of Incat International Plc. & Tata Technologies Europe Limited, UK (TTEL) through resolution passed in the meeting held on 27 May 2020 and represents 93% shareholding in Tata Technologies Europe Limited. Tata Technologies Pte. Limited now holds 100% shareholding in TTEL after this transaction. There is no impact on Consolidated Financial statements of the Group on account of this transaction.

- (ii) Tata Technologies Europe Limited (group company) has transferred its investment of SEK 100,980,673 in Tata Technologies Nordics AB (earlier known as Escenda Engineering AB), Sweden (group company) at its book value to another group company, Tata Technologies Pte Limited, Singapore (TTPL).

The transfer of investment has been approved by Board of Directors of Tata Technologies Europe Limited through resolution passed in the meeting held on 27 August, 2020 and represents 100% shareholding in Tata Technologies Nordics AB, Sweden. There is no impact on Consolidated Financial statements of the Group on account of this transaction.

43. Previous year's figures have been regrouped / reclassified wherever necessary to correspond with current year's classification / disclosure.

As per our report of even date attached
For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W -100022

Swapnil Dakshindas
Partner
Membership No: 113896
ICAI UDIN: 21113896AAAACR9458

Pune : April 29, 2021

For and on behalf of the Board

S Ramadorai
Chairman
DIN: 00000002

Savitha Balachandran
Chief Financial Officer

Pune : April 29, 2021

Warren Harris
Managing Director
DIN: 02098548

Vikrant Gandhe
Company Secretary

INDEPENDENT AUDITORS' REPORT**TO THE MEMBERS OF TATA TECHNOLOGIES LIMITED****Report on the Audit of the Standalone Financial Statements****Opinion**

We have audited the standalone financial statements of Tata Technologies Limited ("the Company"), which comprise the standalone balance sheet as at 31 March 2021, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including a summary of the 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 ("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 31 March 2021, and profit and other comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the 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 standalone 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 opinion on the Standalone financial statements.

Other Information

The Company's management and Board of Directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include the financial statements and our auditors' report thereon.

Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained 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.

Management's and Board of Directors' Responsibility for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit and other comprehensive income, changes in equity and cash flows 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. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is 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 in the standalone financial statements made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the 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.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditors' Report) Order, 2016 ("the Order") issued by the Central Government in terms of section 143 (11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
2. (A) 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 standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows 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 Ind AS specified under section 133 of the Act.
 - e) On the basis of the written representations received from the directors as on 31 March 2021 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2021 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 financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".
- (B) With respect to the other matters to be included in the Auditors' Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations as at 31 March 2021 on its financial position in its standalone financial statements - Refer Note 28 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. The disclosures in the standalone financial statements regarding holdings as well as dealings in specified bank notes during the period from 8 November 2016 to 30 December 2016 have not been made in these financial statements since they do not pertain to the financial year ended 31 March 2021.
- (C) With respect to the matter to be included in the Auditors' Report under section 197(16):

In our opinion and according to the information and explanations given to us, the remuneration paid by the company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) which are required to be commented upon by us.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.101248W/W-100022

Swapnil Dakshindas

Partner

Membership No. 113896

ICAI UDIN: 21113896AAAACQ3537

Place : Pune

Date : 29 April 2021

ANNEXURE "A" TO INDEPENDENT AUDITOR'S REPORT

Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date to the members of Tata Technologies Limited on the standalone financial statements as of and for the year ended 31 March 2021

- (i) (a) The Company has maintained proper records showing full particulars, including quantitative details and situation of fixed assets.
- (b) The Company has a physical verification programme whereby items of fixed assets are physically verified according to a phased programme designed to cover all the items over a period of three years. In our opinion, the frequency of such physical verification programme is reasonable having regard to the size of the Company and the nature of its assets. Pursuant to the programme, a portion of the fixed assets has been physically verified by the Management during the year and no material discrepancies have been noticed on such verification.
- (c) According to the information and explanation given to us and on the basis of our examination of the records of the Company, the title deeds of the immovable properties are held in the name of the Company.
- (ii) The Company is in the business of providing services and does not have any physical inventories. Accordingly, reporting under clause 3 (ii) of the Order is not applicable to the Company.
- (iii) According to the information and explanations given to us, and based on the audit procedures performed by us, the Company has granted unsecured loans to one party i.e. its holding company (Balance as at 31 March 2021 is ₹ 250 crores), which is a party covered in the register maintained under Section 189 of the Act.
- (a) In respect of the aforesaid loans, the terms and conditions under which such loans were granted are not, prima facie, prejudicial to the Company's interest.
- (b) The aforesaid loans are repayable on demand. The holding company is repaying the principal amounts whenever called and is also regular in payment of interest.
- (c) In respect of the aforesaid loans, there is no amount which is overdue for more than ninety days.
- (iv) In our opinion and according to the information and explanations given to us, the Company has not granted any loans or provided any guarantees or security to the parties covered under Section 185. In our opinion and according to the information and explanations given to us, the Company has complied with the provisions of Section 186 of the Act in respect of the loans and investments made. However, the Company has not issued any guarantees or provided any security.
- (v) The Company has not accepted any deposits from the public in terms of directives issued by the Reserve Bank of India and the provisions of Sections 73 to 76 of the Act and the rules made there under to the extent notified. Therefore, the provision of Clause 3(v) of the said Order are not applicable to the Company.
- (vi) The Central Government has not prescribed the maintenance of cost records under section 148(1) of the Act, for any of the products of the Company.
- (vii) (a) According to the information and explanations given to us and the records of the Company examined by us, in our opinion, the Company is generally regular in depositing undisputed statutory dues in respect of Professional tax though there has been a delay in few cases, and is regular in depositing undisputed statutory dues including Provident fund, Income tax, Goods and Service tax, Duty of customs, Cess and other material statutory dues, as applicable, with the appropriate authorities except in connection with certain employee related dues as more fully described in note 28(b) to the standalone financial statements.
- According to the information and explanations given to us, no undisputed amounts payable in respect of Professional tax, Provident fund, Income tax, Goods and Service tax, Duty of customs, Cess and other material statutory dues were in arrears as at 31 March 2021, for a period of more than six months from the date they became payable except in connection with certain employee related dues as more fully described in note 28(b) to the financial statements.
- (b) According to information and explanation given to us and the records of the Company examined by us, there are no dues of Income tax, Duty of customs, Duty of excise, Goods and Service Tax and Value added tax which have not been deposited on account of any dispute. The particulars of dues of service tax and Sales tax which have not been deposited on account of any dispute, are as:

Name of the Statute	Nature of dues	Forum where dispute is pending)	Period to which the amount relates	Amount involved (₹ in crore)	Amount unpaid (₹ in crore)
Finance Act, 1994 (Service tax provisions)	Service Tax	CESTAT	2006-08	6.45	6.45
Central Sales Tax Act, 1956	Sales Tax	Deputy Commissioner of Sales Tax (Appeals)	2003-04	0.003	0.003

- (viii) According to the information and explanations given to us, the Company does not have any loans or borrowings from any financial institution, banks, government or debenture holders during the year. Accordingly, paragraph 3(viii) of the Order is not applicable to the Company.

- (ix) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments) and term loans. Accordingly, the provisions of Clause 3(ix) of the Order are not applicable to the Company.
- (x) During the course of our examination of the books and records of the Company, carried out in accordance with the generally accepted auditing practices in India, and according to the information and explanations given to us, we have neither come across any instance of material fraud by the Company or on the Company by its officers or employees, noticed or reported during the year, nor have we been informed of any such case by the Management.
- (xi) According to the information and explanations given to us and based on our examination of the records of the Company, the Company has paid / provided for managerial remuneration for the year ended 31 March 2021 in accordance with the requisite approvals mandated by the provisions of Section 197 read with Schedule V of the Act.
- (xii) As the Company is not a Nidhi Company, the provisions of Clause 3(xii) of the Order are not applicable to the Company.
- (xiii) According to the information and explanations given to us and based on our examination of the records of the Company, the Company has entered into transactions with related parties in compliance with the provisions of Sections 177 and 188 of the Act. The details of such related party transactions have been disclosed in the financial statements as required under Indian Accounting Standard (Ind AS) 24, Related Party Disclosures specified under Section 133 of the Act, read with Rule 7 of the Companies (Accounts) Rules, 2014.
- (xiv) According to the information and explanations given to us and based on our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, the provisions of Clause 3(xiv) of the Order are not applicable to the Company.
- (xv) According to the information and explanations given to us, the Company has not entered into any non-cash transactions with directors or persons connected with them during the year. Accordingly, the provisions of Clause 3(xv) of the Order are not applicable to the Company.
- (xvi) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, the provisions of Clause 3(xvi) of the Order are not applicable to the Company.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.101248W/W-100022

Swapnil Dakshindas

Partner

Membership No. 113896

ICAI UDIN : 21113896AAAACQ3537

Place : Pune

Date : 29 April 2021

ANNEXURE B TO THE INDEPENDENT AUDITORS' REPORT

Referred to in paragraph 2 (A) (f) under 'Report on Other Legal and Regulatory Requirements' section of the Independent Auditor's Report of even date to the members of Tata Technologies Limited on the standalone financial statements for the year ended 31 March 2021

Opinion

We have audited the internal financial controls with reference to financial statements of Tata Technologies Limited ("the Company") as of 31 March 2021 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2021, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's Responsibility for Internal Financial Controls

The Company's management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013 (hereinafter referred to as "the Act").

Auditors' Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and whether such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of such internal financial controls, 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 standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the Standalone financial statements.

Inherent Limitations of Internal Financial controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to Standalone financial statements to future periods are subject to the risk that the internal financial controls 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.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No. 101248W/W-100022

Swapnil Dakshindas

Partner

Membership No. 113896

ICAI UDIN : 21113896AAAACQ3537

Place : Pune

Date : 29 April 2021

Standalone Balance Sheet

(Amount in ₹ Crore)

	Note No	As at March 31, 2021	As at March 31, 2020
I. ASSETS			
(1) Non-current Assets			
(a) Property, Plant and Equipment	3	50.98	61.90
(b) Capital work-in-progress		0.04	0.09
(c) Right-of-use-asset	4	81.50	83.08
(d) Intangible assets	5	27.32	45.79
(e) Intangible assets under development	5	0.07	0.26
(f) Investments in subsidiaries and joint venture	6	218.91	218.91
(g) Financial assets:			
(i) Investments	7	-	5.00
(ii) Trade receivables	13	-	15.73
(iii) Loans	8	7.66	6.50
(iv) Other financial assets	10	0.05	0.05
(h) Income tax assets (net)	11	21.97	13.73
(i) Deferred tax assets (net)	11	19.04	18.25
(j) Other non-current assets	12	8.47	7.12
Total Non-current Assets		436.01	476.41
(2) Current Assets			
(a) Financial assets:			
(i) Investments	7	497.08	31.06
(ii) Trade receivables	13	237.31	290.89
(iii) Cash and cash equivalents	14	243.31	65.62
(iv) Other bank balances	9	1.96	2.27
(v) Loans	8	250.09	26.79
(vi) Other financial assets	10	88.20	75.21
(b) Other current assets	12	142.79	48.61
Total Current Assets		1,460.74	540.45
Total assets		1,896.75	1,016.86
II. EQUITY AND LIABILITIES			
(1) Equity			
(a) Equity Share capital	15	41.81	41.81
(b) Other Equity	16	829.31	718.57
Total Equity		871.12	760.38
Liabilities			
(2) Non-current Liabilities			
(a) Financial liabilities:			
(i) Lease Liabilities		75.87	76.18
(ii) Other financial liabilities	18	0.47	0.28
(b) Provisions	19	15.20	22.49
Total Non-current liabilities		91.54	98.95
(3) Current Liabilities			
(a) Financial liabilities:			
(i) Lease Liabilities		12.05	8.94
(ii) Trade payables	17		
(a) total outstanding dues of micro enterprises and small enterprises		0.06	6.36
(b) total outstanding dues of creditors other than micro enterprises and small enterprises		76.73	75.38
(iii) Other financial liabilities	18	3.06	4.76
(b) Provisions	19	4.00	8.68
(c) Current tax liabilities (net)	11	1.83	16.67
(d) Other current liabilities	20	836.36	36.74
Total Current Liabilities		934.09	157.53
Total Liabilities		1,025.63	256.48
Total Equity and Liabilities		1,896.75	1,016.86
See accompanying notes forming integral part of these standalone financial statements	1-37		

As per our report of even date attached

 For **B S R & Co. LLP**

Chartered Accountants

Firm Registration No: 101248W/W -100022

Swapnil Dakshindas

Partner

Membership No: 113896

ICAI UDIN: 21113896AAAACQ3537

Pune : April 29, 2021

For and on behalf of the Board

S Ramadorai

Chairman

DIN: 00000002

Savitha Balachandran

Chief Financial Officer

Pune : April 29, 2021

Warren Harris

Managing Director

DIN: 02098548

Vikrant Gandhe

Company Secretary

Standalone Statement of Profit and Loss

(Amount in ₹ Crore)

	Note No	For the year ended	
		March 31, 2021	March 31, 2020
I. Revenue from operations	21	1,050.84	1,244.55
II. Other income (net)	22	18.75	150.62
III. Total Income (I + II)		1,069.59	1,395.17
IV. Expenses :			
(a) Purchases of traded products		121.34	128.10
(b) Outsourcing and consultancy charges		32.14	44.08
(c) Employee benefits expense	23	583.03	615.69
(d) Finance costs	24	10.62	8.85
(e) Depreciation and amortisation expense	25	53.65	59.96
(f) Other expenses	26	117.18	153.55
Total expenses (IV)		917.96	1,010.23
V. Profit before exceptional items and tax (III-IV)		151.63	384.94
VI. Exceptional Items	32	4.99	1.34
VII. Profit before tax (V-VI)		146.64	383.60
VIII. Tax Expense :			
(a) Current tax	11	40.56	88.47
(b) Deferred tax	11	(2.13)	3.21
		38.43	91.68
IX. Profit for the year (VII-VIII)		108.21	291.92
Other comprehensive income/(loss) for the year			
Items that will not be reclassified to profit or loss:			
(i) Remeasurement of post employment benefits obligations		3.84	(1.54)
(ii) Income tax relating to above items		(1.34)	0.54
Items that may be reclassified to profit or loss			
(i) Exchange differences on translation of operations of a foreign branch		(0.21)	0.78
X. Other comprehensive income/(loss) for the year		2.29	(0.22)
XI. Total comprehensive income for the year (IX+X)		110.50	291.70
XII. Earnings Per Equity Share (Face value of ₹ 10 each):	27		
(i) Basic (in ₹)		25.89	67.94
(ii) Diluted (in ₹)		25.89	67.93

See accompanying notes forming integral part of these standalone financial statements 1-37

As per our report of even date attached
For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W -100022

For and on behalf of the Board

Swapnil Dakshindas
Partner
Membership No: 113896
ICAI UDIN: 21113896AAAACQ3537

S Ramadorai
Chairman
DIN: 00000002

Warren Harris
Managing Director
DIN: 02098548

Savitha Balachandran
Chief Financial Officer
Pune : April 29, 2021

Vikrant Gandhi
Company Secretary

Pune : April 29, 2021

Standalone Statement of Cash Flows

(Amount in ₹ Crore)

	For the period ended	
	March 31, 2021	March 31, 2020
A. CASH FLOW FROM OPERATING ACTIVITIES		
Profit for the year	108.21	291.92
Adjustments for:		
Depreciation and amortisation	53.65	59.96
Current tax	40.56	88.47
Deferred tax	(2.13)	3.21
Dividend income on investments	-	(137.83)
(Profit) on sale of investments (net)	(6.30)	(0.01)
(Profit)/Loss on sale of tangible and intangible fixed assets	0.15	(0.17)
Interest income	(13.96)	(6.08)
Finance costs	10.62	8.85
Unrealised exchange loss	0.58	2.76
Effect of exchange differences on translation of foreign currency cash & cash equivalent	2.42	-
Allowance for expected credit loss (net)	2.80	2.15
Change in fair value of investments	5.96	(2.21)
Operating profit before working capital changes	202.56	311.02
Working capital adjustments		
Decrease in trade receivables (current)	50.79	72.08
Decrease / (Increase) in trade receivables (non-current)	15.73	(15.73)
(Increase) in other current assets	(94.18)	(9.87)
(Increase) in other current financial assets	(12.96)	(11.17)
(Increase) / decrease in current loans	(0.05)	1.20
(Increase) in non-current loans	(0.79)	(1.08)
(Increase) in other non-current assets	(1.35)	(3.61)
(Decrease) in trade payables	(4.96)	(40.67)
(Decrease) / Increase in other financial liabilities	(0.33)	3.37
Increase / (Decrease) in other current liabilities	799.62	(6.75)
(Decrease) / Increase in current provisions	(4.68)	0.30
(Decrease) in non-current provisions	(3.45)	(3.73)
CASH GENERATED FROM OPERATIONS	945.95	295.36
Income taxes paid (net)	(63.64)	(78.84)
NET CASH FLOW GENERATED FROM OPERATING ACTIVITIES	882.31	216.52
B. CASH FLOW FROM INVESTING ACTIVITIES		
Dividend received	-	137.83
Earmarked balance with banks	-	2.58
Interest received on bank deposit and others	1.14	0.01
Inter corporate deposits placed	(1,124.50)	(1,031.75)
Inter corporate deposits refunded	901.00	1,064.50
Loans to others	-	2.65
Interest received from bonds and inter corporate deposits	12.41	4.96
Purchase of mutual funds	(491.98)	(38.95)
Sale of Mutual Funds	31.30	38.96
Proceeds from sale of Preference Shares	-	5.00
Proceeds from sale of tangible and intangible fixed assets	0.51	0.67
Payment for purchase of tangible and intangible fixed assets (including capital work in progress)	(11.33)	(36.31)
NET CASH FLOW GENERATED FROM / (USED IN) INVESTING ACTIVITIES	(681.45)	150.15

(Contd...)

(Amount in ₹ Crore)

	For the period ended	
	March 31, 2021	March 31, 2020
C. CASH FLOW FROM FINANCING ACTIVITIES		
Payment on account of share buyback	-	(111.19)
Expenditure on Buyback of shares	-	(0.13)
Interest paid	(2.50)	(0.76)
Dividends paid (including dividend tax)	(0.31)	(181.84)
Proceeds from issue of equity shares	0.24	0.06
Repayment of lease liabilities	(17.97)	(17.22)
NET CASH FLOW (USED IN) FINANCING ACTIVITIES	(20.54)	(311.08)
NET INCREASE IN CASH & CASH EQUIVALENTS	180.32	55.59
Cash and cash equivalents at the end of the year (Also refer note iii)	243.31	65.62
Cash and cash equivalents at the beginning of the year	65.62	11.38
Add/(Less): Effect of exchange rate changes on cash and cash equivalents	(2.42)	(2.13)
Less: Translation adjustment on reserves of foreign branch	(0.21)	0.78
	180.32	55.59

Notes:

- (i) The above Cash Flow Statement has been prepared under the Indirect method set out in Indian Accounting Standard (Ind AS) 7 on Statement of Cash Flows.
- (ii) Prior year comparatives have been reclassified to conform with current year's presentation, where applicable.
- (iii) For the purpose of cash flow, Cash and cash equivalents comprise :

(Amount in ₹ Crore)

	As at	
	March 31, 2021	March 31, 2020
Balances with banks:		
- Current account	41.50	25.54
- Deposits with original maturity of less than three months	200.00	-
Cheques, drafts on hand/funds in transit	1.81	40.08
	243.31	65.62

See accompanying notes forming integral part of these standalone financial statements 1-37

As per our report of even date attached
For **B S R & Co. LLP**
Chartered Accountants
Firm Registration No: 101248W/W -100022

Swapnil Dakshindas
Partner
Membership No: 113896
ICAI UDIN: 21113896AAAACQ3537

Pune : April 29, 2021

For and on behalf of the Board

S Ramadorai
Chairman
DIN: 00000002

Savitha Balachandran
Chief Financial Officer

Pune : April 29, 2021

Warren Harris
Managing Director
DIN: 02098548

Vikrant Gandhe
Company Secretary

Standalone Statement of Changes in Equity

(Amount in ₹ Crore)

Particulars	Part A - Equity Share Capital		Part B - Other Equity					Total Other Equity	
	Equity Share Capital	Share application money pending allotment	Reserve and Surplus				Items of other comprehensive income		
			Securities Premium	Securities Premium identified separately for consolidation adjustment	General reserve	Capital Redemption Reserve	Retained earnings		Foreign Currency Translation Reserve
Balance as at April 1, 2019	43.05	0.34	351.70	23.16	134.65	-	205.79	0.56	716.20
Profit for the year	-	-	-	-	-	-	291.92	-	291.92
Other comprehensive income for the year (net of tax)	-	-	-	-	-	-	(1.00)	0.78	(0.22)
Total comprehensive income for the year	-	-	-	-	-	-	290.92	0.78	291.70
Share application money received during the year	-	0.06	-	-	-	-	-	-	0.06
Issue of equity shares under employee share option plan	0.01	(0.40)	0.39	-	-	-	-	-	(0.01)
Dividend paid (₹40 per share) (including dividend distribution tax)	-	-	-	-	-	-	(179.31)	-	(179.31)
Buy back of shares (including tax)*	(1.25)	-	(92.00)	-	-	-	(17.94)	-	(109.94)
Expenditure on Buyback of shares	-	-	-	-	-	-	(0.13)	-	(0.13)
Transfer to Capital Redemption Reserve	-	-	(1.25)	-	-	1.25	-	-	-
Balance as at March 31, 2020	41.81	-	258.84	23.16	134.65	1.25	299.33	1.34	718.57
Balance as at April 1, 2020	41.81	-	258.84	23.16	134.65	1.25	299.33	1.34	718.57
Profit for the year	-	-	-	-	-	-	108.21	-	108.21
Other comprehensive income for the year (net of tax)	-	-	-	-	-	-	2.50	(0.21)	2.29
Total comprehensive income for the year	-	-	-	-	-	-	110.71	(0.21)	110.50
Share application money received during the year	-	0.24	-	-	-	-	-	-	0.24
Issue of equity shares under employee share option plan**	0.00	(0.24)	0.24	-	-	-	-	-	-
Balance as at March 31, 2021	41.81	-	259.08	23.16	134.65	1.25	410.04	1.13	829.31

* Also refer Note 15 (f) (iii)

** The same is below rounding off norms

See accompanying notes forming integral part of these standalone financial statements

1-37

 As per our report of even date attached
 For **B S R & Co. LLP**
 Chartered Accountants
 Firm Registration No: 101248W/W -100022

For and on behalf of the Board

Swapnil Dakshindas
 Partner
 Membership No: 113896
 ICAI UDIN: 21113896AAAACQ3537

S Ramadorai
 Chairman
 DIN: 00000002

Warren Harris
 Managing Director
 DIN: 02098548

Savitha Balachandran
 Chief Financial Officer

Vikrant Gandhi
 Company Secretary

Pune : April 29, 2021

Pune : April 29, 2021

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

Company overview and Significant Accounting Policies

1. COMPANY OVERVIEW

TATA Technologies Limited ("TTL or the Company") was incorporated on August 22, 1994 as a Private Limited Company in the name of Core Software Systems Private Limited. The name of the Company was subsequently changed to Tata Technologies (India) Limited. On February 8, 2001, the Company changed its name from Tata Technologies (India) Limited to Tata Technologies Limited. The Company's range of services includes IT Consultancy, SAP implementation and maintenance, providing networking solutions, CAD/CAM engineering & design consultancy. The Company is headquartered in Pune, India. The Company has five offices located at Mumbai, Lucknow, Jamshedpur, Bangalore and one branch office located in Japan that enables it to provide high quality, cost-effective services to clients.

The Company is the subsidiary of Tata Motors Limited (which is the Holding Company).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1. Basis of Preparation

(i) Statement of compliance

These financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the Act), Companies (Indian Accounting Standards) Rules, 2015 and other relevant provisions of the Act.

(ii) Historical cost convention

These financial statements are prepared in accordance with Indian Accounting Standards (Ind AS) under the historical cost convention on the accrual basis, except for the following:

- certain financial assets and liabilities which are measured at fair value;
- share-based payments

(iii) Current versus non-current classification

All assets and liabilities have been classified as current or non-current as per the Company's operating cycle and other criteria set out in the Schedule III to the Companies Act, 2013. Based on the nature of products and services and their realisation in cash and cash equivalents, the Company has ascertained its operating cycle as 12 months for the purpose of current –non-current classification of assets and liabilities.

(iv) Critical estimates and judgements

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected. In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognized in the financial statements are included in the following notes:

(a) Useful lives of Property, plant and equipment

The Company reviews the useful life of property, plant and equipment at the end of each reporting period. This reassessment may result in change in depreciation expense in future periods.

b) Income Taxes

Significant judgments are involved in determining the provision for income taxes including judgment on whether tax positions are probable of being sustained in tax assessments. A tax assessment can involve complex issues, which can only be resolved over extended time periods.

c) Deferred Taxes

Deferred tax is recorded on temporary differences between the tax bases of assets and liabilities and their carrying amounts, at the rates that have been enacted or substantively enacted at the reporting date. The ultimate realization of deferred tax assets is dependent upon the generation of future taxable profits during the periods in which those temporary differences and tax loss carryforwards become deductible. The Company considers the expected reversal of deferred tax liabilities and projected future taxable income in making this assessment. The amount of the deferred tax assets considered realizable, however, could be reduced in the near term if estimates of future taxable income during the carry-forward period is reduced.

d) Expected credit losses on financial assets

The impairment provisions of financial assets are based on assumptions about risk of default and expected timing of collection. The Company uses judgment in making these assumptions and selecting the inputs to the impairment calculation, based on the Company's past history, customer's creditworthiness, existing market conditions as well as forward looking estimates at the end of each reporting period.

e) Revenue Recognition and unbilled revenue (to the extent of projects where revenue is recognized on percentage completion method)

The Company uses the percentage-of-completion method in accounting for its fixed-price contracts. Use of the percentage-of-completion method requires the Company to estimate the efforts or costs expended to date as a proportion of the total efforts or costs to be expended. Efforts or costs expended have been used to measure progress towards completion as there is a direct relationship between input and productivity. Provisions for estimated losses, if any, on uncompleted contracts are recorded in the period in which such losses become probable based on the expected contract estimates at the reporting date.

f) Defined benefit plans and compensated absences

The cost of the defined benefit plans, compensated absences and the present value of the defined benefit obligation are based on actuarial valuation using the projected unit credit method. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

g) Leases

The Company evaluates if an arrangement qualifies to be a lease as per the requirements of Ind AS 116. Identification of a lease requires significant judgment. The Company uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate.

The Company determines the lease term as the non-cancellable period of a lease, together with both periods covered by an option to extend the lease if the Company is reasonably certain to exercise that option; and periods covered by an option to terminate the lease if the Company is reasonably certain not to exercise that option. In assessing whether the Company is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, it considers all relevant facts and circumstances that create an economic incentive for the Company to exercise the option to extend the lease, or not to exercise the option to terminate the lease. The Company revises the lease term if there is a change in the non-cancellable period of a lease.

The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

h) Estimates of uncertainties relating to the COVID-19 pandemic

The Company has considered the possible effects that may result from COVID-19, a global pandemic, on the carrying amount of receivables, unbilled revenue, intangible assets. In developing the assumptions relating to the possible future uncertainties in the economic conditions because of this pandemic, the Company, as at the date of approval of these financial statements has used internal and external sources of information including economic forecasts. The Company based on current estimates expects the carrying amount of the above assets will be recovered, net of provisions established. Considering the fact that the global situation is evolving day by day with new facts and numbers, the impact of the pandemic on the Company's financial statements may differ from that estimated as at the date of approval of these standalone financial statements and the Company will continue to closely monitor any material changes to future economic conditions.

2.2 Foreign currency transaction and translation

(i) Functional and presentation currency:

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Indian rupee (INR), which is the Company's functional and presentation currency.

(ii) Transactions and balances

Transactions in foreign currency are translated into the functional currency using the exchange rates prevailing at the date of the transaction. Foreign-currency denominated monetary assets and liabilities are re-instated into the functional currency at exchange rates at the balance sheet date. The gains or losses resulting from such translations are included in the statement of profit and loss. Non-monetary assets and non-monetary liabilities denominated in a foreign currency and measured at fair value are translated at the exchange rate prevalent at the date when the fair value was determined. Non-monetary assets and non-monetary liabilities denominated in a foreign currency and measured at historical cost are translated at the exchange rate prevalent at the date of transaction.

(iii) Foreign operations

The results and financial position of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into presentation currency as follows:

- Assets and liabilities are translated at the closing rate at the date of the Balance Sheet
- Income and expense items are translated at the average exchange rates for the respective months (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions).
- All resulting exchange differences are recognized in other comprehensive income and held in foreign currency translation reserve (FCTR), a component of equity. When a foreign operation is disposed of, the relevant amount recognized in FCTR is transferred to the statement of income as part of the profit or loss on disposal.

2.3 Revenue recognition

Revenue is measured at fair value of consideration received or receivable. Amounts disclosed as revenue are net of trade allowances, rebates, discounts, value added taxes and other amounts collected on behalf of third parties.

The Company earns revenue primarily from providing Engineering, Research and Development (ER&D) services, Connected Enterprise IT (CEIT) services and Product Lifecycle Management (PLM) services and products.

Effective April 1, 2018, the Company has applied Ind AS 115 which establishes a comprehensive framework for determining whether, how much and when revenue is to be recognized. Ind AS 115 replaces Ind AS 18 Revenue and Ind AS 11 Construction Contracts.

The standard permits two possible methods of transition:

- Retrospective approach – Under this approach the standard is applied retrospectively to each prior reporting period presented in accordance with Ind AS 8, Accounting Policies, Changes in Accounting Estimates and Errors.
- Retrospectively with cumulative effect of initially applying the standard recognized at the date of initial application (Cumulative catch-up approach)

The Company has adopted Ind AS 115 using the cumulative effect method. The standard is applied retrospectively only to contracts that are not completed as at the date of initial application and the comparative information in statement of profit and loss is not restated – i.e. the comparative information continues to be reported under Ind AS 18 and Ind AS 11. The adoption of the standard did not have any material impact to the financial statements of the Company.

Revenue is recognized upon transfer of control of promised products or services to customers in an amount that reflects the consideration which the Company expects to receive in exchange for those products or services.

- Revenue from time and material contracts is recognized measured by units delivered, efforts expended etc.
- Revenue related to fixed price maintenance and support services contracts where the Company is standing ready to provide services is recognized based on time elapsed mode and revenue is straight lined over the period of performance.
- In respect of other fixed-price contracts, revenue is recognized using percentage-of-completion method ('POC method') of accounting with contract cost incurred determining the degree of completion of the performance obligation.

- Revenue from the sale of third-party software is recognized upfront at the point in time when the software is delivered to the customer. In cases where implementation and / or customization services rendered significantly modifies or customizes the software, these services and software are accounted for as a single performance obligation and revenue is recognized over time on a POC method.
- Revenue from the sale of third party manufactured products / hardware is recognized at the point in time when control is transferred to the customer.
- The company is also in business of supply of third-party software. In such cases, revenue for supply of such third-party products are recorded at gross or net basis depending on whether the Company is acting as the principal or as an agent of the customer. The Company recognizes revenue in the gross amount of consideration when it is acting as a principal and at net amount of consideration when it is acting as an agent.

Revenue is measured based on the transaction price, which is the consideration, adjusted for volume discounts, service level credits, performance bonuses, price concessions and incentives, if any, as specified in the contract with the customer. Revenue also excludes taxes collected from customers.

Contract assets are recognized when there is excess of revenue earned over billings on contracts. Contract assets are classified as unbilled receivables (only act of invoicing is pending) when there is unconditional right to receive cash, and only passage of time is required, as per contractual terms.

Unearned and deferred revenue ("contract liability") is recognized when there are billings in excess of revenues.

In accordance with Ind AS 37, the Company recognizes an onerous contract provision when the unavoidable costs of meeting the obligations under a contract exceed the economic benefits to be received.

Contracts are subject to modification to account for changes in contract specification and requirements. The Company reviews modification to contract in conjunction with the original contract, basis which the transaction price could be allocated to a new performance obligation, or transaction price of an existing obligation could undergo a change. In the event transaction price is revised for existing obligation a cumulative adjustment is accounted for.

The company recognised revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the company's activities as described below.

(i) Time and material contracts:

Revenue from services on time and materials contracts is recognized when services are rendered and related costs are incurred i.e. based on certification of time sheets as per the terms of specific contracts.

(ii) Fixed price contracts:

Revenues from fixed price contracts are recognized using percentage of completion method. Percentage of completion is determined based on efforts or costs incurred to date as a percentage of total estimated efforts or costs required to complete the project. The efforts or cost expended are used to measure progress towards completion as there is a direct relationship between input and productivity. If the Company does not have a sufficient basis to measure the progress of completion or to estimate the total contract revenues and costs, revenue is recognized only to the extent of contract cost incurred for which recoverability is probable.

When total cost estimates exceed revenues in an arrangement, the estimated losses are recognized in the statement of income in the period in which such losses become probable based on the current contract estimates.

'Unbilled revenues' represent earnings in excess of billings as at the end of the reporting period. 'Unearned revenues' represent billing in excess of revenue recognized. Advance payments received from customers for which no services have been rendered are presented as 'Advance from customers'.

(iii) Multiple element arrangements:

'Revenue from contracts with multiple-element arrangements are recognized using the guidance in Ind AS 115, Revenue from Contracts with Customer. The Company allocates the arrangement consideration to separately identifiable components based on their relative fair values or on the residual method. Fair values are determined based on sale prices for the components when it is regularly sold separately, third-party prices for similar components or cost plus an appropriate business-specific profit margin related to the relevant component.

(iv) Products:

Revenue from sale of hardware, third party licenses and support are recognized when the significant risks and rewards of ownership have been transferred to the buyer, continuing managerial involvement usually associated with ownership

and effective control have ceased, the amount of revenue can be measured reliably, it is probable that economic benefits associated with the transaction will flow to the Company and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

(v) Interest income:

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

(vi) Dividend income:

Dividend from investments is recognized when the right to receive the payment is established and when no significant uncertainty as to measurability or collectability exists.

(vii) Export incentive:

Export incentives/entitlements are recognized in the Statement of Profit & Loss when the right to receive credit as per the terms of the entitlement and certainty of its realization is established in respect of the exports made and where there is no significant uncertainty regarding the ultimate collection of the relevant export proceeds.

2.4 Property, plant and equipment

(i) Recognition and measurement:

Property, plant and equipment are stated at cost, less accumulated depreciation and impairment, if any.

Cost includes expenditures directly attributable to the acquisition of the asset. General and specific borrowing costs directly attributable to the construction of a qualifying asset are capitalized as part of the cost. Costs directly attributable to acquisition are capitalized until the property, plant and equipment are ready for use, as intended by management.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment. Subsequent expenditure relating to property, plant and equipment is capitalized only when it is probable that future economic benefits associated with these will flow to the Company and the cost of the item can be measured reliably.

The carrying amount of any component accounted for as a separate asset is derecognised when discarded/scrapped.

All other repairs and maintenance costs are charged to profit and loss in the reporting period in which they occur.

Deposits and advances paid towards the acquisition of property, plant and equipment outstanding as of each reporting date and the cost of property, plant and equipment not available for use before such date are disclosed under capital work-in-progress.

As asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

(ii) Depreciation:

The Company depreciates property, plant and equipment over their estimated useful lives using the straight-line method, from the month in which they are put to use. The estimated useful lives of assets are as follows:

Type of Asset	Useful life
Lease hold improvements	Lower of Lease period or estimated useful life
Buildings	15 to 25 years
Plant and machinery	1 to 21 years
Computer equipment's	1 to 4 years
Vehicles	3 to 11 years
Furniture & fixtures	1 to 21 years
Software	1 to 4 years

Depreciation methods, useful lives and residual values are reviewed periodically, including at each financial year end with the effect of any changes in the estimate accounted for on a prospective basis.

2.5 Intangible assets

Intangible assets are stated at cost less accumulated amortization and impairment, if any. Intangible assets are amortized over their respective individual estimated useful lives on a straight-line basis, from the month in which they are put to use. Amortization methods and useful lives are reviewed periodically at each financial year end.

Internally generated intangible asset arising from development activity is recognised at cost on demonstration of its technical feasibility, the intention and ability of the Company to complete, use or sell it, only if, it is probable that the asset would generate future economic benefit and the expenditure attributable to the said assets during its development can be measured reliably.

Software not exceeding Rs. 25,000 is charged off to the statement of profit and loss.

2.6 Research and development cost

Research costs are expensed as incurred. Development expenditure incurred on an individual project is recognized as an intangible asset when the Company can demonstrate:

- technical feasibility of completing the intangible asset so that it will be available for use or sale;
- its intention to complete the asset;
- its ability to use or sell the asset;
- how the asset will generate probable future economic benefits and
- the availability of adequate resources to complete the development.

2.7 Financial instruments

(a) Financial assets:

(i) Classification

The Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit and loss), and
- those measured at amortised cost

The classification depends on the entity's business model for managing the financial assets and the contractual cash flow characteristics.

For investments in debt instruments, this will depend on business model in which the investment is held. For investments in equity instruments, this will depend on whether the company has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

A financial asset which is not classified in any of the above categories are subsequently fair valued through profit or loss.

(ii) Initial recognition:

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.

(iii) Measurement:

Subsequent to initial recognition, non-derivative financial instruments are measured as described below:

Cash and cash equivalents:

The Company's cash and cash equivalents consist of cash on hand and in banks and demand deposits with banks (three months or less from the date of acquisition). For the purposes of the cash flow statement, cash and cash equivalents include cash on hand, in banks and demand deposits with banks (three months or less from the date of acquisition), net of outstanding bank overdrafts that are repayable on demand and are considered part of the Company's cash management system. In the balance sheet, bank overdrafts are presented under borrowings within current liabilities.

Investment in subsidiaries:

The Company has accounted for its investment in subsidiaries at cost less impairment.

Financial assets carried at amortised cost:

A financial asset is subsequently measured at amortised cost if it is held within a business model whose objective is to hold the asset in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through other comprehensive income (FVOCI):

A financial asset is subsequently measured at fair value through other comprehensive income if it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Further, in cases where the Company has made an irrevocable election based on its business model, for its investments which are classified as equity instruments, the subsequent changes in fair value are recognized in other comprehensive income.

Financial assets at fair value through profit or loss (FVTPL):

A financial asset which is not classified in any of the above categories are subsequently fair valued through profit or loss.

(iv) Impairment of financial assets:

The Company assesses at each date of balance sheet whether a financial asset or a group of financial assets is impaired. Ind AS 109 requires expected credit losses to be measured through a loss allowance. In determining the allowances for doubtful trade receivables, the Company has used a practical expedient by computing the expected credit loss allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information. The expected credit loss allowance is based on the ageing of the receivables that are due and rates used in the provision matrix. For all other financial assets, expected credit losses are measured at an amount equal to the 12-month expected credit losses or at an amount equal to the life time expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition.

(v) Derecognition of financial assets:

The Company derecognizes a financial asset when

- the contractual rights to the cash flows from the financial asset expire or it transfers the financial asset and the transfer qualifies for derecognition under IND AS 109.
- retains contractual rights to receive the cash flows of the financial asset but assumes a contractual obligation to pay the cash flows to one or more recipients.

When the entity has neither transferred a financial asset nor retained substantially all risks and rewards of ownership of the financial asset, the financial asset is derecognised if the Company has not retained control of the financial asset. Where the Company retains control of the financial asset, the asset is continued to be recognised to extent of continuing involvement in the financial asset."

2.9 Financial liabilities

(i) Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

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.

(ii) Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at amortised cost:

Borrowings, trade and other payables are initially recognized at fair value, and subsequently carried at amortized cost using the effective interest method. For these financial instruments, the carrying amounts approximate fair value due to the short-term maturity of these instruments.

(iii) 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.

(iv) Derivative financial instruments

The Company is exposed to foreign currency fluctuations on foreign currency assets, liabilities, net investment in foreign operations and forecasted cash flows denominated in foreign currency.

The Company limits the effect of foreign exchange rate fluctuations by following established risk management policies including the use of derivatives. The Company enters into derivative financial instruments where the counterparty is primarily a bank.

Although the Company believes that these derivatives constitute hedges from an economic perspective, they may not qualify for hedge accounting under Ind AS 109, Financial Instruments. Any derivative that is either not designated a hedge, or is so designated but is ineffective as per Ind AS 109, is categorized as a financial asset or financial liability, at fair value through profit or loss.

Derivatives not designated as hedges are recognized initially at fair value and attributable transaction costs are recognized in net profit in the statement of profit and loss when incurred. Subsequent to initial recognition, these derivatives are measured at fair value through profit or loss and the resulting exchange gains or losses are included in other income. Assets / liabilities in this category are presented as current assets / current liabilities if they are either held for trading or are expected to be realized within 12 months after the balance sheet date.

2.10 Impairment-Non- Financial assets**Intangible assets and property, plant and equipment**

At each balance sheet date, the Company assesses whether there is any indication that any property, plant and equipment and intangible assets with finite lives may be impaired. If any such impairment exists the recoverable amount of an asset is estimated to determine the extent of impairment, if any. Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Intangible assets with indefinite useful lives and intangible assets not yet available for use, are tested for impairment annually at each balance sheet date, or earlier, if there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. 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 for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in the income statement.

As at March 31, 2021, none of the Company's property, plant and equipment and intangible assets were considered impaired.

2.11 Provisions and contingent liabilities

A provision is recognised when the Company has a present obligation (legal or constructive) as a result of past event and it is probable that an outflow of resources will be required to settle the obligation, in respect of which the reliable estimate can be made. Provisions (excluding retirement benefits and compensated absences) are determined at present value based on best estimate required to settle the obligation at the balance sheet date. These are reviewed at each balance sheet date adjusted to reflect the current best estimates. Provisions for onerous contracts are recognized when the expected benefits to be derived by the Company from a contract are lower than the unavoidable costs of meeting the future obligations under the contract. Provisions for onerous contracts are measured at the present value of lower of the expected net cost of fulfilling the contract and the expected cost of terminating the contract.

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. Contingent assets are neither recognised nor disclosed in the financial statements.

2.12 Earnings per equity share:

Basic earnings per share is computed by dividing net income by the weighted average number of shares outstanding during the financial year adjusted for treasury shares held. Diluted earnings per share is computed using the weighted average number of shares outstanding during the year adjusted for treasury shares held and dilutive potential shares, except where the result would be anti-dilutive.

2.13 Inventories:

Inventories are valued at the lower of cost and net realizable value. Cost of inventories is ascertained on a first in first out basis. Net realizable value is the estimated selling price in the ordinary course of business less estimated cost of completion and selling expenses.

2.14 Taxation

Income tax comprises current and deferred taxes. Income tax expense is recognized in the income statement except when they relate to items that are recognized outside profit or loss (whether in other comprehensive income or directly in equity), in which case tax is also recognized outside profit or loss, or where they arise from the initial accounting for business combination.

(i) Current income tax:

Current income tax for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities based on the taxable income for the year. The tax rates and tax laws used to compute the current tax amount are those that are enacted or substantively enacted as at the reporting date and applicable for the year. The Company offsets current tax assets and current tax liabilities, where it has a legally enforceable right to set off the recognized amounts and where it intends either to settle on a net basis, or to realize the asset and liability simultaneously.

(ii) Deferred income tax:

Deferred income tax is recognized using the balance sheet approach. Deferred income tax assets and liabilities are recognized for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount in financial statements, except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profits or loss at the time of the transaction.

Deferred income tax assets are recognized to the extent 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 utilized.

Deferred income tax liabilities are recognized for all taxable temporary differences except in respect of taxable temporary differences associated with investments in subsidiaries, associates and foreign branches where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred income 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 income tax asset to be utilized. Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

The Company offsets deferred income tax assets and liabilities, where it has a legally enforceable right to offset current tax assets against current tax liabilities, and they relate to taxes levied by the same taxation authority on either the same taxable entity, or on different taxable entities where there is an intention to settle the current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

(iii) Minimum Alternate Tax (MAT)

Minimum Alternate Tax (MAT) paid in accordance with the tax laws, which gives future economic benefits in the form of adjustment to future income tax liability, is considered as a deferred tax asset if there is convincing evidence that the Company will pay normal income tax in the future.

2.15 Employee benefits:**(i) Post-employment benefit plans:**

The Company participates in various employee benefit plans. Pensions and other post-employment benefits are classified as either defined contribution plans or defined benefit plans. Under a defined contribution plan, the Company's only obligation is to pay a fixed amount with no obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits. The related actuarial and investment risks fall on the employee. The expenditure for defined contribution plans is recognized as an expense during the year when the employee provides service. Under a defined benefit plan, it is the Company's obligation to provide agreed benefits to the employees. The related actuarial and investment risks fall on the Company. The present value of the defined benefit obligations is calculated by an independent actuary using the projected unit credit method.

The Company has the following employee benefit plans:

a. Provident fund

In accordance with Indian law, Eligible employees of the Company receive benefits from a provident fund, which is a defined contribution plan. Both, the eligible employee and the Company make monthly contributions to the provident fund plan equal to a specified percentage of the covered employee's salary.

During the previous financial year, The Company has decided to surrender the exemption granted by Employees provident funds organization (EPFO) to manage contribution by its members through trust. Accordingly, the Company has filed an application with EPFO to surrender the exemption dated 9th December 2019 and started deposit of contribution w.e.f. December 2019 with EPFO. The Board has approved the scheme vide resolution passed on 21st November 2019.

The Company made all the provident fund contributions to the Tata Technologies (India) Limited Employees Provident Fund (PF Trust) until December 2019. The liability towards interest was a defined benefit and the liability in respect of the shortfall of interest earnings of the Fund was determined on the basis of an actuarial valuation, until the Company discontinued contributions to Tata Technologies (India) Limited Employees Provident Fund (PF Trust).

Accordingly, the company has changed the Provident fund scheme to a Defined Contribution Plan with effect from December 2019. During the current year, the surrender process has been completed and status of the PF Trust has been changed to unexempted.

b. Superannuation

The Company has two superannuation plans, a defined benefit plan and a defined contribution plan. An eligible employee on April 1, 1996 could elect to be a member of either plan.

Employees who are members of the defined benefit superannuation plan are entitled to benefits depending on the years of service and salary drawn. The monthly pension benefits after retirement range from 0.75% to 2% of the annual basic salary for each year of service. The Company account for superannuation benefits payable in future under the plan based on an estimated basis for the period end and on an independent actuarial valuation as on the Balance Sheet date.

Re-measurements, comprising actuarial gains and losses, the effect of changes to asset ceiling (if applicable) and the return on plan assets (excluding net interest), is recognized in other comprehensive income in the period in which they occur. Re-measurements recognized in other comprehensive income is reflected immediately in retained earnings and is not reclassified to profit or loss. Past service cost is recognized in the Statement of Profit or Loss in the year of plan amendment.

With effect from April 1, 2003, this plan was amended, and benefits earned by covered employees have been protected as at March 31, 2003. Employees covered by this plan are prospectively entitled to benefits computed on a basis that ensures that the annual cost of providing the pension benefits would not exceed 15% of salary.

Separate irrevocable trusts are maintained for employees covered and entitled to benefits. The Company contribute up to 15% of the eligible employees' basic salary to the trust every year. Such contributions are recognized as an expense when incurred. The Company has no further obligation beyond this contribution.

c. Gratuity

The Company has an obligation towards gratuity, a defined benefit retirement plan covering eligible employees. The plan provides for a lump-sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 to 30 days salary payable for each completed year of service. Vesting

occurs upon completion of five years of service. The Company makes annual contributions to gratuity funds established as trusts. The Company account for the liability for gratuity benefits payable in the future based on an estimated basis for the financial year end and on an independent actuarial valuation under Projected Unit Cost method as on the Balance Sheet date.

Re-measurements, comprising actuarial gains and losses, the effect of changes to asset ceiling (if applicable) and the return on plan assets (excluding net interest), is recognized in other comprehensive income in the year in which they occur. Re-measurements recognized in other comprehensive income is reflected immediately in retained earnings and is not reclassified to profit or loss. Past service cost is recognized in the Statement of Profit or Loss in the year of plan amendment.

Costs comprising service cost (including current and past service cost and gains and losses on curtailments and settlements) and net interest expense or income is recognized in profit or loss.

The obligation recognized in the balance sheet represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur.

d. Bhavishya Kalyan Yojana (BKY)

Bhavishya Kalyan Yojana is an unfunded defined benefit plan for employees of the Company. The benefits of the plan include pension in certain cases, payable up to the date of normal superannuation had the employee been in service, to an eligible employee at the time of death or permanent disablement, while in service, either as a result of an injury or as certified by the appropriate authority. The monthly payment to dependents of the deceased / disabled employee under the plan equals 50% of the basic salary drawn at the time of death or accident or a specified amount, whichever is greater. The Company account for the liability for BKY benefits payable in the future based on an estimated basis for the period end and on an independent actuarial valuation under Projected Unit Cost method as on the Balance Sheet date.

Re-measurements, comprising actuarial gains and losses, the effect of changes to asset ceiling (if applicable) and the return on plan assets (excluding net interest), is recognized in other comprehensive income in the period in which they occur. Re-measurements recognized in other comprehensive income is reflected immediately in retained earnings and is not reclassified to profit or loss. Past service cost is recognized in the Statement of Profit or Loss in the period of plan amendment.

Costs comprising service cost (including current and past service cost and gains and losses on curtailments and settlements) and net interest expense or income is recognized in profit or loss.

The obligation recognized in the balance sheet represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur.

The company has replaced its employee benefit scheme BKY with Group Term Life Insurance (GTL) policy with effect from November 2019. The Group has reversed the provision of Rs. 3.90 crore during the financial year ended 31 March 2020 based on actuarial valuation. The company will continue to carry obligation under this scheme based on actuarial valuation for those beneficiaries having claims under this scheme before the date of discontinuation.

e. Post-retirement medicare scheme

Under this unfunded scheme, employees of the Company receive medical benefits subject to certain limits on amounts of benefits, periods after retirement and types of benefits, depending on their grade and location at the time of retirement. Employees separated from the Company as part of an Early Separation Scheme, on medical grounds or due to permanent disablement are also covered under the scheme. The Company account for the liability for post-retirement medical scheme based on an estimated basis for the period end and on an independent actuarial valuation under Projected Unit Cost method at the financial year end.

Re-measurements, comprising actuarial gains and losses, the effect of changes to asset ceiling (if applicable) and the return on plan assets (excluding net interest), is recognized in other comprehensive income in the period in which they

occur. Re-measurements recognized in other comprehensive income is reflected immediately in retained earnings and is not reclassified to profit or loss. Past service cost is recognized in the Statement of Profit or Loss in the period of plan amendment.

Costs comprising service cost (including current and past service cost and gains and losses on curtailments and settlements) and net interest expense or income is recognized in profit or loss.

The obligation recognized in the balance sheet represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur.

During the year ended March 31, 2021, the Company has curtailed its Post-retirement Medicare scheme which is an unfunded defined benefit plan to exclude all employees who will retire after December 31, 2020. The carrying value of liability has been recognised based on an independent actuarial valuation under Projected Unit Cost method.

(ii) Compensated absences

The Company provides for the encashment of leave or leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment. The liability is provided based on number of days of unutilized leave at each balance sheet date based on an estimated basis for the period end and on an independent actuarial valuation under Projected Unit Cost method at the financial year end.

2.16 Share based payments

Share-based compensation benefits are provided to the employees via the Employee Stock Option Plan 2001(TTESOP 2001) and the various Employee Share Purchase Plans. All share-based payment schemes of the company are administered through trusts set up by the Company for this purpose.

Equity-settled transactions

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model. That cost is recognised, together with a corresponding increase in share-based payment (SBP) reserves in equity, over the period in which the performance and/or service conditions are fulfilled in employee benefits expense. The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Company's best estimate of the number of equity instruments that will ultimately vest. The statement of profit and loss expense or credit for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Company's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

No expense is recognised for awards that do not ultimately vest because non-market performance and/or service conditions have not been met. Where awards include a market or non-vesting condition, the transactions are treated as vested irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of diluted earnings per share.

Cash-settled transactions

The cost of cash-settled transactions is measured initially at fair value at the grant date. This fair value is expensed over the period until the vesting date with recognition of a corresponding liability. The liability is remeasured to fair value at each reporting date up to, and including the settlement date, with changes in fair value recognised in employee benefits expense.

2.17 Dividends

Dividends on shares are recorded as a liability on the date of approval by the shareholders and interim dividends are recorded as a liability on the date of declaration by the Company's Board of Directors as per Ind AS 10.

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

2.18 Leases

A contract is, or contains, a lease 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 accounts for each lease component within the contract as a lease separately from non-lease components of the contract and allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Company as a lessee

The Company recognises right-of-use asset representing its right to use the underlying asset for the lease term at the lease commencement date. The cost of the right-of-use asset measured at inception shall comprise of the amount of the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date less any lease incentives received, plus any initial direct costs incurred and an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset or restoring the underlying asset or site on which it is located. The right-of-use assets is subsequently measured at cost less any accumulated depreciation, accumulated impairment losses, if any and adjusted for any remeasurement of the lease liability. The right-of-use assets is depreciated using the straight-line method from the commencement date over the shorter of lease term or useful life of right-of-use asset. The estimated useful lives of right-of use assets are determined on the same basis as those of property, plant and equipment. Right-of-use assets are tested for impairment whenever there is any indication that their carrying amounts may not be recoverable. Impairment loss, if any, is recognised in the statement of profit and loss.

The Company measures the lease liability at the present value of the lease payments that are not paid at the commencement date of the lease. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Company uses incremental borrowing rate. For leases with reasonably similar characteristics, the Company, on a lease by lease basis, may adopt either the incremental borrowing rate specific to the lease or the incremental borrowing rate for the portfolio as a whole. The lease payments shall include fixed payments, variable lease payments, residual value guarantees, exercise price of a purchase option where the Company is reasonably certain to exercise that option and payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease. The lease liability is subsequently remeasured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made and remeasuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised in-substance fixed lease payments. The company recognises the amount of the re-measurement of lease liability due to modification as an adjustment to the right-of-use asset and statement of profit and loss depending upon the nature of modification. Where the carrying amount of the right-of-use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, the Company recognises any remaining amount of the re-measurement in statement of profit and loss.

The Company has elected not to apply the requirements of Ind AS 116 Leases to short-term leases of all assets that have a lease term of 12 months or less and leases for which the underlying asset is of low value. The lease payments associated with these leases are recognized as an expense on a straight-line basis over the lease term.

Company as a lessor

At the inception of the lease the Company classifies each of its leases as either an operating lease or a finance lease. The Company recognises lease payments received under operating leases as income on a straight- line basis over the lease term. In case of a finance lease, finance income is recognised over the lease term based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease. When the Company is an intermediate lessor it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short term lease to which the Company applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, the Company applies Ind AS 115 Revenue from contracts with customers to allocate the consideration in the contract.

2.19 Cost recognition

Costs and expenses are recognised when incurred and have been classified according to their nature.

2.20 Exceptional items

The Company considers exceptional items to be those which derive from events or transactions which are significant for separate disclosure by virtue of their size or incidence in order for the user to obtain a proper understanding of the Company's financial performance. These items include, but are not limited to, acquisition costs, impairment charges, restructuring costs and profits and losses on disposal of subsidiaries and other one-off items which meet this definition. To provide a better understanding of the underlying results of the period, exceptional items are reported separately in the Statement of Profit and Loss.

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS**2.21 Recent Indian Accounting Standards (Ind AS) and Pronouncements**

On March 24, 2021, the Ministry of Corporate Affairs ("MCA") through a notification, amended Schedule III of the Companies Act, 2013. The amendments revise Division I, II and III of Schedule III and are applicable from April 1, 2021. Key amendments relating to Division II which relate to companies whose financial statements are required to comply with Companies (Indian Accounting Standards) Rules 2015 are:

Balance Sheet:

- Lease liabilities should be separately disclosed under the head 'financial liabilities', duly distinguished as current or non-current.
- Certain additional disclosures in the statement of changes in equity such as changes in equity share capital due to prior period errors and restated balances at the beginning of the current reporting period.
- Specified format for disclosure of shareholding of promoters.
- Specified format for ageing schedule of trade receivables, trade payables, capital work-in-progress and intangible asset under development.
- If a company has not used funds for the specific purpose for which it was borrowed from banks and financial institutions, then disclosure of details of where it has been used.
- Specific disclosure under 'additional regulatory requirement' such as compliance with approved schemes of arrangements, compliance with number of layers of companies, title deeds of immovable property not held in name of company, loans and advances to promoters, directors, key managerial personnel (KMP) and related parties, details of benami property held etc.

Statement of profit and loss:

- Additional disclosures relating to Corporate Social Responsibility (CSR), undisclosed income and crypto or virtual currency specified under the head 'additional information' in the notes forming part of consolidated financial statements.

The amendments are extensive and the Company will evaluate the same to give effect to them as required by law.

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

3. PROPERTY, PLANT AND EQUIPMENT

(Amount in ₹ Crore)

	Owned Assets							Total
	Buildings	Plant and equipment	Office equipments	Computers	Furniture and fixtures	Vehicles	Leasehold Improvements	
Gross carrying value as at April 1, 2019	17.76	19.46	4.88	75.48	10.28	1.97	14.51	144.34
Additions	0.03	1.56	0.69	17.52	0.84	-	1.17	21.81
Disposals	-	(0.01)	(0.01)	(0.36)	-	(0.24)	(0.70)	(1.32)
Gross carrying value as at March 31, 2020	17.79	21.01	5.56	92.64	11.12	1.73	14.98	164.83
Accumulated depreciation as at April 1, 2019	4.98	9.15	3.45	52.42	4.41	1.22	7.08	82.71
Depreciation for the year	1.28	2.10	0.77	13.76	1.05	0.46	2.00	21.42
Disposals	-	(0.01)	(0.01)	(0.35)	-	(0.18)	(0.65)	(1.20)
Accumulated depreciation as of March 31, 2020	6.26	11.24	4.21	65.83	5.46	1.50	8.43	102.93
Net carrying value as at March 31, 2020	11.53	9.77	1.35	26.81	5.66	0.23	6.55	61.90
Gross carrying value as at April 1, 2020	17.79	21.01	5.56	92.64	11.12	1.73	14.98	164.83
Additions	-	0.26	0.19	8.32	0.05	-	-	8.82
Disposals	-	(0.14)	(0.07)	(1.74)	(0.30)	(0.33)	(1.16)	(3.74)
Gross carrying value as at March 31, 2021	17.79	21.13	5.68	99.22	10.87	1.40	13.82	169.91
Accumulated depreciation as at April 1, 2020	6.26	11.24	4.21	65.83	5.46	1.50	8.43	102.93
Depreciation for the year	1.27	1.67	0.55	12.67	0.97	0.16	1.68	18.97
Disposals	-	(0.10)	(0.07)	(1.54)	(0.21)	(0.26)	(0.79)	(2.97)
Accumulated depreciation as at March 31, 2021	7.53	12.81	4.69	76.96	6.22	1.40	9.33	118.93
Net carrying value as at March 31, 2021	10.26	8.32	0.99	22.26	4.65	-	4.50	50.98

- (i) Contractual obligations: The estimated amount of contracts remaining to be executed on capital account, and not provided for is ₹ 1.19 Crore as at March 31, 2021 (₹ 5.96 Crore as at March 31, 2020).

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
4. Right-to-use assets (Also refer note 35.9)

(Amount in ₹ Crore)

Particulars	Commercial Premises	Land	Residential Premises	Vehicles	Total
Cost as at April 1, 2019	-	-	-	-	-
Effect of transition on adoption of Ind AS 116	72.05	3.30	0.44	3.14	78.93
Additions	16.86	-	0.23	1.17	18.26
Disposals/adjustments	(1.17)	-	(0.21)	(0.03)	(1.41)
Cost as at March 31, 2020	87.74	3.30	0.46	4.28	95.78
Accumulated depreciation as at April 1, 2019	-	-	-	-	-
Depreciation for the year	11.23	0.04	0.23	1.56	13.06
Disposal/adjustments	(0.33)	-	(0.02)	(0.01)	(0.36)
Accumulated depreciation as at March 31, 2020	10.90	0.04	0.21	1.55	12.70
Net carrying amount as at March 31, 2020	76.84	3.26	0.25	2.73	83.08
Gross carrying value as at April 1, 2020	87.74	3.30	0.46	4.28	95.78
Additions	12.85	-	-	0.85	13.70
Disposals	(1.91)	-	-	(0.22)	(2.13)
Other adjustments	0.11	-	-	-	0.11
Gross carrying value as at March 31, 2021	98.79	3.30	0.46	4.91	107.46
Accumulated depreciation as at April 1, 2020	10.90	0.04	0.21	1.55	12.70
Depreciation for the year	12.69	0.04	0.15	1.45	14.33
Disposals	(0.98)	-	-	(0.09)	(1.07)
Accumulated depreciation as at March 31, 2021	22.61	0.08	0.36	2.91	25.96
Net carrying value as at March 31, 2021	76.18	3.22	0.10	2.00	81.50

**5. INTANGIBLE ASSETS (ALSO REFER NOTE 35.9)
(Other than internally generated)**

(Amount in ₹ Crore)

	Software Licenses	Total
Gross carrying value as at April 1, 2019	85.99	85.99
Additions	36.01	36.01
Disposals	(0.50)	(0.50)
Gross carrying value as at March 31, 2020	121.50	121.50
Accumulated amortisation as at April 1, 2019	50.36	50.36
Amortization for the year	25.48	25.48
Accumulated amortisation on disposals	(0.13)	(0.13)
Accumulated amortisation as of March 31, 2020	75.71	75.71
Net carrying value as at March 31, 2020	45.79	45.79
Gross carrying value as at April 1, 2020	121.50	121.50
Additions	1.88	1.88
Disposals	-	-
Gross carrying value as at March 31, 2021	123.38	123.38

(Contd...)

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

(Amount in ₹ Crore)

	Software Licenses	Total
Accumulated amortisation as at April 1, 2020	75.71	75.71
Amortization for the year	20.35	20.35
Accumulated amortisation on disposals	-	-
Accumulated depreciation as at March 31, 2021	96.06	96.06
Net carrying value as at March 31, 2021	27.32	27.32

(i) Intangibles under development

(Amount in ₹ Crore)

	March 31, 2021	March 31, 2020
Balance at the beginning of the year	0.26	21.06
Additions during the year	0.07	-
Capitalized during the year	(0.26)	(20.80)
Balance at the end of the year	0.07	0.26

(ii) Contractual obligation : The estimated amount of contracts remaining to be executed on capital account, and not provided for is ₹ 0.33 Crore as at March 31, 2021 (₹ 0.66 Crore as at March 31, 2020).

6. INVESTMENTS IN SUBSIDIARIES AND JOINT VENTURE

(Amount in ₹ Crore)

	As at March 31, 2021		As at March 31, 2020	
	Units	Amount	Units	Amount
Unquoted:				
(i) Investments in Equity of Subsidiaries- carried at cost				
(a) Tata Technologies Inc.- (3.75% Holding)	150,000	15.57	150,000	15.57
(b) Tata Technologies Pte Ltd, Singapore, a 100% subsidiary company	86,463,759	203.34	86,463,759	203.34
(ii) Investments in joint venture - carried at cost				
(a) Tata HAL Technologies Limited	5,070,000	5.07	5,070,000	5.07
Less: Provision for Impairment in value of investment*		(5.07)		(5.07)
		-		-
Total Aggregate Unquoted Investments [(i)+(ii)]		218.91		218.91

(iii) Information about Joint Venture:

Name of the Company	Principal place of the business	% of Holding	
		As at March 31, 2021	As at March 31, 2020
TATA HAL Technologies Limited (THTL)	India	50%	50%

The Company has a joint venture (JV) with Hindustan Aeronautics Ltd., THTL for providing engineering and design solutions and services in the domain of aerostructures for aerospace industry.

*Having regard to the future business strategy/plans of the joint venture and considering their current financial position, the Company recognized a provision for impairment loss of ₹ 5.07 crores during the year ended March 31, 2017, in respect of its investment in joint venture.

(Amount in ₹ Crore)

	March 31, 2021	March 31, 2020
(iv) Aggregate book value of unquoted investments	218.91	218.91
Aggregate value of impairment	5.07	5.07

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
7. INVESTMENTS (ALSO REFER NOTE 35.9)

(Amount in ₹ Crore)

	As at March 31, 2021		As at March 31, 2020	
	Units	Amount	Units	Amount
NON-CURRENT				
Quoted:				
i) Investments carried at amortised cost - Investment in Debentures (See Note-1 below)				
Tata Motors Finance Limited	-	-	100	5.00
Total Non-current Investments		-		5.00
CURRENT				
Quoted Investments:				
i) Investment carried at Fair value through Profit and Loss (FVTPL)				
Investments in Mutual Funds				
ICICI Prudential Fixed Maturity Plan Sr 80-1227 Days Plan Q Direct Plan Cumulative	-	-	5,000,000	6.25
Nippon India Fixed Horizon Fund - XXXIII - Series 6- Direct Growth Plan (Formerly known as Reliance Fixed Horizon Fund - XXXIII - Series 6- Direct Growth Plan)	-	-	5,000,000	6.23
DSP BlackRock FMP - Series 205 - 37M- Direct Growth	-	-	5,000,000	6.20
IDFC Fixed Term Plan Series 131-Direct- Growth	-	-	5,000,000	6.19
Kotak FMP Series 202 - 1144 Days- Direct Plan-Growth	-	-	5,000,000	6.19
SBI Premier Liquid Fund - DIRECT Growth	310,461	100.02	-	-
Aditya Birla Sun Life Cash Plus	2,775,146	92.01	-	-
Axis Liquid Fund-Direct-Growth-CFDG	437,753	100.02	-	-
Kotak Liquid Fund Direct Plan Growth	240,455	100.01	-	-
UTI Liquid Cash Plan - Direct Plan - Growth Option	296,749	100.02	-	-
Total Investment carried at Fair value through Profit and Loss (FVTPL)		492.08		31.06
ii) Investments carried at amortised cost - Investment in Debentures (See Note-1 below)				
Tata Motors Finance Limited	100	5.00	-	-
Total Investments carried at amortised cost		5.00		-
Total Current Investments		497.08		31.06
Aggregate book value of quoted investments		497.08		36.06
Aggregate market value of quoted investments		497.08		36.06
Aggregate book value of unquoted investments		-		-
Aggregate book value of impairment		-		-

Notes:

1 The debentures carry interest at 11% per annum, payable annually and will mature in September, 2021.

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

8. LOANS (ALSO REFER NOTE 35.9)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON-CURRENT		
(Unsecured, considered good)		
(a) Security deposits	7.41	6.23
(b) Loans and advances to employees	0.24	0.27
(c) Loans to related parties (Also refer note 31(ii))	0.01	-
Total	<u>7.66</u>	<u>6.50</u>
CURRENT		
(Unsecured, considered good)		
(a) Loans to related parties (Also refer note 31(ii))		
- Inter corporate deposits	250.00	26.50
(b) Security deposits	0.01	0.17
(c) Loans and advances to employees	0.33	0.12
Less : Provision for doubtful receivables	(0.25)	-
Total	<u>250.09</u>	<u>26.79</u>

9. OTHER BANK BALANCES (Also refer note 35.9)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
CURRENT		
(a) Earmarked balance with banks (Refer note 9(ii))	1.96	2.27
	<u>1.96</u>	<u>2.27</u>

Note :

- (i) Earmarked balances with banks pertain to unclaimed dividends

10. OTHER FINANCIAL ASSETS (ALSO REFER NOTE 35.9)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON-CURRENT		
(Unsecured, considered good)		
(a) Deposits pledged/lien with banks	0.05	0.05
	<u>0.05</u>	<u>0.05</u>
Notes :		
(i) Deposits have been kept with bank as security for bank guarantee.		
CURRENT		
(Unsecured, considered good)		
(a) Interest accrued on deposits and investments	0.33	0.28
(b) Unbilled receivables	66.49	36.78
(c) Receivable from related parties for reimbursement of expenses (Also refer note 31(ii))	3.07	3.42
(d) SEIS licenses receivable	18.11	34.02
(e) Others	0.20	0.71
	<u>88.20</u>	<u>75.21</u>

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
11. (i). Income tax assets/(liabilities)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Income Tax Assets (Net)	21.97	13.73
Income Tax Liabilities (Net)	1.83	16.67
Net current income tax assets /(liabilities)	20.14	(2.94)

11. (ii). Movement in income tax assets/(liabilities)

The gross movement in income tax assets/(liabilities) for the year ended March 31, 2021 and year ended March 31, 2020 is as follows:

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Net current income tax assets /(liability) at beginning	(2.94)	2.91
Income tax paid (net) (Also refer note below)	63.64	82.62
Current income tax expense	(40.56)	(88.47)
Net current income tax assets /(liability) at the end	20.14	(2.94)

Note:

Income tax paid includes Minimum Alternate Tax (MAT) credit ₹ Nil (previous year ₹ 3.78 crore) utilised during financial year 2019-20.

11. (iii). Deferred tax assets (net) (Also refer note 35.9)

(Amount in ₹ Crore)

Significant components and movement of deferred tax assets and liabilities for the period ended March 31, 2021:	As at April 1, 2020	Recognized in the statement of profit or loss	Recognized in/ reclassified from other comprehensive income	MAT Credit Utilisation	As of March 31, 2021
Deferred tax assets:					
Provisions and allowances for doubtful receivables and others	3.36	0.99	-	-	4.35
Compensated absences and retirement benefits	12.54	(3.10)	-	-	9.44
Others	3.46	0.08	-	-	3.54
Remeasurement of post employment benefits obligations	2.28	-	(1.34)	-	0.94
Total deferred tax assets	21.64	(2.03)	(1.34)	-	18.27
Deferred tax liabilities:					
Property, plant and equipment and intangible assets	1.28	(2.07)	-	-	(0.79)
Gain/Loss on Change in Fair Value of Investments	2.11	(2.09)	-	-	0.02
Total deferred tax liabilities	3.39	(4.16)	-	-	(0.77)
Net Deferred tax assets/(liabilities)	18.25	2.13	(1.34)	-	19.04

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

(Amount in ₹ Crore)

Significant components of deferred tax assets and liabilities for the year ended March 31, 2020:	As at April 1, 2019	Recognized in the statement of profit and loss	Recognized in/reclassified from other comprehensive income	MAT Credit Utilisation	As of March 31, 2020
Provisions and allowances for doubtful receivables and others	2.60	0.76	-	-	3.36
Compensated absences and retirement benefits	19.65	(7.11)	-	-	12.54
Minimum alternate tax (MAT) credit	3.78	-	-	(3.78)	-
Remeasurement of post employment benefits obligations	1.74	-	0.54	-	2.28
Others	-	1.58	-	-	1.58
Total deferred tax assets	<u>27.77</u>	<u>(4.77)</u>	<u>0.54</u>	<u>(3.78)</u>	<u>19.76</u>
Deferred tax liabilities:					
Property, plant and equipment and intangible assets	1.60	(0.32)	-	-	1.28
Gain/Loss on Change in Fair Value of Investments	1.33	0.78	-	-	2.11
Others	0.14	(2.02)	-	-	(1.88)
Total deferred tax liabilities	<u>3.07</u>	<u>(1.56)</u>	<u>-</u>	<u>-</u>	<u>1.51</u>
Net Deferred tax assets/(liabilities)	<u>24.70</u>	<u>(3.21)</u>	<u>0.54</u>	<u>(3.78)</u>	<u>18.25</u>

12. OTHER ASSETS (Also refer note 35.9)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON-CURRENT		
(Unsecured, considered good)		
(a) Prepaid expenses	7.64	6.09
(b) Prepaid defined benefit superannuation	-	0.20
(c) Deposits with government authorities	0.83	0.83
Total	<u>8.47</u>	<u>7.12</u>
CURRENT		
(Unsecured, considered good)		
(a) Advances to suppliers and contractors	0.06	0.90
(b) Prepaid expenses	19.43	17.04
(c) Balances with government authorities	100.45	0.41
(d) Contract Assets	22.71	30.17
(e) Deposits with government authorities	0.14	0.09
Total	<u>142.79</u>	<u>48.61</u>

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
13. TRADE RECEIVABLES (ALSO REFER NOTE 35.9)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON-CURRENT		
(Unsecured unless otherwise stated)		
(a) Trade receivables considered good	-	15.73
Less : Expected credit loss allowance	-	-
Total	-	15.73
CURRENT		
(Unsecured unless otherwise stated)		
(a) Trade receivables considered good	249.51	300.54
Less : Expected credit loss allowance	12.20	9.65
	237.31	290.89
(b) Trade receivables which have significant increase in credit risk	-	-
(c) Trade receivables which are credit impaired	-	-
Total	237.31	290.89

Above balance of Trade receivable include balances with related parties (Also refer Note 31 (ii))

14. CASH AND CASH EQUIVALENTS (ALSO REFER NOTE 35.9)

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
(a) Balances with banks:		
- Current account	41.50	25.54
- Deposits with original maturity of less than three months	200.00	-
(b) Cheques, drafts on hand/funds in transit	1.81	40.08
	243.31	65.62

15. EQUITY SHARE CAPITAL

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
(a) Authorised:		
(i) 60,000,000 equity shares of ₹ 10/- each (as at March 31, 2020: 60,000,000 equity shares of ₹ 10/- each)	60.00	60.00
(ii) 700,000 0.01% Cumulative Non-participative Compulsorily convertible Preference Shares of ₹ 10/- each (as at March 31, 2020: 700,000 0.01% Cumulative Non-participative Compulsorily convertible Preference Shares of ₹ 10/- each)	0.70	0.70
	60.70	60.70
(b) Issued, Subscribed and Fully paid up capital:		
41,806,975 equity shares of ₹ 10/- each (as at March 31, 2020: 41,803,225 equity shares of ₹ 10/- each)	41.81	41.81
	41.81	41.81

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

Note on Buy-back of Shares

The Board of Directors of the Company, at its meeting held on December 27, 2019 had approved a proposal to buyback upto 2,135,337 equity shares of the Company for an aggregate amount not exceeding ₹ 159.72 crore representing 4.96% of the total paid up equity share capital at ₹ 748 per equity share, which was approved by the shareholders by means of a special resolution through a postal ballot dated February 04, 2020.

A Letter of Offer was made to all eligible shareholders. The Company bought back 1,246,665 equity shares out of the shares that were tendered by eligible shareholders and extinguished the equity shares bought on March 06, 2020.

Capital redemption reserve was created to the extent of nominal value of share capital extinguished of ₹ 1.25 crore. An amount of ₹ 92 crore from securities premium reserve and ₹ 18.07 crore (including ₹ 0.13 crore towards cost of buyback transaction) from retained earnings was used to offset the excess of buy-back cost of ₹ 110.07 crore over par value of shares.

(c) The movement of number of shares and share capital

Particulars	No. of Shares	Amount in ₹ Crore
Equity shares		
Number of shares as at April 1, 2019	43,043,702	43.05
Add: Shares issued under ESOP scheme	6,188	0.01
Less: Shares extinguished on buy-back	1,246,665	1.25
Number of shares as at March 31, 2020	41,803,225	41.81

Particulars	No. of Shares	Amount in ₹ Crore
Equity shares		
Number of shares as at April 1, 2020	41,803,225	41.81
Add: Shares issued under ESOP scheme during the year	3,750	0.00*
Number of shares as at March 31, 2021	41,806,975	41.81

* Amount is below rounding off norms of the company.

(d) Rights, preferences and restrictions attached to shares :

(i) Ordinary shares :

The Company has only one class of shares having par value of ₹ 10/- per share. Each holder of equity share is entitled to one vote per share and in the event of liquidation, has rights proportionate to their shareholdings over the residual assets after paying out all the liabilities.

(e) Shares in the Company held by each shareholder holding more than 5% shares(including shares held by the Holding Company, it's subsidiaries and associates)

	As at March 31, 2021		As at March 31, 2020	
	No. of Shares	% Holding	No. of Shares	% Holding
Equity shares				
(a) Tata Motors Limited (Holding Company)	30,300,600	72.48	30,300,600	72.48
(b) Alpha TC Holdings Pte Ltd.	3,746,505	8.96	3,746,505	8.96
	34,047,105	81.44	34,047,105	81.44

(f) Information regarding issue of shares in the last five years:

(i) The Company has not issued any shares without payment being received in cash.

(ii) The Company has not issued any bonus shares.

(iii) Equity shares extinguished on buy-back

1,246,665 equity shares of ₹ 10 each were extinguished on buy-back by the company pursuant to a Letter of Offer made to all eligible shareholders of the company at ₹ 748 per equity share. The equity shares bought back were extinguished on March 6, 2020.

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
(g) Shares reserved for issue under options:

Option activity during the year under the plan is given as below

Number of options granted, exercised and forfeited	As at March 31, 2021	As at March 31, 2020
Options granted, beginning of the year	3,750	5,248
Granted during the year	-	-
Exercised during the year	3,750	-
Expired during the year	-	(1,498)
Option exercisable at the year end	-	3,750
Weighted average share price at the date of exercise	N.A.	N.A.
Weighted average remaining contractual life (in years)	-	7
Range of exercise prices	N.A.	N.A.

During the fiscal year 2014-15, the Compensation Committee of the Board of Directors, Company had granted 30,000 options to the eligible employees. The options vest over 4-5 years and are exercisable during a maximum period of 11 years from the date of vesting. In terms of the ESOP plan, the options were granted at the exercise price equivalent to the fair value of the underlying shares. The Company has accounted the above options at fair value.

The fair value of the stock option is calculated through the use of option pricing models, requiring subjective assumptions which greatly affect the calculated values. The said fair value of the options have been calculated using Black-Scholes option pricing model, considering the expected term of the options to be 4 & 5 years, an expected dividend rate of 3.88% on the underlying equity shares, a risk free rate of 7.81% and volatility in the share price of 37.5% since the company being closely held and its shares not being freely traded. The Company's calculations are based on a single option valuation approach, and forfeitures are recognized as they occur.

(h) Stock based incentive schemes by Tata Technologies Limited Employees Stock Option Trust (TTESOP Trust) and Incat International Limited ESOP 2000

To manage and implement various stock based incentive programs for employees of the Company, the Company has formed Tata Technologies Limited Employees Stock Option Trust (TTESOP Trust) and Incat International Limited ESOP 2000 for employees of the Company and its subsidiaries. Since shares of the Company are not listed on Stock Exchange, Tata Technologies Limited Employees Stock Option Trust (TTESOP Trust) and Incat International Limited ESOP 2000 purchase the shares from employees and ex-employees of the Company. The shares so purchased by the Trusts are reissued to the employees through various stock based incentive schemes from time to time. These shares are issued at their fair values on the date of grant which is determined on the basis of latest audited balance sheet of the Company. Some of the ESPPs require the employees to offer the shares to trusts on cessation of employment for which the trusts have retained a first right of refusal. No employee has been allocated more than 1% of the issued capital of the Company.

The trusts have participated in the Share Buyback scheme launched by the Company during the year ended 31 March 2020. Consequently all shares have been bought back by the Company during the year ended 31 March 2020 and extinguished accordingly.

16. (i). OTHER EQUITY:

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Securities Premium	259.08	258.84
Securities Premium identified separately for consolidation adjustment	23.16	23.16
Capital Redemption Reserve	1.25	1.25
General reserve	134.65	134.65
Retained earnings	410.04	299.33
Items of other comprehensive income	1.13	1.34
	829.31	718.57

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

16. (ii). MOVEMENT IN OTHER EQUITY

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Share application money pending allotment		
Balance at the beginning of the year	-	0.34
Share application money received during the year	0.24	0.06
Issue of equity shares under employee share option plan	(0.24)	(0.40)
Balance at the end of the year	-	-
Securities premium		
Balance at the beginning of the year	258.84	351.70
Add: Received during the year on exercise of stock options issued to employees (including from share based payment reserve)	0.24	0.39
Less: Utilisation for buyback of equity shares	-	(92.00)
Less: Transfer to Capital Redemption Reserve	-	(1.25)
Balance at the end of the year	259.08	258.84
Securities Premium identified separately for consolidation adjustment		
Balance at the beginning of the year	23.16	23.16
Balance at the end of the year	23.16	23.16
Capital redemption reserve		
Balance at the beginning of the year	1.25	-
Add : Transferred from Securities Premium	-	1.25
Balance at the end of the year	1.25	1.25
General reserve		
Balance at the beginning of the year	134.65	134.65
Balance at the end of the year	134.65	134.65
Retained earnings		
Balance at the beginning of the year	299.33	205.79
Add: Profit for the year	108.21	291.92
Less: Dividends, including taxes thereon	-	(179.31)
Less: Expenditure on Buyback of shares	-	(0.13)
Less: Buyback Tax	-	(17.94)
Less: Remeasurements of post employment benefits obligations (net of tax effect)	2.50	(1.00)
Balance at the end of the year	410.04	299.33
Other Components of Equity:		
Balance at the beginning of the year	1.34	0.56
Foreign Currency Translation Reserve	(0.21)	0.78
Remeasurements of post employment benefits obligations (net of tax effect)	-	-
Balance at the end of the year	1.13	1.34

Notes:

(i) Securities Premium

Securities premium is used to record the premium on issue of shares. The reserve is utilised in accordance with the provision of the Companies Act, 2013.

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
(ii) Securities Premium identified separately for consolidation adjustment

During 2010, based on the approval of Shareholders of the Company at the Extra-Ordinary General Meeting held on March 5, 2010 and the Order of the Honourable High Court of Judicature at Mumbai dated April 16, 2010, the Company had utilized balance in the securities premium account to the tune of ₹ 46.66 Crore towards one time charges/cost (including change in accounting policy for provision for doubtful debts) incurred by the Company and its subsidiary companies. The amounts relating to the Company amounting to ₹ 17.32 Crore had been adjusted to the Securities Premium Account. An amount of ₹ 29.34 Crore equivalent to the total amount of adjustments relating to the subsidiaries had been identified and segregated from the balance in the Securities Premium Account for adjustment on consolidation. Of this total adjustment made ₹ 1.58 Crore and ₹ 16.58 Crore relates to provision for doubtful debts of the Company and its subsidiary companies respectively on account of change in accounting policy with regard to provision for doubtful debts.

Consequently, such excess provisions for doubtful debts on account of the said collections have been written back to the Securities Premium Account. The subsidiary companies have realized from doubtful debts upto December 31, 2020 ₹ 6.18 crores (March 31, 2020 ₹ 6.18 crores). Accordingly the said amount has been transferred from the Securities Premium identified separately for consolidated adjustment to Securities Premium Account and the balance amount of ₹ 23.16 crores (March 31, 2020 ₹ 23.16 crores) relating to the subsidiaries is continued to be disclosed separately as securities premium account for adjustment on consolidation.

(iii) Capital redemption reserve

As per Companies Act, 2013, capital redemption reserve is created when company purchases its own shares out of free reserves or securities premium. A sum equal to the nominal value of the shares so purchased is transferred to capital redemption reserve. The Company has transferred the amount to Capital redemption reserve from Securities Premium.

(iv) General reserve

The Company has transferred a portion of the net profit of the Company before declaring dividend to general reserve pursuant to the earlier provisions of Companies Act 1956. Mandatory transfer to general reserve is not required under the Companies Act 2013.

(v) Retained earnings

Retained earnings comprises of the Company's undistributed earnings after taxes.

17. TRADE PAYABLES

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
CURRENT		
(a) Total outstanding dues of micro enterprises and small enterprises*	0.06	6.36
(b) Total outstanding dues of creditors other than micro enterprises and small enterprises	76.73	75.38
Total	76.79	81.74

*** Note:**

The information as required to be disclosed under the Micro, Small and Medium Enterprises Development Act, 2006 has been determined to the extent such parties have been identified on the basis of information available with the Company.

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
(a) Principle amount and the Interest due and remaining unpaid as at March 31,	0.06	6.36
(b) Principle amount paid after appointed date during the year	0.71	7.42
(c) Interest remaining due and payable for earlier years	0.08	-
(d) Amount of interest paid, other than under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed date during the year	-	-
(e) Amount of interest accrued and unpaid as at March 31,	0.09	0.08

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

18. OTHER FINANCIAL LIABILITIES

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON-CURRENT		
(a) Retention Bonus payable	0.47	0.28
Total	0.47	0.28
CURRENT		
(a) Capital creditors	1.00	1.87
(b) Unpaid dividends	1.96	2.27
(c) Retention Bonus payable	0.10	0.62
Total	3.06	4.76

19. PROVISIONS

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
NON CURRENT		
(a) Provision for employee benefits	15.20	22.49
Total	15.20	22.49
CURRENT		
(a) Provision for employee benefits	4.00	8.68
Total	4.00	8.68

20. OTHER CURRENT LIABILITIES

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
(a) Statutory remittances (withholding taxes, Provident Fund, GST, etc.)	117.51	20.91
(b) Advance and Progress payments	678.40	2.76
(c) Unearned revenue	40.45	13.07
Total	836.36	36.74

21. REVENUE FROM OPERATIONS (ALSO REFER NOTE 35.9)

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Sale of products	154.02	162.31
(b) Sale of services	896.82	1,060.81
(c) Other operating revenue		
(i) Export Incentive	-	19.42
(ii) Commission income	-	2.01
	1,050.84	1,244.55

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
21. (i). Revenue disaggregation by geography is as follows:

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) India	692.48	857.88
(b) UK	124.66	176.98
(c) North America	120.68	130.72
(d) Rest of Europe	35.97	28.16
(e) Rest of the world	77.05	50.81
	1,050.84	1,244.55

Geographical revenue is allocated based on the location of the customers

21. (ii). Changes in Contract assets are as follows:

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
Balance at the beginning year	30.17	24.10
Revenue recognised during the year	191.27	207.05
Invoices raised during the year	(198.73)	(200.98)
Translation exchange difference	-	-
Balance at the end year	22.71	30.17

21. (iii). Changes in unearned and deferred revenue and advance from customers are as follows:

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
Balance at the beginning of the year	15.83	20.60
Revenue recognised that was included in unearned and deferred revenue at the beginning the year	(10.77)	(19.25)
Increase due to invoicing during the year, excluding amounts recognised as revenue and increase in advances received during the year	713.79	14.48
Translation exchange difference	-	-
Balance at the end of the year	718.85	15.83

21. (iv). Reconciliation of revenue recognized with the contracted price is as follows:

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
Contracted price	1,050.84	1,244.55
Reductions towards variable consideration components	-	-
Revenue recognised	1,050.84	1,244.55

21. (v). The aggregate value of transaction price allocated to unsatisfied (or partially satisfied) performance obligations is ₹ 630.40 crores (March 31, 2020: ₹ 44.93) and is expected to be recognised as revenue in the next year.

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

22. OTHER INCOME (NET)

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Interest income		
(i) Interest income-others	13.41	5.53
(ii) Interest income on debentures	0.55	0.55
(b) Dividend income on investments		
(i) Dividend income on investments	-	137.83
(c) Other gains/(losses)		
(i) Change in fair value of investments measured at FVTPL - mutual fund units	(5.96)	2.22
(d) Other non-operating income		
(i) Foreign currency gain/(loss) (net)	1.11	3.55
(ii) Profit on sale of investments measured at FVTPL - mutual fund units (net)	6.30	0.01
(iii) Other non-operating income	3.34	0.93
	18.75	150.62

23. EMPLOYEE BENEFITS EXPENSE

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Salaries and wages	551.02	556.62
(b) Contribution to provident and other funds	26.00	34.36
(c) Staff welfare expenses (Refer note below)	6.01	24.71
	583.03	615.69

Note:1

During the year ended March 31, 2021, the Company has revised its policy for Post-retirement medicare scheme to exclude all employees who will retire after December 31, 2020. As a result, the Company has reversed the provision of ₹ 8.04 crore during the year.

Note:2

During the year ended March 31, 2020 the Company has decided to replace its employee benefit scheme BKY with Group Term Life Insurance (GTL) policy with effect from November 2019. The Company has reversed the provision of ₹ 3.90 (Current Year "Nil") crore during the financial year ended 31 March 2020 based on actuarial valuation. The Company will continue to carry obligation under this scheme based on actuarial valuation for those beneficiaries having claims under this scheme before the date of discontinuation.

24. FINANCE COSTS

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Interest on lease liabilities	8.12	8.09
(b) Other Interest cost	2.50	0.76
	10.62	8.85

25. DEPRECIATION AND AMORTISATION EXPENSE

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Depreciation on Property, Plant and Equipment	18.97	21.42
(b) Depreciation on Right-of-use-asset	14.33	13.06
(c) Amortisation of Other Intangible assets	20.35	25.48
	53.65	59.96

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
26. OTHER EXPENSES

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Rent (also refer note 26(iii) below)	3.51	1.99
(b) Repairs & maintenance		
- Buildings	0.15	1.21
- Plant & machinery	0.51	0.58
- Others	7.03	8.63
(c) Insurance	0.33	0.28
(d) Rates and taxes	1.42	1.55
(e) Advertisement and publicity	0.01	0.01
(f) Business promotion expenses	-	0.52
(g) Office expenses	5.27	6.27
(h) Travelling & conveyance	3.48	22.41
(i) Power & fuel	4.94	8.91
(j) Water charges	0.18	0.31
(k) Auditors remuneration (also refer note 26(i) below)	0.63	0.60
(l) Staff training and seminar expenses	0.68	0.65
(m) Staff recruitment expenses	3.79	2.99
(n) AMC charges	25.61	38.33
(o) Software-internal use	33.19	30.61
(p) Professional fees	7.68	7.64
(q) Communication expenses	7.85	9.09
(r) Allowances for expected credit loss (net)	2.55	2.15
(s) Allowances for expected credit loss (net) on advances	0.25	-
(t) Corporate social responsibility (also refer note 26(ii) below)	5.83	5.15
(u) Miscellaneous expenses	2.29	3.67
	117.18	153.55

26. (i). Payment to auditors

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) For statutory audit, including limited review	0.48	0.47
(b) For Tax audit	0.06	0.06
(c) For other attest services	0.05	0.03
(d) For reimbursement of expenses	0.04	0.04
Total	0.63	0.60

26. (ii). Corporate social responsibility expenditure

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
Gross amount required to be spent	5.81	5.14
Total	5.81	5.14
Amount spent during the year on		
(a) Construction/ acquisition of any asset	-	-
(b) On purposes other than (a) above	5.83	5.15
	5.83	5.15

26. (iii). Rent

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(a) Expenses related to short-term leases	0.55	1.34
(b) Expenses related to low-value assets, excluding short-term leases of low-value assets	2.96	0.65

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

27. EARNING PER SHARE

(Amount in ₹ Crore)

Particulars		For the year ended	
		March 31, 2021	March 31, 2020
(a) Profit attributable to equity shareholders	₹ crore	108.21	291.92
(b) The weighted average number of ordinary equity shares outstanding during the year	Nos.	41,804,458	42,967,516
(c) The nominal value per ordinary Share	₹	10.00	10.00
(d) Earnings Per Share (Basic)	₹	25.89	67.94
(e) The weighted average number of ordinary equity shares outstanding during the year	Nos.	41,804,458	42,967,516
(f) Add: Adjustment for Employee Stock Options	Nos.	-	3,750
(g) The weighted average number of equity shares outstanding for diluted EPS	Nos.	41,804,458	42,971,266
(h) Earnings Per Shares (Diluted)	₹	25.89	67.93

28. (a) Contingent Liabilities

(Amount in ₹ Crore)

	As at	
	March 31, 2021	March 31, 2020
(a) Bonus related to retrospective year (Also refer note (i))	7.82	7.82
(b) Income Tax demands disputed in appeals (Also refer note (ii))	3.14	3.14
(c) Sales Tax demands disputed in appeals	0.02	0.01
(d) Service Tax demands disputed in appeals (Also refer note (iii) and (iv))	22.56	21.56

Notes:

- (i) Statutory bonus at the revised rates pertaining to period retrospective to the notification dated on 01.01.2016 (i.e. from 01.04.2014 to 31.12.2015) was not provided pending similar cases contesting retrospective applicability of the said notification in various Honourable High Courts. During November 2016, considering the industry practices, the management after internal deliberations decided to and has paid the incremental bonus covering the fiscal year of the said notification i.e. from 01.04.2015 to 31.12.2015 aggregating to ₹ 5.55 crores, which has been presented as exceptional item in the financials for the year ended 31.03.2017. The incremental bonus for the FY 2014-15 is continued as contingent liability pending similar cases contesting retrospective applicability of the said notification in various Honourable High Courts.
- (ii) The Company has ongoing disputes with Income Tax Authorities relating to tax treatment of certain items. These mainly include disallowed expenses for Corporate tax, the tax treatment of certain expenses claimed by the Company as deductions and the computation of certain allowances.
- (iii) Pertains to disputes in relation to service tax on reverse charge mechanism amounting to ₹ 1.49 crores (Previous year ₹ 1.49 crores) for Financials Years 2006-07 and 2007-08. Considering the merit of the case, confirmation of demand is likely to be remote, hence contingent liability has been disclosed to the tune of ₹ 6.45 crores (Previous Year ₹ 6.23 crores) consisting of demand of ₹ 1.49 (Previous year ₹ 1.49 crores) crores and interest and penalty of ₹ 4.96 crores. (Previous year ₹ 4.74 crores)
- (iv) Service Tax Department had raised demand amounting to ₹ 5.11 crores (for the period April 08 to September 08 - ₹ 1.57 crores and for the period October 08 to September 09 - ₹ 3.54 crores) for delay in filing the prescribed declaration for availing cenvat credit. Aggrieved by the order, company had preferred an appeal with CESTAT. The appeal was decided in favour of the company during January 2016. Subsequently service tax department filed an appeal with High Court in 2017. The case being question of law, the High Court admitted the appeal in December 18. Considering the merit of the case, confirmation of demand is likely to be remote, hence contingent liability has been disclosed to the tune of ₹ 16.11 crores (Previous Year ₹ 15.33 crores) consisting of demand of ₹ 5.11 crores and interest and penalty of ₹ 11.00 crores (Previous year ₹ 10.22 crores).
- (v) It is not practicable for the Company to estimate the timings of cash outflows, if any, in respect of the above pending resolution of the respective proceedings as it is determinable only on the receipt of the judgements/decisions pending with various forums/authorities.
- (vi) The Company does not expect any reimbursements in respect of the above contingent liabilities.

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

- (b). The Hon'ble Supreme Court of India ("SC") by their order dated February 28, 2019, set out the principles based on which allowances paid to the employees should be identified for inclusion in basic wages for the purposes of computation of Provident Fund contribution. Subsequently, a review petition against this decision has been filed and is pending before the SC for disposal. Pending the outcome of the review petition and directions from the EPFO, the impact for past periods, if any, is not ascertainable and consequently no financial effect has been provided for in the financial statements. The Company has given effect on a prospective basis, from the date of the SC order.

29. SEGMENT REPORTING

Where a financial report contains both consolidated financial statements and separate financial statements of the parent, segment information needs to be presented only in case of consolidated financial statements. Accordingly, segment information has been provided only in the consolidated financial statements.

30. DEFINED BENEFIT PLANS

The Company's contribution to defined contribution plan for the year ended March 31, 2021 has been recognised in the statement of Profit and Loss as follows.

(Amount in ₹ Crore)

	March 31, 2021	March 31, 2020
Contribution to provident fund	15.28	24.37
Contribution to superannuation fund	4.02	4.20
	19.30	28.57

Defined benefit plans

The principal assumptions used for the purposes of the actuarial valuations were as follows.

	Gratuity (Funded)		Bhavishya Kalyan Yojana (BKY) (Unfunded)		Superannuation (Partly Funded)		Post Retirement Medicare Scheme (Unfunded)		Compensated Absence (Unfunded)	
	Valuation as at		Valuation as at		Valuation as at		Valuation as at		Valuation as at	
	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20
Discount rate(s)	6.90%	6.90%	6.90%	6.90%	6.00%	6.10%	6.90%	6.90%	6.90%	6.90%
Expected rate(s) of salary increase	5.75%-6%	5.75%-6%	5.75%-6%	5.75%-6%	-	-	-	-	5.75%-6%	5.75%-6%
Medical inflation rate	-	-	-	-	-	-	6.00%	6.00%	-	-
Withdrawal rate:										
Age										
20 - 34 years	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%
35 - 40 years	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
41 - 50 years	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
51 - 60 years	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%

Amounts recognised in standalone statement of profit and loss in respect of these defined benefit plans are as follows.

	Year Ended		Year Ended		Year Ended		Year Ended		Year Ended	
	31-Mar-21	31-Mar-20								
	Amount in ₹ Crore									
Service cost:										
Current service cost	6.49	5.70	-	0.49	0.07	0.09	-	0.85	3.33	3.58
Past service cost and (gain)/loss from settlements	-	-	-	(5.17)	-	-	(8.04)	-	-	-
Net interest expense	0.21	0.09	0.14	0.16	(0.01)	0.02	0.17	0.74	0.48	0.13
Components of defined benefit costs recognised in profit or loss	6.70	5.79	0.14	(4.52)	0.06	0.11	(7.87)	1.59	3.81	3.71

(Contd...)

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

	Year Ended		Year Ended		Year Ended		Year Ended		Year Ended	
	31-Mar-21	31-Mar-20								
	Amount in ₹ Crore									
Remeasurement on the net defined benefit liability:										
Return on plan assets (excluding amounts included in net interest expense)	(1.33)	(1.84)	-	-	(0.03)	(0.81)	-	-	-	-
Actuarial (gains) / losses arising from changes in demographic assumptions.	-	0.44	-	-	-	-	-	(0.66)	-	-
Actuarial (gains) / losses arising from changes in financial assumptions	-	3.66	-	0.14	-	-	(0.12)	1.49	-	-
Actuarial (gains) / losses arising from experience adjustments	(2.60)	(0.32)	(0.19)	0.39	0.17	0.17	0.18	(1.11)	-	-
Others					0.07					
Components of defined benefit costs recognised in other comprehensive income	(3.93)	1.94	(0.19)	0.53	0.22	(0.64)	0.06	(0.28)	-	-
Total	2.77	7.73	(0.05)	(3.99)	0.27	(0.53)	(7.81)	1.31	3.81	3.71

The current service cost and the net interest expense for the Year are included in the 'Employee benefits expense' line item in the standalone statement of profit and loss.

The remeasurement of the net defined benefit liability is included in other comprehensive income.

The amount included in the standalone balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows:

	Gratuity (Funded)		Bhavishya Kalyan Yojana (BKY) (Unfunded)		Superannuation (Partly Funded)		Post Retirement Medicare Scheme (Unfunded)		Compensated Absence (Unfunded)	
	As at		As at		As at		As at		As at	
	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20
	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore	Amount in ₹ Crore
Present value of funded defined benefit obligation	(59.41)	(55.81)	(2.31)	(2.58)	(2.68)	(2.30)	(2.76)	(10.87)	(11.99)	(10.87)
Fair value of plan assets	57.27	48.97	-	-	2.77	2.51	-	-	-	-
Effect of asset ceiling	-	-	-	-	(0.08)	-	-	-	-	-
Funded status	(2.14)	(6.84)	(2.31)	(2.58)	0.01	0.21	(2.76)	(10.87)	(11.99)	(10.87)
Net liability arising from defined benefit obligation	(2.14)	(6.84)	(2.31)	(2.58)	0.01	0.21	(2.76)	(10.87)	(11.99)	(10.87)

Movements in the present value of the defined benefit obligation are as follows.

	Gratuity (Funded)		Bhavishya Kalyan Yojana (BKY) (Unfunded)		Superannuation (Partly Funded)		Post Retirement Medicare Scheme (Unfunded)		Compensated Absence (Unfunded)	
	Year Ended		Year Ended		Year Ended		Year Ended		Year Ended	
	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20
Opening defined benefit obligation	55.81	47.30	2.58	6.80	2.30	3.25	10.87	9.87	10.87	9.15
Current service cost	6.49	5.70	0.14	0.49	0.07	0.09	-	0.85	3.33	3.58
Interest cost	3.71	3.47	-	0.16	0.14	0.17	0.17	0.74	0.66	0.63
Remeasurement (gains)/losses: Actuarial gains and losses arising from changes in demographic assumptions	-	0.44	(0.19)	-	-	-	-	(0.66)	(0.18)	(0.49)
Actuarial gains and losses arising from changes in financial assumptions	-	3.66	-	0.14	-	-	(0.12)	1.49	-	-
Actuarial gains and losses arising from experience adjustments	(2.60)	(0.32)	-	0.39	0.17	0.17	0.18	(1.11)	-	-
Transfer to/(from) Holding Company (Net)	-	-	-	-	-	-	-	-	-	-
Others	-	-	-	(0.02)	-	-	-	-	-	-
Benefits paid	(4.00)	(4.44)	(0.22)	(0.21)	-	(1.38)	(0.30)	(0.31)	(2.69)	(2.00)
Curtailment	-	-	-	(5.17)	-	-	(8.04)	-	-	-
Closing defined benefit obligation	59.41	55.81	2.31	2.58	2.68	2.30	2.76	10.87	11.99	10.87

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

Reconciliation of the fair value of the plan assets are as follows.

	Gratuity (Funded)		Bhavishya Kalyan Yojana (BKY) (Unfunded)		Superannuation (Partly Funded)		Post Retirement Medicare Scheme (Unfunded)		Compensated Absence (Unfunded)	
	Year Ended		Year Ended		Year Ended		Year Ended		Year Ended	
	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20
Opening fair value of plan assets	48.97	44.20	-	-	2.51	2.86	-	-	-	-
Interest income	3.49	3.39	-	-	0.16	0.15	-	-	-	-
Remeasurement gain (loss): Return on plan assets (excluding amounts included in net interest expense)	1.33	1.84	-	-	0.03	0.81	-	-	-	-
Contributions from the employer	7.48	3.98	0.22	0.21	0.07	0.07	0.30	0.31	2.69	1.99
Benefits paid	(4.00)	(4.44)	(0.22)	(0.21)	-	(1.38)	(0.30)	(0.31)	(2.69)	(1.99)
Transfer to/(from) Holding Company (Net)	-	-	-	-	-	-	-	-	-	-
Closing fair value of plan assets	57.27	48.97	-	-	2.77	2.51	-	-	-	-

The major categories of plan assets as percentage of total plan assets:

	Gratuity (Funded)		Bhavishya Kalyan Yojana (BKY) (Unfunded)		Superannuation (Partly Funded)		Post Retirement Medicare Scheme (Unfunded)		Compensated Absence (Unfunded)	
Debt securities	100.00%	100.00%	N/A	N/A	100.00%	100.00%	N/A	N/A	N/A	N/A

Not Applicable (N/A)

Sensitivity Analysis

The table below outlines the effect on the service cost, the interest cost and the defined benefit obligation in the event of a decrease/increase of 1% in the assumed rate of discount rate, salary escalation and health care cost:

Assumption	Discount Rate	Salary Escalation Rate	Discount Rate	Salary Escalation Rate	Discount Rate	Salary Escalation Rate	Discount Rate	Medical Cost
Change in Assumption								
Increase by 1%	7.90%	Defined Above	7.90%	Defined Above	7.00%	Defined Above	7.90%	7.00%
Decrease by 1%	5.90%	Defined Above	5.90%	Defined Above	5.00%	Defined Above	5.90%	5.00%
Impact on defined benefit obligation								
Increase by 1%	(4.86)	5.45	(0.20)	N.A.	N.A.	N.A.	(0.12)	0.13
Decrease by 1%	5.66	(4.87)	0.23	N.A.	N.A.	N.A.	0.13	(0.12)
Impact on service cost and interest cost								
Increase by 1%	(1.53)	1.73	0.01	N.A.	N.A.	N.A.	0.02	0.01
Decrease by 1%	1.68	(1.53)	(0.01)	N.A.	N.A.	N.A.	(0.02)	(0.01)

Maturity profile of defined benefit obligation:

	Amount in ₹ Crore				
Within 1 Year	5.78	0.27	0.15	0.32	1.33
1-2 years	5.78	0.22	0.09	0.31	1.20
2-3 years	5.42	0.22	-	0.30	1.00
3-4 years	6.37	0.22	-	0.28	0.95
4-5 years	7.89	0.22	-	0.26	0.93
5-10 years	38.92	0.87	0.10	1.01	3.99

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

Employee benefit plans

The plans typically expose the company to the actuarial risks such as: investments risk, interest risks, longevity risk and salary risk

Investment risk	The present value of the defined benefit plan liability (denominated in Indian Rupee) is calculated using a discount rate which is determined by reference to market yields at the end of the reporting Year on government bonds. For other defined benefit plans, the discount rate is determined by reference to market yields at the end of the reporting Year on high quality corporate bonds when there is a deep market for such bonds; if the return on plan asset is below this rate, it will create a plan deficit. Currently, for the plan in India, it has a relatively balanced mix of investments in government securities, and other debt instruments.
Interest risk	A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by an increase in the return on the plan's debt investments.
Longevity risk	The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary risk	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

No other post-retirement benefits are provided to these employees.

In respect of the plan in India, the actuarial valuation of the plan assets and the present value of the defined benefit obligation are carried out for March 31, 2021 by Willis Towers Watson, Fellow of the Institute of Actuaries of India. The present value of the defined benefit obligation, and the related current service cost and past service cost, are measured using the projected unit credit method on a proportionate basis.

The fair value of plan assets are majorly balance mix of investments in government securities and other debt instruments. The Trust activities are managed by mix of professional employees representing management and employees.

31 RELATED PARTY DISCLOSURES FOR THE PERIOD ENDED MARCH 31, 2021.

a) Related party and their relationship

1 Parent Company	Tata Motors Limited
2 Subsidiary	Tata Technologies Pte.Limited
3 Indirect Subsidiaries	<ol style="list-style-type: none"> 1 Tata Technologies (Thailand) Limited 2 INCAT International Plc. 3 Tata Technologies Europe Limited 4 INCAT GmbH (under liquidation) 5 Tata Technologies Inc (Subsidiary of Tata Technologies Europe Limited w.e.f March 20, 2015) 6 Tata Technologies de Mexico, S.A. de C.V. (under liquidation) 7 Cambric Limited 8 Cambric GmbH (Liquidated on September 17, 2020) 9 Tata Technologies SRL Romania 10 Tata Manufacturing Technologies (Shanghai) Co. Limited 11 Tata Technologies Nordics AB (Formerly known as Escenda Engineering AB upto November 01, 2020) 12 Tata Technologies Limited Employees Stock Option Trust 13 Incat International Limited ESOP 2000
4 Fellow subsidiaries	<ol style="list-style-type: none"> 1 TML Business Services Limited (Name changed from Concorde Motors (India) Limited w.e.f. March 31, 2020) 2 Tata Motors European Technical Centre PLC 3 Tata Motors Insurance Broking and Advisory Services Limited 4 TMF Holdings Limited 5 TML Holdings Pte. Limited 6 TML Distribution Company Limited 7 Tata Hispano Motors Carrocera S.A. 8 Tata Hispano Motors Carroceries Maghreb SA 9 Trilix S.r.l. 10 Tata Precision Industries Pte. Limited

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

11	Tata Marcopolo Motors Limited (49% held by other JV partner - Marcopolo SA)
12	Tata Daewoo Commercial Vehicle Company Limited
13	Tata Daewoo Commercial Vehicle Sales and Distribution Company Limited
14	Tata Motors (Thailand) Limited (Increased from 95.87% to 97.17% with effect from June 6, 2019)
15	Tata Motors (SA) (Proprietary) Limited
16	PT Tata Motors Indonesia
17	PT Tata Motors Distribusi Indonesia
18	TMNL Motor Services Nigeria Limited
19	Jaguar Land Rover Automotive Plc
20	Jaguar Land Rover Limited
21	Jaguar Land Rover Austria GmbH
22	Jaguar Land Rover Japan Limited
23	JLR Nominee Company Limited (dormant)
24	Jaguar Land Rover Deutschland GmbH
25	Jaguar Land Rover North America LLC
26	Jaguar Land Rover Nederland BV
27	Jaguar Land Rover Portugal - Veículos e Peças, Lda.
28	Jaguar Land Rover Australia Pty Limited
29	Jaguar Land Rover Italia Spa
30	Jaguar Land Rover Korea Company Limited
31	Jaguar Land Rover (China) Investment Co. Ltd.
32	Jaguar Land Rover Canada ULC
33	Jaguar Land Rover France, SAS
34	Jaguar Land Rover (South Africa) (Pty) Limited
35	Jaguar e Land Rover Brasil Indústria e Comércio de Veículos LTDA
36	Limited Liability Company "Jaguar Land Rover" (Russia)
37	Jaguar Land Rover (South Africa) Holdings Limited
38	Jaguar Land Rover Classic Deutschland GmbH
39	Jaguar Land Rover Hungary KFT
40	Jaguar Land Rover India Limited
41	Jaguar Land Rover Espana SL
42	Jaguar Land Rover Belux NV
43	Jaguar Land Rover Holdings Limited
44	Jaguar Cars South Africa (Pty) Limited (dormant)
45	Jaguar Cars Limited (dormant)
46	Land Rover Exports Limited (dormant)
47	Land Rover Ireland Limited (non-trading)
48	The Daimler Motor Company Limited (dormant)
49	Daimler Transport Vehicles Limited (dormant)
50	S.S. Cars Limited (dormant)
51	The Lanchester Motor Company Limited (dormant)
52	Shanghai Jaguar Land Rover Automotive Services Company Limited
53	Jaguar Land Rover Pension Trustees Limited (dormant)
54	Jaguar Land Rover Slovakia s.r.o (JLRHL 0.01% and JLRL 99.99%)
55	Jaguar Land Rover Singapore Pte. Ltd.
56	Jaguar Racing Limited
57	InMotion Ventures Limited
58	InMotion Ventures 2 Limited
59	InMotion Ventures 3 Limited
60	InMotion Ventures 4 Limited (Incorporated w.e.f. January 4, 2019) (Shareholding reduced from 100% to 15% w.e.f. December 1, 2020)
61	Jaguar Land Rover Colombia S.A.S
62	Jaguar Land Rover Ireland (Services) Limited (Incorporated w.e.f. July 28, 2017)

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

63	Jaguar Land Rover Taiwan Company Limited
64	Jaguar Land Rover Servicios México, S.A. de C.V.
65	Jaguar Land Rover México, S.A.P.I. de C.V.
66	Jaguar Land Rover Classic USA LLC (dormant)
67	Tata Motors Finance Solutions Limited
68	Tata Motors Finance Limited
69	Spark44 (JV) Limited
70	Spark44 Pty. Ltd. (Sydney, Australia)
71	Spark44 GmbH (Frankfurt, Germany)
72	Spark44 LLC (LA & NYC, USA)
73	Spark44 Shanghai Limited (Shanghai, China)
74	Spark44 DMCC (Dubai, UAE)
75	Spark44 Limited (London & Birmingham, UK)
76	Spark44 Singapore Pte. Ltd. (Singapore)
77	Spark44 Communications SL (Madrid, Spain)
78	Spark44 S.r.l. (Rome, Italy)
79	Spark44 Seoul Limited (Korea)
80	Spark44 Japan K.K. (Tokyo, Japan)
81	Spark44 Canada Inc (Toronto, Canada)
82	Spark44 Pty. Limited (South Africa)
83	Spark44 Colombia S.A.S. (Colombia)
84	Spark44 Taiwan Limited (Taiwan)
85	Bowler Motors Limited (Name changed from Jaguar Land Rover Auto Ventures Limited on 28 January 2020 (Incorporated w.e.f. December 13, 2019)
86	Jaguar Land Rover (Ningbo) Trading Co. Limited (Incorporated w.e.f. November 4, 2019)
87	Spark44 Demand Creation Partners Private Limited (Mumbai, India)
88	Brabo Robotics and Automation Limited (Incorporated with effect from July 17, 2019)
89	TML Business Analytics Services Limited (Incorporated with effect from April 4, 2020)
90	Jaguar Land Rover Ventures Limited (Incorporated w.e.f. May 16, 2019)
91	Lenny Insurance Limited (Name changed from InMotion Ventures 1 Limited w.e.f. September 6, 2019)
92	JT Special Vehicles Pvt. Limited (Ceased to be a JV and became a Wholly-owned Subsidiary, consequent to 50% share transfer from Jayem Automotive Private Limited to Tata Motors Limited w.e.f. August 11, 2020)
5	Joint Venture TATA HAL Technologies Limited
6	Associates and Joint Venture of Group Company
1	Tata Sons Private Limited (Entity with more than 20% voting rights in Tata Motors Limited)
2	Jaguar Cars Finance Limited
3	Automobile Corporation of Goa Limited
4	Nita Company Limited
5	Tata Hitachi Construction Machinery Company Private Limited
6	Tata Precision Industries (India) Limited
7	Tata AutoComp Systems Limited
8	Loginomic Tech Solutions Private Limited (“TruckEasy”)
9	Automotive Skills Training Private Limited (formerly known as Automotive Skills Training Foundation)
10	Automotive Stampings and Assemblies Limited
11	Nanjing Tata Autocomp Systems Limited
12	TACO Engineering Services GmbH
13	TACO Holdings (Mauritius) Limited
14	Ryhpez Holding (Sweden) AB
15	TitanX Holding AB
16	TitanX Engine Cooling Inc.
17	TitanX Engine Cooling Kunshan Co. Ltd.
18	TitanX Engine Cooling AB
19	TitanX Engine Cooling, Poland

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

20	TitanX Refrigeracão de Motores LTDA
21	Tata Ficosa Automotive Systems Private Limited (Tata Ficosa Automotive Systems Limited)
22	Tata AutoComp GY Batteries Private Limited (formerly Tata AutoComp GY Batteries Limited)
23	Tata Autocomp Hendrickson Suspensions Private Limited (formerly Taco Hendrickson Suspensions Private Limited)
24	Air International TTR Thermal Systems Limited
25	Tata Autocomp Katcon Exhaust Systems Private Limited (formerly Katcon India Private Limited)
26	TM Automotive Seating Systems Private Limited
27	TACO Sasken Automotive Electronics Limited
28	Tata Cummins Private Limited
29	Fiat India Automobiles Private Limited
30	Chery Jaguar Land Rover Automotive Company Limited
31	Chery Jaguar Land Rover Auto Sales Company Limited (100% Subsidiaries of Chery Jaguar Land Rover Automotive Company Limited)
32	Tata AutoComp Gotion Green Energy Solutions Private Limited
33	Ewart Investments Limited
34	Tata Limited
35	Tata AIA Life Insurance Company Limited
36	Tata AIG General Insurance Company Limited
37	Indian Rotorcraft Limited
38	Panatone Finvest Limited
39	TS Investments Limited
40	Tata SIA Airlines Limited
41	Infiniti Retail Limited
42	Tata Incorporated
43	Tata Investment Corporation Limited
44	Simto Investment Company Limited
45	Tata Asset Management Limited
46	Tata Asset Management (Mauritius) Private Limited
47	Tata Pension Management Limited
48	Tata Consulting Engineers Limited
49	Ecofirst Services Limited
50	TCE QSTP-LLC (in liquidation)
51	Tata International AG, Zug
52	Tata AG, Zug
53	TRIF Investment Management Limited
54	Tata Petrodyne Limited
55	Belida B.V.
56	Dian Energy B.V.
57	Merangin B.V.
58	Meruap B.V.
59	Tata Advanced Systems Limited
60	Aurora Integrated Systems Private Limited
61	HELA Systems Private Limited
62	Nova Integrated Systems Limited
63	TASL Aerostructures Private Limited
64	Tata Lockheed Martin Aerostructures Limited
65	Tata Sikorsky Aerospace Limited (formerly Tara Aerospace Systems Limited)
66	Tata Boeing Aerospace Limited (formerly Tata Aerospace Limited)
67	Tata Capital Limited
68	Tata Capital Advisors Pte. Limited
69	Tata Capital Financial Services Limited
70	TATA Capital General Partners LLP

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

71	Tata Capital Growth Fund I
72	Tata Capital Healthcare General Partners LLP
73	Tata Capital Housing Finance Limited
74	Tata Capital Markets Pte. Limited (ceased w.e.f. 23.07.2020)
75	Tata Capital Plc
76	Tata Capital Pte. Limited
77	Tata Cleantech Capital Limited
78	Tata Opportunities General Partners LLP
79	Tata Securities Limited
80	Tata Capital Special Situation Fund
81	Tata Capital Healthcare Fund I
82	Tata Capital Innovations Fund
83	Tata Capital Growth Fund II
84	Tata Housing Development Company Limited
85	Apex Realty Private Limited
86	Ardent Properties Private Limited
87	Concept Developers & Leasing Limited (formerly Concept Marketing and Advertising Limited)
88	HLT Residency Private Limited
89	Kriday Realty Private Limited
90	North Bombay Real Estate Private Limited
91	One-Colombo Project (Private) Limited
92	Promont Hillside Private Limited
93	Smart Value Homes (Boisar) Private Limited (formerly Niyati Sales Private Limited)
94	Tata Value Homes Limited (formerly Smart Value Homes Limited)
95	THDC Management Services Limited (formerly THDC Facility Management Limited)
96	World-One (Sri Lanka) Projects Pte. Limited
97	World-One Development Company Pte. Limited
98	Synergizers Sustainable Foundation (incorporated under Section 25 of the Companies Act, 1956)
99	Tata Realty and Infrastructure Limited
100	Acme Living Solutions Private Limited
101	Arrow Infraestate Private Limited
102	Gurgaon Construct Well Private Limited
103	Gurgaon Realtech Limited
104	HV Farms Private Limited
105	TRIF Gurgaon Housing Projects Private Limited
106	TRIL Amritsar Projects Limited (formerly TRIF Amritsar Projects Limited)
107	TRIL Constructions Limited
108	Wellkept Facility Mangement Services Private Limited (formerly TRIL Hospitality Private Limited)
109	TRIL Roads Private Limited
110	TRIL Urban Transport Private Limited
111	TRIL Infopark Limited
112	Hampi Expressways Private Limited
113	TRIF Real Estate And Development Limited
114	Dharamshala Ropeway Limited
115	Manali Ropeways Private Limited
116	International Infrabuild Private Limited
117	Uchit Expressways Private Limited
118	TRPL Roadways Private Limited
119	Tata Consultancy Services Limited
120	APTOnline Limited (formerly APOne Limited)
121	C-Edge Technologies Limited
122	CMC Americas Inc.(dissolved on 16.12.2020)

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

123	Diligenta Limited
124	MahaOnline Limited
125	MGDC S.C.
126	MP Online Limited
127	PT Tata Consultancy Services Indonesia
128	Tata America International Corporation
129	Tata Consultancy Services (Africa) (PTY) Ltd.
130	Tata Consultancy Services (China) Co., Ltd.
131	Tata Consultancy Services (Philippines) Inc.
132	Tata Consultancy Services (South Africa) (PTY) Ltd.
133	Tata Consultancy Services (Thailand) Limited
134	Tata Consultancy Services Argentina S.A.
135	Tata Consultancy Services Asia Pacific Pte Ltd.
136	Tata Consultancy Services Belgium (formerly Tata Consultancy Services Belgium S.A.)
137	Tata Consultancy Services Canada Inc.
138	Tata Consultancy Services Chile S.A.
139	Tata Consultancy Services Danmark ApS
140	Tata Consultancy Services De Espana S.A.
141	Tata Consultancy Services De Mexico S.A.,De C.V.
142	Tata Consultancy Services Deutschland GmbH
143	Tata Consultancy Services Do Brasil Ltda
144	Tata Consultancy Services France SA (formerly Alti S.A.)
145	Tata Consultancy Services Luxembourg S.A.
146	Tata Consultancy Services Malaysia Sdn Bhd
147	Tata Consultancy Services Netherlands BV
148	Tata Consultancy Services Osterreich GmbH
149	Tata Consultancy Services Portugal Unipessoal Limitada
150	Tata Consultancy Services Qatar S.S.C.
151	Tata Consultancy Services Sverige AB
152	Tata Consultancy Services Switzerland Ltd.
153	TCS e-Serve America, Inc.
154	TCS Financial Solutions (Beijing) Co., Ltd.
155	TCS Financial Solutions Australia Holdings Pty Limited
156	TCS Financial Solutions Australia Pty Limited
157	TCS FNS Pty Limited
158	TCS Iberoamerica SA
159	TCS Inversiones Chile Limitada
160	Tata Consultancy Services Italia SRL
161	TCS Solution Center S.A.
162	TCS Uruguay S. A.
163	TCS e-Serve International Limited
164	Tata Consultancy Services Japan, Ltd.
165	TCS Foundation
166	W12 Studios Limited
167	Tata Consultancy Services Saudi Arabia
168	Technology Outsourcing S.A.C.(ceased w.e.f. 01.12.2020)
169	Tata Trustee Company Limited
170	Tata Sky Limited
171	ACTVE Digital Services Private Limited
172	Tata Sky Broadband Private Limited (formerly Quickest Broadband Private Limited)
173	TSBB Voice Private Limited (w.e.f. 13.02.2019)
174	Niskalp Infrastructure Services Limited (formerly Niskalp Energy Limited)
175	India Emerging Companies Investment Limited

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

176	Inshaallah Investments Limited
177	Tata Industries Limited
178	Tata Advanced Materials Limited
179	Qubit Investments Pte. Limited
180	Tata SmartFoodz Limited (formerly SmartFoodz Limited)
181	Tata Autocomp Systems Limited (Included above as a Direct Associate of Tata Motors Limited)
182	Tata International Limited
183	Alliance Motors Ghana Limited
184	Blackwood Hodge Zimbabwe (Private) Limited
185	Calsea Footwear Private Limited
186	Cometal, S.A.R.L.
187	Euro Shoe Components Limited
188	Monroa Portugal, Comércio E Serviços, Unipessoal LDA
189	Move On Componentes E Calcado, S.A.
190	Move On Retail Spain, S.L.
191	Tata International Metal (S.A) Pty Ltd
192	Pamodzi Hotels Plc
193	Tata Africa (Cote D'Ivoire) SARL
194	Tata Africa Holdings (Ghana) Limited
195	TATA Africa Holdings (Kenya) Limited
196	Tata Africa Holdings (SA) (Proprietary) Limited
197	Tata Africa Holdings (Tanzania) Limited
198	Tata Africa Services (Nigeria) Limited
199	Tata Africa Steel Processors (Proprietary) Limited
200	Tata Automobile Corporation (SA) (Proprietary) Limited
201	Tata De Mocambique, Limitada
202	Tata Holdings Mocambique Limitada
203	Tata International Metals (Americas) Limited (formerly Tata Steel International (North America) Limited)
204	Tata International Metals (Asia) Limited (formerly Tata Steel International (Hongkong) Limited)
205	Tata International Metals (UK) Limited (formerly Tata Steel International (UK) Limited)
206	Tata International Singapore Pte Limited
207	Tata South East Asia (Cambodia) Limited
208	Tata South-East Asia Limited
209	Tata Uganda Limited
210	Tata West Asia FZE
211	Tata Zambia Limited
212	Tata Zimbabwe (Private) Limited (dormant)
213	TIL Leather Mauritius Limited
214	Tata International West Asia DMCC
215	Motor-Hub East Africa Limited
216	Tata International Vietnam Company Limited
217	Tata International Unitech (Senegal) SARL (formerly Tata Africa (Senegal) S.A.R.L.)
218	Tata International Canada Limited
219	Newsshelf 1369 Pty Ltd.
220	Taj Air Limited
221	AirAsia (India) Limited (ceased to be a joint venture and became a subsidiary w.e.f. 04.02.2020)
222	Strategic Energy Technology Systems Private Limited
223	A & T Road Construction Management and Operation Private Limited
224	Pune Solapur Expressways Private Limited
225	TRIL IT4 Private Limited (formerly Albrecht Builder Private Limited)
226	Mikado Realtors Private Limited
227	Industrial Minerals and Chemicals Company Private Limited

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228	Arvind and Smart Value Homes LLP
229	Princeton Infrastructure Private Limited
230	Sohna City LLP
231	Technopolis Knowledge Park Limited
232	HL Promoters Private Limited
233	Kolkata-One Excelton Private Limited
234	Sector 113 Gatevida Developers Private Limited (formerly Lemon Tree Land & Developers Private Limited)
235	Promont Hilltop Private Limited
236	Smart Value Homes (Peenya Project) Private Limited (formerly Smart Value Homes (Boisar Project) Private Limited)
237	Smart Value Homes (New Project) LLP
238	One Bangalore Luxury Projects LLP
239	Tata International DLT Private Limited
240	Tata International Wolverine Brands Limited
241	Tata International GST AutoLeather Limited
242	Synaptiv Limited
243	DriveClubService Pte. Ltd.
244	Cloud Car Inc
245	Durg Shivnath Expressways Private Limited (formerly SMS Shivnath Infrastructure Private Limited)
246	Matheran Rope-Way Private Limited
247	TATASOLUTION CENTER S.A.
248	Alliance Finance Corporation Limited
249	MIA Infrastructure Private Limited
250	Flisom - AG (w.e.f. 25.03.2020)
251	915 Labs Inc (formerly 915 Labs LLC)
252	Impetis Biosciences Limited
253	Tata Digital Limited (w.e.f. 11.03.2019)
254	Tata Engineering Consultants Saudi Arabia Company (w.e.f. 24.11.2019)
255	AFCL RSA (Pty) Limited (w.e.f. 14.10.2019)
256	TISPL Trading Company Limited (formerly Tata International Myanmar Limited)
257	TCTS Senegal Limited (w.e.f. 23.12.2019)
258	Tata Autocomp SECO Powertrain Private Limited (w.e.f. 26.11.2019)
259	Tata Autocomp Katcon Exhaust System Private Limited
260	TAL Manufacturing Solutions Limited
261	TCL Employee Welfare Trust
262	Tata Capital Growth II General Partners LLP
263	Tata Capital Healthcare Fund II
264	TATA Capital Healthcare II General Partners LLP
265	Tata Capital Opportunities II General Partners LLP
266	Tata Capital Opportunities II Alternative Investment Fund (in the process of winding up)
267	Tata Consultancy Services (Portugal), Unipessoal Limitada
268	TCS Business Services GmbH
269	Tata International Metals (Guangzhou) Limited
270	AFCL Ghana Limited
271	AFCL Premium Services Ltd. (w.e.f. 27.05.2019)
272	AFCL Zambia Limited (w.e.f. 26.04.2019)
273	Stryder Cycle Private Limited (w.e.f. 20.04.2019)
274	NetFoundry Inc. (w.e.f. 21.02.2019)
275	TC IOT Managed Solutions Limited (w.e.f. 06.06.2019) (applied for strike off on 29.11.2019)
276	Tata Payments Limited (w.e.f. 16.08.2019)
277	Women in Transport
278	T/A Tata International Cape Town (w.e.f. 01.02.2020)

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

- 279 Air International TTR Thermal Systems Private Limited
- 280 Pune IT City Metro Rail Limited (w.e.f. 28.05.2019)
- 281 Land kart Builders Private Limited (w.e.f. 18.07.2019)
- 282 Alliance Leasing Limited (w.e.f. 17.04.2019)
- 283 TRIL Bengaluru Real Estate One Private Limited
- 284 TRIL Bengaluru Real Estate Two Private Limited
- 285 TRIL Bengaluru Real Estate Three Private Limited
- 286 Tata Consultancy Services Italia s.r.l.
- 287 TRIL Bengaluru Real Estate Four Private Limited (ceased w.e.f. 21.07.2020)
- 288 Société Financière Décentralisé Alliance Finance Corporation Senegal
- 289 Tata Medical and Diagnostics Limited (w.e.f. 23.07.2020)
- 290 Flisom Hungary Kft (w.e.f. 25.03.2020)
- 291 Tata Electronics Private Limited (formerly TRIL Bengaluru Real Estate Four Private Limited) (w.e.f. 30.09.2020)
- 292 IHMS Hotels (South Africa) (Proprietary) Limited (ceased w.e.f. 30.06.2020)
- 293 Good Hope Palace Hotels (Pty) Limited (ceased w.e.f. 30.06.2020)
- 294 Consilience Technologies (Proprietary) Limited
- 295 Ferguson Place Pty Ltd. (formerly Newshelf 919 (Proprietary) Limited)
- 296 Talace Private Limited (w.e.f. 12.08.2020)
- 297 Tata Toyo Radiator Limited
- 298 Tata Consultancy Services Ireland Limited (w.e.f. 02.12.2020)
- 299 Jaguar Land Rover Switzerland AG (Jaguar Land Rover Limited increased its shareholding from 10% to 30% w.e.f. November 25, 2020)
- 300 Tata Teleservices Limited
- 301 MMP Mobi Wallet Payment Systems Limited
- 302 NVS Technologies Limited
- 303 TTL Mobile Private Limited
- 304 Tata Teleservices (Maharashtra) Limited
- 305 Tata Communications Limited
- 306 Tata Communications Transformation Services Limited
- 307 Tata Communications Collaboration Services Private Limited
- 308 Tata Communications Payment Solutions Limited
- 309 Tata Communications Lanka Limited
- 310 Tata Communications Services (International) Pte. Limited
- 311 Tata Communications (Bermuda) Limited
- 312 Tata Communications (Netherlands) B.V.
- 313 Tata Communications (Hong Kong) Limited
- 314 ITXC IP Holdings S.A.R.L.
- 315 Tata Communications (America) Inc.
- 316 Tata Communications (International) Pte Limited
- 317 Tata Communications (Canada) Limited
- 318 Tata Communications (Belgium) S.P.R.L.
- 319 Tata Communications (Italy) SRL
- 320 Tata Communications (Portugal) Unipessoal LDA
- 321 Tata Communications (France) SAS
- 322 Tata Communications (Nordic) AS
- 323 Tata Communications (Guam) L.L.C.
- 324 Tata Communications (Portugal) Instalacao E Manutencao De Redes LDA
- 325 Tata Communications (Australia) Pty Limited
- 326 Tata Communications SVCS Pte Ltd (formerly Tata Communications Services (Bermuda) Limited)
- 327 Tata Communications (Poland) SP.Z.O.O.
- 328 Tata Communications (Japan) KK.
- 329 Tata Communications (UK) Limited

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

	330	Tata Communications Deutschland GMBH
	331	Tata Communications (Middle East) FZ-LLC
	332	Tata Communications (Hungary) LLC
	333	Tata Communications (Ireland) DAC
	334	Tata Communications (Russia) LLC
	335	Tata Communications (Switzerland) GmbH
	336	Tata Communications (Sweden) AB
	337	TCPOP Communication GmbH
	338	Tata Communications (Taiwan) Limited
	339	Tata Communications (Thailand) Limited
	340	Tata Communications (Malaysia) Sdn. Bhd.
	341	Tata Communications Transformation Services South Africa (Pty) Ltd
	342	Tata Communications (Spain) S.L.
	343	Tata Communications (Beijing) Technology Limited
	344	VSNL SNOSPV Pte. Limited
	345	Tata Communications (South Korea) Limited
	346	Tata Communications Transformation Services (Hungary) Kft.
	347	Tata Communications Transformation Services Pte Limited
	348	Tata Communications (Brazil) Participacoes Limitada
	349	Tata Communications Transformation Services (US) Inc
	350	Tata Communications Comunicacoes E Multimidia (Brazil) Limitada
	351	Nexus Connexion (SA) Pty Limited
	352	SEPCO Communications (Pty) Limited
	353	Tata Communications (New Zealand) Limited
	354	Tata Communications MOVE B.V.(formerly Teleena Holding B.V.)
	355	Tata Communications MOVE Nederland B.V. (formerly Teleena Nederland B.V.)
	356	Tata Communications MOVE UK Limited (formerly Teleena UK Limited)
	357	Tata Communications MOVE Singapore Pte. Ltd. (formerly Teleena Singapore Pte. Ltd.)
	358	MuCoso B.V.
	359	Oasis Smart E-Sim Pte Ltd (w.e.f. 23.12.2020)
	360	Tata Business Hub Limited (w.e.f. 19.10.2020)
	361	Tata Elxsi Limited (ceased to be an associate and became a subsidiary w.e.f. 01.12.2020)
	362	Postbank Systems AG
	363	Ferbine Private Limited
	364	LTH Milcom Private Limited
	365	OASIS Smart SIM Europe SAS (w.e.f. 23.12.2020)
	366	Changshu Tata Autocomp Systems Limited
7	Post employment benefit plans	1 Tata Technologies (India) Limited Gratuity Fund
		2 Tata Technologies (India) Limited Superannuation Fund
		3 Tata Technologies (India) Limited Provident Fund
8	Key Management Personnel	1 Mr. Warren Harris, Managing Director
		2 Mr. Vikrant Gandhe, Company Secretary
		3 Mr. J.K. Gupta, Chief Financial Officer (upto June 30,2020)
		4 Ms. Savitha Balachandran, Chief Financial Officer (w.e.f July 01, 2020)
		5 Mr. S. Ramadorai, Director
		6 Mr. P.P. Kadle, Director (upto July 27, 2020)
		7 Mr. Rakesh Makhija, Director (upto March 29, 2021)
		8 Ms. Falguni Nayar, Director (upto March 29, 2021)
		9 Mr. Guenter Butschek, Director
		10 Mr. PB Balaji, Director
		11 Mr.Ajoyendra Mukherjee (w.e.f March 29, 2021)

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

31. (ii) Transactions with related parties

(Amount in ₹ Crore)

Particulars	Parent Company	Fellow subsidiaries	Subsidiaries	Joint Venture	Associates and joint venture of Group company	Key Management Personnel	Total
Purchase of products	- (-)	0.14 (-)	0.10 (0.09)	- (-)	- (0.71)	- (-)	0.24 (0.80)
Sale of products	36.67 (39.02)	0.65 (1.24)	2.42 (0.10)	- (0.10)	5.35 (15.52)	- (-)	45.09 (55.99)
Services received	1.78 (4.24)	0.10 (0.08)	0.10 (0.08)	(0.01) (1.11)	12.59 (9.66)	- (-)	14.56 (15.17)
Services rendered	431.93 (547.18)	14.06 (14.60)	347.81 (363.57)	- (-)	16.51 (11.90)	- (-)	810.31 (937.25)
Finance placed (including loans, equity & ICD)	1,124.50 (1,031.75)	- (-)	- (-)	- (-)	- (-)	- (-)	1,124.50 (1,031.75)
Finance received back (including loans, equity & ICD)	901.00 (1,064.50)	- (-)	- (-)	- (-)	- (-)	- (-)	901.00 (1,064.50)
Dividend paid	- (121.20)	- (3.25)	- (-)	- (-)	- (22.48)	- (2.68)	- (149.61)
Interest paid / (received)(net)	(12.41) (3.23)	(0.55) (0.54)	- (1.12)	- (-)	(0.19) (0.31)	- (-)	(13.15) (5.20)
Remuneration	- (-)	- (-)	- (-)	- (-)	- (-)	1.41 (2.33)	1.41 (2.33)
Amount receivable (Including unbilled receivables)	98.76 (143.38)	5.14 (6.69)	117.63 (105.44)	0.01 (0.04)	6.91 (6.23)	- (-)	228.45 (261.78)
Amount payable	0.21 (1.24)	0.09 (0.06)	4.84 (0.92)	- (0.13)	2.91 (3.93)	- (0.50)	8.05 (6.78)
Amount receivable (in respect of advances, loans, Equity, ICD, Bonds)	250.00 (26.50)	5.29 (5.29)	0.01 (-)	- (-)	- (-)	- (-)	255.30 (31.79)
Lease receivables	- (-)	- (-)	- (-)	- (-)	0.21 (0.72)	- (-)	0.21 (0.72)
Commission	- (-)	- (-)	- (-)	- (-)	- (-)	0.55 (0.50)	0.55 (0.50)
Sitting fees	- (-)	- (-)	- (-)	- (-)	- (-)	0.16 (0.19)	0.16 (0.19)

The above transactions are excluding reimbursement of expenses

Previous year's figures are shown in the brackets

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
Disclosure of material transactions:
Purchase of Goods:

Barbo Robotics and Automation Limited: ₹ 0.14 crore (March 31, 2020 ₹ Nil crore)

Services rendered:

Tata Technologies Inc: ₹ 131.96 crores (March 31, 2020 ₹ 129.38 crores)

Tata Technologies Pte Ltd: ₹ 52.72 crores (March 31, 2020 ₹ 29.64 crores)

Tata Technologies Europe Limited ₹ 142.12 crores (March 31, 2020 ₹ 197.92 crores)

Services received:

Tata Communications Limited: ₹ 3.96 crores (March 31, 2020 ₹ 6.95 Crores)

Tata Sons Private Limited: ₹ 1.83 crores (March 31, 2020 ₹ 2.17 crores)

Tata Consultancy Services Limited ₹ 6.10 crores (March 31, 2020 ₹ 0.71 crores)

Sale of Goods:

Tata Technologies Inc: ₹ 1.68 crore (March 31, 2020 ₹ 0.10 crore)

Tata Consultancy Services Limited ₹ 4.33 crores (March 31, 2020 ₹ 12.76 crores)

Accounts receivable:

Tata Technologies Europe Limited ₹ 44.94 crores (March 31, 2020 ₹ 47.19 crores)

Tata Technologies Inc.: ₹ 27.33 crores (March 31, 2020 ₹ 25.12 crores)

Accounts payable:

Tata Technologies Inc.: ₹ 2.44 crores (March 31, 2020 ₹ 26.24 crores)

Interest received:

Tata Motors Finance Limited ₹ 0.55 crores (March 31, 2020 ₹ 0.55 crores)

Dividend paid:

Tata Capital General Partners LLP ₹ Nil crores (March 31, 2020 ₹ 14.99 crores)

(Amount in ₹ Crore)

Consideration of key management personnel*	Year ended	Year ended March
	March 31, 2021	31, 2020
Short term benefits	1.08	3.13
Post employment benefits	0.52	0.34
Total	1.60	3.47

*Includes provision for encashable leave and gratuity for certain key management personnels on estimate basis as a separate actuarial valuation is not available

32. EXCEPTIONAL ITEMS

Exceptional items ₹ 4.99 crores (Previous year: ₹ 1.34 crores) pertains to fees for Professional services towards consultation for restructuring activities.

33. INCOME TAX EXPENSE

This note provides an analysis of the Company's income tax expense, shows amounts that are recognised directly in equity and how the tax expense is affected by non- assessable and non-deductible items. It also explains significant estimates made in relation to Company's tax positions.

(Amount in ₹ Crore)

(i) Particulars	For the year ended	
	March 31, 2021	March 31, 2020
Income tax expense		
Current Tax		
Current tax on profits for the year	40.56	88.47
Total current tax expense	40.56	88.47
Deferred tax		
Decrease / (increase) in deferred tax assets	2.03	4.77
(Decrease) / increase in deferred tax liabilities	(4.16)	(1.56)
Total deferred tax expense / (benefit)	(2.13)	3.21
Income tax expense	38.43	91.68

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

The company has benefited from certain tax incentives that the Government of India has provided to the units registered under the Special Economic Zones Act 2005 (SEZ). SEZ units which began the provision of services on or after April 1, 2005 are eligible for a deduction of 100 percent of profits or gains derived from the export of services for the first five years from the financial year in which the unit commenced the provision of services and 50 percent of such profits or gains for further five years. Up to 50% of such profits or gains are also available for deduction for five years subject to certain conditions.

The Government of India, on September 20, 2019, vide the Taxation Laws (Amendment) Act 2019, inserted a new Section 115BAA in the Income Tax Act, 1961, which provides an option to the Company to pay income taxes at reduced tax rates as per the provisions/conditions defined in the said section. The Company had evaluated both options and has decided to continue with the existing tax regime to avail the benefits of 10AA.

(ii) Reconciliation of tax expense and the accounting profit multiplied by statutory tax rate in India:

(Amount in ₹ Crore)

Particulars	For the year ended	
	March 31, 2021	March 31, 2020
Profit before taxes	146.64	383.60
Enacted income tax rate in India	34.94%	34.94%
Computed expected tax expenses	51.23	134.02
Effect of tax on dividend received from Subsidiaries*	-	(24.04)
Income taxed at higher/(lower) rates	(15.37)	(20.54)
Effect of income exempt from tax	-	(0.08)
Effect of non deductible expenses	2.06	1.96
Others	0.51	0.36
Total tax expense	38.43	91.68

*Current tax includes amount of ₹ Nil crores (previous period: ₹ 24.04) in respect of tax on dividend income received by the Company from its offshore subsidiary Tata Technologies Pte. Limited as per Section 115BBD of the Income tax Act, 1961.

(iii) Amounts recognised in OCI

(Amount in ₹ Crore)

Particulars	For the year ended	
	March 31, 2021	March 31, 2020
Income tax relating to items that will not be reclassified to profit and loss	(1.34)	0.54
Total	(1.34)	0.54

(iv) Tax losses

(Amount in ₹ Crore)

Particulars	For the year ended	
	March 31, 2021	March 31, 2020
Unused tax losses on which no deferred tax asset has been recognised	5.38	5.38
Potential tax benefit @23.296% (@ 23.296% for March 31, 2020)	1.25	1.25

Capital losses pertain to A.Y. 2014-2015 - ₹ 4.12 crore A.Y. 2015 - 2016 ₹ 1.26 crore. Deferred tax asset was not recognised on unused capital losses since there was lack of reasonable certainty of taxable capital profits to utilize this deferred tax asset. The losses can be carried forward for a period of 8 years as per local tax regulations.

(v) Changes in tax rate - The applicable Indian statutory tax rate for the financial year 2020-21 is 34.94% and financial year 2019-20 is 34.94%.

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
34 CAPITAL MANAGEMENT
(a) Risk Management

The Company's capital comprises equity share capital, share premium, retained earnings and other equity attributable to equity holders.

The Company's objectives when managing capital are to :

- safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- maintain an optimal capital structure to reduce the cost of capital."

As there is no debt in Company, hence the debt ratio is not applicable.

No changes were made in the objectives, policies or processes for managing capital of the Company during the current year and previous year.

(b) Dividends

(Amount in ₹ Crore)

	For the year ended	
	March 31, 2021	March 31, 2020
(i) Equity shares		
Interim dividend declared during the year aggregating ₹ Nil (₹ 40 for the year ended 31 March 2020) per fully paid equity share	-	179.31

35.1 Categories of financial instruments

(Amount in ₹ Crore)

	As at March 31, 2021		As at March 31, 2020	
	FVTPL	Amortised cost	FVTPL	Amortised cost
Financial assets				
Investments :				
- mutual funds	492.08	-	31.06	-
- debentures	-	5.00	-	5.00
Security deposits	-	7.42	-	6.40
Loans to related parties-others	-	0.01	-	-
Loans to related parties- Inter-corporate deposits	-	250.00	-	26.50
Unbilled receivables	-	66.49	-	36.78
Trade receivables	-	237.31	-	306.62
Cash and cash equivalents	-	243.31	-	65.62
Other bank balances	-	1.96	-	2.27
SEIS licenses receivable	-	18.11	-	34.02
Others	-	3.97	-	4.85
Total financial assets	492.08	833.58	31.06	488.06
Financial liabilities				
Lease Liabilities	-	87.92	-	85.12
Trade payables	-	76.79	-	81.74
Others	-	3.53	-	5.04
Total financial liabilities	-	168.24	-	171.90

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

35.2 (a) Fair Value Hierarchy

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value.

To provide an indication about the reliability of the inputs used in determining fair value, the company has classified its financial instruments into three levels prescribed under the accounting standard. An explanation of each level follows underneath the table.

(Amount in ₹ Crore)

Financial assets and liabilities measured at fair value - recurring fair value measurements at March 31, 2021	Total	Fair value measurement at end of reporting year using		
		Level 1	Level 2	Level 3
Financial Assets				
Investments in Mutual Funds	492.08	492.08	-	-

(Amount in ₹ Crore)

Financial assets and liabilities measured at fair value - recurring fair value measurements at March 31, 2020	Total	Fair value measurement at end of reporting year using		
		Level 1	Level 2	Level 3
Financial Assets				
Investments in Mutual Funds	31.06	31.06	-	-

Level 1: Level 1 hierarchy includes financial instruments measured using quoted prices. This includes mutual funds that have quoted price.

Level 2: Fair value of financial instruments that are not traded in an active market (for example, traded bonds, over the counter derivatives) is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable data, the instrument is included in level 3. This is the case for unlisted equity securities, contingent consideration and indemnification assets.

35.2. (b). As per Ind AS 107 "Financial Instrument: Disclosure", fair value disclosures are not required when the carrying amounts reasonably approximate the fair value. Accordingly fair value disclosures have not been made for the following financial instruments:-

1. Trade receivables
2. Cash and Cash Equivalent
3. Other Bank Balances
4. Loans
5. Borrowings
6. Trade payables
7. Other financial liabilities (except derivatives and lease liabilities)
8. Other financial assets (except derivatives)

35.3. Financial risk management

In the course of its business, the Company is exposed primarily to fluctuations in foreign currency exchange rates, interest rates, equity prices, liquidity and credit risk, which may adversely impact the fair value of its financial instruments.

The Company has a risk management policy which not only covers the foreign exchange risks but also other risks associated with the financial assets and liabilities such as interest rate risks and credit risks. The risk management policy is approved by the board of directors. The risk management framework aims to:

- Create a stable business planning environment by reducing the impact of currency and interest rate fluctuations on the Company's business plan.
- Achieve greater predictability to earnings by determining the financial value of the expected earnings in advance.

35.4. Market risk

Market risk is the risk of any loss in future earnings, in realizable fair values or in future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, equity price fluctuations, liquidity and other market changes. Future specific market movements cannot be normally predicted with reasonable accuracy.

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
35.5. Foreign currency exchange rate risk:

The fluctuation in foreign currency exchange rates may have potential impact on the income statement and equity, where any transaction references more than one currency or where assets/liabilities are denominated in a currency other than the functional currency of the respective consolidated entities.

Considering the countries and economic environment in which the Company operates, its operations are subject to risks arising from fluctuations in exchange rates in those countries. The risks primarily relate to fluctuations in U.S. dollar, Great Britain Pounds, Euro and Swedish Krona, against the respective functional currencies of Tata Technologies Limited and its subsidiaries.

The Company, as per its risk management policy, uses foreign exchange and other derivative instruments.

The Company evaluates the impact of foreign exchange rate fluctuations by assessing its exposure to exchange rate risks. It hedges a part of these risks by using derivative financial instruments in accordance with its risk management policies.

Derivative instruments outstanding as at March 31, 2021 & March 31, 2020 are as follows:

The Company do not have open forward contracts as at March 31, 2021 and previous year as at 31 March 2020

Foreign exchange currency exposures not covered by derivative instruments are as follows:

(Amount in ₹ Crore)

Particulars	Currency	As at March 31, 2021		As at March 31, 2020	
		Amount in Foreign Currency	Equivalent amount in INR	Amount in Foreign Currency	Equivalent amount in INR
Financials Assets:					
Trade Receivables & Unbilled Revenue	EUR	0.08	7.15	0.06	4.76
	CAD	0.01	0.67	0.02	1.22
	GBP	0.37	37.62	0.44	40.99
	THB	2.02	4.72	0.12	0.29
	USD	0.62	45.57	0.73	55.36
	ZAR	-	-	0.03	0.13
	CNY	0.41	4.58	0.85	9.04
	SGD	0.03	1.61	0.02	1.04
	JPY	1.62	1.07	-	-
	SEK	1.17	9.79	0.62	4.62
	CHF	-	-	0.02	1.55
Current account with Bank (including cheques in hand/money in transit)	USD	0.00	0.28	0.03	2.39
	JPY	6.05	4.00	12.12	8.42
	SGD	-	-	0.00	0.23
	ZAR	-	-	0.03	0.11
	GBP	0.11	10.81	0.40	37.44
	EUR	0.03	2.66	-	-
Total			130.53		167.59
Financials Liabilities:					
Trade Payables & Unearned Revenue	EUR	0.00	0.02	0.01	0.74
	GBP	-	0.16	0.01	0.94
	THB	-	-	0.06	0.13
	USD	0.03	2.34	0.11	7.67
	SEK	-	-	0.02	0.13
	CNY	-	-	0.01	0.12
	AED	-	-	(0.01)	(0.11)
	JPY	0.26	0.17	1.80	1.25
	SGD	-	-	0.00	0.00
	CAD	-	-	0.00	0.00
	CHF	-	-	0.00	0.24
	VND	14.31	0.05	-	-
Total			2.74		11.11

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

10% appreciation/depreciation of the respective foreign currencies with respect to functional currency of the Company would result in increase/decrease in the Company's net income before tax by approximately ₹ 13.05 crores as at March 31, 2021 (16.76 crores as at March 31, 2020) and ₹ 0.27 crores as at March 31, 2021 (₹ 1.11 crores as at March 31, 2020) for financial assets and financial liabilities respectively.

35.6 Interest rate risk

The Company's investments are primarily in fixed rate interest bearing deposits/debentures and short term growth mutual funds. Hence, the Company is not significantly exposed to interest rate risk

35.7. Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to The Company. The Company has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults. The Company only transacts with entities that are rated the equivalent of investment grade and above. This information is supplied by independent rating agencies where available and, if not available, the Company uses other publicly available financial information and its own trading records to rate its major customers. The Company's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by counterparty limits that are reviewed and approved by the risk management committee annually. Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of accounts receivable and, where appropriate, credit guarantee insurance cover is purchased. Tata Motors Limited, is the largest customer of the Company (Refer note 31 (ii)).

(Amount in ₹ Crore)

	As at March 31, 2021	As at March 31, 2020
Movement in the expected credit loss allowance		
Balance at the beginning of the year	9.65	7.51
Movement in expected credit allowance on trade receivables	2.55	2.14
Reversal of provisions for debts paid	-	-
Balance at the end of the year	12.20	9.65

35.8. Liquidity risk

Liquidity risk refers to the risk that the Company cannot meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and ensure that funds are available for use as per requirements.

The Company has obtained fund and non-fund based working capital lines from various banks. The Company invests its surplus funds in bank fixed deposit and liquid and liquid plus schemes of mutual funds, which carry no/low mark to market risks.

The Company also constantly monitors funding options available in the debt and capital markets with a view to maintaining financial flexibility.

The table below provides details regarding the contractual maturities of financial liabilities, including estimated interest payments as at March 31, 2021:

(Amount in ₹ Crore)

Financial liabilities	Carrying amount	Due in 1st Year	Due in 2nd Year	Due in 3rd to 5th Year	Due after 5th Year	Total contractual cash flows
(a) Trade payables	76.79 (81.74)	76.79 (81.74)	- (-)	- (-)	- (-)	76.79 (81.74)
(b) Lease liabilities	87.92 (85.12)	12.05 (8.94)	10.73 (9.68)	34.66 (26.41)	30.48 (40.09)	87.92 (85.12)
(c) Other financial liabilities	3.53 (11.88)	3.06 (11.88)	0.46 (-)	0.01 (-)	- (-)	3.53 (11.88)
Total	168.24 (178.74)	91.90 (102.56)	11.19 (9.68)	34.67 (26.41)	30.48 (40.09)	168.24 (178.74)

Previous year's figures are shown in the brackets

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS
35.9 Risk assessment by the Company of COVID 19 (Global Pandemic)

Particulars	Risk assessment by the Company
Revenue from operations	<p>The Company has assessed the following risks which could impact future revenue streams due to COVID 19 pandemic:</p> <ul style="list-style-type: none"> - prolonged lock-down situation in different geographies which may result in inability to deploy resources at different locations due to restrictions on mobility. - Customer postponing discretionary spend to secure liquidity and changes in priorities. - the inability of our customers to continue their businesses due to financial resource constraints or further slowdown in auto industry or if their services no-longer being availed by their customers <p>The Company has enabled 'Work from home' model for majority of workforce across the globe to address the risk of disruption in delivery of services. Hence the Company does not foresee any situation giving rise to disruption in delivery in case of prolonged lock-down situation. The Company is in constant touch with its customers to update them about the efforts being made by it to continue to fulfill our obligations.</p> <p>The Company has a diversified portfolio of offerings for its customers. The Company has incorporated risks of COVID 19 outbreak in its revenue projections to the extent known and available at present. However, the impact assessment of COVID-19 is a continuing process given the uncertainties associated with its nature and duration.</p>
Right to use assets (Lease Arrangements)	<p>The Company has assessed the risk of COVID 19 disruptions to its revenues. Basis its assessment and on-going internal efficiency plans, it does not expect any large scale down-sizing of its employee base rendering the physical infrastructure redundant. The leased properties are used as delivery centers / sales offices which are long term in nature and the Company does not expect any change in the terms of lease arrangements including renewal options due to global pandemic that were assessed in this regard while assessing the Right to use assets.</p>
Intangible assets	<p>The Company carries intangible assets of ₹ 27.32 crores as at March 31, 2021 which includes net book value of software licenses. The Company does not expect any material changes in the amortisation period of software licences on account of global pandemic. The net book value commensurates with the life and the benefits to be derived in future by utilising those intangibles for revenue generation activities.</p>
Financial assets	<p>The Company carries Financial assets of ₹ 1,325.66 crore as at March 31, 2021.</p> <p>The Company carries trade receivables of ₹ 237.31 crore and unbilled revenue of ₹ 66.49 crore as at March 31, 2021 which forms a significant part of the financial assets and are carried at amortised cost which is valued considering provision for allowance using expected credit loss method. The Company has assessed the credit risk of its clients and does not expect any likelihood of increased credit risk and consequential default considering emerging situations due to COVID-19.</p> <p>Financial assets of ₹ 250.32 crore have been recorded as at March 31, 2021 at amortised cost is in the form of cash and cash equivalents, bank deposits, earmarked balances with banks and third party debentures where the Company has assessed the counterparty credit risk does not expect any credit loss on these balances. The Company has also prepared detailed cash flow projections for future years after factoring impact of COVID 19 outbreak on its revenue streams and due to possible delay in customer collections. The Company does not expect a material increase in credit risk on an overall other than those that are already factored in.</p> <p>Other Loans and Financial assets are at ₹ 279.51 crore which includes ₹ 18.11 crore recoverable from government authorities under incentive schemes ₹ 250.00 crore towards inter corporate deposits with parent company and 11.40 crore towards security deposits and other recoverables recorded at amortised cost. The Company does not expect a material increase in credit risk on an overall other than those that are already factored in.</p>
Deferred tax assets	<p>The Company has factored its future projections to consider impact of COVID 19 on future revenues and taxable profits. Based on an assessment, the Company expects that there is reasonable certainty that the sufficient future profits will be available to utilise the deferred tax assets carried by the Company.</p>

(Contd..)

NOTES FORMING PART OF THE STANDALONE FINANCIAL STATEMENTS

Particulars	Risk assessment by the Company
Other non-financial assets	<p>The Company carries other non-financial assets of ₹ 151.26 crore including ₹ 22.71 Contract assets pertains to unbilled revenue on fixed price contracts awaiting billing milestone. The Company has assessed its recoverability along with trade receivable and unbilled revenue for each customer.</p> <p>The Company also carries unamortised balance of prepaid expenses of ₹ 27.07 crore and expects utilisation of services over the scheduled service period.</p>
Going Concern	<p>The Company has prepared its financial statements based on going concern basis and assessed its assumption based on reasonable future projections, estimates and other relevant assumptions as applicable. Amid emerging risks on account of COVID 19 outbreak, the Company has also factored the possible impact of global pandemic on its revenues and cashflow projections which are known to the Company.</p> <p>The Company carries the cash and cash equivalents of ₹ 243.31 crore and current investments in high rated securities of ₹ 255.00 crore (including inter corporate deposits of ₹ 250.00 crore) as at March 31, 2021. The Company also have unutilized working capital limit which can be utilized to address any unforeseen liquidity risk in future.</p> <p>Hence the Company does not foresee any liquidity and going concern issue on account of COVID 19 outbreak.</p>

36. The Indian Parliament has approved the Code on Social Security, 2020 which would impact the contributions by the company towards Provident Fund and Gratuity. The Ministry of Labour and Employment has released draft rules for the Code on Social Security, 2020 on November 13, 2020, and has invited suggestions from stakeholders which are under active consideration by the Ministry. The Company will assess the impact and its evaluation once the subject rules are notified and will give appropriate impact in its financial statements in the year in which, the Code becomes effective and the related rules to determine the financial impact are published

37. Previous year's figures have been regrouped / reclassified wherever necessary to correspond with current period's classification / disclosure.

As per our report of even date attached

For **B S R & Co. LLP**

Chartered Accountants

Firm Registration No: 101248W/W -100022

Swapnil Dakshindas

Partner

Membership No: 113896

ICAI UDIN: 21113896AAAACQ3537

Pune : April 29, 2021

For and on behalf of the Board

S Ramadorai

Chairman

DIN: 00000002

Savitha Balachandran

Chief Financial Officer

Pune : April 29, 2021

Warren Harris

Managing Director

DIN: 02098548

Vikrant Gandhe

Company Secretary

TATA TECHNOLOGIES

Tata Technologies Limited

Registered Office : Plot No. 25, Rajiv Gandhi Infotech Park, Hinjawadi, Pune 411 057

FOLIO NO.

Dear Sir,

Re: Recording Bank details for payment of dividend

I, the first/sole holder, have read your letter refer to the letter dated, received from Tata Technologies Limited regarding the captioned subject.

The details of my bank account are given in the form appended below, to which you may electronically credit the payments due to me.

I hereby declare that the particulars given below are correct & complete and also undertake to inform any subsequent changes therein.

I am also enclosing a photocopy of blank canceled cheque of my bank account.

.....
(Signature of the first named holder)

1 Ref. Folio No.

2 Name:

3 Particulars of the Bank:

a. Name of the Bank

b. Branch Address

c. 9 digit MICR Code No:

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d. IFSC Code:

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Account Type :
(Please tick) Saving Current Cash Credit

e. CBS A/c No. :

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f. Email address: Telephone no:

(please attach a photocopy of your bank cancelled cheque)



ABOUT TATA TECHNOLOGIES

Tata Technologies is a global engineering and product development digital services company focused on fulfilling its mission of helping the world drive, fly, build and farm by enabling manufacturing clients across the automotive, industrial machinery and aerospace verticals realize better products and drive efficiencies in their businesses, leading to the development of products which are better for the end customer, environment and society at large.

There are two components to the company's value proposition; the first one being outsourced product engineering services for our clients helping them conceptualize, design and develop better products, and the second one is helping them identify and deploy technologies and solutions that are used to manufacture, service and realize better products. These offerings are delivered through two lines of business: a) Engineering, Research and Development (ER&D) services, and b) Digital Enterprise Solutions which includes offerings in Connected Enterprise IT (CEIT) and Product Lifecycle Management (PLM) services and products.

We are committed to 'Engineering a better world' through collaborative innovation and adoption of sustainable technologies and processes. Tata Technologies has over 7,900+ employees serving clients across three continents through our uniquely balanced on-shore/offshore global delivery model that enables us to provide aligned on-shore customer proximity required to support the iterative nature of product development services together with the capacity and cost-effectiveness of offshore locations.



7,900+
Employees



3 Active Regions
Asia Pacific, Europe,
and North America



4 Key Industries



Automotive



Aerospace



Industrial
Machinery



Industrials



17 Global Delivery Centers

USA – Troy, Detroit

Europe - Warwick (UK), Gothenburg (Sweden),
Brasov, Craiova & Iasi (Romania)

India - New Delhi, Blue Ridge &
Hinjawadi - Pune, Bengaluru, Thane

China - Shanghai (China)

SEA - Osaka (Japan), Bangkok (Thailand),
Singapore



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