

An aerial, black and white photograph of a coastal city. In the foreground, a wide, multi-lane road with white dashed lane markings curves along the coast. To the left of the road is a paved promenade with trees, including several palm trees, and a few people walking. The ocean is to the left of the promenade. In the background, a dense city skyline with numerous skyscrapers and buildings is visible across the water. The sky is overcast with heavy clouds. A red vertical line is on the right side of the image. Overlaid on the upper right is a red rectangular box containing the text 'CONSOLIDATED ACCOUNTS' in white, bold, sans-serif capital letters.

# **CONSOLIDATED ACCOUNTS**



## Independent Auditors' Report to the Members of Mahindra & Mahindra Limited

### ■ Report on the Audit of Consolidated Financial Statements

#### Opinion

We have audited the consolidated financial statements of **Mahindra & Mahindra Limited** (hereinafter referred to as the "Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), its associates and its joint ventures, which comprise the consolidated balance sheet as at 31 March 2020, 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, associates and joint ventures 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, its associates, joint ventures as at 31 March 2020, of its consolidated loss and other comprehensive loss, 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, its associates and joint ventures 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.

#### ■ Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

#### Description of Key Audit Matter

##### 1. Impairment assessment of tangible assets, goodwill and development expenditure capitalised and currently under development

The key audit matter	How the matter was addressed in our audit
<p>The Group has aggregate tangible assets of Rs. 26,969 crores, which includes property, plant and equipment of Rs. 24,417 crores and Rs. 2,552 crores of capital-work-in-progress as at 31 March 2020. Further, the Group has Rs. 1,512 crores of goodwill, Rs. 3,350 of other development expenditure capitalised and Rs. 4,305 crores of intangible assets under development (collectively "the intangible assets").</p> <p>Changes in business environment, including the economic uncertainty created by the novel corona virus (COVID-19), could have a significant impact on the valuation of the tangible and intangible assets. The Group assesses the carrying amount of its assets to determine the indicators of impairment loss. As such, the tangible and intangible assets are tested for triggers for impairment. If triggers are identified, the recoverable amounts of the tangible and intangible assets are determined and if the amount is lower than the carrying value of the assets, impairment loss is recognised in the statement of profit and loss.</p>	<p>Our audit procedures include:</p> <ul style="list-style-type: none"> <li>Assessed the design, implementation and operating effectiveness of key controls in respect of the Group's impairment assessment process, including the approval of forecasts and valuation models;</li> <li>Obtained understanding of the identification of CGU process including businesses which benefit from Group synergies;</li> <li>Tested the key VIU assumptions used in estimating future cash flows such as revenue volumes and prices, operating costs, inflation and growth rates by comparing these inputs with externally derived data, past performances, consistency with the Board approved investment plans and knowledge of the industry;</li> <li>Involved our valuation specialists to evaluate the assumptions including the discount rates used in the VIU calculations, through reference to external market data;</li> <li>Evaluated the Holding Company's decision to restrict funding of its significant subsidiary in Korea which resulted in the auditor of that component issuing an adverse opinion on the entity's ability to continue as a going concern;</li> </ul>

### 1. Impairment assessment of tangible assets, goodwill and development expenditure capitalised and currently under development (contd.)

The key audit matter	How the matter was addressed in our audit
<p>The recoverable amount is determined as higher of value in use (VIU) or fair value less cost to sell of the asset or the cash generating unit (CGU) to which the asset belongs.</p> <p>Refer note 2(h) – significant accounting policy for impairment of assets.</p>	<ul style="list-style-type: none"> <li>Evaluated past performances where relevant, and assessed historical accuracy of the forecast used in VIU calculations;</li> <li>Evaluated the stage of development of the intangible assets, judgments used for expected probable economic benefits and associated expenditures, and their assessment of feasibility of the projects; and</li> <li>Assessed the adequacy of disclosures in the financial statements on key judgements, assumptions and quantitative data with respect to impairment losses.</li> </ul>

### 2. Taxes including provision for current tax, valuation of uncertain tax positions and recognition of deferred taxes

The key audit matter	How the matter was addressed in our audit
<p>The Group has recorded Rs. 1,976 crores of tax expense for the year ended 31 March 2020.</p> <p>The Group operates in tax jurisdictions across the world, which are subject to periodic tax challenges by local tax authorities leading to protracted litigations. As such, accounting for taxes involves judgment in developing estimates of tax exposures and contingencies in order to assess the adequacy of tax provision.</p> <p>Further, during the year, the Holding Company and certain entities in the Group elected to apply the concessional tax regime which resulted in such entities foregoing certain specified tax deductions including Minimum Alternate Tax (MAT) credit offset by reversal of deferred tax liabilities on account of change in tax rates. In addition, regulatory changes relating to the dividend distribution tax resulted in reversals of certain deferred tax liabilities.</p> <p>The Group has unused tax losses across multiple entities and jurisdictions on which it assesses recognition of deferred tax assets. This involves significant judgment, including assessment of future taxable profits.</p> <p>Refer note 2(p) – significant accounting policy for income tax.</p>	<p>Our audit procedures include:</p> <ul style="list-style-type: none"> <li>Assessed the design, implementation and operating effectiveness of key controls in respect of the Group's process of recognition of tax expense, including uncertain tax positions and deferred taxes;</li> <li>Assessed the Group's process of alignment of accounting policies across entities in the Group and tested the deferred taxes recognised on the consolidation adjustments;</li> <li>Inquired and assessed the completeness of uncertain tax positions in conjunction with our tax specialists by considering changes to business and tax legislation through inquiries with the Group and reading of correspondence with authorities, relevant recent judicial pronouncements and judgments in similar matters and outcome of past litigations;</li> <li>Inquired and challenged the Group in relation to the significant tax provisions and deferred tax adjustments by the entities in Group;</li> <li>Challenged the Group's judgements on the recognition and recoverability of the deferred tax assets including the deferred taxes arising on unused tax losses; and</li> <li>Assessed the adequacy of the disclosures in the financial statements relating to income taxes and deferred taxes.</li> </ul>

### 3. Evaluation of the consolidation process

The key audit matter	How the matter was addressed in our audit
<p>The Group's consolidation process is complex on account of its presence in various geographies and multiple businesses through different ownership structures.</p> <p>The consolidation process includes evaluation of the degree of control/ significant influence, application of consistent accounting policies and elimination of intercompany balances. The resultant tax adjustments require a high level of judgement.</p> <p>Refer note 2(c) – significant accounting policy for basis of consolidation.</p>	<p>Our audit procedures include:</p> <ul style="list-style-type: none"> <li>Assessed the design, implementation and operating effectiveness of key controls of Group's consolidation process and alignment of group accounting policies, consolidation adjustments, elimination of inter-company balances and the resultant tax impact;</li> <li>Read the underlying agreements and minutes of Board committees to assess the Group's evaluation of degree of control/ significant influence;</li> <li>Tested the relevant general IT and applications controls over the consolidation process to test the inter-company elimination process;</li> <li>Tested significant consolidation adjustments related to manual journal entries and inspected the underlying documents; and</li> <li>Evaluated the Group's process of evaluating tax effect on account of consolidation related adjustments.</li> </ul>



#### 4. Impairment Loss Allowance in financial services business

The key audit matter	How the matter was addressed in our audit
<p>Within the financial services business, the Group recognised impairment loss allowance of Rs. 3,652 crores as at 31 March 2020 and recognised an expense for Rs. 1,722 crores in its statement of profit and loss.</p> <p>The determination of impairment loss allowance is inherently judgmental and relies on the Group's best estimate due to the following:</p> <ul style="list-style-type: none"> <li>Increased level of data inputs for capturing the historical data for the Probability of Default ('PDs') and Loss Given Default ('LGD') and the completeness and accuracy of the data;</li> <li>Use of the Group overlays for considering the probability weighted scenarios, the forward looking macro-economic factors, economic environment and the timing of cash flows;</li> <li>Criteria selected to identify significant increase in credit risk, particularly in respect of moratorium benefit given to eligible borrowers, as per the approved policy, read with the RBI COVID-19 regulatory package; and</li> <li>Judgements and assumptions including the extent and duration of COVID-19, impact of governments and other authority actions, and the responses of businesses and consumers in different industries and the associated impact on the economy.</li> </ul> <p>The underlying forecasts and assumptions used in the estimates of impairment loss allowance are subject to uncertainties which are often outside the control of the Group. The extent to which the COVID-19 will impact the Group's current estimate of impairment loss allowances is dependent on future developments, which are highly uncertain at this point. Given the size of loan portfolio relative to the balance sheet and the impact of impairment allowance on the financial statements, this is considered as a key audit matter.</p> <p>Refer note 2(k) – significant accounting policy for impairment of financial assets.</p>	<p>Our audit procedures include:</p> <ul style="list-style-type: none"> <li>Performed process walkthroughs to identify the key systems, applications and controls used in the impairment allowance processes;</li> <li>Assessed the design and implementation of controls of the impairment allowance process including timely recognition of impairment loss, completeness and accuracy of reports used and the related disclosures on credit risk;</li> <li>Obtained understanding of the impairment allowance process, systems and controls implemented, due to staging freeze as on 29 February 2020 as per the policy adopted consequent to the RBI COVID-19 regulatory package;</li> <li>Tested that the periods considered for capturing underlying data as base to PD and LGD workings are in line with Company's recent experience of past observed periods. Further, tested the accuracy of the key inputs and assumptions used in the PD and LGD workings for reasonableness;</li> <li>Challenged the Group overlays, particularly in response to COVID-19 with assistance of our financial risk modelling experts. Evaluated the completeness of the risks which have been addressed by the Group through overlays. Tested the Group's underlying documentation for the overlay quantum; and</li> <li>Assessed the adequacy of the disclosures in the financial statements on key judgements, assumptions and quantitative data with respect to impairment loss allowance.</li> </ul>

#### ■ 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 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/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group including its associates and joint ventures 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 associates and joint ventures 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 associates and joint ventures 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 associates and joint ventures are 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 associates and joint ventures 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 associates and joint ventures 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.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Other Matters

- (a) We did not audit the financial statements of 151 subsidiaries, whose financial statements reflect total assets of Rs. 37,898 crores as at 31 March 2020, total revenues of Rs. 39,648 crores and net cash outflows amounting to Rs. 1,560 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 profit (and other comprehensive income) of Rs. 121 crores for the year ended 31 March 2020, in respect of 21 associates and 23 joint ventures, 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, joint ventures and associates, 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, joint ventures and associates is based solely on the audit reports of the other auditors.

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.

## 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, associates and joint ventures as were audited by other auditors, as noted in the 'Other Matters' paragraph, we report, to the extent applicable, that:
- 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.
  - 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.
  - 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.
  - In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under section 133 of the Act.
  - On the basis of the written representations received from the directors of the Holding Company as on 31 March 2020 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary companies, associate companies, joint ventures incorporated in India, none of the directors of the Group companies, its associate companies, and joint ventures incorporated in India is disqualified as on 31 March 2020 from being appointed as a director in terms of Section 164(2) of the Act.
  - With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company, its subsidiary companies, associate companies and joint ventures 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, associates and joint ventures, as noted in the 'Other Matters' paragraph:
- The consolidated financial statements disclose the impact of pending litigations as at 31 March 2020 on the consolidated financial position of the Group, its associates and joint ventures. Refer Note 40 to the consolidated financial statements.
  - Provision has been made in the consolidated financial statements, as required under the applicable law or Ind AS, for material foreseeable losses, on long-term contracts including derivative contracts. Refer Note 20 to the consolidated financial statements in respect of such items as it relates to the Group, its associates and joint ventures.
  - There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company or its subsidiary companies, associate companies and joint ventures incorporated in India during the year ended 31 March 2020.
  - 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 2020.
- 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 subsidiary companies, associate companies and joint ventures incorporated in India which were not audited by us, the remuneration paid during the current year by the Holding Company, its subsidiary companies, associate companies and joint ventures and 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, its subsidiary companies, associate companies and joint ventures 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

Jamil Khatri  
Partner  
Membership No. 102527  
UDIN: 20102527AAAABA8132

## Annexure A to the Independent Auditors' report on the consolidated financial statements of Mahindra & Mahindra Limited for the year ended 31 March 2020

### ■ Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013

Referred to in paragraph A(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date

#### Opinion

In conjunction with our audit of the consolidated financial statements of the Company as of and for the year ended 31 March 2020, we have audited the internal financial controls with reference to consolidated financial statements of Mahindra & Mahindra Limited (hereinafter referred to as "the Holding Company") and such companies incorporated in India under the Companies Act, 2013 which are its subsidiary companies, its associate companies and its joint venture companies, as of that date.

In our opinion, the Holding Company and such companies incorporated in India which are its subsidiary companies, its associate companies and joint venture companies, 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 2020, 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 relevant subsidiary companies, associate companies and joint venture companies 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 authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

#### ■ Inherent Limitations of Internal Financial controls with Reference to consolidated Financial Statements

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial controls with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.



## ■ 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 65 subsidiary companies, 5 associate companies and 17 joint venture companies, which are companies incorporated in India, is based on the corresponding reports of the auditors of such companies incorporated in India.

Mumbai, 12 June, 2020

**For B S R & Co. LLP**  
*Chartered Accountants*  
Firm's Registration No. 101248W/W-100022  
**Jamil Khatri**  
Partner  
Membership No. 102527  
UDIN: 20102527AAAABA8132

# Consolidated Balance Sheet | as at 31<sup>st</sup> March, 2020

Rupees crores

	Note No.	2020	2019
<b>I. ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment.....	4	24,417.18	22,227.17
Capital work-in-progress.....		2,551.75	2,454.34
Goodwill.....	5	1,512.31	2,073.60
Other intangible assets.....	6	3,759.78	4,681.97
Intangible assets under development.....		4,304.73	2,305.50
Investments accounted using equity method.....	7	11,229.40	10,790.94
Financial assets			
(i) Investments.....	7	1,685.38	1,369.94
(ii) Trade receivables.....	8	556.19	614.52
(iii) Loans.....	9	45,945.23	40,515.00
(iv) Other financial assets.....	10	1,187.72	828.97
Deferred tax assets (net).....	11	1,290.53	1,502.91
Income tax assets (net).....		1,897.98	1,797.02
Other non-current assets.....	12	2,623.05	2,823.65
		1,02,961.23	93,985.53
<b>CURRENT ASSETS</b>			
Inventories.....	13	11,111.86	12,200.16
Financial assets			
(i) Investments.....	7	6,295.56	6,107.22
(ii) Trade receivables.....	8	6,928.28	8,677.89
(iii) Cash and cash equivalents.....	14	4,745.03	6,139.00
(iv) Bank balances other than cash and cash equivalents.....	14	3,165.87	2,595.91
(v) Loans.....	9	27,963.68	29,234.68
(vi) Other financial assets.....	10	1,177.36	891.44
Other current assets.....	12	2,561.29	3,559.74
Assets held for sale.....		96.50	—
		64,045.43	69,406.04
<b>TOTAL ASSETS</b> .....		1,67,006.66	1,63,391.57
<b>II. EQUITY AND LIABILITIES</b>			
<b>EQUITY</b>			
Equity share capital.....	15	554.28	543.96
Other equity.....		39,415.03	39,439.45
Equity attributable to owners of the Company.....		39,969.31	39,983.41
Non-controlling interests.....		7,691.74	8,360.57
		47,661.05	48,343.98
<b>LIABILITIES</b>			
<b>NON-CURRENT LIABILITIES</b>			
Financial liabilities			
(i) Borrowings.....	17	52,298.05	43,526.17
(ii) Trade payables			
Total outstanding dues of creditors other than micro enterprises and small enterprises.....	18	10.25	7.93
(iii) Other financial liabilities.....	19	1,781.40	1,455.32
Provisions.....	20	4,384.13	4,234.64
Deferred tax liabilities (net).....	11	1,511.89	2,171.31
Other non-current liabilities.....	21	5,350.37	5,042.89
		65,336.09	56,438.26
<b>CURRENT LIABILITIES</b>			
Financial liabilities			
(i) Borrowings.....	17	10,217.53	10,541.01
(ii) Trade payables	18		
(a) Total outstanding dues of micro enterprises and small enterprises.....		147.45	166.98
(b) Total outstanding dues of creditors other than micro enterprises and small enterprises.....		14,837.90	20,825.19
(iii) Other financial liabilities.....	19	23,852.06	21,178.94
Other current liabilities.....	21	2,902.05	4,141.09
Provisions.....	20	1,751.54	1,482.45
Current tax liabilities (net).....		300.99	273.67
		54,009.52	58,609.33
<b>TOTAL EQUITY AND LIABILITIES</b> .....		1,67,006.66	1,63,391.57

The accompanying notes 1 to 44 are an integral part of the Consolidated Financial Statements

In terms of our report attached.

For **B S R & Co. LLP**  
Chartered Accountants  
Firm's Registration No : 101248W/W-100022

**Jamil Khatri**  
Partner  
Membership No : 102527

Mumbai, 12<sup>th</sup> June, 2020

**Nadir B. Godrej**  
**M. M. Murugappan**  
**Dr. Vishakha N. Desai**  
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**Shikha Sharma**  
**CP Gurnani**

Directors

**Anand G. Mahindra** Executive Chairman  
**Dr. Pawan Goenka** Managing Director and CEO  
**Dr. Anish Shah** Deputy Managing Director and Group CFO  
**Rajesh Jejurikar** Executive Director (Auto and Farm Sectors)  
**Narayan Shankar** Company Secretary

Mumbai, 12<sup>th</sup> June, 2020

# Consolidated Statement of Profit and Loss | for the year ended 31<sup>st</sup> March, 2020

Rupees crores

	Note No.	2020	2019
<b>INCOME</b>			
Revenue from operations .....	22	95,179.09	1,04,720.68
Other income .....	23	1,062.59	1,085.61
<b>Total Income</b> .....		<b>96,241.68</b>	<b>1,05,806.29</b>
<b>EXPENSES</b>			
Cost of materials consumed .....	24	45,166.73	55,919.29
Purchases of stock-in-trade .....		6,566.05	5,961.90
Changes in inventories of finished goods, stock-in-trade and work-in-progress .....	25	831.54	(1,730.48)
Employee benefits expense .....	26	11,211.90	11,242.08
Finance costs .....	27	6,064.65	5,021.35
Depreciation, amortisation and impairment expense .....	4,6	4,976.29	3,990.77
Other expenses .....	28	19,156.18	18,477.93
		<b>93,973.34</b>	<b>98,882.84</b>
Less: Amounts capitalised .....		317.58	356.55
<b>Total Expenses</b> .....		<b>93,655.76</b>	<b>98,526.29</b>
<b>Profit Before Exceptional Items and Tax</b> .....		<b>2,585.92</b>	<b>7,280.00</b>
Exceptional items (net) .....	29	(1,973.89)	224.32
Share of profit of associates and joint ventures, (net) .....		1,042.58	1,366.52
<b>Profit Before Tax</b> .....		<b>1,654.61</b>	<b>8,870.84</b>
<b>Tax Expense</b> .....	11		
Current tax .....		2,314.16	2,350.46
Deferred tax .....		(338.55)	503.53
<b>Profit/(Loss) for the year</b> .....		<b>(321.00)</b>	<b>6,016.85</b>
<b>Other Comprehensive Income/(Loss)</b>			
A. (i) Items that will not be reclassified to profit or loss			
(a) Remeasurements of the defined benefit plans .....		(44.52)	(176.14)
(b) Equity instruments through other comprehensive income .....		(165.50)	(8.71)
(c) Share of other comprehensive loss of equity accounted investees .....		(12.97)	(3.79)
(ii) Income tax relating to items that will not be reclassified to profit or loss .....		7.03	11.90
B. (i) Items that will be reclassified to profit or loss			
(a) Exchange differences in translating the financial statements of foreign operations .....		(69.10)	(147.13)
(b) Debt instruments through other comprehensive income .....		8.35	9.76
(c) Effective portion of gains/(losses) on designated portion of hedging instruments in a cash flow hedge .....		(54.42)	26.73
(d) Share of other comprehensive income of equity accounted investees .....		8.15	13.07
(ii) Income tax relating to items that will be reclassified to profit or loss .....		49.72	(35.42)
<b>Total Other Comprehensive Loss</b> .....		<b>(273.26)</b>	<b>(309.73)</b>
<b>Total Comprehensive Income/(Loss) for the year</b> .....		<b>(594.26)</b>	<b>5,707.12</b>
<b>Profit/(Loss) for the year attributable to:</b>			
Owners of the company .....		127.04	5,315.46
Non-controlling interests .....		(448.04)	701.39
		<b>(321.00)</b>	<b>6,016.85</b>
<b>Other Comprehensive loss for the year attributable to:</b>			
Owners of the company .....		(298.16)	(273.98)
Non-controlling interests .....		24.90	(35.75)
		<b>(273.26)</b>	<b>(309.73)</b>
<b>Total Comprehensive Income/(Loss) for the year attributable to:</b>			
Owners of the company .....		(171.12)	5,041.48
Non-controlling interests .....		(423.14)	665.64
		<b>(594.26)</b>	<b>5,707.12</b>
<b>Earnings per equity share</b>			
(Face value Rs. 5/- per share) (Rupees)	30		
Basic .....		1.15	48.91
Diluted .....		1.04	48.70

The accompanying notes 1 to 44 are an integral part of the Consolidated Financial Statements

In terms of our report attached.

For B S R & Co. LLP  
Chartered Accountants  
Firm's Registration No : 101248W/W-100022

Jamil Khatri  
Partner  
Membership No : 102527

Mumbai, 12<sup>th</sup> June, 2020

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Narayan Shankar  
Executive Chairman  
Managing Director and CEO  
Deputy Managing Director and Group CFO  
Executive Director (Auto and Farm Sectors)  
Company Secretary  
Mumbai, 12<sup>th</sup> June, 2020

# Consolidated Statement of Changes in Equity | for the year ended 31<sup>st</sup> March, 2020

## (A) Equity Share Capital

	Rupees crores	
	2020	2019
<b>Issued, subscribed and paid up :</b>		
Balance as at the beginning of the year .....	543.96	543.13
Add: Allotment of shares by M&M ESOP Trust to Employees.....	0.72	0.83
Add: Sale of shares by M&M benefit trust.....	9.60	—
Balance as at the end of the year.....	554.28	543.96

## (B) Other Equity

	Attributable to owners of the company										Rupees crores	
	Capital reserve on consolidation	Securities premium	Shares options outstanding account	Other reserves	Retained earnings	Debt instrument through other comprehensive income	Equity instrument through other comprehensive income	Effective portion of Cash Flow Hedges	Foreign currency translation reserve	Total other equity	Non-controlling interests	Total
As at 1 <sup>st</sup> April, 2018 .....	1,518.13	2,186.86	229.33	4,227.66	27,823.62	(0.79)	(20.79)	(86.15)	354.19	36,232.06	8,250.47	44,482.53
Profit/(Loss) for the year .....	—	—	—	—	5,315.46	—	—	—	—	5,315.46	701.39	6,016.85
Other comprehensive income/(loss) .....	—	—	—	—	(122.10)	3.86	(9.94)	49.55	(195.35)	(273.98)	(35.75)	(309.73)
<b>Total comprehensive income for the year .....</b>	—	—	—	—	5,193.36	3.86	(9.94)	49.55	(195.35)	5,041.48	665.64	5,707.12
Dividend paid on equity shares (including dividend tax) .....	—	—	—	—	(937.46)	—	—	—	—	(937.46)	(196.06)	(1,133.52)
Transfers to Retained Earnings....	—	—	—	(81.48)	81.48	—	—	—	—	—	—	—
Transfers from retained earnings ..	—	—	—	389.49	(389.49)	—	—	—	—	—	—	—
Exercise of employee stock options .....	—	89.79	(89.79)	—	—	—	—	—	—	—	—	—
Allotment of shares by M&M ESOP trust to employees.....	—	23.83	—	—	—	—	—	—	—	23.83	—	23.83
Allotment of bonus shares by M&M ESOP trust to employees...	—	(0.41)	—	(0.04)	—	—	—	—	—	(0.45)	—	(0.45)
On account of employee stock options lapsed.....	—	—	(0.13)	0.13	—	—	—	—	—	—	—	—
Share-based payment to employees.....	—	—	94.51	—	—	—	—	—	—	94.51	64.72	159.23
Transactions with non-controlling interest and changes in group's interest.....	—	—	—	—	(89.25)	—	—	—	—	(89.25)	67.94	(21.31)
Cumulative impact of adoption of Ind AS 115 .....	—	—	—	—	(925.27)	—	—	—	—	(925.27)	(492.14)	(1,417.41)
<b>As at 31<sup>st</sup> March, 2019.....</b>	<b>1,518.13</b>	<b>2,300.07</b>	<b>233.92</b>	<b>4,535.76</b>	<b>30,756.99</b>	<b>3.07</b>	<b>(30.73)</b>	<b>(36.60)</b>	<b>158.84</b>	<b>39,439.45</b>	<b>8,360.57</b>	<b>47,800.02</b>



	Attributable to owners of the company										Non-controlling interests	Total	
	Reserves and surplus					Items of other comprehensive income							Total other equity
	Capital reserve on consolidation	Securities premium	Shares options outstanding account	Other reserves	Retained earnings	Debt instrument through other comprehensive income	Equity instrument through other comprehensive income	Effective portion of Cash Flow Hedges	Foreign currency translation reserve				
As at 1 <sup>st</sup> April, 2019 .....	1,518.13	2,300.07	233.92	4,535.76	30,756.99	3.07	(30.73)	(36.60)	158.84	39,439.45	8,360.57	47,800.02	
Profit/(Loss) for the year .....	—	—	—	—	127.04	—	—	—	—	127.04	(448.04)	(321.00)	
Other Comprehensive Income/(Loss)	—	—	—	—	(42.11)	3.92	(164.98)	(124.98)	29.99	(298.16)	24.90	(273.26)	
Total Comprehensive Income for the year .....	—	—	—	—	84.93	3.92	(164.98)	(124.98)	29.99	(171.12)	(423.14)	(594.26)	
Dividend paid on equity shares (including dividend tax) .....	—	—	—	—	(1,135.09)	—	—	—	—	(1,135.09)	(262.93)	(1,398.02)	
Transfers from Retained earnings ...	—	—	—	125.67	(125.67)	—	—	—	—	—	—	—	
Transfers to Retained earnings...	—	—	—	(187.07)	187.07	—	—	—	—	—	—	—	
On business combinations during the year.....	—	—	—	—	—	—	—	—	—	—	6.98	6.98	
Exercise of employee stock options .....	—	87.87	(87.87)	—	—	—	—	—	—	—	—	—	
Allotment of bonus shares by M&M ESOP trust to employees ...	—	(0.36)	—	—	—	—	—	—	—	(0.36)	—	(0.36)	
Allotment of shares by M&M ESOP trust to employees.....	—	25.93	—	—	—	—	—	—	—	25.93	—	25.93	
On account of employee stock options lapsed.....	—	—	(2.29)	2.29	—	—	—	—	—	—	—	—	
Share-based payment to employees.....	—	—	121.20	—	—	—	—	—	—	121.20	41.83	163.03	
Sale of shares by M&M Benefit Trust .....	—	(4.80)	—	—	1,237.71	—	—	—	—	1,232.91	—	1,232.91	
Transactions with non-controlling interest and changes in group's interest.....	—	—	—	—	(6.41)	—	—	—	—	(6.41)	14.49	8.08	
Cumulative impact of adoption of Ind AS 116 .....	—	—	—	—	(91.48)	—	—	—	—	(91.48)	(46.06)	(137.54)	
As at 31 <sup>st</sup> March, 2020 .....	1,518.13	2,408.71	264.96	4,476.65	30,908.05	6.99	(195.71)	(161.58)	188.83	39,415.03	7,691.74	47,106.77	
Assurance loss (net) on defined benefit plans, net of deferred tax, aggregating to Rs. 42.11 crores (2019 : Rs. 122.10 crores) has been recognised during the year as part of retained earnings.													

Remeasurement loss (net) on defined benefit plans, net of deferred tax, aggregating to Rs. 42.11 crores (2019 : Rs. 122.10 crores) has been recognised during the year as part of retained earnings.

## Consolidated Statement of Changes in Equity | for the year ended 31<sup>st</sup> March, 2020 (contd.)

### (C) Other reserves

						Rupees crores
Particulars	Capital Redemption Reserve	Capital Reserve	Debenture Redemption Reserve	General Reserve	Statutory reserve	Total
As at 1 <sup>st</sup> April, 2018.....	73.69	23.52	236.65	3,058.51	835.29	4,227.66
Transfer from retained earnings.....	—	—	115.04	80.08	194.37	389.49
Transfer to retained earnings.....	—	—	(80.62)	—	(0.86)	(81.48)
Allotment of shares by M&M ESOP trust to employees.....	—	—	—	(0.04)	—	(0.04)
On account of employee stock options lapsed.....	—	—	—	0.13	—	0.13
As at 31 <sup>st</sup> March, 2019.....	73.69	23.52	271.07	3,138.68	1,028.80	4,535.76
As at 1 <sup>st</sup> April, 2019.....	73.69	23.52	271.07	3,138.68	1,028.80	4,535.76
Transfer from retained earnings.....	—	—	11.26	—	114.41	125.67
Transfer to retained earnings.....	—	—	(187.07)	—	—	(187.07)
On account of employee stock options lapsed.....	—	—	—	2.29	—	2.29
As at 31 <sup>st</sup> March, 2020.....	73.69	23.52	95.26	3,140.97	1,143.21	4,476.65

#### Notes

- The Company has reduced the share capital by **Rs. 12.54 crores** (2019: Rs. 12.90 crores) and securities premium by **Rs. 204.78 crores** (2019: Rs. 230.71 crores) for the 2,50,76,433 shares of Rs. 5 each (2019: 2,58,02,706 shares of Rs. 5 each) held by the M&M ESOP Trust pending transfer to the eligible employees.
- The Company has also reduced the share capital by **Rs. 21.12 crores** (2019: Rs. 25.92 crores) and retained earnings by **Rs. 1,168.30 crores** (2019: Rs. 1,433.85 crores) for 4,22,35,214 shares of Rs. 5 each (2019: 5,18,35,214 shares of Rs. 5 each) held by M&M Benefit Trust.
- The share capital of the Company has also been reduced and the securities premium increased by **Rs. 33.66 crores** (2019: Rs. 38.82 crores) for 2,50,76,433 bonus shares of Rs. 5 each (2019: 2,58,02,706 bonus shares of Rs. 5 each) issued by the Company to M&M ESOP Trust and for 4,22,35,214 bonus shares of Rs. 5 each (2019: 5,18,35,214 bonus shares of Rs. 5 each) issued by the Company to M&M Benefit Trust in December, 2017.

### (D) Description of the nature and purpose of reserves

#### (i) Capital reserve

Capital reserve represents receipt of Government grants from a package of incentive given by Maharashtra Government for setting up/extension of plants in specified areas.

#### (ii) Capital reserve on consolidation

Gain on bargain purchase, i.e., excess of fair value of net assets acquired over the fair value of consideration in a business combination or on acquisition of interest in associate is recognised as capital reserve on consolidation.

#### (iii) Securities premium

Securities premium reserve is used to record the premium on issue of shares. The fair value of employee stock options is recognised in securities premium once the shares have been allotted on exercise of the options.

#### (iv) General reserve

The general reserve comprises of transfer of profits from retained earnings for appropriation purposes. The reserve can be distributed/utilised by the Company in accordance with the Companies Act, 2013.

#### (v) Debenture redemption reserve

Debenture redemption reserve is a statutory reserve (as per Companies Act, 2013) created out of profits of the Company available for payment of dividend for the purpose of redemption of debentures issued by the Company. On completion of redemption, the reserve is transferred to retained earnings.

#### (vi) Share option outstanding account

The share option outstanding represents reserve in respect of equity settled share options granted to the Company's employees in pursuance of the employee stock option plan.

#### (vii) Statutory reserve

Statutory reserve has been created pursuant to section 45- IC of the RBI Act, 1934 and section 29C of the National Housing Act, 1987.

#### (viii) Capital redemption reserve

Capital redemption reserve was created against redemption of preference shares.

The accompanying notes 1 to 44 are an integral part of the Consolidated Financial Statements

In terms of our report attached.

For B S R & Co. LLP  
Chartered Accountants  
Firm's Registration No : 101248W/W-100022

Jamil Khatri  
Partner  
Membership No : 102527

Mumbai, 12<sup>th</sup> June, 2020

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Narayan Shankar Company Secretary

Mumbai, 12<sup>th</sup> June, 2020

## Consolidated Cash Flow Statement | for the year ended 31<sup>st</sup> March, 2020

Rupees crores

	2020	2019
<b>A. CASH FLOW FROM OPERATING ACTIVITIES :</b>		
Profit before exceptional items and tax.....	2,585.92	7,280.00
Adjustments for :		
Depreciation, amortisation and impairment expense .....	4,976.29	3,990.77
Loss/(Gain) on foreign exchange fluctuation (net).....	202.94	(34.22)
Dividend on investments and interest income [excluding Rs. 11,525.88 crores (2019: Rs. 9,962.80 crores) in respect of financial services business].....	(530.38)	(509.87)
Interest, commitment and finance charges [excluding Rs. 5,349.32 crores (2019: Rs. 4,386.16 crores) in respect of financial services business] .....	715.33	635.19
Equity-settled share-based payment expenses .....	174.47	143.04
Net gain on financial instruments measured at fair value .....	(296.49)	(408.88)
(Gain)/Loss on property, plant and equipment sold/scrapped/written off (net).....	(53.96)	16.31
	5,188.20	3,832.34
Operating Profit before working capital changes.....	7,774.12	11,112.34
Changes in :		
Trade and other receivables.....	2,415.01	(278.30)
Financial services receivable .....	(3,924.73)	(13,433.40)
Inventories .....	1,316.36	(2,276.20)
Trade and other payables and provisions.....	(6,775.09)	3,465.67
	(6,968.45)	(12,522.23)
Cash generated from/(used in) operations.....	805.67	(1,409.89)
Income taxes paid (net of refunds).....	(2,256.60)	(2,937.40)
<b>Net cash flow from operating activities .....</b>	<b>(1,450.93)</b>	<b>(4,347.29)</b>
<b>B. CASH FLOW FROM INVESTING ACTIVITIES :</b>		
Payment to acquire property, plant & equipment and other intangible assets .....	(6,896.02)	(7,340.01)
Proceeds from sale of property, plant & equipment and other intangible assets .....	101.90	141.54
Payment to acquire investments .....	(1,98,567.80)	(1,96,473.58)
Proceeds from sale of investments.....	1,98,131.58	1,95,897.54
Interest received (excluding financial services business) .....	372.38	314.37
Dividends received from joint ventures and associates .....	695.76	444.60
Proceeds from buy-back of shares by associate.....	446.31	—
Dividends received from others.....	26.28	21.09
Bank deposits placed.....	(3,341.68)	(2,751.76)
Bank deposits matured .....	2,583.41	2,250.65
Net change in earmarked and margin account.....	(150.53)	(69.99)
Purchase of investment in joint ventures and associates.....	(418.27)	(319.38)
Purchase consideration paid on acquisition of subsidiaries net of cash acquired.....	(58.74)	4.97
Consideration received on disposal of subsidiaries .....	174.59	—
Consideration received on disposal of joint ventures and associates.....	—	711.79
<b>Net cash used in investing activities .....</b>	<b>(6,900.83)</b>	<b>(7,168.17)</b>

## Cash Flow Statement (contd.)

Rupees crores

	2020	2019
<b>C. CASH FLOW FROM FINANCING ACTIVITIES :</b>		
Proceeds from sale of shares by M&M Benefit Trust .....	1,242.51	—
Proceeds from issue of shares to employees by ESOP trust.....	0.53	1.00
Proceeds from borrowings.....	52,617.59	71,389.41
Repayments of borrowings and lease liabilities .....	(43,838.52)	(56,573.82)
Net change in loans repayable on demand and cash credit .....	(628.14)	221.82
Dividends paid (including dividend distribution tax paid thereon).....	(1,135.09)	(937.46)
Dividend paid to non-controlling interests (including dividend distribution tax paid thereon).....	(262.93)	(196.06)
Transactions with non-controlling interest.....	(303.57)	11.98
Interest, commitment and finance charges paid (excluding financial services business).....	(759.63)	(723.24)
<b>Net cash from financing activities .....</b>	<b>6,932.75</b>	<b>13,193.63</b>
<b>Net (decrease)/ increase in cash and cash equivalents.....</b>	<b>(1,419.01)</b>	<b>1,678.17</b>
Cash and cash equivalents at the beginning of the year .....	6,139.00	4,466.63
Unrealised gain/(loss) on foreign currency cash and cash equivalents.....	25.04	(5.80)
<b>Cash and cash equivalents at the end of the year.....</b>	<b>4,745.03</b>	<b>6,139.00</b>

Notes to the Consolidated Cash Flow Statements for the year ended 31<sup>st</sup> March, 2020.

The above Cash Flow Statement has been prepared under the 'indirect method' as set out in Ind AS 7 - Statement of Cash Flow.

The accompanying notes 1 to 44 are an integral part of the Consolidated Financial Statements

In terms of our report attached.

For B S R & Co. LLP  
Chartered Accountants  
Firm's Registration No : 101248W/W-100022

Jamil Khatri  
Partner  
Membership No : 102527

Mumbai, 12<sup>th</sup> June, 2020

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Dr. Anish Shah Deputy Managing Director and Group CFO  
Rajesh Jejurikar Executive Director (Auto and Farm Sectors)  
Narayan Shankar Company Secretary

Mumbai, 12<sup>th</sup> June, 2020



## Notes to the Consolidated Financial Statements | for the year ended 31<sup>st</sup> March, 2020

### 1. General information

Mahindra & Mahindra Limited ('the Company') is a limited company incorporated in India. The address of its registered office and principal activities of the Company are disclosed in the introduction to the Annual Report.

The Ordinary (Equity) shares of the Company are listed on the National Stock Exchange ("NSE") and the Bombay Stock Exchange ("BSE") in India. The Global Depository Receipts (GDRs) (underlying equity shares) of the Company are listed on the Luxembourg Stock Exchange and also admitted for trading on International Order Book (IOB) of London Stock Exchange.

### 2. Significant Accounting Policies

#### (a) Statement of compliance and basis of preparation and presentation

These consolidated financial statements of Mahindra & Mahindra Limited and its subsidiaries ('the Group' or 'Mahindra Group') have been prepared in accordance with Indian Accounting Standards as per the Companies (Indian Accounting Standards) Rules, 2015 as amended and notified under Section 133 of the Companies Act, 2013 (the 'Act') and other relevant provisions of the Act.

These consolidated financial statements were approved by the Company's Board of Directors and authorised for issue on 12<sup>th</sup> June, 2020.

#### (b) Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis except for certain financial instruments that are measured at fair values.

#### (c) Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and its subsidiaries.

##### *Subsidiaries*

Subsidiaries are entities over which the Group has control. Subsidiaries are consolidated on a line-by-line basis from the date the control is transferred to the Group. They are deconsolidated from the date that control ceases. The acquisition method of accounting is used to account for business combinations by the Group. Changes in the Group's interest in subsidiaries that do not result in a loss of control are accounted 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.

In case of loss of control of a subsidiary, any excess of fair value of consideration received over carrying amount of the assets (including any goodwill) and liabilities of the subsidiary, is recognised as gain or loss in Statement of Profit and Loss. Additionally components of Other Comprehensive Income of Subsidiaries are reclassified to Statement of Profit and Loss or transferred directly to retained earnings.

Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. These financial statements are prepared by applying uniform accounting policies in use at the Group.

##### *Associates*

Associates are the entities over which the Group has significant influence. Investment in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

##### *Joint Arrangements*

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have the rights to the net assets of the arrangement. The results, assets and liabilities of a joint venture are accounted using the equity method of accounting. Where the Group's activities are conducted through joint operations (i.e. the parties have rights to the assets and obligation for liabilities relating to the arrangement), the Group recognises its share of assets, liabilities, income and expenses of such joint operations incurred jointly along with its share of income from the sale of output.

#### (d) Measurement of fair values

A number of Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. The Group has established policies and procedures with respect to the measurement of fair values.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets and liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

## 2. Significant Accounting Policies (contd.)

### (e) Use of estimates and judgments

The preparation of financial statements in conformity with Ind AS 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 at the date of these financial statements and the reported amounts of revenues and expenses for the years presented. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed at each balance sheet date. Revisions to accounting estimates are recognised in the period in which the estimate is revised and future periods affected.

Key sources of estimation uncertainty at the date of financial statements, which may cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year, is in respect of useful lives of property, plant and equipment, other intangible assets, provision for product warranty, fair value of financial assets/liabilities and impairment of investments and goodwill.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

#### (i) *Useful lives of property, plant and equipment and other intangible assets*

The Group reviews the useful lives of property, plant and equipment and other intangible assets at the end of each reporting period. This re-assessment may result in change in depreciation and amortisation expense in future periods.

#### (ii) *Provision for product warranties*

The Group recognises provision for warranties in respect of the products that it sells. Provisions are discounted, where necessary, to its present value based on the best estimate required to settle the obligation at the balance sheet date. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates.

#### (iii) *Fair value of financial assets and liabilities and investments*

The Group measures certain financial assets and liabilities on fair value basis at each balance sheet date or at the time they are assessed for impairment. Fair value measurement that are based on significant unobservable inputs (Level 3) requires estimates of operating margin, discount rate, future growth rate, terminal values, etc. based on management's best estimate about future developments.

#### (iv) *Impairment of goodwill*

The Group estimates the value in use of the cash generating unit (CGU) based on the future cash flows after considering current economic conditions and trends, estimated future operating results and growth rate and anticipated future economic and regulatory conditions. The estimated cash flows are developed using internal forecasts. The discount rate used for the CGUs represent the weighted average cost of capital based on historical market returns of comparable companies.

#### (v) *Estimation uncertainties relating to the Covid-19 global health pandemic*

The Group has considered relevant internal and external sources of information to evaluate the impact of the pandemic on the financial statements for the year ended 31<sup>st</sup> March, 2020. The Group has assessed the recoverability of the assets including receivables, investments, property plant and equipment, intangible assets, goodwill and have made necessary adjustments to the carrying amounts by recognising provisions/impairment of assets where necessary. However, the actual impact may be different from that estimated as it will be dependent upon future developments and future actions to contain or treat the disease and mitigate its impact on the economy.

### (f) Property, plant and equipment

Property, plant and equipment are stated at cost of acquisition or construction less accumulated depreciation and accumulated impairment, if any.

Cost includes financing cost relating to borrowed funds attributable to the construction or acquisition of qualifying tangible assets upto the date the assets are ready for use.

Depreciation is provided on straight-line basis for property, plant and equipment so as to expense the depreciable amount, i.e. the cost less estimated residual value, over its estimated useful lives. The estimated useful lives and residual values are reviewed annually and the effect of any changes in estimate is accounted for on a prospective basis.

When an asset is scrapped or otherwise disposed off, the cost and related accumulated depreciation are removed from the books of account and resultant profit or loss, if any, is reflected in profit or loss.

## 2. Significant Accounting Policies (contd.)

The management's estimate of useful lives are in accordance with Schedule II to the Companies Act, 2013, other than the following asset classes, based on the Group's expected usage pattern supported by technical assessment:

<u>Asset Class</u>	<u>Useful lives</u>
(i) Plant and equipment	2-25 years
(ii) Buildings, including roads	3-60 years
(iii) Vehicles	2-10 years

### (g) Goodwill and Intangible Assets

Goodwill is initially recognised as the excess of consideration paid and acquirer's interest in the net fair value of the identifiable net assets of acquired business. Subsequent to initial measurement, goodwill is measured at cost less accumulated impairment, if any. Goodwill is allocated to the cash-generating unit which is expected to benefit from the business combination.

Intangible assets are initially recognised at cost except those acquired in a business combination.

Subsequent to initial recognition, intangible assets with definite useful lives are amortised on a straight line basis so as to reflect the pattern in which the asset's economic benefits are consumed.

#### **Intangible assets under development**

The Group expenses costs incurred during research phase to profit or loss in the year in which they are incurred. Development phase expenses are initially recognised as intangible assets under development until the development phase is complete, upon which the amount is capitalised as intangible asset.

#### **Intangible assets acquired under business combination**

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value on the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

#### **Other intangible assets**

##### *Technical Knowhow*

The expenditure incurred is amortised over the estimated period of benefit, commencing with the year of purchase of the technology.

##### *Development Expenditure*

The expenditure incurred on technical services and other project/product related expenses are amortised over the estimated period of benefit, not exceeding five years.

##### *Brand license fee*

The expenditure incurred is amortised over the period of relevant licence fee or the estimated period of benefit, whichever is lower.

##### *Software Expenditure*

The expenditure incurred is amortised over three financial years equally commencing from the year in which the expenditure is incurred.

##### *Others*

The expenditure incurred is amortised over the estimated period of benefit.

The amortisation period for intangible assets with finite useful lives are reviewed annually and changes in expected useful lives are treated as changes in estimates.

### (h) Impairment of Assets

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount, which is the higher of the value in use or fair value less cost to sell, of the asset or cash-generating unit, as the case may be, is estimated and impairment loss (if any) is recognised and the carrying amount is reduced to its recoverable amount.

When an impairment loss subsequently reverses, the carrying amount of the asset or a cash-generating unit is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) earlier.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

## 2. Significant Accounting Policies (contd.)

### (i) Inventories

Inventories comprise cost of purchase, conversion and other costs incurred in bringing the inventories to their present location and condition.

Raw materials and bought out components are valued at the lower of cost or net realisable value. Cost is determined on the basis of the weighted average method.

Finished goods produced and purchased for sale, manufactured components and work-in-progress are carried at cost or net realisable value whichever is lower.

Stores, spares and tools other than obsolete and slow moving items are carried at cost. Obsolete and slow moving items are valued at cost or estimated net realisable value, whichever is lower.

### (j) Foreign exchange transactions and translation

The functional currency of the Company and its Indian subsidiaries is Indian Rupees whereas the functional currency of foreign subsidiaries is the currency of primary economic environment in which the entity operates.

Transactions in foreign currencies are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are translated at the functional currency using exchange rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are measured at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated. Exchange differences on monetary items are recognised in profit or loss in the period in which they arise except for exchange differences on transactions entered into in order to hedge certain foreign currency risks (refer policy on Derivative Financial Instruments and Hedge Accounting).

For the purposes of presenting these consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated into Indian Rupees using exchange rates prevailing at the end of each reporting period. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity (and attributed to non-controlling interests as appropriate).

On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a foreign operation, a disposal involving loss of control over a subsidiary that includes a foreign operation, or a partial disposal of an interest in a joint arrangement or an associate that includes a foreign operation of which the retained interest becomes a financial asset), the exchange differences accumulated in equity in respect of that operation attributable to the owners of the Company are reclassified to profit or loss.

In addition, in relation to a partial disposal of a subsidiary that includes a foreign operation that does not result in the Group losing control over the subsidiary, the proportionate share of accumulated exchange differences are re-attributed to non-controlling interests and are not recognised in profit or loss. For all other partial disposal (i.e. partial disposals of associates or joint arrangements that do not result in the Group losing significant influence or joint control), the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

### (k) Financial Instruments

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instruments. Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

#### *Classification and subsequent measurement*

##### *Financial assets*

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace. All recognised financial assets are subsequently measured at either amortised cost or fair value depending on their respective classification.

On initial recognition, a financial asset is classified as measured at -

- Amortised cost; or
- Fair Value through Other Comprehensive Income (FVTOCI) - debt investment; or
- Fair Value through Other Comprehensive Income (FVTOCI) - equity investment; or
- Fair Value Through Profit or Loss



## 2. Significant Accounting Policies (contd.)

The classification of debt instrument as amortised cost or FVTOCI is based on the business model and cash flow characteristics of such instrument.

Financial assets are not reclassified subsequent to their initial recognition, except if the Group changes its business model for managing financial assets.

All financial asset not classified as measured at amortised cost or FVTOCI are measured at FVTPL. This includes all derivative financial assets unless designated as effective hedge instruments which are accounted as per hedge accounting requirements discussed below.

Financial assets at amortised cost are subsequently measured at amortised cost using effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain and loss on derecognition is recognised in profit or loss.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Debt investment at FVTOCI are subsequently measured at fair value. Interest income under effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.

For equity investments, the Group makes an election on an instrument-by-instrument basis to designate equity investments as measured at FVTOCI. These elected investments are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the reserves. The cumulative gain or loss is not reclassified to profit or loss on disposal of the investments. These investments in equity are not held for trading. Instead, they are held for medium or long-term strategic purpose. Upon the application of Ind AS 109, the Group has chosen to designate these investments as at FVTOCI as the Group believes that this provides a more meaningful presentation for medium or long-term strategic investments, than reflecting changes in fair value immediately in profit or loss. Dividend income received on such equity investments are recognised in profit or loss.

Equity investments that are not designated as measured at FVTOCI are designated as measured at FVTPL and subsequent changes in fair value are recognised in profit or loss.

### ***Financial liabilities and equity instruments***

Debt and equity instruments issued by the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

### ***Equity instruments***

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group is recognised at the proceeds received, net of directly attributable transaction costs.

### ***Financial liabilities***

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading or it is a derivative (that does not meet hedge accounting requirements) or it is designated as such on initial recognition. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

### ***Compound instruments***

An issued financial instrument that comprises of both the liability and equity components are accounted as compound financial instruments. The fair value of the liability component is separated from the compound instrument and the residual value is recognised as equity component of other financial instrument. The liability component is subsequently measured at amortised cost, whereas the equity component is not remeasured after initial recognition. The transaction costs related to compound instruments are allocated to the liability and equity components in the proportion to the allocation of gross proceeds. Transaction costs related to equity component is recognised directly in equity and the cost related to liability component is included in the carrying amount of the liability component and amortised using effective interest method.

### ***Derecognition of financial assets***

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows from financial asset in a manner that substantially all the risks and rewards of ownership of the asset are transferred to another party. If the Group neither transfers nor retains substantially all of the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for the amount it may have to pay.

## 2. Significant Accounting Policies (contd.)

If the Group enters into transactions whereby it transfers assets recognised on its balance sheet, but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not derecognised and the proceeds received are recognised as a collateralised borrowing.

### **Offsetting**

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

### **Financial guarantee contracts and loan commitments**

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contracts and loan commitments issued by the Group are initially measured at their fair values and, if not designated as at FVTPL, are subsequently measured at the higher of:

- the amount of loss allowance determined in accordance with impairment requirements of Ind AS 109; and
- the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of Ind AS 115.

### **Derivative financial instruments and hedge accounting**

The Group enters into derivative financial instruments, primarily foreign exchange forward contracts and interest rate swaps, to manage its exposure to foreign exchange and interest rate risks. Derivatives embedded in non-derivative host contracts that are not financial assets within the scope of Ind AS 109 are treated as separate derivatives when their risks and economic characteristics are not closely related to those of the host contracts and the host contracts are not measured at FVTPL.

Derivatives are initially recognised at fair value at the date the contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedging relationship and the nature of the hedged item.

The Group designates certain hedging instruments, which include derivatives in respect of foreign currency risk, as either fair value hedges or cash flow hedges. Hedges of foreign exchange risk on firm commitments are accounted for as cash flow hedges.

At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is highly effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk.

Changes in fair value of the designated portion of derivatives that qualify as fair value hedges are recognised in profit or loss immediately, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income and accumulated under hedging reserve. The gain or loss relating to the ineffective portion is recognised immediately in the statement of profit and loss.

Amounts previously recognised in other comprehensive income and accumulated in equity relating to (effective portion as described above) are reclassified to profit or loss in the periods when the hedged item affects profit or loss.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. Any gain or loss recognised in other comprehensive income and accumulated in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the statement of profit and loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in equity is recognised immediately in the profit or loss.

### **Impairment of financial assets**

The Group applies the expected credit loss (ECL) model for recognising impairment loss on financial assets. With respect to trade receivables, the Group measures the loss allowance at an amount equal to lifetime expected credit losses. For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12 month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition. 12 month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

## 2. Significant Accounting Policies (contd.)

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets. For debt securities at FVTOCI, the loss allowance is recognised in OCI.

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

### (I) Revenue Recognition

#### *Sale of goods*

The Group recognises revenue from sale of goods measured at the fair value of the consideration received or receivable, upon satisfaction of performance obligation which is at a point in time when control of the goods is transferred to the customer, generally on delivery of the goods. Depending on the terms of the contract, which differs from contract to contract, the goods are sold on a reasonable credit term. As per the terms of the contract, consideration that is variable, according to Ind AS 115, is estimated at contract inception and updated thereafter at each reporting date or until the crystallisation of the amount.

#### *Sale of services*

Sale of services are recognised on satisfaction of performance obligation towards rendering of such services.

#### *Dividend and interest income*

Dividend from investments are recognised in profit or loss when the right to receive payment is established.

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably.

#### *Income from financing business*

Interest income is recognised in Statement of profit and loss using the effective interest method for all financial instruments measured at amortised cost, debt instruments measured at FVOCI and debt instruments designated at FVTPL.

If expectations regarding the cash flows on the financial asset are revised for reasons other than credit risk, the adjustment is recorded as a positive or negative adjustment to the carrying amount of the asset in the balance sheet with an increase or reduction in interest income. The adjustment is subsequently amortised through interest income in the Statement of profit and loss.

When a financial asset becomes credit-impaired, the Group calculates interest income by applying the effective interest rate to the net amortised cost of the financial asset. If the financial assets cures and is no longer credit-impaired, the Group reverts to calculating interest income on a gross basis.

Additional interest and interest on trade advances, are recognised when they become measurable and when it is not unreasonable to expect their ultimate collection.

Income from bill discounting is recognised over the tenure of the instrument so as to provide a constant periodic rate of return.

#### *Fee and commission income*

Fee based income are recognised when they become measurable and when it is probable to expect their ultimate collection.

Commission and brokerage income earned for the services rendered are recognised as and when they are due.

#### *Long term construction contracts and property development activity*

Some of the Group companies are in the business to develop and sell residential and commercial properties. Revenue from such contracts is recognised when control over the property has been transferred to the customer. An enforceable right to payment does not arise until the development of the property is completed. Therefore, revenue is recognised at a point in time when the legal title has passed to the customer and the development of the property is completed. The revenue is measured at the transaction price agreed under the contract.

For certain contracts involving the sale of property under development, deferred payment schemes are offered to the customers. The transaction price is adjusted for the effects of the significant financing component.

#### *Income from Sale of land and other rights*

Revenue from sale of land and other rights are considered upon transfer of all significant risks and rewards of ownership of such real estate/property as per the terms of the contract entered into with the buyers, which generally with the firmity of the sale contracts/agreements. The determination of transfer of control did not change upon the adoption of Ind AS 115.

## 2. Significant Accounting Policies (contd.)

### ***Income from Project Management***

Project management fees receivable on fixed period contracts is accounted over the tenure of the contract/agreement. Where the fee is linked to the input costs, revenue is recognised as a proportion of the work completed based on progress claims submitted. Where the management fee is linked to the revenue generation from the project, revenue is recognised on the percentage of completion basis. The determination of transfer of control did not change upon the adoption of Ind AS 115.

### ***Land Lease Premium***

Land lease premium is recognised as income upon creation of leasehold rights in favour of the lessee or upon an agreement to create leasehold rights with handing over of possession. Property lease rentals, income from operation & maintenance charges and water charges are recognised on an accrual basis as per terms of the agreement with the lessees.

### ***Vacation ownership***

Under the vacation ownership, holiday facilities are provided to members for a specified period each year, over a number of years, for which membership fee is collected either in full upfront, or on a deferred payment basis.

Revenue from sale of vacation ownership weeks is recognised when related right to use the specific property over the specific week(s) is transferred to the buyer for a consideration.

Income from sale of vacation ownership weeks in villas is recognised when the outcome of a villa project can be estimated reliably. Project revenue and contract costs associated with the contract are recognised as revenue and expenses respectively by reference to the percentage of completion of the project activity at the reporting date.

When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense in profit or loss in the period in which such probability occurs.

### ***Revenue from Membership fees***

Revenue from membership fees are recognised over the tenure of membership as the performance obligation is fulfilled. The revenue which will be recognised in future periods are disclosed under Contract Liability.

Non refundable admission fee is recognised as income on admission of a member.

Entitlement fee, which entitles the members the vacation ownership facilities over the agreed membership period, are recognised as income equally over the tenure of membership, commencing from the year of admission and disclosed under Contract Liability.

### ***Revenue from Annual subscription fees***

Annual subscription fee dues from members are recognised as income on accrual basis and fees pertaining to the period beyond the year end is disclosed under Contract Liability.

### ***Interest income on deferred payment plans***

In case of deferred payment plans wherein significant financing components exists in a contract, interest income or expense is recognised over the financing period using the Effective Interest Method.

## **(m) Government Grants**

The Group, directly or indirectly through a consortium of group companies, is entitled to various incentives from government authorities in respect of manufacturing units located in developing regions. The Group accounts for its entitlement as income on accrual basis.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate.

The benefit of a government loan at a below market-rate of interest is treated as government grant and is measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates at the inception of the loan.

## **(n) Employee Benefits**

### ***Superannuation Fund, ESIC and Labour Welfare Fund***

The Group's contribution paid/payable during the year to Superannuation Fund, ESIC and Labour Welfare Fund are recognised in profit or loss.

### ***Provident Fund***

Contributions to Provident Fund are made to Trusts administered by the Group/Regional Provident Fund Commissioners and are charged to profit or loss as incurred. The Group is liable for the contribution and any shortfall in interest between the amount of interest realised by the investments and the interest payable to members at the rate declared by the Government of India in respect of the Trust administered by the Group companies.



## 2. Significant Accounting Policies (contd.)

### *Long term Compensated Absences*

The liability towards long term compensated absences are determined by independent actuaries using the projected unit credit method.

### *Gratuity, post retirement medical benefit and post retirement housing allowance schemes*

The liability towards gratuity, post retirement medical benefit and post retirement housing allowance schemes are determined by independent actuaries, using the projected unit credit method. Past services are recognised at the earlier of the plan amendment/curtailment and the recognition of related restructuring costs/termination benefits.

The obligation on long term compensated absences and other defined benefit plan are measured at the present value of estimated future cash flows using a discount rate that is determined by reference to the market yields at the balance sheet date on government bonds (high quality corporate bonds in case of foreign companies) where the currency and terms of the government bonds are consistent with the currency and estimated terms of the defined benefit obligation.

### *Remeasurement gains/losses*

Remeasurement of defined benefit plans, comprising of actuarial gains or losses, return on plan assets excluding interest income are recognised immediately in balance sheet with corresponding debit or credit to other comprehensive income. Remeasurements are not reclassified to profit or loss in subsequent period.

Remeasurement gains or losses on long term compensated absences that are classified as other long term benefits are recognised in profit or loss.

### *Share based payments*

Equity-settled share-based payments to employees are measured at the fair value of the equity instruments at the grant date. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity.

Share appreciation rights which are cash settled share-based payments are recognised as employee benefit expense over the relevant service period. The liabilities are remeasured to fair value at each reporting date.

## (o) Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Interest income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

## (p) Income taxes

### *Current tax*

Current tax is determined as the amount of tax payable in respect of taxable income for the year. The Group's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

### *Deferred tax*

Deferred tax assets and liabilities are recognised for the future tax consequences of temporary differences between the carrying values of assets and liabilities and their respective tax bases. Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets are recognised to the extent that it is probable that future taxable income will be available against which the deductible temporary differences could be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill. 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 an asset if there is probable evidence that the Group will pay normal income tax against which the MAT paid will be adjusted. The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

## 2. Significant Accounting Policies (contd.)

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

### *Current and deferred tax for the year*

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

### (q) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When provision is measured using the cash flow estimated to settle the present obligation, its carrying amount is the present value of these cash flows (when the effect of the time value of money is material). Provisions for the expected cost of warranty obligations are recognised at the time of sale of the relevant products, at the best estimate of the expenditure required to settle the Group's obligation.

Contingent liabilities acquired in a business combination are initially measured at fair value at the acquisition date. At the end of the subsequent reporting periods, such contingent liabilities are measured at the higher of the amount that would be recognised in accordance with Ind AS 37 - Provisions, Contingent Assets and Contingent Liabilities and the amount initially recognised less cumulative amortisation recognised in accordance with Ind AS 115 - Revenue from contracts with customers.

### (r) Leases

#### **Transition to Ind AS 116**

The Group has adopted Ind AS 116 "Leases" using the modified retrospective approach with effect from initially applying this standard from 1<sup>st</sup> April, 2019. Accordingly, the information presented for previous year ended 31<sup>st</sup> March, 2019 is reported as per Ind AS 17.

The Group has adopted modified retrospective approach where lease liability is measured at a present value of remaining lease payment discounted at the incremental borrowing rate at the date of initial application. The Group has adopted a policy of measuring the Right-of-use Asset at an amount equal to lease liability. However, in cases of few subsidiaries, the right-of-use asset is measured at present value of lease payment using incremental borrowing rate on the date of initial application as if the standard is applicable from commencement date of the lease. The difference between the right-of-use asset and lease liability is recognised in retained earnings.

The Group has leases that were previously classified as finance leases applying Ind AS 17. For such leases, the carrying amount of the right-of-use asset and the lease liability at the date of initial application of Ind AS 116 is the carrying amount of the finance lease asset and finance lease liability as per Ind AS 17.

From the date of initial application Ind AS 116, the classification of expenses has changed from lease rent (included in other expenses) in previous year to amortisation expense of right-of-use asset, and finance cost for interest unwound on lease liability.

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. 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. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- the contract involves the use of an identified asset – this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the lessor has a substantive substitution right, then the asset is not identified.
- the Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- the Group as a lessee has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the Group has the right to direct the use of the asset if either:
  - o the Group as a lessee has the right to operate the asset; or
  - o the Group as a lessee designed the asset in a way that predetermines how and for what purpose it will be used.

For effect of applying Ind AS 116 - Leases on transition period refer Note 42.

## 2. Significant Accounting Policies (contd.)

### *The Group as a lessee*

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. In addition, the right-of-use asset is reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at amortised cost at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using the incremental borrowing rate.

It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

### *The Group as lessor*

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of 'other income'.

### (s) Business combinations

The Group accounts for its business combinations under acquisition method of accounting. The acquiree's identifiable assets including liabilities and contingent liabilities that meet the condition for recognition are recognised at their fair values at the acquisition date. The excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed is recognised as goodwill.

Before recognising capital reserve in respect thereof, the Group determines whether there exists clear evidence of underlying reasons for classifying the business combination as a bargain purchase. Thereafter, the Group reassesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and recognises any additional asset or liabilities that are identified in that reassessment. The Group then reviews the procedures used to measure the amounts that Ind AS requires for the purposes of calculating the bargain purchase. If the gain remains after this reassessment and review, the Group recognises it directly in equity as capital reserve.

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

When the consideration transferred by the Group in business combination includes assets or liabilities resulting in a contingent consideration arrangement, the contingent consideration is measured at its acquisition date fair value and included as a part of the consideration transferred in a business combination. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments, are adjusted retrospectively, with corresponding adjustments against goodwill or capital reserve as the case may be.

## 2. Significant Accounting Policies (contd.)

When a business combination is achieved in stages, the Group's previously held equity interest in the acquiree is remeasured to its acquisition-date fair value and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss where such treatment would be appropriate if that interest were disposed off.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amount for the items for which the accounting is incomplete. Those provisional amount are adjusted during the measurement period (which cannot exceed one year from the acquisition date), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amount recognised at that date.

In consolidated financial statements, acquisition of non-controlling interest is accounted as equity transaction. The carrying amount of the Group'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.

Business Combination under common control are accounted as per Appendix C in Ind AS 103 - Business combinations, at carrying amount of assets and liabilities acquired and any excess of consideration issued over the net assets acquired is recognised as capital reserve on common control business combination.

### (t) Acquisition of interest in associate and joint ventures

Acquisition of interest in an associate or a joint venture, is initially recognised at cost. Any excess of the cost of the investment over the Group's share of the fair value of the identifiable assets and liabilities of the investee is regarded as goodwill, which is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised in equity as capital reserve in the period in which the investment is acquired.

## 3. Recent Accounting Pronouncements

Ministry of Corporate Affairs ("MCA") notifies new Indian Accounting Standards and/or amendments to existing Indian Accounting Standards. There is no such notification which would be applicable from 01 April 2020.

## 4. Property, Plant and Equipment

## a) Owned assets

Particulars	Rupees crores											
	Land - Freehold	Land - Leasehold	Buildings - Freehold	Buildings - Leasehold	Plant and Equipment - Freehold	Plant and Equipment - Leasehold	Furniture and Fixtures	Vehicles	Aircraft	Office Equipments	Batteries	Total
<b>COST</b>												
Balance as at 1 <sup>st</sup> April, 2018 .....	3,924.76	359.95	8,779.34	62.19	32,478.13	234.62	1,059.49	684.40	103.45	372.45	19.87	48,078.65
Additions .....	43.33	—	252.96	7.29	3,682.32	58.97	85.66	173.29	—	37.32	—	4,341.14
Foreign exchange translation differences .....	(22.70)	—	(38.33)	1.18	(120.01)	(6.39)	(1.12)	(0.86)	—	(0.33)	—	(188.56)
Disposals .....	(10.26)	(0.09)	(18.63)	(9.11)	(518.98)	(46.70)	(65.11)	(113.74)	—	(25.85)	(2.45)	(810.92)
Balance as at 31 <sup>st</sup> March, 2019 .....	3,935.13	359.86	8,975.34	61.55	35,521.46	240.50	1,078.92	743.09	103.45	383.59	17.42	51,420.31
Balance as at 1 <sup>st</sup> April, 2019 .....	3,935.13	359.86	8,975.34	61.55	35,521.46	240.50	1,078.92	743.09	103.45	383.59	17.42	51,420.31
Additions .....	62.67	—	273.25	10.95	3,027.16	—	91.53	234.28	—	36.73	—	3,736.57
Acquisitions through business combinations.....	—	—	—	—	0.15	—	0.09	10.40	—	0.08	—	10.72
Foreign exchange translation differences.....	78.39	—	130.31	1.85	356.90	—	10.36	0.29	—	0.94	—	579.04
Disposals.....	(90.90)	—	(37.31)	(2.42)	(389.96)	—	(17.39)	(125.86)	—	(11.35)	(3.00)	(678.19)
Derecognition on disposal of subsidiaries .....	(27.75)	—	(8.21)	—	(318.92)	—	(0.43)	(2.43)	—	—	—	(357.74)
Reclassified on account of adoption of Ind AS 116 (Refer Note No 42)....	—	(359.86)	—	—	—	(240.50)	(14.50)	—	—	(7.55)	—	(622.41)
Balance as at 31 <sup>st</sup> March, 2020 .....	3,957.54	—	9,333.38	71.93	38,196.79	—	1,148.58	859.77	103.45	402.44	14.42	54,088.30
<b>ACCUMULATED DEPRECIATION</b>												
<b>AND IMPAIRMENT</b>												
Balance as at 1 <sup>st</sup> April, 2018 .....	—	32.85	4,047.41	38.63	21,645.89	93.15	721.78	363.38	31.43	275.72	7.92	27,258.16
Depreciation expense for the year..	—	3.64	233.61	4.07	2,175.02	44.51	97.77	107.92	4.81	37.25	2.47	2,711.07
Foreign exchange translation differences .....	—	—	(14.01)	0.27	(77.76)	—	(1.09)	(0.36)	—	—	—	(92.95)
Disposals .....	—	—	(5.44)	(7.90)	(454.92)	(42.21)	(62.82)	(85.84)	—	(22.75)	(1.95)	(683.83)
Impairment losses recognised in the statement of profit and loss.....	—	—	—	0.24	0.22	—	0.15	—	—	0.08	—	0.69
Balance as at 31 <sup>st</sup> March, 2019 .....	—	36.49	4,261.57	35.31	23,288.45	95.45	755.79	385.10	36.24	290.30	8.44	29,193.14
Balance as at 1 <sup>st</sup> April, 2019 .....	—	36.49	4,261.57	35.31	23,288.45	95.45	755.79	385.10	36.24	290.30	8.44	29,193.14
Depreciation expense for the year...	—	—	237.71	5.48	2,438.35	—	91.23	126.26	4.81	37.14	1.96	2,942.94
Foreign exchange translation differences .....	5.54	—	87.38	0.74	343.49	—	9.37	0.35	—	0.93	—	447.80
Disposals .....	—	—	(19.39)	(2.16)	(366.50)	—	(13.83)	(85.86)	—	(10.71)	(2.22)	(500.67)
Derecognition on disposal of subsidiaries .....	—	—	(1.53)	—	(56.82)	—	(0.15)	(1.45)	—	(0.07)	—	(60.02)
Impairment losses recognised in the statement of profit and loss* .....	79.90	—	152.98	0.22	485.35	—	20.45	0.80	19.93	0.05	—	759.68
Reclassified on account of adoption of Ind AS 116 (Refer Note No 42)....	—	(36.49)	—	—	—	(95.45)	(4.08)	—	—	(5.72)	—	(141.74)
Balance as at 31 <sup>st</sup> March, 2020 .....	85.44	—	4,718.72	39.59	26,132.32	—	858.78	425.20	60.98	311.92	8.18	32,641.13
<b>NET CARRYING AMOUNT</b>												
Net carrying amount as at 31 <sup>st</sup> March, 2019 .....	3,935.13	323.37	4,713.77	26.24	12,233.01	145.05	323.13	357.99	67.21	93.29	8.98	22,227.17
Net carrying amount as at 31 <sup>st</sup> March, 2020 .....	3,872.10	—	4,614.66	32.34	12,064.47	—	289.80	434.57	42.47	90.52	6.24	21,447.17

\* Out of impairment losses recognised in the statement of profit and loss, Rs. 739.28 crores and Rs. 19.93 crores has been recognised in exceptional items and depreciation and amortisation expense respectively

#### 4. Property, Plant and Equipment (contd.)

##### b) Right-of-use asset

Rupees crores

Particulars	Land	Buildings	Plant and Equipment	Furniture and Fixtures	Vehicles	Office Equipments	Total
Balance as at 1 <sup>st</sup> April, 2019 .....	—	—	—	—	—	—	—
On account of adoption of Ind AS 116 (Refer Note No 42).....	229.50	2,232.23	74.30	0.75	85.06	0.35	2,622.19
Reclassified on account of adoption of Ind AS 116 (Refer Note No 42).....	323.37	—	145.05	10.42	—	1.83	480.67
Additions .....	0.35	246.18	55.74	—	17.62	12.48	332.37
Acquisitions through business combinations ...	—	0.29	—	—	—	—	0.29
Foreign exchange translation differences .....	0.55	90.41	20.07	—	2.02	0.19	113.24
Deduction .....	—	(18.09)	—	—	—	—	(18.09)
Balance as at 31 <sup>st</sup> March, 2020 .....	553.77	2,551.02	295.16	11.17	104.70	14.85	3,530.67
<b>ACCUMULATED DEPRECIATION AND IMPAIRMENT</b>							
Balance as at 1 <sup>st</sup> April, 2019 .....	—	—	—	—	—	—	—
Depreciation expense for the year .....	10.45	355.29	63.39	1.50	32.54	3.49	466.66
Foreign exchange translation differences .....	0.04	12.79	9.56	—	1.28	0.15	23.82
Deduction .....	—	(5.04)	—	—	—	—	(5.04)
Impairment losses recognised in the statement of profit and loss* .....	—	—	75.22	—	—	—	75.22
Balance as at 31 <sup>st</sup> March, 2020 .....	10.49	363.04	148.17	1.50	33.82	3.64	560.66
<b>NET CARRYING AMOUNT</b>							
Net carrying amount as at 31 <sup>st</sup> March, 2020....	543.28	2,187.98	146.99	9.67	70.88	11.21	2,970.01

\* Impairment losses are recognised in the statement of profit and loss as a part of exceptional items.

Break-up of Net carrying amount of Property, Plant & Equipment is as follows:

Rupees crores

Particulars	2020	2019
a) Owned Assets .....	21,447.17	22,227.17
b) Right-of-use asset .....	2,970.01	—
Total .....	24,417.18	22,227.17

#### 5. Goodwill

Rupees crores

Particulars	2020	2019
Balance at the beginning of the year .....	2,073.60	2,159.67
Additions during the year.....	102.79	—
Impairment during the year (Refer Note No 29).....	(663.42)	(49.86)
Foreign exchange translation difference.....	(0.66)	(36.21)
Balance at the end of the year .....	1,512.31	2,073.60



## 5. Goodwill (contd.)

## Segment wise allocation of goodwill

Goodwill is monitored by the management at the level of operating segments as described in Note 38. The carrying amount of goodwill has been allocated to segments as below.

<i>Rupees crores</i>		
Particulars	2020	2019
Automotive.....	32.88	32.78
Farm Equipment.....	112.28	129.39
Financial Services.....	1.34	1.34
Real Estate.....	103.59	103.59
Hospitality.....	115.38	111.19
Others .....	1,146.84	1,695.31
<b>Total .....</b>	<b>1,512.31</b>	<b>2,073.60</b>

The Group tests goodwill on an annual basis and whenever there is an indication that the CGU to which the goodwill has been allocated may be impaired. The goodwill impairment test is performed at the level of the CGU or group of CGUs that benefit from the synergies of the acquisition and which represents the lowest level at which goodwill is monitored for internal management purposes. The recoverable amount is determined based on higher of value-in-use and fair value less cost of disposal. Where there is no basis for making a reliable estimate of the price at which an orderly transaction to sell the asset would take place between market participants at the measurement date under current market conditions, the recoverable amount is determined by value-in-use. In determining the value-in-use, cash flow projections approved by appropriate level of management are considered. In circumstances where a reliable value-in-use estimate is difficult to make whereas market value of the asset or the CGU or group of CGUs is readily available, the latter is used for the determination of recoverable amount with appropriate adjustments, where applicable.

Apart from the observable market information, significant management estimates and judgments are used to determine the recoverable amounts based on value-in-use. Key assumptions on which management has based its determination of recoverable amount includes estimated growth rates (including terminal growth rates), margins and discount rates. Cash flow projections are usually considered for next 3-5 years and represent management's best estimate about future developments with due consideration for past performance. Cash flows beyond the five-year period are extrapolated using terminal growth rates.

Since mid-March 2020, the outbreak of Covid - 19 global pandemic started impacting the economic environment in which these cash generating unit operates. In certain cases, the performance of the cash generating units were below their expected levels. Accordingly, the Group assessed such cash generating units for the recoverable amounts based on fair value less cost of disposal and value-in-use estimates and recognised impairment of goodwill amounting to **Rs. 663.42 crores** for the year ended 31<sup>st</sup> March, 2020. The goodwill impairment has been recognised as 'Exceptional item' in the Statement of Profit and Loss and is attributable to the following operating segments:

- (a) 'Farm Equipment' segment - **Rs. 9.42 crores**. This relates to goodwill allocated to an international subsidiary.
- (b) 'Others' segment - **Rs. 654.00 crores**. This relates to goodwill allocated to a domestic subsidiary and is based on its market price of the shares with appropriate adjustments for control premium which considers synergies available for a market participant.

## 6. Other Intangible Assets

Rupees crores

	Development Expenditure	Computer Software	Brand License & Trademarks	Others	Total
<b>COST</b>					
Balance as at 1 <sup>st</sup> April, 2018 .....	4,887.51	650.81	168.91	393.71	6,100.94
Additions .....	2,651.30	105.30	2.72	2.19	2,761.51
Foreign exchange translation differences .....	2.22	(1.33)	(0.52)	(19.91)	(19.54)
Deductions.....	(89.86)	(20.50)	—	(15.09)	(125.45)
Balance as at 31 <sup>st</sup> March, 2019 .....	7,451.17	734.28	171.11	360.90	8,717.46
Balance as at 1 <sup>st</sup> April, 2019 .....	7,451.17	734.28	171.11	360.90	8,717.46
Additions .....	729.15	112.40	2.81	88.00	932.36
Acquisitions through business combinations .....	—	0.09	—	0.19	0.28
Foreign exchange translation differences .....	58.17	10.85	1.85	(2.73)	68.14
Deductions.....	(194.03)	(44.23)	—	(8.97)	(247.23)
Balance as at 31 <sup>st</sup> March, 2020 .....	8,044.46	813.39	175.77	437.39	9,471.01
<b>ACCUMULATED AMORTISATION AND IMPAIRMENT</b>					
Balance as at 1 <sup>st</sup> April, 2018 .....	2,209.50	523.63	27.70	138.37	2,899.20
Amortisation expense for the year .....	1,139.89	95.67	9.90	34.24	1,279.70
Foreign exchange translation differences .....	(14.85)	(2.52)	(0.32)	(0.27)	(17.96)
Deductions.....	(89.86)	(20.50)	—	(15.09)	(125.45)
Balance as at 31 <sup>st</sup> March, 2019 .....	3,244.68	596.28	37.28	157.25	4,035.49
Balance as at 1 <sup>st</sup> April, 2019 .....	3,244.68	596.28	37.28	157.25	4,035.49
Amortisation expense for the year .....	1,403.23	88.97	9.36	39.98	1,541.54
Impairment losses recognised in the statement of profit and loss* .....	197.15	12.29	0.28	100.28	310.00
Foreign exchange translation differences .....	42.74	10.89	0.87	9.07	63.57
Deductions.....	(193.20)	(43.01)	—	(3.16)	(239.37)
Balance as at 31 <sup>st</sup> March, 2020 .....	4,694.60	665.42	47.79	303.42	5,711.23
<b>NET CARRYING AMOUNT</b>					
Net carrying amount as at 31 <sup>st</sup> March, 2019.....	4,206.49	138.00	133.83	203.65	4,681.97
Net carrying amount as at 31 <sup>st</sup> March, 2020.....	3,349.86	147.97	127.98	133.97	3,759.78

\* Impairment losses are recognised in the statement of profit and loss as a part of exceptional items.

## 7. Investments

### A. Non-Current Investments

#### a) Measured as per equity accounting method

Rupees crores

Particulars	2020	2019
<b>Quoted</b>		
Investments in Equity Instruments		
— of Associates *#.....	8,280.90	8,100.25
<b>Total .....</b>	<b>8,280.90</b>	<b>8,100.25</b>
<b>Unquoted</b>		
Investments in Equity Instruments		
— of Associates *.....	1,348.00	1,383.50
— of Joint ventures *.....	1,600.50	1,307.19
<b>Total .....</b>	<b>2,948.50</b>	<b>2,690.69</b>
<b>Investments measured as per equity accounting method .....</b>	<b>11,229.40</b>	<b>10,790.94</b>

# During the year March 2019, the Company tendered 47,00,013 equity shares of Tech Mahindra Limited in the share buy-back scheme at Rs. 950 per equity share.

\* Refer note 36.

#### b) Measured as per other than equity accounting method

Rupees crores

Particulars	Amortised Cost		FVTOCI		FVTPL		Total	
	2020	2019	2020	2019	2020	2019	2020	2019
<b>Quoted</b>								
Investments in Non Convertible Debentures/Bonds.....	—	25.00	104.75	—	—	—	104.75	25.00
Investments in Government Securities.....	975.52	664.42	143.02	—	—	—	1,118.54	664.42
Investments in Equity Instruments.....	—	—	135.55	237.31	—	—	135.55	237.31
Investments in Mutual Funds.....	—	—	—	—	6.40	6.98	6.40	6.98
	975.52	689.42	383.32	237.31	6.40	6.98	1,365.24	933.71
<b>Unquoted</b>								
Investments in Preference Shares								
— of Associates *.....	6.86	4.41	—	—	—	—	6.86	4.41
— of Joint ventures *.....	5.00	5.32	—	—	8.34	2.76	13.34	8.08
— of Other entities.....	0.06	8.97	—	—	4.38	4.81	4.44	13.78
Investments in Debentures/Bonds								
— of Joint ventures *.....	—	—	—	—	89.14	316.23	89.14	316.23
— of Other entities.....	42.90	6.38	—	—	—	—	42.90	6.38
Investments in Certificate of Deposits.....	—	—	—	10.89	—	—	—	10.89
Investments in Alternate Investment Fund.....	—	—	—	—	7.88	3.90	7.88	3.90
Investments in Equity Instruments.....	—	—	140.99	58.55	14.59	14.01	155.58	72.56
	54.82	25.08	140.99	69.44	124.33	341.71	320.14	436.23
<b>Total .....</b>	<b>1,030.34</b>	<b>714.50</b>	<b>524.31</b>	<b>306.75</b>	<b>130.73</b>	<b>348.69</b>	<b>1,685.38</b>	<b>1,369.94</b>

Rupees crores

Other Disclosures :	2020	2019
Aggregate amount of quoted investments (Gross).....	9,646.14	9,033.96
Market Value of quoted Investments.....	17,464.02	24,246.56
Aggregate amount of unquoted investments (Gross).....	3,268.64	3,126.92

\* Refer Note 36

## 7. Investments (contd.)

### B. Current Investments

Rupees crores

Particulars	Amortised Cost		FVTOCI		FVTPL		Total	
	2020	2019	2020	2019	2020	2019	2020	2019
<b>Quoted</b>								
Investments in Non Convertible Debentures/ Bonds .....	25.00	37.00	—	—	—	—	25.00	37.00
Investments in Debentures/Bonds .....	—	—	42.07	56.22	—	104.32	42.07	160.54
Investments in Equity Instruments .....	—	—	*	0.01	—	—	—	0.01
Investments in Government Securities.....	5.00	44.80	—	—	—	—	5.00	44.80
Investments in Mutual Funds.....	—	—	—	—	5,605.19	3,543.07	5,605.19	3,543.07
	30.00	81.80	42.07	56.23	5,605.19	3,647.39	5,677.26	3,785.42
<b>Unquoted</b>								
Investments in Certificate of Deposits .....	79.84	204.39	321.31	481.93	—	469.10	401.15	1,155.42
Investments in Corporate Fixed Deposits...	217.15	200.00	—	—	—	—	217.15	200.00
Investments in Commercial paper .....	—	268.34	—	107.34	—	590.70	—	966.38
	296.99	672.73	321.31	589.27	—	1,059.80	618.30	2,321.80
<b>Total .....</b>	<b>326.99</b>	<b>754.53</b>	<b>363.38</b>	<b>645.50</b>	<b>5,605.19</b>	<b>4,707.19</b>	<b>6,295.56</b>	<b>6,107.22</b>

\* denotes amounts less than Rs. 50,000.

Rupees crores

Other disclosures :	2020	2019
Aggregate amount of quoted investments .....	5,677.26	3,785.42
Market value of quoted investments.....	5,677.26	3,785.42
Aggregate amount of unquoted investments.....	618.30	2,321.80

## 8. Trade Receivables

Rupees crores

Particulars	Non Current		Current	
	2020	2019	2020	2019
Secured, considered good.....	7.35	7.90	98.75	86.77
Unsecured, considered good .....	548.84	606.62	6,829.53	8,591.12
Doubtful .....	8.87	11.20	363.34	246.86
	565.06	625.72	7,291.62	8,924.75
Less: Allowance for Expected Credit Losses.....	8.87	11.20	363.34	246.86
<b>Total .....</b>	<b>556.19</b>	<b>614.52</b>	<b>6,928.28</b>	<b>8,677.89</b>

Refer Note 33 for disclosures related to credit risk, impairment of trade receivables under expected credit loss model and related disclosures.

## 9. Loans

Rupees crores

Particulars	Non Current		Current	
	2020	2019	2020	2019
a) Security Deposits				
— Unsecured, considered good.....	222.62	285.62	104.39	104.56
— Doubtful.....	2.04	0.46	0.04	0.04
	224.66	286.08	104.43	104.60
Less: Allowance for doubtful Security Deposits.....	2.04	0.46	0.04	0.04
Total (a).....	222.62	285.62	104.39	104.56
b) Loans to related parties				
— Unsecured, considered good.....	27.66	40.74	49.55	—
— Doubtful.....	17.00	17.00	—	—
	44.66	57.74	49.55	—
Less: Allowance for doubtful loans to related parties .....	17.00	17.00	—	—
Total (b) .....	27.66	40.74	49.55	—
c) Other Loans				
— Secured, considered good.....	0.54	0.50	44.77	26.33
— Unsecured, considered good.....	243.48	181.82	353.24	172.18
— Doubtful.....	2.40	9.81	14.21	13.69
	246.42	192.13	412.22	212.20
Less: Allowance for doubtful loans.....	2.40	9.81	14.21	13.69
Total (c) .....	244.02	182.32	398.01	198.51
d) Financial Services receivable #				
— Secured, considered good.....	40,750.80	35,916.78	18,255.97	20,729.42
— Unsecured, considered good.....	58.30	41.42	2,334.72	2,509.91
— Significant increase in credit risk.....	4,762.09	3,520.68	3,337.81	3,322.76
— Credit impaired .....	1,900.14	1,497.74	5,114.88	3,617.28
	47,471.33	40,976.62	29,043.38	30,179.37
Less: Allowance for doubtful Financial Services receivable .....	2,020.40	970.30	1,631.65	1,247.76
Total (d) .....	45,450.93	40,006.32	27,411.73	28,931.61
Total (a)+(b)+(c)+(d).....	45,945.23	40,515.00	27,963.68	29,234.68

# Refer Note 33 for disclosures related to credit risk, impairment of financial services receivables under expected credit loss model and related disclosures.

## 10. Other Financial Assets

Rupees crores

Particulars	Non Current		Current	
	2020	2019	2020	2019
<b>Financial assets at amortised cost</b>				
Bank deposit.....	467.73	138.58	—	—
Security deposit.....	56.59	61.87	28.52	31.97
Interest accrued on investment, other loans.....	—	—	359.39	306.73
Government grant receivable.....	430.81	416.78	128.76	104.61
Others .....	41.87	—	622.75	356.32
<b>Financial Assets at Fair value</b>				
Derivative financial assets .....	190.72	211.74	37.94	91.81
<b>Total .....</b>	<b>1,187.72</b>	<b>828.97</b>	<b>1,177.36</b>	<b>891.44</b>

## 11. Current Tax and Deferred Tax

### a) Income Tax recognised in profit or loss

Rupees crores

Particulars	2020	2019
<b>Current Tax</b>		
In respect of current year .....	2,002.39	2,740.64
In respect of prior years.....	311.76	(390.18)
<b>Total Current Tax.....</b>	<b>2,314.16</b>	<b>2,350.46</b>
<b>Deferred Tax</b>		
In respect of current year origination and reversal of temporary differences.....	(70.07)	626.28
Reversal on account of amendment in tax laws * .....	(1,292.38)	—
Effect of change in tax rate due to switch to new tax regime #.....	871.72	—
Effect of utilisation/(recognition) of deferred tax on capital losses .....	27.30	(116.20)
In respect of prior years.....	124.88	(6.54)
<b>Total Deferred Tax</b>	<b>(338.55)</b>	<b>503.53</b>
<b>Total Income Tax expense.....</b>	<b>1,975.61</b>	<b>2,853.99</b>

### b) Income tax recognised in Other Comprehensive Income

Rupees crores

Particulars	2020	2019
<b>Deferred Tax related to items recognised in other comprehensive income:</b>		
Effective portion of gains and loss on designated portion of hedging instruments in a cash flow hedge.....	26.58	(26.33)
Net change in fair value of investments in debt instruments at FVTOCI.....	(1.27)	(3.41)
Net change in fair value of investments in equity shares at FVTOCI .....	0.01	1.96
Remeasurement of defined benefit plans.....	7.02	9.94
Exchange differences in translating the financial statements of foreign operations - Associates .....	24.41	(5.68)
<b>Total .....</b>	<b>56.75</b>	<b>(23.52)</b>
<b>Classification of income tax recognised in other comprehensive income</b>		
Income taxes related to items that will not be reclassified to profit or loss.....	7.03	11.90
Income taxes related to items that will be reclassified to profit or loss.....	49.72	(35.42)
<b>Total .....</b>	<b>56.75</b>	<b>(23.52)</b>



# 11. Current Tax and Deferred Tax (contd.)

- c) The reconciliation of estimated income tax expense at tax rate to income tax expense reported in profit or loss is as follows:

Rupees crores		
Particulars	2020	2019
Profit Before Tax .....	1,654.61	8,870.84
Applicable Income Tax rate .....	25.17%	34.94%
Expected Income Tax expense .....	416.43	3,099.83
<b>Tax effect of adjustments to reconcile expected income tax expense to reported income tax expense:</b>		
Effect of different tax rates in local and foreign tax jurisdictions .....	178.76	271.18
Effect of change in tax rate due to switch to new tax regime # .....	871.72	—
Effect of income exempt from tax/non taxable on compliance of conditions .....	(177.32)	(648.68)
Effect of expenses/provisions that is non-deductible in determining taxable profit .....	705.55	194.99
Effect of concessions (R&D and other allowances) .....	—	(102.15)
Effect of unused tax losses & tax offsets for which no deferred tax asset has been recognised .....	939.17	538.58
Effect of utilisation/(recognition) of deferred tax on capital losses .....	27.30	(116.20)
Reversal on account of amendment in tax laws * .....	(1,292.38)	—
Effect of net additional/(reversal) of provision in respect of prior years .....	436.65	(396.72)
Others .....	(130.27)	13.16
<b>Income tax expense recognised in profit or loss .....</b>	<b>1,975.61</b>	<b>2,853.99</b>

\* During the year ended 31<sup>st</sup> March, 2020, the Government of India vide Finance Act, 2020 has abolished Dividend Distribution Tax, pursuant to which deferred tax liabilities of **Rs. 1,292.38 crores** relating to undistributed profit of certain associates have been reversed.

# During the year ended 31<sup>st</sup> March, 2020, the Government of India, vide Taxation Laws (Amendment) Tax Ordinance, 2019 has provided an option to the domestic companies to switch to a lower tax rate structure of 22% (25.168% including surcharge and cesses) from the earlier tax rate of 30% (34.944% including surcharge and cesses) subject to condition that the Company will not avail any of the specified deductions/incentives under the Income Tax Act. The Company and many of its group companies have elected to switch to the new lower tax rate structure with effect from the financial year 2019-2020. Consequently, net impact of **Rs. 871.72 crores** has been recognised in the statement of profit and loss on account of expensing of MAT credit balance and offset by tax credit on account of restatement of net deferred tax liabilities at the beginning of the year.

- d) Amounts on which deferred tax asset has not been created and related expiry period

Deferred tax assets have not been recognised in respect of following items, because it is not probable that future taxable profit will be available against which the Group can use the benefit therefrom.

Rupees crores		
Particulars	2020	2019
Deductible Temporary differences (no expiry date) .....	831.06	977.80
Unused tax losses (revenue in nature) .....	11,894.29	13,104.37
Unused tax losses (capital in nature) .....	15.26	19.40
Unused tax credits .....	164.98	148.30
<b>Total .....</b>	<b>12,905.59</b>	<b>14,249.87</b>

## Unused Tax losses - Revenue in nature

Rupees crores		
Particulars	2020	2019
<b>Expiry period</b>		
Up to Five Years .....	4,258.67	7,587.30
More than Five Years .....	5,293.40	3,042.80
No Expiry Date .....	2,342.22	2,474.27
<b>Total .....</b>	<b>11,894.29</b>	<b>13,104.37</b>

## 11. Current Tax and Deferred Tax (contd.)

### Unused Tax losses - Capital in nature

Rupees crores

Particulars	2020	2019
<b>Expiry period</b>		
Up to five years.....	2.76	10.82
No expiry date .....	12.50	8.58
<b>Total .....</b>	<b>15.26</b>	<b>19.40</b>

### Unused tax credits

Rupees crores

Particulars	2020	2019
<b>Expiry period</b>		
Up to five years.....	126.31	113.37
More than five years .....	38.67	34.93
<b>Total .....</b>	<b>164.98</b>	<b>148.30</b>

- e) Aggregate amount of temporary differences associated with investment in subsidiaries, associates and joint ventures for which deferred tax liability has not been recognised:

Particulars	2020	2019
Undistributed earnings.....	14,288.35	6,757.41

### Movement in deferred tax balances

Year ended 31<sup>st</sup> March, 2020

Rupees crores

Particulars	Opening Balance	Recognised in Profit or Loss	Recognised in equity for Ind AS 116	Recognised in OCI	Recognised in Business combination/ Disposal of subsidiaries	Foreign exchange translation differences	Others	Closing Balance
<b>Tax effect of items resulting in taxable temporary differences</b>								
Fiscal allowances on property, plant and equipment and intangible assets.....	2,686.90	(302.25)	(28.00)	—	(3.20)	0.42	—	2,353.87
Undistributed profit of subsidiaries, associates and joint ventures.....	1,352.52	(1,292.38)	—	(39.67)	—	—	—	20.47
Others .....	43.61	(116.94)	(1.96)	(9.09)	—	0.16	—	(84.22)
	4,083.03	(1,711.57)	(29.96)	(48.76)	(3.20)	0.58	—	2,290.12
<b>Tax effect of items resulting in deductible temporary differences</b>								
Provision for employee benefits.....	509.38	(94.56)	—	7.02	—	1.29	—	423.13
Allowances for expected credit loss....	533.16	140.60	—	(1.39)	—	0.09	—	672.46
Carried forward tax losses .....	380.11	30.61	—	—	0.40	1.60	—	412.72
MAT credit.....	1,196.64	(1,146.17)	—	—	—	—	—	50.47
Unrealised gain on inter-company transactions (net).....	218.64	(80.28)	—	—	—	—	—	138.36
Others .....	576.70	(223.22)	7.80	2.36	—	7.98	—	371.62
	3,414.63	(1,373.02)	7.80	7.99	0.40	10.96	—	2,068.76
<b>Net Deferred Tax Asset/(Liabilities) .....</b>	<b>(668.40)</b>	<b>338.55</b>	<b>37.76</b>	<b>56.75</b>	<b>3.60</b>	<b>10.38</b>	<b>—</b>	<b>(221.36)</b>

## 11. Current Tax and Deferred Tax (contd.)

Year ended 31<sup>st</sup> March, 2019

Rupees crores

Particulars	Opening Balance	Recognised in Profit or Loss	Recognised in equity for Ind AS 115	Recognised in OCI	Recognised in Business combination/ Disposal of subsidiaries	Foreign exchange translation differences	Others	Closing Balance
<b>Tax effect of items resulting in taxable temporary differences</b>								
Fiscal allowances on property, plant and equipment and intangible assets.....	2,299.76	400.45	—	—	—	(13.31)	—	2,686.90
Undistributed profit of subsidiaries, associates and joint ventures.....	1,124.09	101.65	—	18.65	—	—	108.13	1,352.52
Others .....	88.48	(53.80)	—	8.74	—	0.19	—	43.61
	3,512.33	448.30	—	27.39	—	(13.12)	108.13	4,083.03
<b>Tax effect of items resulting in deductible temporary differences</b>								
Provision for employee benefits.....	275.45	224.20	—	9.94	—	(0.21)	—	509.38
Allowances for expected credit loss....	870.89	(333.09)	—	(4.34)	—	(0.30)	—	533.16
Carryforward tax losses .....	184.31	197.06	—	—	—	(1.26)	—	380.11
MAT credit .....	1,302.26	(105.62)	—	—	—	—	—	1,196.64
Unrealised gain on inter-company transactions (net) .....	148.48	52.67	17.49	—	—	—	—	218.64
Others .....	(14.88)	(90.45)	688.91	(1.73)	—	(5.15)	—	576.70
	2,766.51	(55.23)	706.40	3.87	—	(6.92)	—	3,414.63
<b>Net Deferred Tax Asset/(Liabilities) .....</b>	<b>(745.82)</b>	<b>(503.53)</b>	<b>706.40</b>	<b>(23.52)</b>	<b>—</b>	<b>6.20</b>	<b>(108.13)</b>	<b>(668.40)</b>

Balances of Deferred Tax Assets/Deferred Tax Liabilities are presented in Balance sheet as below :

Rupees crores

	2020	2019
Deferred Tax Assets (net) .....	1,290.53	1,502.91
Deferred Tax Liabilities (net) .....	1,511.89	2,171.31
<b>Net Deferred Tax Asset/(Liabilities) .....</b>	<b>(221.36)</b>	<b>(668.40)</b>

## 12. Other Assets (Non-Financial)

Rupees crores

Particulars	Non Current		Current	
	2020	2019	2020	2019
Capital Advances.....	944.47	734.26	—	—
Balances with government authorities (other than current taxes).....	664.14	846.75	1,278.16	2,266.71
Contract Assets .....	—	—	70.16	73.51
Deferred Acquisition Cost .....	665.16	642.83	48.31	45.59
Others .....	349.28	599.81	1,164.66	1,173.93
<b>Total .....</b>	<b>2,623.05</b>	<b>2,823.65</b>	<b>2,561.29</b>	<b>3,559.74</b>

Others include advances to suppliers, prepaid expenses.

Significant changes in Contract Assets during the year are as follows:-

Particulars	2020	2019
Reclassification of opening balances of contract assets to trade receivables.....	77.88	96.46
Adjustments due to contract modification .....	1.64	1.79

In addition to the contract balances disclosed above, the group has also recognised a deferred acquisition cost in relation to some of the long-term contracts.

Particulars	2020	2019
Assets recognised from cost incurred to fulfil a contract .....	713.47	688.42
Amortisation expenses recognised as cost of providing services during the period .....	47.12	43.77

### 13. Inventories

Rupees crores

Particulars	2020	2019
Raw materials and bought-out components [includes in-transit <b>Rs. 569.24 crores</b> (2019: Rs. 712.67 crores)].....	3,863.48	4,070.78
Work-in-progress.....	484.04	513.87
Work-in-progress-property development activity and long term contracts.....	1,708.22	1,840.94
Finished products produced .....	3,468.99	4,042.95
Stock-in-trade [includes in-transit <b>Rs. 27.61 crores</b> (2019: Rs. 75.92 crores)] .....	1,223.23	1,343.37
Manufactured components.....	130.33	166.00
Stores and Spares .....	152.76	144.71
Loose Tools .....	68.11	64.62
Food, beverages, smokes and operating supplies .....	12.70	12.92
<b>Total</b> .....	<b>11,111.86</b>	<b>12,200.16</b>

- (a) The cost of inventories recognised as an expense during the year was **Rs. 66,102.47 crores** (2019: Rs. 72,895.30 crores).
- (b) The cost of inventories recognised as an expense include **Rs. 262.93 crores** (2019: Rs. 123.53 crores) in respect of write-down of inventories to net realisable value, and has been reduced by **Rs. 29.58 crores** (2019: Rs. 21.66 crores) in respect of the reversal of such write downs.
- (c) Certain companies in the Group have availed working capital facilities and other non-fund based facilities viz. bank guarantees and letters of credit, which are secured by hypothecation of inventories.
- (d) Mode of valuation of inventories is stated in Note 2 (i).

### 14. Cash and Cash Equivalents and Bank Balance

Rupees crores

Particulars	2020	2019
<b>a) Cash and Cash Equivalents</b>		
Balances with banks		
– On current accounts.....	3,423.42	5,377.01
– On saving accounts.....	0.03	0.05
– Fixed deposits with original maturity of less than 3 months.....	1,278.77	381.65
Cheques, drafts on hand.....	21.78	331.15
Cash on hand .....	21.03	49.14
<b>Total</b> .....	<b>4,745.03</b>	<b>6,139.00</b>
<b>b) Bank balances other than Cash and Cash Equivalents</b>		
Earmarked balances with banks.....	42.50	48.20
Balances with banks on margin accounts.....	35.19	56.78
Fixed deposits.....	3,088.18	2,490.93
<b>Total</b> .....	<b>3,165.87</b>	<b>2,595.91</b>

## 15. Equity Share Capital

Rupees crores

Particulars	2020	2019
Authorised :		
8,10,00,00,000 (2019: 8,10,00,00,000) Ordinary (Equity) Shares of Rs. 5 each .....	4,050.00	4,050.00
25,00,00,000 Unclassified Shares of Rs. 100 each .....	25.00	25.00
	4,075.00	4,075.00
Issued, Subscribed and Paid-up:		
1,24,31,92,544 (2019: 1,24,31,92,544) Ordinary (Equity) Shares of Rs. 5 each fully paid up .....	621.60	621.60
Less:		
5,01,52,865 (2019: 5,16,05,412) Ordinary (Equity) Shares of Rs. 5 each fully paid up issued to M&M ESOP Trust but not yet allotted to employees.....	25.08	25.80
Less:		
8,44,70,428 (2019: 10,36,70,428) Ordinary (Equity) Shares of Rs. 5 each fully paid up issued to M&M Benefit Trust .....	42.24	51.84
Adjusted Issued, Subscribed and Paid-up .....	554.28	543.96

(a) Reconciliation of number of Ordinary (Equity) Shares and amount outstanding :

Particulars	2020		2019	
	No. of Shares	Rupees Crores	No. of Shares	Rupees Crores
Issued, Subscribed and Paid-up :				
Balance as at the beginning of the year.....	1,24,31,92,544	621.60	1,24,31,92,544	621.60
Less :				
Shares issued to M&M ESOP Trust but not yet allotted to Employees..	5,01,52,865	25.08	5,16,05,412	25.80
Shares issued to M&M Benefit Trust .....	8,44,70,428	42.24	10,36,70,428	51.84
Adjusted Issued,Subscribed and Paid-up Share Capital.....	1,10,85,69,251	554.28	1,08,79,16,704	543.96

M&M Benefit Trust has sold 1,92,00,000 shares to an external party for total consideration of Rs. 1,241.51 crores and the gain of Rs. 1,237.71 crores has been recognised in Retained earnings and a debit of Rs. 4.80 crores recognised in securities premium relating to the bonus shares issued to M&M Benefit Trust.

- (b) The Ordinary (Equity) Shares of the Company rank *pari-passu* in all respects including voting rights and entitlement to dividend.
- (c) Details of Ordinary (Equity) Shares held by shareholders holding more than 5% of the aggregate shares in the Company's Issued, Subscribed and Paid-up:

Name of the Shareholder	2020		2019	
	No. of Shares	% Shareholding	No. of Shares	% Shareholding
Prudential Management & Services Private Limited.....	14,15,21,940	11.38	14,15,21,940	11.38
Life Insurance Corporation of India .....	13,42,61,077	10.80	12,32,82,698	9.92
M&M Benefit Trust .....	8,44,70,428	6.79	10,36,70,428	8.34
J.P. Morgan Chase Bank, N.A. (for GDR holders) .....	6,21,89,746	5.00	6,17,40,932	4.97

- (d) For the period of preceding five years as on the balance sheet date, Issued, Subscribed and Paid-up share capital includes:
- Aggregate of 5,03,888 (2019 : 5,03,888) Ordinary (Equity) Shares of Rs. 5 each allotted as fully paid-up pursuant to Schemes of Arrangement without payment having been received in cash.
  - Aggregate of 62,15,96,272 (2019 : 62,15,96,272) Ordinary (Equity) Shares of Rs. 5 each allotted as fully paid-up by way of bonus shares.

## 16. Other Equity

Rupees crores

Details of Dividends proposed	2020	2019
Proposed Dividend per equity share (Rs.) .....	2.35	8.50

The Union Budget 2020-21 has abolished Dividend Distribution Tax (DDT) payable by the Company on dividends declared on or after 1 April 2020.

## 17. Borrowings

### A. Long Term Borrowings

#### a) Non-current

		Rupees crores	
Particulars	2020	2019	
<b>Secured (Carried at Amortised Cost) :</b>			
Debentures & Bonds.....	12,248.39	14,099.58	
Term Loan			
(i) From Banks .....	24,633.60	18,752.38	
(ii) From other parties .....	67.08	43.07	
Other Loans.....	—	96.44	
	36,949.07	32,991.47	
<b>Unsecured (Carried at Amortised Cost) :</b>			
Debentures & Bonds.....	4,881.61	4,851.34	
Term Loan			
(i) From Banks .....	425.61	686.11	
(ii) From other parties .....	—	27.84	
Deposits .....	7,127.00	4,281.48	
Lease Liabilities .....	2,298.82	—	
Other loans.....	590.68	687.93	
Loan from related parties.....	25.26	—	
	15,348.98	10,534.70	
<b>Total .....</b>	<b>52,298.05</b>	<b>43,526.17</b>	

Other loans primarily comprise of deferred sales tax loans which are interest free and repayable in five equal installments after ten years from the year of availment of respective loan.

The borrowings carry varying rates of interest ranging from 0% to 11.75% p.a. and have maturities starting from 2020 and ending with 2063.

#### b) Current maturities of Long Term borrowing - Refer Note 19

### B. Short Term Borrowings

		Rupees crores	
Particulars	2020	2019	
<b>Secured (Carried at Amortised Cost) :</b>			
Other loans.....	3,144.58	1,505.37	
Loans repayable on demand			
– From Banks and Cash credit account.....	878.08	1,522.20	
Term Loan from Banks .....	1,659.22	887.11	
	5,681.88	3,914.68	
<b>Unsecured (Carried at Amortised Cost) :</b>			
Deposits .....	582.64	488.23	
Other loans.....	664.30	355.80	
Loans repayable on demand			
– From Banks and Cash credit account.....	1,901.95	1,725.22	
Loan from related parties.....	—	517.06	
Commercial Papers.....	—	3,016.48	
Term Loan from Banks .....	1,386.76	523.54	
	4,535.65	6,626.33	
<b>Total .....</b>	<b>10,217.53</b>	<b>10,541.01</b>	

Secured borrowings are secured by a pari-passu charge on immovable properties of certain entities in the Group both present and future, subject to certain exclusions and are also secured by pari-passu charge on the movable properties of certain entities including inventories, movable machinery, machinery spares, tools and accessories, both present and future, subject to certain exclusions.



## 17. Borrowings (contd.)

### Reconciliation of movement in borrowings to cash flows from financing activities

Rupees crores

Particulars	2020	2019
<b>Opening balance</b>		
– Long Term Borrowings .....	43,526.17	33,809.18
– Short Term Borrowings .....	10,541.01	11,325.54
– Current maturities of Long term borrowings .....	16,781.12	10,763.20
– Unclaimed matured Deposits.....	5.22	0.50
<b>Total Opening Balance .....</b>	<b>70,853.52</b>	<b>55,898.42</b>
<b>Cash flow movements</b>		
– Proceeds from borrowings.....	52,617.59	71,389.41
– Repayment of borrowings and lease liabilities .....	(43,838.52)	(56,573.82)
– Net increase in Loans repayable on demand and cash credit .....	(628.14)	221.82
	8,150.93	15,037.41
<b>Non-cash movements</b>		
– Addition on account of adoption of Ind AS 116 .....	2,601.00	—
– Addition to lease liability during the year .....	332.37	—
– On account of business combinations / loss of control during the year .....	(203.11)	25.07
– Other adjustments on account of lease liabilities .....	33.26	—
– Effect of amortisation of loan origination costs and foreign exchange translation.....	804.36	(107.38)
	3,567.88	(82.31)
<b>Closing Balance</b>		
– Long Term Borrowings .....	52,298.05	43,526.17
– Short Term Borrowings .....	10,217.53	10,541.01
– Current maturities of Long term borrowings .....	20,051.43	16,781.12
– Unclaimed matured Deposits.....	5.32	5.22
<b>Total Closing Balance .....</b>	<b>82,572.33</b>	<b>70,853.52</b>

## 18. Trade Payables

Rupees crores

Particulars	Non Current		Current	
	2020	2019	2020	2019
Acceptances.....	—	—	2,066.38	4,438.98
Trade payable - Micro and small enterprises .....	—	—	147.45	166.98
Trade payable - Other than micro and small enterprises .....	10.25	7.93	12,771.52	16,386.21
<b>Total .....</b>	<b>10.25</b>	<b>7.93</b>	<b>14,985.35</b>	<b>20,992.17</b>

## 19. Other Financial Liabilities

Rupees crores

Particulars	Non Current		Current	
	2020	2019	2020	2019
<b>Carried at Amortised Cost</b>				
Current maturities of long-term debt.....	—	—	19,576.70	16,781.12
Current maturities of lease liabilities.....	—	—	474.73	—
Unclaimed dividends.....	—	—	19.87	19.91
Unclaimed matured deposits and interest accrued thereon.....	—	—	5.32	5.22
Interest accrued.....	626.59	364.60	1,566.02	1,577.17
Others .....	456.45	370.62	2,161.26	2,484.26
<b>Carried at Fair value</b>				
Derivative financial liabilities and gross obligation to acquire non-controlling interest .....	698.36	720.10	48.16	311.26
<b>Total .....</b>	<b>1,781.40</b>	<b>1,455.32</b>	<b>23,852.06</b>	<b>21,178.94</b>

There are no amounts due and outstanding to be credited to the Investor Education and Protection Fund.

## 20. Provisions

Rupees crores

Particulars	Non Current		Current	
	2020	2019	2020	2019
Provision for employee benefits.....	3,491.29	3,313.34	613.05	465.50
Provision for warranties.....	858.89	883.18	777.19	684.11
Provision for service coupons .....	25.50	31.41	106.32	124.45
Provision for others .....	8.45	6.71	254.98	208.39
<b>Total .....</b>	<b>4,384.13</b>	<b>4,234.64</b>	<b>1,751.54</b>	<b>1,482.45</b>

Provision for warranty relates to provision made in respect of sale of certain products, the estimated cost of which is accrued at the time of sale.

The products are generally covered under a free warranty period ranging from 6 months to 5 years.

The movement in provision for warranty and service coupon is as follows :

Rupees crores

Particulars	Warranty		Service coupons	
	2020	2019	2020	2019
Opening Balance.....	1,567.29	1,549.26	155.86	190.71
Additional provisions recognised .....	654.89	582.86	78.17	116.39
Amounts utilised .....	(640.53)	(569.18)	(112.29)	(156.51)
Unwinding of discount.....	32.79	22.56	10.08	5.27
Foreign exchange translation differences .....	21.64	(18.21)	—	—
<b>Closing Balance .....</b>	<b>1,636.08</b>	<b>1,567.29</b>	<b>131.82</b>	<b>155.86</b>

## 21. Other Non-Financial Liabilities

Rupees crores

Particulars	Non Current		Current	
	2020	2019	2020	2019
Statutory dues (other than income taxes).....	—	—	719.85	2,215.04
Contract Liabilities .....	5,350.37	5,042.89	1,903.08	1,683.55
Others .....	—	—	279.12	242.50
<b>Total .....</b>	<b>5,350.37</b>	<b>5,042.89</b>	<b>2,902.05</b>	<b>4,141.09</b>

Contract Liabilities represents deferred revenue and advance received from customers.

Significant changes in Contract Liabilities during the period are as follows:-

Rupees crores

	2020	2019
Recognition of revenue arising from contract liabilities.....	1,405.52	1,259.30

## 22. Revenue from Operations

Rupees crores

Particulars	2020	2019
Sale of products .....	74,177.53	85,631.26
Sale of services .....	7,448.84	6,848.71
Interest income of financial services business .....	11,525.88	9,962.80
Income from long term contracts .....	612.26	572.46
Gross revenue from sale of products and services .....	93,764.51	103,015.23
Other operating revenue		
– Government grant and incentives.....	252.90	354.62
– Scrap sales .....	189.00	255.02
– Others .....	972.68	1,095.81
<b>Total .....</b>	<b>95,179.09</b>	<b>104,720.68</b>

Revenue from operations comprises of :

Rupees crores

Particulars	2020	2019
(a) From contract with customers (as defined under Ind AS 115)		
Sale of products.....	74,177.53	85,631.26
Sale of services.....	7,448.84	6,848.71
Income from long term contracts.....	612.26	572.46
Other operating revenue.....	520.82	613.90
	82,759.45	93,666.33
(b) From financial services		
Interest income of financial services business .....	11,525.88	9,962.80
	11,525.88	9,962.80
(c) Others		
Other operating revenue.....	893.76	1,091.55
	893.76	1,091.55

The Group undertakes periodic revalidations in the estimate of variable consideration on account of various economic factors. The amount of revenue recognised from performance obligations satisfied (or partially satisfied) in previous periods is aggregating to Rs. 129.30 crores (2019: Rs. 78.09 crores).

The following table includes revenue expected to be recognised in the future related to performance obligations that are unsatisfied (or partially unsatisfied) at the reporting date:

Rupees crores

Particulars	2020	2019
<b>Time Band</b>		
Less than 1 year .....	1,682.58	1,413.23
Greater than 1 year but less than 5 year .....	2,747.26	2,365.09
Greater than 5 year .....	3,541.60	3,435.95
<b>Total .....</b>	<b>7,971.44</b>	<b>7,214.27</b>

The Group applies the practical expedient of Ind AS 115 and does not disclose information about remaining performance obligations that have original expected duration of one year or less. Revenue disclosed above does not include estimated amount of variable consideration that are constrained.

## 22. Revenue from Operations (contd.)

Reconciliation of revenue recognised in the statement of Profit and Loss with contracted price

*Rupees crores*

Particulars	2020	2019
Revenue from contract with customer as per the contract price .....	85,110.02	95,808.08
Adjustments made to contract price		
– Trade discounts, volume rebates, return etc.....	(3,287.56)	(3,172.61)
– Deferment of revenue .....	(468.53)	(228.44)
– Recognition of revenue out of opening balance of contract liability .....	1,405.52	1,259.30
<b>Revenue from contract with customer as per the statement of Profit and Loss .....</b>	<b>82,759.45</b>	<b>93,666.33</b>

Revenue disaggregation as per nature of products and geography has been included in segment information. (Refer note no. 38)

## 23. Other Income

*Rupees crores*

Particulars	2020	2019
Interest Income		
– On financial assets carried at amortised cost.....	420.99	359.47
– On financial assets carried at FVTOCI .....	45.78	64.71
Dividend income		
– Mutual funds.....	63.61	85.69
Net gains / (losses) on financial instruments.....	296.49	408.88
Profit on sale of property, plant and equipment and intangible assets .....	91.22	11.14
Other non-operating income (net of directly attributable expenses) .....	144.50	155.72
<b>Total .....</b>	<b>1,062.59</b>	<b>1,085.61</b>

## 24. Cost of Materials Consumed

*Rupees crores*

Particulars	2020	2019
Opening inventory.....	4,070.78	3,432.83
Add: Purchases .....	44,859.29	56,526.69
	48,930.07	59,959.52
Less: Closing Inventory .....	3,863.48	4,070.78
Foreign currency translation difference.....	100.14	30.55
<b>Total .....</b>	<b>45,166.73</b>	<b>55,919.29</b>

## 25. Changes In Inventories of Finished Goods, Work-in-Progress and Stock-in-Trade

Rupees crores

Particulars	2020	2019
Inventories at the beginning of the year:		
Finished goods produced.....	4,042.95	2,627.75
Work-in-progress .....	513.87	569.92
Stock-in-trade.....	1,343.37	1,014.62
Manufactured Components.....	166.00	159.15
	6,066.19	4,371.44
Less: Stock on disposal of subsidiary		
Stock-in-trade .....	(40.66)	—
	(40.66)	—
Less: Inventories at the end of the year:		
Finished goods produced.....	3,468.99	4,042.95
Work-in-progress .....	484.04	513.87
Stock-in-trade.....	1,223.23	1,343.37
Manufactured Components.....	130.33	166.00
	5,306.59	6,066.19
Foreign currency translation difference.....	112.60	(35.73)
<b>Net (increase)/decrease in inventories .....</b>	<b>831.54</b>	<b>(1,730.48)</b>

## 26. Employee Benefits Expense

Rupees crores

Particulars	2020	2019
Salaries and wages, including bonus .....	9,177.39	9,244.80
Contribution to provident and other funds.....	857.45	777.96
Share based payment expenses.....	204.05	143.04
Staff welfare expenses .....	973.01	1,076.28
<b>Total .....</b>	<b>11,211.90</b>	<b>11,242.08</b>

## 27. Finance Cost

Rupees crores

Particulars	2020	2019
Interest expense on Financial liabilities at amortised cost .....	5,800.92	4,908.10
Interest on lease liability .....	136.72	—
Other borrowing cost.....	127.01	113.25
<b>Total .....</b>	<b>6,064.65</b>	<b>5,021.35</b>

Other borrowing cost mainly includes discounting charges and unwinding of discount on financial liabilities other than lease liability.

## 28. Other Expenses

Rupees crores

Particulars	2020	2019
Stores consumed .....	252.97	342.58
Tools consumed.....	52.33	59.35
Power & fuel .....	726.90	817.11
Rent including lease rentals.....	299.79	743.35
Insurance.....	176.15	144.32
Repairs and maintenance.....	812.16	836.79
Advertisement .....	1,028.19	1,015.85
Commission on sales/contracts (net) .....	1,707.56	1,841.93
Freight outward .....	3,244.66	3,570.71
Sales promotion expenses.....	1,066.88	1,652.49
Travelling and conveyance expenses.....	632.21	690.33
Cost of projects.....	907.58	816.68
Subcontracting, hire and service charges .....	1,962.86	2,197.60
Provision for expected credit losses including write offs \$ .....	1,929.10	299.99
Donations and contributions .....	208.21	151.07
Miscellaneous expenses @.....	4,148.63	3,297.78
<b>Total .....</b>	<b>19,156.18</b>	<b>18,477.93</b>

@ During the year ended 31 March, 2020 short term leases and low value leases recognised as an expense is aggregating to Rs. 191.48 and Rs. 40.80 respectively.

\$ Break-up of expected credit losses recognised during the year is as follows :-

Rupees crores

Particulars	2020	2019
Expected credit losses on:		
– Trade receivables .....	189.18	136.88
– Contract assets.....	1.92	2.11
– Financial services receivables.....	1721.94	66.20
– Other financial assets.....	16.06	94.80
<b>Total .....</b>	<b>1,929.10</b>	<b>299.99</b>



## 29. Exceptional items (net)

Exceptional items (net) recognised in the statement of profit and loss

Rupees crores

Particulars	2020	2019
Gain on change in ownership interests in subsidiaries (resulting in loss of control), associates and joint ventures and change of relationships.....	274.76	569.28
<b>Impairments: -</b>		
Property, plant and equipments and other Intangible assets (including impairment of Capital work-in-progress and Intangible under development of Rs. 97.37 crores) .....	(1,222.34)	—
Goodwill .....	(663.42)	(49.86)
Investment accounted using equity method.....	(362.89)	(135.10)
Debt Instruments measured at FVTOCI.....	—	(160.00)
<b>Total .....</b>	<b>(1,973.89)</b>	<b>224.32</b>

As described in note 2(h), the Group reviews for indication of asset impairment at the end of reporting date in addition to any impairment indicators that may arise in between the two reporting periods. If there is any indication of asset impairment, the Group estimates the recoverable amount of the asset to determine the amount of the impairment loss. During the year ended 31<sup>st</sup> March, 2020, the internal and external sources of information including the effect of COVID-19 on the economic environment in which these entities operate, provided indicators of asset impairment for certain international subsidiaries. Consequently, impairment has been recognised for property, plant and equipment, capital work-in-progress, intangible assets under development and other intangible assets of certain CGUs amounting to **Rs. 1,222.34 crores** during the year ended 31<sup>st</sup> March, 2020 (2019 – Nil) based on the fair value less costs to sell.

As detailed in note 5, impairment of goodwill amounting to **Rs. 663.42 crores** has been recognised during the year ended 31<sup>st</sup> March, 2020 (2019 – Rs. 49.86 crores).

Further, as described in the note 2(c), the investments in associates and joint ventures are accounted using equity method as per Ind AS 28 – Investments in Associates and Joint Ventures. As required by Ind AS 28, after application of the equity method, the Group assesses if there is any objective evidence based on observable data that its net investment in the associate or joint venture is impaired. Based on the observable evidence, certain investments in associate and joint ventures were tested for recoverable amounts and impairment amounting to **Rs. 362.89 crores** has been recognised during the year ended 31<sup>st</sup> March, 2020 (2019 – Rs. 135.10 crores).

Additionally, impairment of debt instruments measured at FVTOCI amounting to Rs. 160.00 crores has been recognised during the year ended 31<sup>st</sup> March, 2019.

## 30. Earnings Per Share (EPS)

Particulars	2020	2019
Profit for the year for basic EPS (Rupees crores).....	127.04	5,315.46
Profit for the year for diluted EPS (Rupees crores).....	114.97	5,315.46
Weighted average number of Ordinary (Equity) Shares used in computing basic EPS .....	1,10,44,52,959	1,08,68,05,987
Effect of dilutive potential Ordinary (Equity) Shares .....	45,90,921	47,60,035
Weighted average number of Ordinary (Equity) Shares used in computing diluted EPS.....	1,10,90,43,880	1,09,15,66,022
Basic Earnings per share (Rs.) (Face value of Rs. 5 per share) .....	1.15	48.91
Diluted Earnings per share (Rs.) .....	1.04	48.70

## 31. Employee Benefits

### General description of defined benefit plans

#### Gratuity

Some of the group entities operate a gratuity plan covering qualifying employees. The benefit payable is the greater of the amount calculated as per the Payment of Gratuity Act or the Company scheme applicable to the employee. The benefit vests upon completion of five years of continuous service and once vested it is payable to employees on retirement or on termination of employment. In case of death while in service, the gratuity is payable irrespective of vesting. Some entities makes annual contribution to the group gratuity scheme administered by the Life Insurance Corporation of India through its Gratuity Trust Fund.

A Group company provides certain severance benefit to employees on leaving service. The benefit is payable after one year of service and is one months salary for every completed year of service. Additionally based on number of years of service an additional benefit is provided on normal retirement.

### 31. Employee Benefits (contd.)

#### Post retirement medical

Few entities in the Group provide post retirement medical cover to select grade of employees to cover the retiring employee and their spouse upto a specified age through mediclaim policy on which the premiums are paid. The eligibility of the employee for the benefit as well as the amount of medical cover purchased is determined by the grade of the employee at the time of retirement.

#### Post retirement housing allowance

The Company operates a post retirement benefit scheme for a certain grade of employees in which a monthly allowance determined on the basis of the last drawn basic salary at the time of retirement, is paid to the retiring employee in lieu of housing.

#### Risk exposure

Through its defined benefit plans the Group is exposed to a number of risks, the most significant of which are detailed below:

##### Asset volatility

The plan liabilities are calculated using a discount rate set with references to government bond yields; if plan assets underperform compared to this yield, this will create or increase a deficit. The defined benefit plans may hold equity type assets, which may carry volatility and associated risk.

##### Changes in bond yields

A decrease in government bond yields will increase plan liabilities, although this is expected to be partially offset by an increase in the value of the plan's investment in debt instruments.

##### Inflation risk

The present value of some of the defined benefit plan obligations are calculated with 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. The post retirement medical benefit obligation is sensitive to medical inflation and accordingly, an increase in medical inflation rate would increase the plan's liability.

##### Life expectancy

The present value of defined benefit plan obligation is calculated by reference to the best estimate of the mortality of plan participants, both during and after the employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

#### Defined benefit plans - Actuarial valuation as on 31<sup>st</sup> March, 2020

Rupees crores

Particulars	Funded Plan		Unfunded Plans					
	Gratuity		Gratuity		Post retirement medical benefits		Post retirement housing allowance	
	2020	2019	2020	2019	2020	2019	2020	2019
<b>1 Amounts recognised in profit or loss</b>								
Current service cost .....	114.00	90.17	293.25	267.91	3.08	2.85	3.16	2.67
Past service cost .....	(10.91)	—	—	—	—	—	12.52	—
Net interest expense	10.03	21.33	57.68	62.19	3.46	3.38	4.77	4.29
Total amount included in employee benefits expense .....	113.12	111.50	350.93	330.10	6.54	6.23	20.45	6.96
<b>2 Amounts recognised in other comprehensive income</b>								
Remeasurement (gains)/ losses:								
a) Actuarial (gains)/ losses arising from changes in - .....								
– demographic assumptions .....	(15.18)	0.68	4.23	19.06	(7.41)	0.11	—	(0.67)

## 31. Employee Benefits (contd.)

Rupees crores

Particulars	Funded Plan		Unfunded Plans					
	Gratuity		Gratuity		Post retirement medical benefits		Post retirement housing allowance	
	2020	2019	2020	2019	2020	2019	2020	2019
– financial assumptions .....	(6.87)	23.04	93.03	120.48	2.53	1.97	4.13	1.80
– experience adjustments .....	(11.43)	3.90	(86.88)	10.31	(12.49)	(3.88)	(2.07)	3.41
b) Return on plan assets, excluding amount included in net interest expense/ (income) .....	3.87	(4.07)	—	—	—	—	—	—
Total amount recognised in other comprehensive income .....	(29.61)	23.55	10.38	149.85	(17.37)	(1.80)	2.06	4.54
<b>3 Changes in the defined benefit obligation</b>								
Opening defined benefit obligation .....	1,170.95	1,073.30	2,286.95	1,977.38	47.13	44.10	65.19	55.56
Add/(less) on account of business combination ....	—	—	1.46	—	—	—	—	—
Current service cost .....	114.00	90.17	293.25	267.91	3.08	2.85	3.16	2.67
Past service cost .....	(10.91)	—	—	—	—	—	12.52	—
Interest expense.....	69.35	66.08	57.68	62.19	3.46	3.38	4.77	4.29
Remeasurements (gains)/ losses .....	(33.48)	27.62	10.38	149.85	(17.37)	(1.80)	2.06	4.54
Benefits paid .....	(110.75)	(91.44)	(143.43)	(154.79)	(0.99)	(1.40)	(4.20)	(1.87)
Foreign exchange translation difference ....	12.09	5.22	64.56	(15.59)	—	—	—	—
Closing defined benefit obligation .....	1,211.25	1,170.95	2,570.85	2,286.95	35.31	47.13	83.50	65.19
<b>4 Changes in fair value of plan assets</b>								
Opening fair value of plan assets .....	926.75	794.42	—	—	—	—	—	—
Interest income .....	59.32	44.75	—	—	—	—	—	—
Return on plan assets excluding interest income .....	(3.87)	4.07	—	—	—	—	—	—
Contributions by employer.....	191.72	170.88	—	—	0.99	1.40	4.20	1.87
Benefits paid .....	(110.75)	(91.44)	—	—	(0.99)	(1.40)	(4.20)	(1.87)
Foreign exchange translation difference ....	19.60	4.07	—	—	—	—	—	—
Closing fair value of plan assets .....	1,082.77	926.75	—	—	—	—	—	—

## 31. Employee Benefits (contd.)

Rupees crores

Particulars	Funded Plan		Unfunded Plans					
	Gratuity		Gratuity		Post retirement medical benefits		Post retirement housing allowance	
	2020	2019	2020	2019	2020	2019	2020	2019
<b>5 Net defined benefit obligation</b>								
Defined benefit obligation .....	1,211.25	1,170.95	2,570.85	2,286.95	35.31	47.13	83.50	65.19
Fair value of plan assets .....	1,082.77	926.75	—	—	—	—	—	—
Surplus/(Deficit) .....	(128.48)	(244.20)	(2,570.85)	(2,286.95)	(35.31)	(47.13)	(83.50)	(65.19)
Current portion of the above .....	(10.22)	(8.55)	(12.78)	(10.61)	(1.37)	(1.63)	(5.70)	(3.18)
Non current portion of the above.....	(118.26)	(235.65)	(2,558.07)	(2,276.34)	(33.94)	(45.50)	(77.80)	(62.01)

Rupees crores

Assumptions	2020	2019
<b>6 Actuarial Assumptions and sensitivity</b>		
a Actuarial assumptions		
Discount rate (%).....	0.36-6.90	0.25 - 8.00
Attrition rate (%).....	1.57-52.00	1.50 - 48.91
Cost inflation (%).....	7.00 - 9.00	7.00 - 10.00
Cost inflation includes an estimate of medical inflation and future salary increases taking into account of inflation, seniority, promotion and other relevant factors such as supply and demand in the employment market.		
b Quantitative sensitivity analysis for impact of significant assumptions on defined benefit obligation are as below:		
Assumptions		
One percentage point increase in discount rate.....	(372.33)	(354.35)
One percentage point decrease in discount rate .....	408.93	387.11
One percentage point increase in salary growth rate.....	366.68	350.51
One percentage point decrease in salary growth rate.....	(327.77)	(315.15)
One percentage point increase in attrition rate.....	(67.68)	(57.90)
One percentage point decrease in attrition rate.....	59.20	50.06
One percentage point increase in medical inflation rate .....	5.13	6.62
One percentage point decrease in medical inflation rate .....	(4.24)	(5.51)
<b>7 Maturity profile of defined benefit obligation</b>		
Time periods		
Within 1 year .....	241.13	222.51
2 - 5 year .....	979.75	869.43
Between 6 and 9 years.....	1,262.36	1,131.56
10 years and above.....	2,962.36	3,276.53

### 31. Employee Benefits (contd.)

#### Trust-managed Provident fund

Rupees crores

Particulars	2020	2019
<b>I Net defined benefit obligation</b>		
Defined benefit obligation .....	2,582.80	2,397.48
Fair value of plan assets .....	2,503.74	2,397.48
Surplus/(Deficit) .....	(79.06)	—
<b>II Actuarial assumptions</b>		
Discount rate .....	6.85%	7.50%
Average remaining tenure of investment portfolio (years) .....	5.39	5.70
Guaranteed rate of return .....	8.50%	8.65%

Additionally, the Company has recognised an obligation of Rs. **79.06 crores** (2019: Nil) to fund the shortfall on account of interest rate guarantee through OCI.

The plan assets have been primarily invested in government securities and corporate bonds.

Group's contribution (in respect of companies where applicable) for Provident Fund and Superannuation Fund aggregating Rs. **392.84 crores** (2019 : Rs. 336.33 crores) has been recognised in the Profit or Loss under the head 'Employee Benefits Expense'.

### 32. Capital management

The Group's capital management strategy is to effectively determine, raise and deploy capital so as to create value for its shareholders. The same is done through a mix of either equity and/or preference and/or convertible and/or combination of short term /long term debt as may be appropriate.

The Group determines the amount of capital required on the basis of its product, capital expenditure, operations and strategic investment plans.

The capital structure is monitored on the basis of equity, net debt and maturity profile of overall debt portfolio of the Group.

The retail loan finance business of the companies in financial service business is subject to the capital adequacy requirements of the Reserve Bank of India (RBI) and National Housing Bank (NHB). Under capital adequacy guidelines, these companies are required to maintain a capital adequacy ratio consisting of Tier I and Tier II Capital. The total of Tier II Capital at any point of time, shall not exceed 100 percent of Tier I Capital. The Group companies in the financial services business have complied with all regulatory requirements related to regulatory capital and capital adequacy ratios as prescribed by RBI and NHB.

Net Debt and Equity other than financial services segment is given in the table below :

Rupees crores

Particulars	2020	2019
<b>Total Equity</b> .....	<b>36,217.30</b>	37,851.64
<b>Net Debt</b>		
Short term debt .....	7,639.54	5,438.16
Long term debt (including current portion of long term debt and lease liabilities) .....	9,687.98	7,237.00
Gross Debt .....	17,327.52	12,675.16
Less :		
Current investments .....	2,794.63	3,914.12
Cash and Bank Balances .....	6,379.56	7,740.88
Net Debt .....	8,153.33	1,020.16
<b>Total Capital deployed</b> .....	<b>44,370.63</b>	38,871.80

### 33. Financial Instruments

#### Financial Risk Management Framework

In the course of its business, the Group is exposed to a certain financial risks namely credit risk, interest risk, currency risk & liquidity risk. The Group's primary focus is to achieve better predictability of financial markets and seek to minimize potential adverse effects on its financial performance.

The financial risks are managed in accordance with the risk management policy which has been approved by Board of Directors of the respective Group companies.

Board of Directors of financial services businesses have established Asset and Liability Management Committee (ALCO), which is responsible for developing and monitoring risk management policies for their businesses. The financial services businesses are exposed to high credit risk given the unbanked rural customer base and diminishing value of collateral. The credit risk is managed through credit norms established based on historical experience.

#### 1. Market Risk Management

Market risk is the risk that changes in market prices such as foreign exchange rates, interest rates etc. could affect the Group's income or the value of its holdings of financial instruments including cash flow. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while maximising the return.

##### (a) Currency Risk

The Group's exposure to currency risk relates primarily to the Group's operating activities including anticipated sales & purchase and borrowings where the transactions are denominated in foreign currencies.

The Group's foreign currency exposures are managed within approved parameters. The Group hedges its foreign currency risk mainly by way of Forward Covers. Other derivative instruments may also be used if deemed appropriate.

The carrying amounts of the Group's foreign currency exposure at the end of the reporting period are as follows :

	US Dollar	Euro	JPY	Others	Total
<i>Rupees crores</i>					
<b>As at 31<sup>st</sup> March, 2020</b>					
Financial Assets .....	1,467.68	443.74	4.16	402.19	2,317.77
Financial Liabilities .....	3,440.27	923.71	610.24	183.79	5,158.01
<b>As at 31<sup>st</sup> March, 2019</b>					
Financial Assets .....	1,202.70	409.39	25.92	592.17	2,230.18
Financial Liabilities .....	2,482.77	2,158.02	800.79	238.72	5,680.30

#### Hedge Accounting - Forwards

Contracts that meet the requirements for hedge accounting are accounted as per the hedge accounting requirements of Ind AS 109 - Financial Instruments, while other contracts are accounted as derivatives measured through profit or loss.

Details of Forward Foreign Currency Contracts outstanding at the end of reporting period

Outstanding Contracts	2020		2019	
	Notional value (#)	Carrying amount of hedging instrument included in Other Financial Assets/(Liabilities)	Notional value (#)	Carrying amount of hedging instrument included in Other Financial Assets/(Liabilities)
<i>Rupees crores</i>				
<b>Cash Flow Hedges</b>				
Buy currency				
Maturing in 1+ years				
— EUR/INR .....	414.10	(53.98)	388.30	(47.83)
Sell currency				
Maturing less than 1 year				
— USD/INR .....	594.38	(17.50)	924.29	11.04
— USD/KRW .....	865.41	(0.54)	274.17	(2.24)
— GBP/KRW .....	—	—	90.62	0.12
— EUR/KRW .....	556.34	1.42	—	—
— ZAR/INR .....	87.41	15.16	233.63	23.75
— EUR/INR .....	14.88	(0.53)	16.41	(0.02)
— CAD/INR .....	0.43	0.01	—	—

# Notional value of respective currency pair have been converted into presentation currency i.e. INR using year end closing exchange rate.

### 33. Financial Instruments (contd.):

#### (b) Interest Rate Risk

The Group uses a mix of cash and borrowings to manage the liquidity & fund requirements of its day-to-day operations. Further, certain interest bearing liabilities carry variable interest rates.

Interest Rate risk on variable rate borrowings is managed by way of interest rate swaps.

#### Hedge Accounting : Interest Rate Swaps

Interest Rate swaps entered into by the Group meet the requirements for hedge accounting under Ind AS 109 -Financial Instruments, and thus are accounted as such.

#### Details of Interest Rate Swaps outstanding at the end of reporting period

Rupees crores

Outstanding Contracts	2020		2019	
	Notional value	Carrying amount of hedging instrument included in Other Financial Assets/ (Liabilities)	Notional value	Carrying amount of hedging instrument included in Other Financial Assets/ (Liabilities)
<b>Cash Flow Hedges</b>				
<i>Floating to fixed Interest Rate Swaps</i>				
<i>Maturing in 1+ years</i>				
— EUR .....	414.10	(1.19)	388.30	0.43
— USD .....	188.34	(4.02)	—	—

#### (c) The movements in Cash Flow Hedge Reserve for instruments designated in a cash flow hedge are as follows:

Rupees crores

Particulars	2020			2019		
	Exchange Rate Risk hedges	Interest Rate Risk hedges	Total	Exchange Rate Risk hedges	Interest Rate Risk hedges	Total
Balance at the beginning of the year ...	(36.31)	(0.29)	(36.60)	(88.46)	2.32	(86.14)
(Gains)/Losses transferred to Profit or Loss on occurrence of the forecast transaction..	(36.08)	—	(36.08)	25.93	—	25.93
(Gains)/Losses transferred to Profit or Loss due to cash flows no longer expected to occur .....	(0.08)	—	(0.08)	—	—	—
Change in Fair Value of Effective Portion of cash flow hedges.....	3.84	(4.78)	(0.94)	4.80	(4.01)	0.79
Deferred Tax on the above#.....	11.40	0.15	11.55	(12.70)	1.40	(11.30)
<b>Balance at the end of the year .....</b>	<b>(57.23)</b>	<b>(4.92)</b>	<b>(62.15)</b>	<b>(70.43)</b>	<b>(0.29)</b>	<b>(70.72)</b>
Add: Share of Associate/Joint Venture ...	(102.07)	—	(102.07)	47.50	—	47.50
Deferred Tax on share of associates/ joint ventures.....	15.03	—	15.03	(15.03)	—	(15.03)
Add/(Less) : Non Controlling interest.....	(0.67)	—	(0.67)	1.65	—	1.65
<b>Total .....</b>	<b>(144.94)</b>	<b>(4.92)</b>	<b>(149.86)</b>	<b>(36.31)</b>	<b>(0.29)</b>	<b>(36.60)</b>
<b>Of the above:</b>						
Balance relating to continuing hedges..	(144.94)	(4.92)	(149.86)	(36.31)	(0.29)	(36.60)

# Impact of deferred tax on opening balance due to changes in tax rate is Rs. 8.69 crores (2019: Rs. Nil crores).



### 33. Financial Instruments (contd.):

#### 2. Credit Risk Management

Credit Risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group usually deals with creditworthy counterparties and obtain sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults. The exposure is continuously monitored.

##### (a) Financial Guarantees

In addition, the Group is exposed to credit risk in relation to financial guarantees given to banks. The Group's maximum exposure in this respect is the maximum amount the Group could have to pay if the guarantee is called on. The accounting of financial guarantees is as explained in Note. 2(k). The amount recognised in Balance Sheet as liabilities is as below.

Rupees crores

Particulars	2020	2019
Financial guarantee liabilities.....	29.77	34.42

The Group's maximum exposure to credit risk in respect of Financial Guarantee contracts is Rs. 423.25 crores and Rs. 440.41 crores as at 31<sup>st</sup> March, 2020 and 2019 respectively

##### (b) Trade Receivables

The Group applies the simplified approach to providing for expected credit losses prescribed by Ind AS 109, which permits the use of the lifetime expected loss provision for all trade receivables. The Group has computed expected credit losses based on a provision matrix which uses historical credit loss experience of the Group. Forward-looking information (including macroeconomic information) has been incorporated into the determination of expected credit losses.

The loss allowance for trade receivables using expected credit losses for different ageing periods are as follows:

Rupees crores

Other than related to hospitality segment	Not due	Less than 6 months past due	More than 6 months past due	Total
<b>As at 31<sup>st</sup> March, 2020</b>				
Gross carrying amount .....	1,931.44	3,383.96	787.28	6,102.68
Loss allowance provision .....	—	(22.87)	(338.87)	(361.74)
Net.....	1,931.44	3,361.09	448.41	5,740.94
<b>As at 31<sup>st</sup> March, 2019</b>				
Gross carrying amount .....	2,979.91	4,004.34	875.72	7,859.97
Loss allowance provision .....	—	(14.12)	(234.56)	(248.68)
Net.....	2,979.91	3,990.22	641.16	7,611.29

	2020	2019
<b>Related to hospitality segment</b>		
Gross carrying amount .....	1,754.00	1,690.50
Loss allowance provision .....	(10.47)	(9.38)
Net.....	1,743.53	1,681.12

#### Reconciliation of loss allowance for Trade Receivables:

Other than related to hospitality segment

Rupees crores

Particulars	2020	2019
Balance as at beginning of the year .....	248.68	150.19
Additions during the year.....	191.90	119.11
Amounts written off during the year.....	(45.40)	(3.80)
Impairment losses reversed/written back .....	(17.13)	(14.04)
Foreign exchange translation difference.....	3.23	(2.78)
Addition/reduction on business combination and loss of control .....	(19.54)	—
Balance as at end of the year .....	361.74	248.68

### 33. Financial Instruments (contd.):

#### (b) Trade Receivables (contd.)

*Related to hospitality segment*

<i>Rupees crores</i>		
Particulars	2020	2019
Balance as at beginning of the year .....	9.38	33.20
Additions during the year.....	1.09	7.09
Amounts written off during the year.....	—	(30.91)
Balance as at end of the year .....	10.47	9.38

In respect of other financial assets, the maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of financial assets.

#### (c) Credit risk related to financial services business

Financial services business has a comprehensive framework for monitoring credit quality of its Retail and other loans based on days past due monitoring. Repayment by individual customers and portfolio is tracked regularly and required steps for recovery is taken through follow ups and legal recourse.

The following tables set out information about credit quality of loan assets measured at amortised cost:

##### Retail Loans

<i>Rupees crores</i>		
Particulars	2020	2019
<i>Gross carrying value of Retail and SME loan assets</i>		
Neither Past due nor impaired.....	56,091.97	52,196.46
Past due but not impaired		
30 days past due.....	4,343.99	5,213.29
31-90 days past due .....	7,888.40	6,812.10
Impaired (more than 90 days) .....	6,951.00	5,059.83
Total Gross carrying value as at reporting date .....	75,275.36	69,281.68

##### Trade Advances

<i>Rupees crores</i>		
Particulars	2020	2019
<i>Gross carrying amount of trade advances</i>		
Less than 60 days past due .....	963.83	1,787.78
61-90 days past due.....	211.50	31.34
Impaired (more than 90 days) .....	64.02	55.19
Total Gross carrying value as at reporting date .....	1,239.35	1,874.31

##### Inputs considered in the ECL model

In assessing the impairment of loans assets under Expected Credit Loss (ECL) Model, the loan assets have been segmented into three stages. The three stages reflect the general pattern of credit deterioration of a financial instrument. The differences in accounting between stages, relate to the recognition of expected credit losses and the calculation and presentation of interest revenue.

The Financial services business categorises loan assets into stages based on the days past due status:

- Stage 1: 0-30 days past due
- Stage 2: 31-90 days past due
- Stage 3: More than 90 days past due

##### RBI COVID-19 Regulatory Package

In accordance with the Reserve Bank of India (RBI) notification no. RBI/2019-20/186 DOR.No.BP.BC.47/21.04.048/2019-20 dated 27<sup>th</sup> March, 2020 and RBI/2019-20/220 DOR.No.BP.BC.63/21.04.048/2020-21 dated 17<sup>th</sup> April, 2020 relating to 'COVID-19 - Regulatory Package', the financial services subsidiaries, as per their board approved policy and ICAI advisories, has granted moratorium upto three months on the payment of installments falling due between 01<sup>st</sup> March, 2020 and 31<sup>st</sup> May, 2020 to all eligible borrowers. In respect of accounts overdue but standard (i.e, stage 1 and stage 2) at 29 February 2020 where moratorium benefit has been granted, for the purpose of staging of those accounts and for determination of impairment loss allowance as at 31<sup>st</sup> March, 2020, the days past due status as on 29<sup>th</sup> February, 2020 has been considered.

**33. Financial Instruments (contd.):****(c) Credit risk related to financial services business (contd.)*****Impact of COVID-19***

The impact of COVID-19 on the global economy and how governments, businesses and consumers respond is uncertain. This uncertainty is reflected in the assessment of impairment loss allowance on its loans which are subject to a number of judgements and estimates. In relation to COVID-19, judgements and assumptions include the extent and duration of the pandemic, the impacts of actions of governments and other authorities, and the responses of businesses and consumers in different industries, along with the associated impact on the global economy.

***Assumptions considered in the ECL model***

The financial services business has made the following assumptions in the ECL Model:

- "Loss given default" (LGD) is common for all three stages and is based on loss in past portfolio. Actual cashflows are discounted with average rate for arriving loss rate. Effective interest rate (EIR) has been taken as discount rate for all retail loans.
- "Probability of default" (PD) is applied on Stage 1 and Stage 2 on portfolio basis and for Stage 3 PD is 100%. This is calculated as an average of the last 60 months yearly average.

***Estimation Technique***

The financial services business has applied the following estimation technique in its ECL model:

- Probability of Default" (PD) is applied on Stage 1 and Stage 2 on portfolio basis and for Stage 3 PD at 100%. This is calculated as an average of the last 60 months yearly movement of default rates and future adjustment for macro economic factor.
- Loss given default is calculated based on discounted actual cash flow on past portfolio in default along with reversals.

While the methodologies and assumptions applied in the impairment loss allowance calculations remained unchanged from those applied while preparing the financial statements for the year ended March 2019, estimates, assumptions and judgements specific to the impact of the COVID-19 pandemic and the associated support packages have been incorporated in the measurement of impairment loss allowance and recognised an overlay in the statement of profit and loss. The impairment loss allowance estimates are inherently uncertain and, as a result, actual results may differ from these estimates.

***Forward Looking Information***

In calculating the expected credit loss rates, the financial services business considers historical loss rates on portfolio over a period which covers most external factors like drought, government and policy changes etc and these historical PDs are converted in to forward looking PDs considering the agricultural and GDP growth estimates.

***Assessment of significant increase in credit risk***

When determining whether the risk of default has increased significantly since initial recognition, the financial services business considers both quantitative and qualitative information and analysis based on the business's historical experience, including forward-looking information. The Financial services business considers reasonable and supportable information that is relevant and available without undue cost and effort. The Financial services business accounting policy is not to use the practical expedient that the financial assets with 'low' credit risk at the reporting date are deemed not to have had a significant increase in credit risk. As a result the financial services business monitors all financial assets and loan commitments that are subject to impairment for significant increase in credit risk.

***Definition of default***

The financial services business considers a financial asset to be in "default" and therefore Stage 3 (credit impaired) for ECL calculations when the borrower becomes 90 days past due on its contractual payments.

***Policy for write off of Loan Assets***

The gross carrying amount of a financial asset is written off when there is no realistic prospect of further recovery. This is generally the case when the financial services business determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities under the financial services business recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

### 33. Financial Instruments (contd.):

#### (c) Credit risk related to financial services business (contd.)

##### Impairment loss

The expected credit loss allowance provision is determined as follows:

Rupees crores

Particulars	Performing Loans - 12 month ECL	Underperforming loans - 'lifetime ECL not credit impaired'	Impaired loans - 'lifetime ECL credit impaired'	Total
Gross Balance as at 31 <sup>st</sup> March, 2020 .....	60,435.96	7,888.40	6,951.00	75,275.36
Expected credit loss rate .....	0.99%	10.74%	30.53%	
Carrying amount as at 31 <sup>st</sup> March, 2020 (net of impairment provision) .....	59,835.42	7,040.95	4,829.13	71,705.50
Gross Balance as at 31 <sup>st</sup> March, 2019 .....	57,409.75	6,812.10	5,059.83	69,281.68
Expected credit loss rate .....	1.22%	11.94%	35.35%	
Carrying amount as at 31 <sup>st</sup> March, 2019 (net of impairment provision) .....	56,847.17	6,134.45	4,147.64	67,129.26

##### Level of Assessment - Aggregation Criteria

The financial services business recognises the expected credit losses on a collective basis that takes into account comprehensive credit risk information and considers the economic and risk characteristics, pricing range and sector concentration.

##### Reconciliation of loss allowance provision for Retail and SME loans

Rupees crores

Particulars	12-month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
Balance as at 1 <sup>st</sup> April 2018 .....	560.55	837.63	1,886.84	3,285.02
— Transferred to/from 12 months ECL .....	325.77	(186.68)	(139.09)	—
— Transferred to/from lifetime ECL not credit impaired .....	(50.03)	140.29	(90.26)	—
— Transferred to/from lifetime ECL credit impaired .....	(17.84)	(122.96)	140.80	—
Loans that have been derecognised during the period .....	(67.66)	(124.80)	(565.58)	(758.04)
New loans originated during the year .....	321.62	121.81	163.55	606.98
Write-offs .....	(0.02)	(2.34)	(907.86)	(910.22)
Net remeasurement of loss allowance .....	(509.81)	14.70	423.79	(71.32)
Balance as at 31 <sup>st</sup> March 2019 .....	562.58	677.65	912.19	2,152.42

Rupees crores

Particulars	12-month ECL	Lifetime ECL not credit impaired	Lifetime ECL credit impaired	Total
Balance as at 1 <sup>st</sup> April 2019 .....	562.58	677.65	912.19	2,152.42
— Transferred to/from 12 months ECL .....	171.49	(117.45)	(54.04)	—
— Transferred to/from lifetime ECL not credit impaired .....	(37.22)	47.88	(10.66)	—
— Transferred to/from lifetime ECL credit impaired .....	(12.04)	(134.49)	146.53	—
Loans that have been derecognised during the year .....	(52.75)	(90.15)	(164.73)	(307.63)
New loans originated during the year .....	262.67	96.01	104.30	462.98
Write-offs .....	—	(0.02)	(322.58)	(322.60)
Net remeasurement of loss allowance .....	(294.19)	368.02	1,510.86	1,584.69
Balance as at 31 <sup>st</sup> March 2020 .....	600.54	847.45	2,121.87	3,569.86

### 33. Financial Instruments (contd.):

#### (c) Credit risk related to financial services business (contd.)

##### Trade advances

	Rupees crores	
	2020	2019
Loss allowance provision .....	82.19	65.64

Impairment loss on financial services receivable for the year ended 31<sup>st</sup> March, 2020 recognised in profit or loss of **Rs. 1,721.94 crores** (2019: Rs. 66.20 crores) includes bad debt written off of **Rs. 289.60 crores** (2019: Rs. 1,170.79 crores), changes in provision for expected credit loss of **Rs. 1,433.99 crores** (2019: (1,107.38) crores) and changes in provision for loan commitments of **Rs. (1.65) crores** (2019: 2.79 crores).

'12 months ECL' and 'lifetime ECL not credit impaired' are collectively assessed. 'Lifetime ECL credit impaired' are individually assessed. Loan which are written off continue to be subject of enforcement activity.

##### Significant changes in the gross carrying value that contributed to change in loss allowance

The financial services business mostly provides loans to retail individual customers in Rural and Semi urban area which are of small ticket size. Change in any single customer repayment will not impact significantly to Financial Services business provisioning. All customers are being monitored based on past due status of outstanding loan and corrective actions are taken accordingly to limit the financial services businesses risk.

##### Concentration of Credit Risk

Financial services business's loan portfolio is predominantly to finance retail automobile and allied equipment loans, housing loans and other business loans. The financial services business manages concentration of risk primarily by geographical region in India. The following table shows the geographical concentrations of financial loans as at year end:

	Rupees crores	
	2020	2019
Carrying Value .....	76,514.71	71,155.99
<b>Concentration by Geographical region in India:</b>		
North .....	20,051.06	18,126.29
East .....	17,437.44	15,612.87
West .....	22,372.69	22,236.29
South .....	16,653.52	15,180.54
<b>Total Loans as at reporting period .....</b>	<b>76,514.71</b>	<b>71,155.99</b>

##### Maximum Exposure to credit Risk

The maximum exposure to credit risk of loans is their carrying amount. The maximum exposure is before considering the effect of mitigation through collateral.

##### Narrative Description of Collateral

The amount of collateral obtained, if deemed necessary by the financial services business upon extension of credit, is based on management's credit evaluation of the counterparty. Collateral primarily include vehicles and residential units purchased by retail loan customers.

##### Quantitative Information of Collateral - Credit Impaired assets

(Collateral Coverage - Value of collateral available to mitigate the credit exposure)

	Rupees crores	
Loan To Value (LTV) Range	Gross Value of loans in stage 3	
	2020	2019
Upto 50% coverage.....	643.83	463.52
51 - 70% coverage.....	730.07	422.05
71 - 100% coverage.....	685.43	704.79
Above 100% coverage .....	4,891.67	3,469.47
	<b>6,951.00</b>	<b>5,059.83</b>

## 33. Financial Instruments (contd.):

## 3. Liquidity risk management

## (a) Maturity profile of financial liabilities

The following table details the Group's remaining contractual maturity for its non-derivative financial liabilities with agreed repayment periods. The table has been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows.

Rupees crores

Particulars	Less than 1 Year	1-3 Years	3 Years to 5 Years	5 years and above
<b>As at 31<sup>st</sup> March, 2020</b>				
Short term borrowings - Principal .....	10,217.53	—	—	—
Short term borrowings - Interest .....	273.49	—	—	—
Long term borrowings (including Current maturities of long term debt) - Principal .....	19,576.70	32,776.70	7,445.76	9,895.45
Long term borrowings (including Current maturities of long term debt) - Interest .....	4,573.56	6,695.31	2,851.43	5,273.19
Trade payables .....	14,985.35	10.21	0.04	—
Financial Guarantees .....	423.25	—	—	—
Lease Liabilities .....	588.69	763.54	711.08	1,418.60
Other Financial Liabilities.....	2,181.82	243.51	8.54	182.45
<b>Total .....</b>	<b>52,820.39</b>	<b>40,489.27</b>	<b>11,016.85</b>	<b>16,769.69</b>
<b>As at 31<sup>st</sup> March, 2019</b>				
Short term borrowings - Principal .....	10,541.01	—	—	—
Short term borrowings - Interest .....	245.17	—	—	—
Long term borrowings (including Current maturities of long term debt) - Principal .....	16,781.12	30,091.01	5,879.11	7,682.31
Long term borrowings (including Current maturities of long term debt) - Interest .....	4,025.44	5,280.83	2,004.38	4,219.33
Trade payables .....	20,992.17	7.93	—	—
Financial Guarantees .....	440.41	—	—	—
Other Financial Liabilities .....	2,509.39	182.10	5.68	156.15
<b>Total .....</b>	<b>55,534.71</b>	<b>35,561.87</b>	<b>7,889.17</b>	<b>12,057.79</b>

The amounts included above for financial guarantee contracts are the maximum amounts the Group could be forced to settle under the arrangement for the full guaranteed amount if that amount is claimed by the counterparty to the guarantee. Based on expectations at the end of the reporting period, the Group considers that it is more likely than not that such an amount will not be payable under the arrangement.

### 33. Financial Instruments (contd.):

#### (b) Derivative financial instruments - Payables

The following table details the Group's liquidity analysis for its derivative financial instruments.

*Rupees crores*

Particulars	Less than 1 Year	1-3 Years	3 Years to 5 Years
<b>As at 31<sup>st</sup> March, 2020</b>			
Interest rate swaps .....	11.05	16.25	—
Foreign exchange forward contracts .....	20.59	81.90	—
Commodity futures .....	16.52	—	—
Gross obligation to acquire non-controlling interest .....	11.28	463.60	104.45
	59.44	561.75	104.45
<b>As at 31<sup>st</sup> March, 2019</b>			
Interest rate swaps .....	3.88	61.29	—
Foreign exchange forward contracts .....	11.34	73.47	—
Commodity futures .....	0.94	—	—
Gross obligation to acquire non-controlling interest .....	308.67	495.74	93.66
	324.83	630.50	93.66

### 4. Sensitivity Analysis

#### (a) Foreign Currency Sensitivity

The following tables demonstrate the sensitivity to a reasonably possible change in major exchange rates, with all other variables held constant.

*Rupees crores*

Particulars	Currency	Change in rate	Effect on Profit Before Tax
<b>Year ended 31<sup>st</sup> March, 2020 .....</b>	KRW/USD	+10%	5.35
	KRW/JPY	+10%	(56.71)
	INR/EUR	+10%	8.51
<b>Year ended 31<sup>st</sup> March, 2019 .....</b>	KRW/USD	+10%	8.68
	KRW/JPY	+10%	(69.54)
	INR/EUR	+10%	3.99

The sensitivity analysis is unrepresentative of the inherent foreign exchange risk because the exposure at the end of the reporting period does not reflect the exposure during the year.

#### (b) Interest Rate analysis

The sensitivity analysis below have been determined based on exposure to interest rate for both derivative and non-derivative instruments at the end of reporting period. For floating rate liabilities, analysis is prepared assuming the amount of liability outstanding at the end of the reporting period was outstanding for the whole year.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings affected, after the impact of hedge accounting. With all other variables held constant, the Group's profit before tax is affected through the impact on floating rate borrowings, as follows:

*Rupees crores*

Particulars	Currency	Increase/decrease in basis points	Effect on profit before tax	Effect on pre-tax equity
<b>Year ended 31<sup>st</sup> March, 2020 .....</b>	INR	+50 bps	(90.18)	—
	EUR	+25 bps	(1.78)	1.32
<b>Year ended 31<sup>st</sup> March, 2019 .....</b>	INR	+50 bps	(74.85)	—
	EUR	+25 bps	(1.72)	2.29



### 33. Financial Instruments (contd.):

#### 5. Fair Value Disclosures

##### (a) Financial Instruments regularly measured using fair value - recurring items

Rupees crores

Particulars	Financial assets/ financial liabilities	Category	Fair Value		Fair value hierarchy	Valuation technique(s)	Key inputs	Significant unobservable input(s) for level 3 hierarchy	Relationship of unobservable inputs to fair value and sensitivity
			2020	2019					
1) Foreign currency forwards, interest rate swaps & commodity derivatives	Financial Assets/ (Liabilities)	Financial Instruments measured at FVTPL/FVTOCI	(89.58)	(4.59)	Level 2	Discounted Cash Flow and Interest rate	Future cash flows are estimated based on forward exchange rates (from observable forward exchange rates at the end of the reporting period) and contract forward rates, discounted at a rate that reflects the credit risk of various counter parties.	—	—
2) Currency options	Financial Assets/ (Liabilities)	Financial Instruments measured at FVTPL	69.70	(54.52)	Level 2	Black Scholes valuation model	Strike rate, spot rate, time to maturity, volatility and risk free interest rate	—	—
3) Derivatives on interest over Subsidiaries, associates and joint ventures	Financial Assets/ (Liabilities)	Financial Instruments measured at FVTPL	75.85	200.43	Level 3	Comparable Companies Method/ Discounted Cash-flow/Price of recent transactions/ Comparable Companies quoted multiples	For Comparable Companies Method/Comparable Companies Quoted Multiples - compare the price for which comparable companies are traded on the capital market. For Discounted Cash Flow - Companies Financial projections. These include forecasts of balance sheet, statement of profit and loss along with underlying assumptions.	Interest rates to discount future cashflows, financial projections	Any change (increase/decrease) in the discount factor, financial projections etc. would entail corresponding change in the valuation of derivatives on interest in subsidiaries, associates and joint ventures.
4) Gross obligation to acquire non-controlling interest	Financial Liabilities	Financial Instruments measured at FVTPL	(573.83)	(869.13)	Level 3	Comparable Companies Method/ Discounted Cash-flow/Price of recent transactions/ Comparable Companies quoted multiples	For Comparable Companies Method/Comparable Companies Quoted Multiples - compare the price for which comparable companies are traded on the capital market. For Discounted Cash Flow - Companies Financial projections. These include forecasts of balance sheet, statement of profit and loss along with underlying assumptions.	Interest rates to discount future cashflows, financial projections	Any change (increase/decrease) in the discount factor, financial projections etc. would entail corresponding change in the valuation of derivatives on interest in subsidiaries.
5) Investment in Mutual Funds and Alternate Investment Fund	Financial Assets	Financial instrument measured at FVTPL	5,619.47	3,553.95	Level 1	Net asset value	—	—	—
6) Investment in equity instruments -Quoted	Financial Assets	Financial instrument designated at FVTOCI	135.55	237.32	Level 1	Quoted bid price in active market	—	—	—
7) Investment in equity instruments- Unquoted	Financial Assets	Financial instrument designated at FVTOCI	140.99	58.55	Level 3	Discounted Cash Flow/ Market Multiple approach	For Discounted Cash Flow approach - The discounted cash flow method used to capture the present value of the expected future economic benefits to be derived from the ownership of these investees. The key inputs includes, long term revenue growth rates, long term pre tax operating profit margin, WACC, Discount for lack market for respective equity instrument For Market Multiple approach - In this approach fair value is derived based on market multiples like PE multiple, Enterprise value (EV) multiple, Revenue Multiple etc.	Terminal growth rate, weighted average cost of capital. Market multiples used for benchmarking.	Increase or decrease in multiple will result in increase or decrease in valuation
	Financial Assets	Financial instrument measured at FVTPL	14.59	14.01	Level 3	Income Approach - Discounted Cash Flow			

## 33. Financial Instruments (contd.):

## 5. Fair Value Disclosures (contd.)

## (a) Financial Instruments regularly measured using fair value - recurring items (contd.)

Particulars	Financial assets/ financial liabilities	Category	Fair Value		Fair value hierarchy	Valuation technique(s)	Key inputs	Significant unobservable input(s) for level 3 hierarchy	Relationship of unobservable inputs to fair value and sensitivity
			2020	2019					
8) Investment in debt instruments - Government Securities	Financial Assets	Financial instrument measured at FVTOCI	143.02	—	Level 1	Quoted market price	—	—	—
			104.75	—	Level 1	Quoted market price	—	—	—
			42.07	56.22	Level 1	Quoted market price	—	—	—
9) Investment in debt instruments - Debentures/Bonds, etc	Financial Assets	Financial instrument measured at FVTPL	—	104.32	Level 1	Quoted market price	—	—	—
			101.86	316.23	Level 3	Income Approach - Discounted Cash Flow	For Discounted Cash Flow approach - The discounted cash flow method used to capture the present value of the expected future economic benefits to be derived from the ownership of these investees. The key inputs includes, long term revenue growth rates, balance sheet, statement of profit and loss along with underlying assumptions	Interest rates to discount future cash flow, financial projections	Increase or decrease in multiple will result in increase or decrease in valuation
			321.31	600.16	Level 1	Market price	—	—	—
10) Investment in Other financial instruments -CP, CD	Financial Assets	Financial instrument measured at FVTOCI	—	1,059.80	Level 1	Market price	—	—	—
			—	—	Level 1	Market price	—	—	—

### 33. Financial Instruments (contd.):

#### 5. Fair Value Disclosures (contd.)

##### (a) Financial Instruments regularly measured using fair value - recurring items (contd.)

Reconciliation of Level 3 fair value measurements of financial instruments measured at fair value

*Rupees crores*

Particulars	Unquoted Equity investment	Investment in debentures/ bonds etc	Derivatives on interest over Subsidiaries, associates and joint ventures (Net)	Gross obligation to acquire non-controlling interest
<b>Year Ended 31<sup>st</sup> March, 2020</b>				
Opening balance.....	72.56	316.23	200.43	(869.13)
Total gains or losses recognised:				
a) in profit/(loss)	—	—	(124.57)	70.44
b) in other comprehensive income.....	(31.51)	19.02	—	—
Purchase during the year .....	113.73	18.80	—	—
Disposal/conversion into equity during the year .....	(1.54)	(252.19)	—	—
Addition during the year.....	—	—	(0.01)	(68.58)
Exercise of put option.....	—	—	—	293.44
Exchange differences.....	2.34	—	—	—
<b>Closing balance of fair value.....</b>	<b>155.58</b>	<b>101.86</b>	<b>75.85</b>	<b>(573.83)</b>
<b>Year Ended 31<sup>st</sup> March, 2019</b>				
Opening balance.....	71.82	73.80	175.86	(826.27)
Total gains or losses recognised:				
a) in profit/(loss).....	0.03	0.72	24.57	199.08
b) in other comprehensive income.....	(7.24)	—	—	—
Purchase during the year .....	5.38	241.71	—	—
Addition during the year .....	—	—	—	(279.48)
Exercise of put option .....	—	—	—	37.54
Exchange differences.....	2.57	—	—	—
<b>Closing balance .....</b>	<b>72.56</b>	<b>316.23</b>	<b>200.43</b>	<b>(869.13)</b>

#### Equity Investments designated at FVTOCI

*Rupees crores*

Particulars	2020	2019
Investment in quoted and unquoted equity instruments:		
Fair value of investments.....	276.54	295.87

### 33. Financial Instruments (contd.):

#### 5. Fair Value Disclosures (contd.)

##### (b) Financial Instruments measured at amortised cost

Rupees crores

Particulars	Carrying Value	Fair value	Fair value		
			Level 1	Level 2	Level 3
<b>As at 31<sup>st</sup> March, 2020</b>					
<b>Financial assets</b>					
a) Investments.....	1,357.33	1,408.18	1,055.94	352.24	—
b) Trade Receivables.....	7,484.47	7,484.47	—	7,484.47	—
c) Financial Services Receivable.....	72,862.66	72,726.88	—	—	72,726.88
d) Security Deposit .....	412.12	412.12	—	412.12	—
e) Other Loans.....	2,302.82	2,307.35	—	1,807.30	500.05
f) Fixed Deposit .....	467.73	467.73	—	467.73	—
<b>Total</b>	<b>84,887.13</b>	<b>84,806.73</b>	<b>1,055.94</b>	<b>10,523.86</b>	<b>73,226.93</b>
<b>Financial liabilities</b>					
a) Long Term Borrowing.....	52,298.05	53,444.26	17,734.91	35,709.35	—
b) Trade Payable.....	14,995.60	14,995.60	—	14,995.60	—
c) Short Term Borrowings.....	10,217.53	10,217.53	—	10,217.53	—
d) Other Financial Liabilities.....	24,886.94	24,886.94	7,274.68	17,210.37	401.89
<b>Total</b>	<b>1,02,398.12</b>	<b>1,03,544.33</b>	<b>25,009.59</b>	<b>78,132.85</b>	<b>401.89</b>
<b>As at 31<sup>st</sup> March, 2019</b>					
<b>Financial assets</b>					
a) Investments.....	1,469.03	1,502.05	793.01	709.04	—
b) Trade Receivables.....	9,292.41	9,292.41	—	9,292.41	—
c) Financial Services Receivable.....	68,937.93	68,530.79	—	—	68,530.79
d) Security Deposit .....	484.02	484.02	—	484.02	—
e) Other Loans.....	1,606.00	1,606.00	—	1,591.41	14.59
f) Fixed Deposit .....	138.58	138.58	—	138.58	—
<b>Total</b>	<b>81,927.97</b>	<b>81,553.85</b>	<b>793.01</b>	<b>12,215.46</b>	<b>68,545.38</b>
<b>Financial liabilities</b>					
a) Long Term Borrowing.....	43,526.17	43,615.65	18,113.61	25,502.04	—
b) Trade Payable.....	21,000.10	21,000.10	—	21,000.10	—
c) Short Term Borrowings.....	10,541.01	10,541.01	—	10,541.01	—
d) Other Financial Liabilities.....	21,602.90	21,602.90	7,490.08	13,806.86	305.96
<b>Total</b>	<b>96,670.18</b>	<b>96,759.66</b>	<b>25,603.69</b>	<b>70,850.01</b>	<b>305.96</b>

There were no transfers between Level 1 and Level 2 during the year.

### 34. Significant changes in ownership

#### a) Acquisition of subsidiaries

##### Meru Travel Solutions Private Limited ("Meru")

On 05 December 2019, the Group acquired 36.63% stake in the Meru Travel Solutions Private Limited ("Meru") which is into business of cab aggregation providing ride sharing in major cities of India, for a cash consideration in the form of capital infusion in Meru aggregating to **Rs. 44.71 crores**. Additionally, there are call and put options to acquire additional stake, the terms of which in substance results in the Group having present access to economic benefits associated with such shareholding held by the non-controlling interest. Hence, in addition to the cash consideration paid, the Group has recognised an obligation of **Rs. 69.68 crores** to acquire such additional shares. The total purchase price has been preliminary allocated based on management estimates resulting into goodwill of **Rs. 71.91 crores**.

### 34. Significant changes in ownership (contd.)

#### a) Acquisition of subsidiaries (contd.)

##### Impact of acquisition on the results of the Group

The revenue and loss for the year ended 31<sup>st</sup> March, 2020 includes **Rs. 31.51 crores** and **Rs. 9.74 crores** respectively. If the acquisition had happened at the beginning of the year, the management estimates that, reported revenue would have been higher by **Rs. 100.65 crores** and loss would have been higher by **Rs. 9.09 crores**.

##### *Fifth Gear Ventures Limited ("FGVL")*

On 17<sup>th</sup> January, 2020, the Group has acquired 100% stake in Fifth Gear Ventures Limited ("FGVL") for consideration in cash aggregating to **Rs. 16.44 crores** and deferred consideration aggregating to **Rs. 14.01 crores**.

FGVL is into operation and maintenance of e-commerce marketplace platform which keeps its users updated with the latest information and reviews from the global automotive industry. It also provides its users platform to buy and sell used cars. The purchase price has been preliminary allocated based on estimates made by the management resulting into goodwill on consolidation of **Rs. 30.45 crores**.

##### Impact of acquisition on the results of the Group

The revenue and loss for the year ended 31<sup>st</sup> March, 2020 includes **Rs. 1.77 crores** and **Rs. 0.51 crores** respectively. If the acquisition had happened at the beginning of the year, the management estimates that, reported revenue would have been higher by **Rs. 6.34 crores** and loss would have been higher by **Rs. 3.44 crores**.

#### b) Acquisition of joint venture

##### *New Delhi Centre for Sight Limited ("NDCFS")*

On 14<sup>th</sup> May, 2019, the Group acquired 30.83% stake in New Delhi Centre for Sight Limited ("NDCFS"), a chain of eye specialty hospitals with presence in many parts of the country for cash consideration aggregating to **Rs. 206.51 crores**. NDCFS offers a comprehensive suite of diagnostic and surgical eye care procedures.

#### c) Disposal of subsidiary

##### *Cleansolar Renewable Energy Private Limited*

During the year ended 31<sup>st</sup> March, 2020, Mahindra Renewables Private Limited, a step-down wholly owned subsidiary of the Company, has sold its 100% stake in the Cleansolar Renewable Energy Private Limited, for an aggregate consideration amounting to **Rs. 108.39 crores**. Following the disposal, a gain aggregating to **Rs. 39.46 crores** is recognised in the statement of profit and loss.

#### d) Change in status

##### *Orizonte Business Solutions Limited*

During the year ended 31<sup>st</sup> March, 2020, the Orizonte Business Solutions Limited ("OBSL"), a wholly owned subsidiary was merged with Smartshift Logistics Solutions Private Limited (earlier known as Resfeber Labs Private Limited) ("Smartshift"), a joint venture of the Company for the consideration received in the form of equity shares of Smartshift. The arrangement is treated as transfer of assets and liabilities of OBSL outside the group i.e. it is not treated as a common control transaction and consequently, a gain aggregating to **Rs. 88 crores** is recognised in the statement of profit and loss. Consequent to the issue of shares as consideration, the Company's effective shareholding in the Smartshift is 44.29%.

##### *Marvel Solren Private Limited*

During the year ended 31<sup>st</sup> March, 2020, through a combination of partial stake sale of Marvel Solren Private Limited ("MSPL") to certain investors and the capital infusion in MSPL by those investors, the status of MSPL has changed from a subsidiary to joint venture with the effective shareholding of 51%. The gain on sale of stake sold and gain on fair valuation of retained stake aggregating to **Rs. 17.61 crores** is recognised in the statement of profit and loss.

##### *Mahindra Summit Agrisciences Limited*

Mahindra Agri Solutions Limited ("MASL"), a subsidiary of Mahindra & Mahindra Limited, has entered into a business transfer agreement with Mahindra Summit Agrisciences Limited ("MSAL"). Pursuant to this arrangement a part of the business of MASL was sold to MSAL for an aggregate consideration of **Rs. 128.10 crores**. Subsequent to this transaction, MASL has transferred stake of 40% to an investor for aggregate consideration of **Rs. 57.22 crores**. As a result of these transactions, a gain aggregating to **Rs. 55.08 crores** has been recognised in the statement of profit and loss.

### 35. Disclosure of interest in Subsidiaries and interest of Non Controlling Interest

(a) Details of the Group's subsidiaries at the end of the reporting period are as follows:

Name of the Subsidiary	Place of Incorporation and Place of Operation	Proportion of ownership interest *		Proportion of voting power where different	
		As at 31 <sup>st</sup> March,		As at 31 <sup>st</sup> March,	
		2020	2019	2020	2019
Mahindra Vehicle Manufacturers Limited .....	India	100.00%	100.00%		
Mahindra Heavy Engines Limited.....	India	100.00%	100.00%		
Mahindra Electric Mobility Limited.....	India	99.43%	99.45%		
Mahindra Trucks and Buses Limited.....	India	100.00%	100.00%		
Mahindra Automobile Distributor Private Limited.....	India	100.00%	100.00%		
NBS International Limited.....	India	100.00%	100.00%		
Mahindra Automotive Australia Pty. Limited.....	Australia	100.00%	100.00%		
Ssangyong Motor Company.....	South Korea	74.65%	74.65%		
Ssangyong Motor (Shanghai) Company Limited.....	China	74.65%	74.65%	100.00%	100.00%
Ssangyong European Parts Center B.V.....	Netherlands	74.65%	74.65%	100.00%	100.00%
SsangYong Australia Pty Limited.....	Australia	74.65%	74.65%	100.00%	100.00%
Mahindra Europe s.r.l. ....	Italy	100.00%	100.00%		
Mahindra and Mahindra South Africa (Proprietary) Limited .....	South Africa	100.00%	100.00%		
Graphic Research Design S.r.l. (formerly known as Mahindra Graphic Research Design S.r.l.) (under liquidation).....	Italy	100.00%	100.00%		
Mahindra West Africa Limited.....	Nigeria	100.00%	100.00%		
Gromax Agri Equipment Limited .....	India	60.00%	60.00%		
Auto Digitech Private Limited .....	India	100.00%	100.00%		
Kota Farm Services Limited.....	India	47.81%	47.81%	51.02%	51.02%
Trringo.com Limited.....	India	100.00%	100.00%		
Mahindra USA Inc.....	U.S.A.	100.00%	100.00%		
Mitsubishi Mahindra Agricultural Machinery Co., Ltd \$ .....	Japan	66.67%	66.67%	33.33%	33.33%
Mitsubishi Noki Hanbai co., Ltd. ....	Japan	66.67%	66.67%	100.00%	100.00%
Ryono Factory co., Ltd.....	Japan	66.67%	66.67%	100.00%	100.00%
Ryono Engineering co., Ltd.....	Japan	66.67%	66.67%	100.00%	100.00%
Daiya Computer Services co., Ltd. ....	Japan	66.67%	66.67%	100.00%	100.00%
Ryono Asset Management co., Ltd. ....	Japan	66.67%	66.67%	100.00%	100.00%
Mahindra Mexico S. de. R. L. ....	Mexico	100.00%	100.00%		
Mahindra do Brasil Industrial Ltda.....	Brazil	100.00%	100.00%		
Hisarlar Makina Sanayi ve Ticaret Anonim Şirketi.....	Turkey	88.86%	86.80%		
Hisarlar İthalat İhracat Pazarlama Anonim Şirketi.....	Turkey	88.86%	86.80%	100.00%	100.00%
Mahindra & Mahindra Financial Services Limited.....	India	51.39%	51.43%		
Mahindra Insurance Brokers Limited .....	India	41.11%	41.14%	80.00%	80.00%
Mahindra Rural Housing Finance Limited .....	India	51.18%	46.24%	99.60%	89.91%
Mahindra Asset Management Company Private Limited.....	India	51.39%	51.43%	100.00%	100.00%
Mahindra Trustee Company Private Limited.....	India	51.39%	51.43%	100.00%	100.00%
Mahindra Finance CSR Foundation (w.e.f. 02 April, 2019) .....	India	51.39%	—	100.00%	
MRHFL Employee Welfare Trust (ESOP).....	India	51.18%	46.24%	100.00%	100.00%
Mahindra Lifespace Developers Limited.....	India	51.48%	51.49%		
Mahindra Infrastructure Developers Limited .....	India	51.48%	51.49%	100.00%	100.00%

## 35. Disclosure of interest in Subsidiaries and interest of Non Controlling Interest (contd.):

(a) Details of the Group's subsidiaries at the end of the reporting period are as follows: (contd.):

Name of the Subsidiary	Place of Incorporation and Place of Operation	Proportion of ownership interest *		Proportion of voting power where different	
		As at 31 <sup>st</sup> March,		As at 31 <sup>st</sup> March,	
		2020	2019	2020	2019
Mahindra World City (Maharashtra) Limited .....	India	51.48%	51.49%	100.00%	100.00%
Mahindra Integrated Township Limited .....	India	38.09%	37.77%	74.00%	73.36%
Knowledge Township Limited .....	India	51.48%	51.49%	100.00%	100.00%
Mahindra Residential Developers Limited .....	India	38.09%	37.77%	100.00%	100.00%
Industrial Township (Maharashtra) Limited.....	India	51.48%	51.49%	100.00%	100.00%
Anthurium Developers Limited .....	India	51.48%	51.49%	100.00%	100.00%
Mahindra Water Utilities Limited.....	India	50.96%	50.97%	99.00%	99.00%
Rathna Bhoomi Enterprises Private Limited .....	India	51.48%	51.49%	100.00%	100.00%
Deep Mangal Developers Private Limited .....	India	51.48%	51.49%	100.00%	100.00%
Moonshine Construction Private Limited .....	India	51.48%	51.49%	100.00%	100.00%
Mahindra Consulting Engineers Limited .....	India	88.35%	88.35%		
Mahindra Bloomdale Developers Limited .....	India	51.48%	51.49%	100.00%	100.00%
Mahindra Holidays & Resorts India Limited .....	India	67.63%	67.64%		
Mahindra Hotels and Residences India Limited .....	India	67.63%	67.64%	100.00%	100.00%
Gables Promoters Private Limited .....	India	67.63%	67.64%	100.00%	100.00%
Heritage Bird (M) Sdn. Bhd.....	Malaysia	67.63%	67.64%	100.00%	100.00%
Infinity Hospitality Group Company Limited.....	Thailand	50.02%	50.04%	100.00%	100.00%
MH Boutique Hospitality Limited @.....	Thailand	33.14%	33.14%	49.00%	49.00%
MHR Holdings (Mauritius) Limited.....	Mauritius	67.63%	67.64%	100.00%	100.00%
Covington S.a.r.l. ....	Luxembourg	67.63%	67.64%	100.00%	100.00%
HCR Management Oy.....	Finland	67.63%	67.64%	100.00%	100.00%
Holiday Club Resorts Oy.....	Finland	67.63%	64.43%	100.00%	96.47%
Kiinteistö Oy Himos Gardens.....	Finland	67.63%	65.25%	100.00%	100.00%
Suomen Vapaa-aikakiinteistöt Oy LKV .....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Vanha Ykköstii .....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Katinnurkka.....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Tenetinlahti .....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Mällösnieniemi .....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Rauhan Ranta 1 .....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Rauhan Ranta 2 .....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Tiurunniemi .....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Rauhan Liikekiinteistöt 1 .....	Finland	67.63%	65.25%	100.00%	100.00%
Supermarket Capri Oy.....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Kylpylätorni 1.....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Spa Lofts 2.....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Spa Lofts 3.....	Finland	67.63%	65.25%	100.00%	100.00%
Kiinteistö Oy Kuusamon Pulkajärvi 1 .....	Finland	67.63%	65.25%	100.00%	100.00%
Ownership Services Sweden Ab.....	Sweden	67.63%	65.25%	100.00%	100.00%
Are Villas 1 AB (ceased w.e.f. 04 March 2020).....	Sweden	—	65.25%	—	100.00%
Are Villas 2 AB (ceased w.e.f. 04 March 2020).....	Sweden	—	65.25%	—	100.00%



### 35. Disclosure of interest in Subsidiaries and interest of Non Controlling Interest (contd.):

(a) Details of the Group's subsidiaries at the end of the reporting period are as follows: (contd.):

Name of the Subsidiary	Place of Incorporation and Place of Operation	Proportion of ownership interest *		Proportion of voting power where different	
		As at 31 <sup>st</sup> March,		As at 31 <sup>st</sup> March,	
		2020	2019	2020	2019
Are Villa 3 AB.....	Sweden	67.63%	65.25%	100.00%	100.00%
Holiday Club Sweden Ab Åre .....	Sweden	67.63%	65.25%	100.00%	100.00%
Holiday Club Sport and Spahotels AB.....	Sweden	34.49%	33.28%	51.00%	51.00%
Holiday Club Resorts Rus LLC.....	Russia	67.63%	65.25%	100.00%	100.00%
Holiday Club Canarias Investments S.L.U.....	Spain	67.63%	65.25%	100.00%	100.00%
Holiday Club Canarias Sales & Marketing S.L.U.....	Spain	67.63%	65.25%	100.00%	100.00%
Holiday Club Canarias Resort Management S.L.U. ....	Spain	67.63%	65.25%	100.00%	100.00%
Holiday Club Canarias Vacation Club SLU (formerly known as Passsport Sante SL) .....	Spain	67.63%	65.25%	100.00%	100.00%
Arabian Dreams Hotel Apartments LLC @.....	U.A.E	33.14%	33.14%	49.00%	49.00%
Mahindra Two Wheelers Limited .....	India	100.00%	92.88%		
Mahindra Two Wheelers Europe Holdings S.a.r.l.....	Luxembourg	100.00%	100.00%		
Peugeot Motocycles S.A.S. ....	France	100.00%	51.00%		
Peugeot Motocycles Deutschland GmbH.....	Germany	100.00%	51.00%	100.00%	100.00%
Peugeot Motocycles Italia S.p.A. (under liquidation).....	Italy	100.00%	51.00%	100.00%	100.00%
PMTTC Engineering SPA.....	Italy	100.00%	51.00%	100.00%	100.00%
Mahindra Tractor Assembly, Inc.....	U.S.A.	100.00%	100.00%		
Mahindra Agri Solutions Limited .....	India	98.60%	98.40%		
Mahindra Susten Bangladesh Private Limited.....	Bangladesh	100.00%	100.00%		
Mahindra Summit Agriscience Limited (upto 11 April 2019) ^.....	India		98.40%		100.00%
Mahindra Automotive Mauritius Limited.....	Mauritius	100.00%	100.00%		
Automobili Pininfarina GmbH .....	Germany	100.00%	100.00%		
Automobili Pininfarina Americas Inc .....	U.S.A.	100.00%	100.00%		
MSPE Urja S.R.L. ....	Italy	100.00%	100.00%		
Mahindra EPC Irrigation Limited.....	India	54.51%	54.58%		
Mahindra HZPC Private Limited .....	India	59.11%	58.99%	59.95%	59.95%
Mahindra Greenyard Private Limited.....	India	59.16%	59.04%	60.00%	60.00%
OFD Holding B.V. ....	Netherlands	81.93%	81.77%	83.09%	83.09%
Origin Direct Asia Ltd.....	Hong Kong	49.16%	49.06%	60.00%	60.00%
Origin Fruit Direct B.V. ....	Netherlands	81.93%	81.77%	100.00%	100.00%
Origin Fruit Services South America SpA.....	Chile	81.93%	81.77%	100.00%	100.00%
Origin Direct Asia (Shanghai) Trading Co. Ltd.....	China	81.93%	81.77%	100.00%	100.00%
Bristlecone Limited .....	Cayman Islands	75.14%	75.17%		
Bristlecone Consulting Limited .....	Canada	75.14%	75.17%	100.00%	100.00%
Bristlecone (Malaysia) Sdn. Bhd.....	Malaysia	75.14%	75.17%	100.00%	100.00%
Bristlecone International AG .....	Switzerland	75.14%	75.17%	100.00%	100.00%
Bristlecone UK Limited .....	U.K.	75.14%	75.17%	100.00%	100.00%
Bristlecone Inc. ....	U.S.A.	75.14%	75.17%	100.00%	100.00%
Bristlecone Middle East DMCC .....	U.A.E.	75.14%	75.17%	100.00%	100.00%
Bristlecone India Limited.....	India	75.14%	75.17%	100.00%	100.00%
Bristlecone GmbH .....	Germany	75.14%	75.17%	100.00%	100.00%

## 35. Disclosure of interest in Subsidiaries and interest of Non Controlling Interest (contd.):

(a) Details of the Group's subsidiaries at the end of the reporting period are as follows: (contd.):

Name of the Subsidiary	Place of Incorporation and Place of Operation	Proportion of ownership interest *		Proportion of voting power where different	
		As at 31 <sup>st</sup> March,		As at 31 <sup>st</sup> March,	
		2020	2019	2020	2019
Bristlecone (Singapore) Pte. Limited .....	Singapore	75.14%	75.17%	100.00%	100.00%
Mahindra Intertrade Limited .....	India	100.00%	100.00%		
Mahindra Steel Service Centre Limited.....	India	61.00%	61.00%		
Mahindra Electrical Steel Private Limited.....	India	100.00%	100.00%		
Mahindra Auto Steel Private Limited .....	India	51.00%	51.00%		
Mahindra MiddleEast Electrical Steel Service Centre (FZC) .....	U.A.E.	90.00%	90.00%		
Mahindra MSTC Recycling Private Limited .....	India	50.00%	50.00%		
PT Mahindra Accelo Steel Indonesia .....	Indonesia	99.96%	99.96%		
Mahindra Holdings Limited .....	India	100.00%	100.00%		
Mahindra Overseas Investment Company (Mauritius) Limited .....	Mauritius	100.00%	100.00%		
Mahindra Racing UK Limited.....	U.K.	100.00%	100.00%		
Mahindra Susten Private Limited .....	India	100.00%	100.00%		
Mahindra Renewables Private Limited .....	India	100.00%	100.00%		
Cleansolar Renewable Energy Private Limited (upto 27 March 2020) ..	India	—	100.00%		
Mahindra Teqo Private Limited (formerly known as MachinePulse Tech Private Limited) .....	India	100.00%	100.00%		
Divine Solren Private Limited .....	India	100.00%	100.00%		
Neo Solren Private Limited .....	India	100.00%	100.00%		
Marvel Solren Private Limited (upto 14 August 2019) ^ .....	India	—	100.00%		
Astra Solren Private Limited .....	India	100.00%	100.00%		
Mega Suryaurja Private Limited .....	India	100.00%	100.00%		
Mahindra Engineering and Chemical Products Limited .....	India	100.00%	100.00%		
Retail Initiative Holdings Limited .....	India	100.00%	100.00%		
Mahindra Retail Limited .....	India	100.00%	100.00%		
Mahindra Defence Systems Limited .....	India	100.00%	100.00%		
Mahindra First Choice Wheels Limited .....	India	51.00%	51.00%		
Fifth Gear Ventures Limited (w.e.f. 17 January 2020) .....	India	51.00%		100.00%	
Mahindra First Choice Services Limited .....	India	100.00%	100.00%		
Mahindra Namaste Limited .....	India	88.35%	88.35%	100.00%	100.00%
Mahindra Integrated Business Solutions Private Limited.....	India	100.00%	100.00%		
Mahindra 'Electoral Trust' Company .....	India	100.00%	100.00%		
Mahindra eMarket Limited.....	India	83.47%	83.47%	100.00%	100.00%
Orizonte Business Solutions Limited (merged with Smartshift Logistics Solutions Private Limited) .....	India		92.24%		98.66%
Mahindra Construction Company Limited.....	India	65.38%	65.39%	91.66%	91.66%
Officemartindia.com Limited .....	India	50.00%	50.00%		
Mahindra & Mahindra Contech Limited @.....	India	46.66%	46.66%		
Mumbai Mantra Media Limited .....	India	100.00%	100.00%		
Mahindra Airways Limited.....	India	100.00%	100.00%		
Mahindra Marine Private Limited .....	India	81.58%	81.58%		
Mahindra & Mahindra Financial Services Limited ESOP Trust .....	India	51.39%	51.43%	100.00%	100.00%
Mahindra Holidays & Resorts India Limited ESOP Trust.....	India	67.63%	67.64%	100.00%	100.00%

### 35. Disclosure of interest in Subsidiaries and interest of Non Controlling Interest (contd.):

(a) Details of the Group's subsidiaries at the end of the reporting period are as follows: (contd.):

Name of the Subsidiary	Place of Incorporation and Place of Operation	Proportion of ownership interest *		Proportion of voting power where different	
		As at 31 <sup>st</sup> March,		As at 31 <sup>st</sup> March,	
		2020	2019	2020	2019
Mahindra & Mahindra Benefit Trust.....	India	100.00%	100.00%		
Mahindra & Mahindra ESOP Trust .....	India	100.00%	100.00%		
Sunrise Initiatives Trust.....	India	100.00%	100.00%		
Mahindra First Choice Wheels Limited ESOP Trust.....	India	51.00%	51.00%	100.00%	100.00%
Mahindra Consulting Engineers Limited ESOP Trust .....	India	88.35%	88.35%	100.00%	100.00%
Mahindra Waste To Energy Solutions Limited.....	India	84.57%	100.00%		
Mahindra Telecom Energy Management Services Limited .....	India	100.00%	100.00%		
Mahindra Fresh Fruits Distribution Holding Company (Europe) B.V.....	Netherlands	98.60%	98.40%	100.00%	100.00%
Mahindra Automotive North America Inc.....	U.S.A.	100.00%	100.00%		
Mahindra Vehicle Sales and Service Inc.....	U.S.A.	100.00%	100.00%		
Mahindra North American Technical Center, Inc. ....	U.S.A.	100.00%	100.00%		
Erkunt Traktor Sanayii A.S (Tractor).....	Turkey	100.00%	100.00%		
Erkunt Sanayi A.S. - (Foundry).....	Turkey	98.69%	98.69%		
Mahindra Logistics Limited.....	India	58.45%	58.52%		
Lords Freight (India) Private Limited.....	India	48.47%	48.53%	82.92%	82.92%
2 x 2 Logistics Private Limited .....	India	32.15%	32.19%	55.00%	55.00%
Mahindra Emirates Vehicle Armouring FZ-LLC.....	U.A.E.	88.00%	88.00%		
Mahindra Armored Vehicles Jordan, LLC.....	Jordan	88.00%	88.00%	100.00%	100.00%
New Democratic Electoral Trust @ .....	India	27.24%	27.24%	46.64%	46.64%
Meru Travel Solutions Private Limited (w.e.f. 05 <sup>th</sup> December, 2019).....	India	85.88%			
Meru Mobility Tech Private Limited (w.e.f. 05 <sup>th</sup> December, 2019) .....	India	85.88%		100.00%	
V-Link Fleet Solutions Private Limited (w.e.f. 05 <sup>th</sup> December, 2019) .....	India	85.88%		100.00%	
V-Link Automotive Services Private Limited (w.e.f. 05 <sup>th</sup> December, 2019) ...	India	85.88%		100.00%	
Mahindra Bangladesh Private Limited (w.e.f. 12 <sup>th</sup> September, 2019) ...	Bangladesh	100.00%			
MSPL International DMCC (w.e.f. 08 <sup>th</sup> October, 2019).....	Dubai	100.00%			

\* excluding shares issued to ESOP Trusts of the respective entities/their holding companies but not allotted to employees.

@ entities have been treated as subsidiaries even though the Group holds less than half of the voting power in these entities as it has unilateral control over the investees due to other factors that give power like control over composition of board, management control etc.

\$ In addition to JPY750 million Common Stock (which represents 33.33% of the Common stock), the Company owns the entire JPY2,250 million "Class A" shares (shares with no voting rights); "Class A" shares have rights over dividend and liquidation on an equal basis with Common Stock.

^ During the year ended March 2020, the Controlling status was changed from subsidiary to joint venture.

35. Disclosure of interest in Subsidiaries and interest of Non Controlling Interest (contd.):  
(b) Details of Non-Wholly Owned Subsidiaries that have material Non Controlling Interest

Rupees crores

Sr. No.	Name of the Subsidiary	Place of Incorporation and Place of Operation	Proportion of Ownership Interest and voting rights held by non controlling interests		Profit/(Loss) allocated to non controlling interest		Accumulated non Controlling Interest	
			2020	2019	2020	2019	2020	2019
1	Mahindra & Mahindra Financial Services Limited.....	India	48.61%	48.57%	425.75	734.06	5,523.97	5,298.03
2	Ssangyong Motor Company.....	South Korea	25.35%	25.35%	(770.27)	(92.67)	330.65	1,102.69
3	Individually Immaterial Non Controlling Interest .....				(103.52)	60.00	1,837.12	1,959.85
	<b>Total .....</b>				<b>(448.04)</b>	<b>701.39</b>	<b>7,691.74</b>	<b>8,360.57</b>

Mahindra &amp; Mahindra Financial Services Limited's Principal Activity - Financing of Automotive vehicles.

Ssangyong Motor Company's Principal Activity - Manufacturing &amp; selling of vehicles &amp; automotive parts

(c) Summarised financial information in respect of each of the Group's subsidiaries that has material non-controlling interests is set out below. The summarised financial information below represents amounts before intragroup eliminations and are based on their standalone financial statements.

Rupees crores

Particulars	Mahindra & Mahindra Financial Services Limited		Ssangyong Motor Company	
	2020	2019	2020	2019
Current Assets .....	30,052.11	29,954.30	2,586.08	4,812.76
Non Current Assets .....	44,019.11	37,123.69	8,489.46	10,133.64
Current Liabilities.....	21,160.32	22,212.24	6,151.25	7,182.06
Non Current Liabilities .....	41,547.04	33,957.72	3,619.94	3,414.46
Equity Interest Attributable to the owners.....	5,839.89	5,610.00	973.70	3,247.18
Non Controlling Interest .....	5,523.97	5,298.03	330.65	1,102.69
Revenue .....	10,245.14	8,921.73	20,037.68	24,184.44
Expenses.....	9,338.74	7,389.95	23,076.23	24,529.88
Profit/(Loss) for the year .....	906.40	1,531.78	(3,038.55)	(345.44)
Profit/(Loss) attributable to the owners of the company .....	480.65	797.72	(2,268.28)	(252.77)
Profit/(Loss) attributable to the Non-Controlling Interest .....	425.75	734.06	(770.27)	(92.67)
Dividends paid to non controlling interest .....	194.15	119.33	—	—
Opening Cash & Cash Equivalents.....	501.68	271.90	2,142.88	1,134.69
Closing Cash & Cash Equivalents.....	676.79	501.68	262.91	2,142.88
Net Cash inflow/(outflow).....	175.11	229.78	(1,879.97)	1,008.19

### 36. Investment in Joint Arrangements and Associates

#### Interests in Joint Ventures :

The Group's interests in jointly controlled entities of the Group are :

Name of the Entity	Place of Incorporation and Place of Operation	Proportion of ownership interest	
		As at 31 <sup>st</sup> March,	
		2020	2019
Mahindra World City (Jaipur) Limited # .....	India	74.00%	74.00%
Mahindra World City Developers Limited # .....	India	89.00%	89.00%
Mahindra Industrial Park Chennai Limited # .....	India	60.00%	60.00%
Mahindra Homes Private Limited #.....	India	71.61%	74.98%
Mahindra Inframan Water Utilities Private Limited .....	India	50.00%	50.00%
Mahindra Sanyo Special Steel Private Limited .....	India	22.81%	22.81%
Mahindra Aerospace Private Limited #.....	India	89.78%	88.87%
Mahindra Tsubaki Conveyor Systems Private Limited .....	India	49.00%	49.00%
Mahindra Telephonics Integrated Systems Limited #.....	India	51.00%	51.00%
Brightsolar Renewable Energy Private Limited #.....	India	51.00%	51.00%
Jinan Qingqi Peugeot Motorcycles Co Ltd.....	China	50.00%	50.00%
Mahindra-BT Investment Company (Mauritius) Limited # .....	Mauritius	57.00%	57.00%
SY Auto Capital Co., LTD # .....	South Korea	51.00%	51.00%
Mahindra Industrial Park Private Limited **.....	India	100.00%	100.00%
Classic Legend Private Limited # .....	India	60.00%	60.00%
Mahindra Happinest Developers Limited #.....	India	51.00%	51.00%
M.I.T.R.A Agro Equipments Private Limited .....	India	40.60%	27.06%
Zoomcar Inc.....	India	16.83%	17.03%
Transtech Logistics Private Limited.....	India	39.79%	39.79%
Mahindra Top Greenhouse Private Limited # .....	India	60.00%	60.00%
Smartshift Logistics Solutions Private Limited (formerly known as Resfeber Labs Private Limited).....	India	44.29%	25.05%
Carnot Technologies Private Limited .....	India	23.66%	23.66%
Sampo Rosenlew Oy .....	Finland	48.98%	48.98%
Mahindra Ideal Lanka (Private) Limited .....	India	35.00%	35.00%
Tropiikin Rantasauna Oy .....	Finland	50.00%	48.23%
New Delhi Centre for Sight Limited (w.e.f. 14 <sup>th</sup> May, 2019).....	India	30.83%	
Marvel Solren Private Limited ^ (w.e.f. 14 <sup>th</sup> August, 2019) # .....	India	51.00%	
Mahindra Summit Agriscience Limited ^ (w.e.f. 12 <sup>th</sup> April, 2019) # .....	India	60.00%	
Aquasail Distribution Company Private Limited (w.e.f. 10 <sup>th</sup> October, 2019) .....	India	17.65%	
Ideal Finance Limited (w.e.f. 28 <sup>th</sup> February, 2020) .....	Sri Lanka	38.20%	

# Entities have been treated as Joint Ventures even though the Group holds more than half of the voting power in these entities as it does not have unilateral control over the investee, primarily due to existence of agreements that give the substantive rights to other investors.

\*\* As per agreement with other shareholders, the economic interest of Mahindra Lifespace Developers Limited is 50%.

^ During the year ended March 2020, the Controlling status was changed from subsidiary to joint venture.

### 36. Investment in Joint Arrangements and Associates (contd.)

#### Interests in Associates :

The Group's interests in associates are :

Name of the Entity	Place of Incorporation and Place of Operation	Proportion of ownership interest	
		As at 31 <sup>st</sup> March,	
		2020	2019
Swaraj Engines Limited .....	India	34.76%	33.30%
Tech Mahindra Limited.....	India	28.89%	28.90%
Mahindra Finance USA LLC.....	USA	49.00%	49.00%
Mahindra CIE Automotive Limited # .....	India	11.44%	11.44%
CIE Automotive S.A. # .....	Spain	7.44%	7.44%
PSL Media & Communications Limited .....	India	40.00%	40.00%
The East India Company Group Limited BVI #.....	Singapore	18.62%	18.62%
Kiinteistö Oy Seniori-Saimaa.....	Finland	31.00%	29.50%
Shiga Mitsubishi Co, Ltd.....	Japan	22.40%	22.40%
Kagawa Mitsubishi Co, Ltd. ....	Japan	33.33%	33.33%
Okanetsu Kogyo Co, Ltd. ....	Japan	33.77%	33.77%
Kita-Iwate Ryono Co, Ltd. ....	Japan	25.00%	25.00%
Aizu Ryono Co, Ltd. ....	Japan	21.25%	21.25%
Jyoban Ryono Co, Ltd.....	Japan	20.00%	20.00%
Fukuryo Kiki Hanbai Co, Ltd.....	Japan	20.00%	20.00%
Ibaraki Ryono Co, Ltd.....	Japan	21.64%	21.64%
Kotobuki Noki Co, Ltd.....	Japan	33.33%	33.33%
Honda Seisakusho Co, Ltd.....	Japan	25.00%	25.00%
Yamaichi Honten KK Co, Ltd. ....	Japan	42.90%	42.86%
Hokkaido Mitsubishi Noki Partnership (upto 25 <sup>th</sup> August 2019) .....	Japan	—	30.35%
Tohoku Mitsubishi Noki Partnership (upto 05 <sup>th</sup> November 2019) .....	Japan	—	28.28%
Tobu Mitsubishi Noki Partnership (upto 05 <sup>th</sup> November 2019) .....	Japan	—	42.92%
Chubu Mitsubishi Noki Partnership (upto 10 <sup>th</sup> October 2019).....	Japan	—	55.59%
Seibu Mitsubishi Noki Partnership (upto 30 <sup>th</sup> September 2019).....	Japan	—	34.95%
Kyushu Mitsubishi Noki Partnership (upto 31 <sup>th</sup> August 2019).....	Japan	—	24.84%
PF Holdings B.V. ....	Netherlands	40.00%	40.00%
Merakisan Private Limited .....	India	31.94%	33.17%
Brainbees Solutions Private Limited #.....	India	16.33%	20.20%
Medwell Ventures Private Limited .....	India	31.45%	30.60%
HDG-Asia Ltd.....	Netherlands	50.00%	50.00%
Scoot Networks Inc (under liquidation).....	USA	45.71%	45.71%
Resson Aerospace Corporation #.....	Canada	10.60%	10.60%
Kumsan Dokum Mazelmeri A.S. ....	Turkey	25.10%	25.10%
Mahindra Knowledge Park Mohali Limited .....	India	46.15%	46.15%

The financial statements of the Associates are drawn up to 31<sup>st</sup> March, 2020, other than for CIE Automotive S.A, Mahindra CIE Automotive Limited & The East India Company Group Ltd BVI where it is upto 31<sup>st</sup> December, 2019.

# Entities have been treated as Associate even though the Group holds less than 20% of the voting power in these entities as it has influence over the entity due to the board representation.

All of the above associates/Joint ventures are accounted for using the equity method in these consolidated financial statements.

### 36. Investment in Joint Arrangements and Associates (contd.)

Summarised financial information in respect of the Group's material associate is set out below

Particulars	Tech Mahindra Limited - Consolidated	
	2020	2019
<b>Current assets</b>		
Cash and cash equivalents .....	3,016.70	2,042.70
Other assets .....	20,155.57	19,523.07
Total current assets .....	23,172.27	21,565.77
Total Non-current assets .....	14,181.24	11,881.08
<b>Current liabilities</b>		
Financial liabilities .....	7,641.80	7,158.00
Other Liabilities .....	4,514.30	4,403.60
Total current liabilities .....	12,156.10	11,561.60
Total Non-current liabilities .....	2,991.00	1,123.20
Non-controlling interest .....	393.30	477.70
Revenue from Operations .....	36,867.68	34,742.13
Interest Income .....	243.40	207.70
Depreciation and amortisation .....	1,445.80	1,129.20
Interest Cost .....	191.90	133.20
Income tax expense .....	1,160.40	1,254.40
Profit/(Loss) for the year .....	3,897.38	4,288.83
Other Comprehensive Income for the year .....	(105.70)	242.60
Total Other Comprehensive Income for the year .....	3,791.68	4,531.43

Tech Mahindra Limited's Principal Activity - Information Technology (IT) and IT Enabled Services

Reconciliation of the above summarised financial information to the carrying amount of the interest in the associate recognised in the consolidated financial statements:

Particulars	Tech Mahindra Limited - Consolidated	
	2020	2019
<b>Closing Net assets</b> .....	21,813.07	20,284.35
Group's share in % .....	28.89%	28.90%
Group share (Rs.) .....	6,301.80	5,862.18
Goodwill .....	549.31	496.31
Other Adjustments .....	—	516.71
Carrying amount .....	6,851.11	6,875.20
Market Value .....	14,236.29	19,898.00



### 37. Related party disclosures

#### (a) Names of related parties where transactions have taken place during the year:

##### (i) Associates :

Sr. No.	Name of the entity	Sr. No.	Name of the entity
1.	Tech Mahindra Limited	20.	Merakisan Private Limited
2.	Mahindra CIE Automotive Limited	21.	Shiga Mitsubishi Nokihanbai co., Ltd.
3.	CIE Automotive, S.A.	22.	Kagawa Mitsubishi Nokihanbai co., Ltd.
4.	Swaraj Engines Limited	23.	Okanetsu Kogyo co., Ltd.
5.	Mahindra Finance USA, LLC	24.	Kitaiwate Ryono co., Ltd.
6.	PF Holdings B.V.	25.	Aizu Ryono co., Ltd.
7.	Pininfarina S.p.A.	26.	Joban Ryono co., Ltd.
8.	Pininfarina Engineering S.R.L	27.	FukuryoKiki Hanbai co., Ltd.
9.	Satyam Venture Engineering Services Private Limited	28.	Ibaragi Ryono co., Ltd.
10.	Tech Mahindra Foundation	29.	Kotobuki Noki co., Ltd
11.	Tech Mahindra (Shanghai) Co. Limited	30.	Honda Seisakusho co., Ltd.
12.	Brainbees Solutions Private Limited	31.	Yamaichi Honten co., Ltd.
13.	HDG-Asia Ltd	32.	Hokkaido Mitsubishi Noki Partnership (upto 25 <sup>th</sup> August, 2019)
14.	PSL Media & Communications Limited	33.	Tohoku Mitsubishi Noki Partnership (upto 05 <sup>th</sup> November, 2019)
15.	Kumsan Dokum Mazelmeri A.S.	34.	Tobu Mitsubishi Noki Partnership (upto 05 <sup>th</sup> November, 2019)
16.	Scoot Networks INC (under liquidation)	35.	Chubu Mitsubishi Noki Partnership (upto 10 <sup>th</sup> October, 2019)
17.	Medwell Ventures Private Limited	36.	Seibu Mitsubishi Noki Partnership (upto 30 <sup>th</sup> September, 2019)
18.	Resson Aerospace Corporation	37.	Mahindra Knowledge Park Mohali Limited
19.	The East India Company Group Ltd BVI		

##### (ii) Joint Ventures :

Sr. No.	Name of the entity	Sr. No.	Name of the entity
1.	Classic Legends Private Limited	16.	Mahindra Industrial Park Private Limited
2.	Mahindra Aerospace Private Limited	17.	Mahindra Industrial Park Chennai Ltd
3.	Mahindra Sanyo Special Steel Private Limited	18.	Mahindra Telephonics Integrated Systems Limited
4.	Mahindra World City (Jaipur) Limited	19.	Mahindra Happinest Developers Limited
5.	Mahindra World City Developers Limited	20.	Brightsolar Renewable Energy Private Limited
6.	Gippsaero Pty. Limited	21.	Mahindra Inframan Water Utilities Pvt Ltd
7.	Mahindra Aerostructures Private Limited	22.	Mahindra-BT Investment Company (Mauritius) Limited
8.	Mahindra Tsubaki Conveyor Systems Private Limited	23.	Zoomcar Inc
9.	Mahindra Ideal Lanka (Private) Limited	24.	Jinan Qingqi Peugeot Motorcycles Co Ltd
10.	Sampo-Rosenlew Oy	25.	SY Auto Capital Co., LTD
11.	M.I.T.R.A. Agro Equipments Private Limited	26.	Smartshift Logistics Solutions Private Limited (formerly known as Resfeber Labs Private Limited)
12.	Mahindra Top Greenhouses Private Limited	27.	Aquasail Distribution Company Private Limited (w.e.f. 10 <sup>th</sup> October, 2019)
13.	Mahindra Homes Pvt Ltd	28.	Mahindra Summit Agriscience Limited (w.e.f. 12 <sup>th</sup> April 2019)
14.	Zoomcar India Private Limited	29.	New Delhi Centre for Sight Limited (w.e.f. 14 <sup>th</sup> May, 2019)
15.	Transtech Logistics Private Limited	30.	Marvel Solren Private Limited (w.e.f. 14 <sup>th</sup> August, 2019)

##### (iii) Key Management Personnel (KMP) :

Sr. No.	Name of KMP	Designation
1.	Mr. Anand G. Mahindra	Executive Chairman
2.	Dr. Pawan Goenka	Managing Director
3.	Mr. Nadir B. Godrej	Independent Director
4.	Mr. R. K. Kulkarni (Ceased to be Independent director w.e.f. 8 <sup>th</sup> August, 2019)	Independent Director
5.	Mr. M. M. Murugappan	Independent Director
6.	Dr. Vishakha N. Desai	Independent Director
7.	Mr. Vikram Singh Mehta	Independent Director
8.	Mr. Anupam Puri (Ceased to be Independent director w.e.f. 8 <sup>th</sup> August, 2019)	Independent Director
9.	Mr. T. N. Manoharan	Independent Director
10.	Mr. Haigreave Khaitan (appointed as Independent director w.e.f. 8 <sup>th</sup> August, 2019)	Independent Director
11.	Mrs. Shikha Sharma (appointed as Independent director w.e.f. 8 <sup>th</sup> August, 2019)	Independent Director
12.	Mr. Vijay Kumar Sharma	Nominee Director

### 37. Related Party Disclosures (contd.)

#### (a) Names of related parties where transactions have taken place during the year: (contd.)

##### (iv) Close member of KMP and entities controlled/jointly controlled by KMP :

Sr. No.	Close member of KMP
1.	Mrs. Anuradha Mahindra
2.	Mrs. Radhika Nath
3.	Mrs. Mamta Goenka
4.	Mr. Suresh Ram Kishore Goenka
5.	Mrs. Shakuntala Kulkarni (upto 08 <sup>th</sup> August, 2019)
6.	Mr. M.M. Venkatachalam
7.	Mrs. Aruna Bajaj (upto 08 <sup>th</sup> August, 2019)
8.	Dr. T. N. Gajendran
9.	Mrs. Swati Desai

Sr. No.	Entities controlled/jointly controlled by KMP
1.	The Indian & Eastern Engineer Company Private Limited
2.	EPIC Television Network Private Limited
3.	Empire Products Limited

##### (v) Entity belonging to Promoter/Promoter Group holding 10% or more in the company

Sr. No.	Name of the Company
1.	Prudential Management & Services Private Limited

##### (vi) Welfare Funds:

Sr. No.	Name of the Funds	Sr. No.	Name of the Funds
1.	M&M Employees' Welfare Fund 1	3.	M&M Employees' Welfare Fund 3
2.	M&M Employees' Welfare Fund 2	4.	Mahindra World School Education Trust

#### (b) The related party transactions are as under :

Rupees crores

Sl. No.	Nature of Transactions	For the Year Ended 31 <sup>st</sup> March	Associates/ Associates of Subsidiaries/ Subsidiaries of Associate	Joint Ventures/ Joint Ventures of Subsidiaries	KMP/KMP Exercising Significant Influence/ close member of KMP	Close members of KMP and Entities controlled/ jointly controlled by KMP	Entity belonging to Promoter/ Promoter Group holding 10% or more in the company	Welfare Funds
1.	Purchases :							
	Goods.....	2020	2,198.60	168.72	—	—	—	—
		2019	2,987.94	158.01	—	—	—	—
	Property, plant & equipment and Intangible assets.....	2020	144.47	0.05	—	—	—	—
		2019	98.12	0.15	—	—	—	—
	Services.....	2020	451.36	8.45	—	—	—	—
		2019	469.13	4.83	—	—	—	—
2.	Sales :							
	Goods.....	2020	152.84	386.66	—	0.10	—	—
		2019	633.59	11.98	—	—	—	—
	Property, Plant and equipment .....	2020	0.05	—	—	—	—	—
		2019	—	0.08	—	—	—	—

## 37. Related Party Disclosures (contd.)

(b) The related party transactions are as under: (contd.)

Rupees crores

Sl. No.	Nature of Transactions	For the Year Ended 31 <sup>st</sup> March	Associates/ Associates of Subsidiaries/ Subsidiaries of Associate	Joint Ventures/ Joint Ventures of Subsidiaries	KMP/KMP Exercising Significant Influence/ close member of KMP	Close members of KMP and Entities controlled/ jointly controlled by KMP	Entity belonging to Promoter/ Promoter Group holding 10% or more in the company	Welfare Funds
	Services.....	2020	63.29	49.16	—	0.02	—	0.01
		2019	67.00	34.50	—	0.02	—	—
3.	Investments :							
	Purchases/Subscribed/ Conversion.....	2020	13.18	235.74	0.16	—	—	—
		2019	30.15	249.19	—	—	—	—
	Proceeds from buyback of shares.....	2020	446.85	—	—	—	—	—
		2019	—	—	—	—	—	—
4.	Management contracts including Deputation of personnel :							
	From Parties.....	2020	0.04	—	—	—	—	—
		2019	—	—	—	—	—	—
	To Parties .....	2020	5.27	3.63	—	—	—	—
		2019	4.81	2.21	—	—	—	—
5.	Write off/provision of Receivables/Advances.....	2020	32.35	—	—	—	—	—
		2019	83.54	—	—	—	—	—
6.	Managerial remuneration .....	2020	—	—	18.75	—	—	—
		2019	—	—	18.35	—	—	—
7.	Stock options given by the Company .....	2020	—	—	—	—	—	—
		2019	—	—	2.51	—	—	—
8.	Commission and other benefits to Non-executive/independent directors (including nominee directors)* .....	2020	—	—	3.52	—	—	—
		2019	—	—	3.29	—	—	—
9.	Finance :							
	Inter Corporate deposits given .....	2020	—	83.51	—	—	—	—
		2019	—	56.07	—	—	—	—
	Inter Corporate Deposits refunded by parties .....	2020	—	17.00	—	—	—	—
		2019	—	114.07	—	—	—	—
	Debenture/Preference shares issued by parties .....	2020	—	26.38	—	—	—	—
		2019	—	—	—	—	—	—
	Debenture issued to parties...	2020	150.00	—	—	—	—	—
		2019	—	7.71	—	—	—	—

### 37. Related Party Disclosures (contd.)

(b) The related party transactions are as under: (contd.)

Rupees crores

Sl. No.	Nature of Transactions	For the Year Ended 31 <sup>st</sup> March	Associates/ Associates of Subsidiaries/ Subsidiaries of Associate	Joint Ventures/ Joint Ventures of Subsidiaries	KMP/KMP Exercising Significant Influence/ close member of KMP	Close members of KMP and Entities controlled/ jointly controlled by KMP	Entity belonging to Promoter/ Promoter Group holding 10% or more in the company	Welfare Funds
	Inter Corporate deposits taken .....	2020	21.00	17.55	—	—	—	—
		2019	520.00	—	—	—	—	—
	Inter Corporate deposits refunded .....	2020	510.00	—	—	—	—	—
		2019	135.00	—	—	—	—	—
	Interest income .....	2020	0.11	4.82	0.49	—	—	—
		2019	0.34	29.26	0.49	—	—	—
	Interest expense .....	2020	26.18	0.64	—	—	—	—
		2019	30.69	—	—	—	—	—
	Dividend received .....	2020	676.86	18.90	—	—	—	—
		2019	427.14	17.46	—	—	—	—
	Dividend received in kind .....	2020	—	—	—	—	—	—
		2019	239.99	—	—	—	—	—
	Dividend distributed .....	2020	—	—	2.59	0.69	120.29	1.09
		2019	—	—	2.25	0.60	106.14	3.05
	Share application money given .....	2020	—	15.60	—	—	—	—
		2019	—	—	—	—	—	—
10.	Guarantees & Collaterals Given (Transactions during the year) .....	2020	—	41.41	—	—	—	—
		2019	2.45	—	—	—	—	—
11.	Guarantees and Collaterals Taken (Transactions during the Year) .....	2020	0.26	—	—	—	—	—
		2019	0.24	—	—	—	—	—
12.	Other Transactions :							
	Other Income .....	2020	13.70	4.69	—	0.42	—	—
		2019	11.61	3.71	—	0.42	—	—
	Other Expenses .....	2020	2.09	178.86	—	0.14	—	—
		2019	5.85	152.05	—	0.19	—	—
	Reimbursements received from parties .....	2020	8.27	16.10	—	0.01	—	76.96
		2019	8.33	15.31	—	—	—	1.60
	Reimbursements made to parties .....	2020	0.12	5.47	—	—	—	—
		2019	6.68	1.59	—	—	—	—

### 37. Related Party Disclosures (contd.)

#### (b) The related party transactions are as under: (contd.)

Rupees crores

Sl. No.	Nature of Transactions	For the Year Ended 31 <sup>st</sup> March	Associates/ Associates of Subsidiaries/ Subsidiaries of Associate	Joint Ventures/ Joint Ventures of Subsidiaries	KMP/KMP Exercising Significant Influence/ close member of KMP	Close members of KMP and Entities controlled/ jointly controlled by KMP	Entity belonging to Promoter/ Promoter Group holding 10% or more in the company	Welfare Funds
13.	Outstandings :							
	Trade and Other payable .....	2020	286.79	82.85	4.19	—	—	—
		2019	571.88	7.57	4.46	—	—	—
	Trade and Other receivables..	2020	123.37	244.65	10.73	2.01	—	41.88
		2019	71.92	22.45	10.69	1.90	—	17.00
	Debenture/Bonds/Preference shares issued by parties.....	2020	—	98.14	—	—	—	—
		2019	—	392.87	—	—	—	—
	Debenture/Bonds issued to parties .....	2020	150.00	7.71	—	—	—	—
		2019	—	7.71	—	—	—	—
	Inter Corporate Deposits given .....	2020	—	66.51	—	—	—	—
		2019	30.69	—	—	—	—	—
	Inter Corporate Deposits taken .....	2020	21.00	17.55	—	—	—	—
		2019	510.00	—	—	—	—	—
14.	Provision on doubtful loans and advances.....	2020	34.17	—	—	—	—	—
		2019	—	—	—	—	—	—
15.	Security Deposit paid.....	2020	0.02	1.07	—	—	—	—
		2019	0.02	—	—	—	—	—
16.	Advances given .....	2020	0.77	—	—	—	—	—
		2019	2.84	—	—	—	—	—
17.	Guarantees given outstanding...	2020	381.84	41.41	—	—	—	—
		2019	440.41	—	—	—	—	—

\* includes sitting fees and commission paid / payable to Khaitan & Co., in which Mr. Haigreave Khatain is a partner.

### 38. Segment Information

#### Operating Segments

The reportable segments of the Group are Automotive, Farm Equipment, Financial Services, Real Estate, Hospitality and Others. The segments are largely organised and managed separately according to the organisation structure that is designed based on the nature of products and services and profile of customers. Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker. Description of the each of the reportable segments is as under:

**Automotive:** This segment comprises of sale of automobiles, spares, mobility solutions, construction equipments and related services.

**Farm Equipment:** This segment comprises of sale of tractors, implements, spares and related services.

**Financial Services:** This segment comprises of offering financial products ranging from retail and other loans, SME finance, housing finance, mutual funds and life and non-life insurance broking services.

**Real Estate:** This segment comprises of projects, project management & development and operating of commercial complexes.

**Hospitality:** This segment comprises of sale of timeshare and vacation ownership.

**Others:** This segment mainly comprises of IT Services, after-market, defence, steel trading and processing, logistics, solar, powerol, agri business, two-wheelers, etc.

The Chief Operating Decision Maker ("CODM") evaluates the companies performance and allocates resources based on an analysis of various performance indicators by operating segments. The CODM reviews revenue and gross profit as the performance indicator for all of the operating segments.

### 38. Segment Information (contd.)

The measurement of each segment's revenues, expenses and assets is consistent with the accounting policies that are used in preparation of the consolidated financial statements. Segment result represents the profit before interest and tax without allocation of central administration costs, share of profit/(loss) of associates and joint ventures.

Information regarding the Group's reportable segments is presented below:

Rupees crores

	Automotive	Farm Equipment	Financial Services	Real Estate	Hospitality	Others	Total	Eliminations	Consolidated Total
<b>Revenue</b>									
External Revenue	48,490.60	20,861.98	11,803.40	627.89	2,373.37	11,021.85	95,179.09	—	95,179.09
	59,051.11	22,078.19	10,313.75	605.10	2,237.83	10,434.70	1,04,720.68	—	1,04,720.68
Inter Segment Revenue	151.09	251.21	24.22	11.24	0.38	1,799.10	2,237.24	(2,237.24)	—
	121.47	325.03	31.33	14.58	2.76	2,310.70	2,805.87	(2,805.87)	—
<b>Total Revenue</b>	<b>48,641.69</b>	<b>21,113.19</b>	<b>11,827.62</b>	<b>639.13</b>	<b>2,373.75</b>	<b>12,820.95</b>	<b>97,416.33</b>	<b>(2,237.24)</b>	<b>95,179.09</b>
	59,172.58	22,403.22	10,345.08	619.68	2,240.59	12,745.40	1,07,526.55	(2,805.87)	1,04,720.68
<b>Result</b>									
Segment result before exceptional items	(915.36)	2,276.63	1,449.75	(49.96)	128.02	43.70	2,932.78	2.74	2,935.52
	2,141.06	2,381.57	2,703.04	36.81	96.84	(24.61)	7,334.71	(57.57)	7,277.14
Add/(less): Exceptional items allocated to Segments	(802.53)	(341.67)	—	—	—	(741.46)	(1,885.66)	—	(1,885.66)
	(32.71)	—	—	—	—	(27.63)	(60.34)	—	(60.34)
Segment result after exceptional items	(1,717.89)	1,934.96	1,449.75	(49.96)	128.02	(697.76)	1,047.12	2.74	1,049.86
	2,108.35	2,381.57	2,703.04	36.81	96.84	(52.24)	7,274.37	(57.57)	7,216.80
Share of profit/(loss) of equity accounted investees (net)									1,042.58
									1,366.52
<b>Reconciliation to Profit/(Loss) before tax</b>									
1. Unallocable corporate expenses, net of income									(100.98)
									213.87
2. Interest expenses not allocable to segments									(715.33)
									(635.19)
3. Interest income not allocable to segments									466.71
									424.18
4. Exceptional Items unallocable to Segments									(88.23)
									284.66
Profit before tax									1,654.61
									8,870.84
<b>Out of total external revenue above:-</b>								2020	2019
– From contract with customers (as defined under Ind AS 115)								82,759.45	93,666.33
– From financial services								11,525.88	9,962.80
– Others								893.76	1,091.55
<b>Total</b>								95,179.09	1,04,720.68
<b>Other information:</b>									
Depreciation and Amortisation expense	3,616.25	489.80	146.87	4.19	247.12	409.93	4,914.16	—	4,914.16
	3,102.12	435.50	75.53	3.84	82.78	253.04	3,952.81	—	3,952.81
Impairment expense	802.53	341.67	—	—	—	741.46	1,885.66	—	1,885.66
	32.71	—	—	—	—	27.63	60.34	—	60.34
Additions to non-current assets	5,416.66	647.88	118.60	3.66	133.09	542.46	6,862.35	—	6,862.35
	4,812.14	734.51	135.62	6.13	182.21	1,421.17	7,291.78	—	7,291.78

Notes:-

- Additions to non-current assets comprises of capital expenditure on property, plant and equipment, intangible assets including those under development and capital advances.
- Figures in the above table for the current financial year have been presented in bold. Comparatives for each item have been presented below the respective current year figures.

### 38. Segment Information (contd.)

#### Segment assets and liabilities

Rupees crores

	Automotive	Farm Equipment	Financial Services	Real Estate	Hospitality	Others	Total	Eliminations	Consolidated Total
Segment Assets	32,889.77	11,974.12	76,814.81	1,798.86	6,667.00	11,922.53	1,42,067.09	—	1,42,067.09
	37,023.23	13,196.49	71,554.25	2,089.39	5,099.58	12,144.39	1,41,107.33	—	1,41,107.33
Segment Liabilities	14,785.63	6,139.32	68,660.35	486.08	7,703.46	3,724.29	1,01,499.13	—	1,01,499.13
	20,468.72	5,534.49	61,872.15	710.07	5,882.15	3,903.36	98,370.94	—	98,370.94
Reconciliation of segment assets to total assets:									
Segment Assets									1,42,067.09
									1,41,107.33
Unallocable Assets									24,939.57
									22,284.24
Total Assets									1,67,006.66
									1,63,391.57
Unallocable Assets primarily comprise of equity accounted investment in associates and joint ventures, other investments, income tax assets, deferred tax assets.									
Reconciliation of segment liabilities to total liabilities:									
Segment Liabilities									1,01,499.13
									98,370.94
Unallocable Liabilities									17,846.48
									16,676.65
Total Liabilities									1,19,345.61
									1,15,047.59

Unallocable Liabilities primarily comprise of borrowings (excluding related to Financial Services Segment) and deferred tax liability.

#### Revenue from type of products and services

The operating segments are primarily based on nature of products and services and hence the Revenue from external customers of each segment is representative of revenue based on products and services.

#### Geographical information

The Group operates in principal geographical areas – India (country of domicile), and Overseas. The Group's revenue from continuing operations from external customers and information about its non-current assets by geographical location are detailed below:

Particulars	For the year Ended 31 <sup>st</sup> March,						As at 31 <sup>st</sup> March,	
	2020			2019			2020	2019
	Revenue from contract with customers	Other revenue	Total external revenue	Revenue from contract with customers	Other revenue	Total external revenue	Non-Current assets	Non-Current assets
India .....	50,160.36	12,023.39	62,183.75	57,228.69	10,548.18	67,776.87	28,557.85	25,913.99
Overseas.....	32,599.09	396.25	32,995.34	36,437.64	506.17	36,943.81	12,508.93	12,449.26
	82,759.45	12,419.64	95,179.09	93,666.33	11,054.35	1,04,720.68	41,066.78	38,363.25

The revenue information above is based on the location of the customer. The non-current assets in the above table represent Property, plant and Equipment, Capital Work-in-progress, Goodwill, Other Intangibles Assets, Intangibles under development, Income Tax Assets (Net) and Other Loan Assets (Non-financial).

#### Information about major customers

During the year ended 31<sup>st</sup> March 2020 and 2019 respectively, revenues from transactions with a single external customer did not amount to 10 per cent or more of the Group's revenues from external customers.

### 39. Employee Stock Option Plan

The Company has allotted 55,24,219 Ordinary (Equity) Shares of Rs. 10 each, 10,00,000 Ordinary (Equity) Shares of Rs. 10 each, 1,73,53,034 Ordinary (Equity) Shares of Rs. 5 each, 19,11,628 Ordinary (Equity) Shares of Rs. 5 each and 52,00,000 Ordinary (Equity) Shares of Rs. 5 each in the years ended 31<sup>st</sup> March, 2002, 31<sup>st</sup> March, 2010, 31<sup>st</sup> March, 2011, 31<sup>st</sup> March 2014 and 31<sup>st</sup> March, 2015 respectively to the Mahindra & Mahindra Employees' Stock Option Trust set up by the Company. The Trust holds these shares for the benefit of the employees and issues them to the eligible employees as per the recommendations of the Compensation Committee.

Options granted under Mahindra & Mahindra Limited Employees Stock Option Scheme - 2000 ("2000 Scheme") vest in 4 equal instalments on the expiry of 12 months, 24 months, 36 months and 48 months from the date of grant. The options may be exercised on any day over a period of five years from the date of vesting. Number of vested options exercisable is subject to a minimum of 50 or number of options vested whichever is lower.

Options granted under Mahindra & Mahindra Limited Employees Stock Option Scheme - 2010 ("2010 Scheme") vest in

- 5 equal instalments on the expiry of 12 months, 24 months, 36 months, 48 months and 60 months from the date of grant or
- 4 instalments bifurcated as 20% on the expiry of 18 months, 20% on the expiry of 30 months, 30% on the expiry of 42 months and 30% on the expiry of 54 months or
- 3 instalments bifurcated as 33.33% on the expiry of 12 months, 33.33% on the expiry of 24 months and 33.34% on the expiry of 36 months.

The options may be exercised on any day over a period of 5 years from the date of vesting. Number of vested options exercisable is subject to a minimum of 50 or number of options vested whichever is lower.

#### Summary of stock options

	No. of stock options	Weighted average exercise price (Rs.)
Options outstanding on 1 <sup>st</sup> April, 2019.....	63,51,833	4.18
Options granted during the year.....	20,54,575	5.00
Options forfeited/lapsed during the year.....	3,19,189	6.19
Options exercised during the year.....	14,52,547	3.62
Options outstanding on 31 <sup>st</sup> March, 2020.....	66,34,672	4.46
Options vested but not exercised on 31 <sup>st</sup> March, 2020.....	24,39,947	4.20

#### Average share price on the date of exercise of the options are as under

Date of exercise	Weighted average share price (Rs.)
24 <sup>th</sup> April 2019 to 13 <sup>th</sup> March, 2020 .....	543.59

#### Information in respect of options outstanding as at 31<sup>st</sup> March, 2020

Range of exercise price	Number of options	Weighted average remaining life
Rs. 2.50.....	27,36,792	4.48 years
Rs. 5.00.....	38,87,880	6.43 years
Rs. 331.00.....	10,000	0.98 years

#### The fair values of options granted during the year are as follows :

Grant Date	No of years vesting	Fair value per options
7 <sup>th</sup> November, 2019.....	5 years	Rs. 531.26
7 <sup>th</sup> November, 2019.....	3 years	Rs. 538.85

#### The fair value has been calculated using the Black Scholes Options Pricing Model and the significant assumptions made in this regard are as follows :

	Grant dated	
	7 <sup>th</sup> Nov, 2019 (5 years vesting)	7 <sup>th</sup> Nov, 2019 (3 years vesting)
Risk free interest rate (%).....	6.29%	6.11%
Expected life (in years).....	5.51 years	4.51 years
Expected volatility (%).....	26.27%	26.00%
Expected dividend yield (%).....	1.47%	1.47%
Exercise Price (Rs.).....	5.00	5.00
Stock Price (Rs.).....	579.80	579.80



#### 40. Contingent Liability & Commitments

##### (A) Contingent Liability

- (a) Claims against the Group not acknowledged as debts comprise of :
- (i) Excise Duty, Sales Tax, and Service Tax claims disputed by the Group relating to issues of applicability and classification aggregating **Rs. 2,405.43 crores** before tax (2019 : Rs. 2,440.05 crores before tax).
  - (ii) Other matters (excluding claims where amounts are not ascertainable) : **Rs. 355.65 crores** before tax (2019 : Rs. 402.88 crores before tax).
- (b) Taxation matters :
- (i) Demands against the Group not acknowledged as debts and not provided for, relating to issues of deductibility and taxability in respect of which the Group is in appeal and exclusive of the effect of similar matters in respect of assessments remaining to be completed :
    - Income-tax : **Rs. 1,922.76 crores** (2019 : Rs. 1,762.97 crores).
  - (ii) Items in respect of which the Group has succeeded in appeal, but the Income-tax Department is pursuing/likely to pursue in appeal/reference and exclusive of the effect of similar matters in respect of assessments remaining to be completed :
    - Income-tax matters : **Rs. 370.50 crores** (2019 : Rs. 351.80 crores).
- (c) In respect of (a) & (b) above, it is not practicable for the Group to estimate the closure of these issues and the consequential timings of cash flows, if any.

##### (B) Commitments :

The estimated amount of contracts remaining to be executed on capital account and not provided for as at 31<sup>st</sup> March, 2020 is **Rs. 2,932.26 crores** (2019 : Rs. 2,699.71 crores) and other commitment as at 31<sup>st</sup> March, 2020 is **Rs. 661.73 crores** (2019: Rs. 982.71 crores).

#### 41. Research and Development expenditure :

In recognised Research and Development units :

Debited to the Statement of Profit and Loss, including certain expenditure based on allocations made by the Group, aggregate **Rs. 1,594.54 crores** (2019 : Rs. 1,440.30 crores).

#### 42 Adoption of Ind AS 116: - Leases

Effective 1 April 2019, the Group has adopted Ind AS 116 - Leases using a modified retrospective approach. Accordingly, on initial application of Ind AS 116, in respect of leases previously classified as operating leases, lease liability is measured at the present value of remaining lease payments discounted using the incremental borrowing rate at the date of initial application and the right-of-use asset has been measured at the amount equal to lease liability, adjusted for any prepaid or accrued lease payments recognised in the balance sheet immediately before the date of initial application. However, few of the subsidiaries have measured the right-of-use asset at the present value of lease payments, discounted using incremental borrowing rate at the date of initial application, as if the standard is applicable since the commencement date of the lease. The difference between right-of-use asset and lease liability on the transition date is recognised in the retained earnings, net of deferred tax.

Effect of initial application of Ind AS 116 on transition date is disclosed below

##### (i) Lease liabilities recognised on the date of initial application:

	<i>Rupees crores</i>
Operating lease commitments, as per Ind AS 17, as on 31 <sup>st</sup> March, 2019 .....	<b>3,643.54</b>
Weighted average incremental borrowing rate (p.a) as on 01 <sup>st</sup> April, 2019 .....	<b>1.00%-11.34%</b>
Present value of lease commitments, using incremental borrowing rate .....	<b>2,781.77</b>
<i>Adjustments for: -</i>	
Practical expedient for leases with remaining lease term less than 12 months .....	<b>(182.71)</b>
Practical expedient for leases with low value .....	<b>(15.32)</b>
Variable lease payments recognised as an expense .....	<b>17.26</b>
Lease Liability relating to operating lease commitments as on initial application date .....	<b>2,601.00</b>
Reclassification of finance lease as per Ind AS 17 .....	<b>178.16</b>
Lease liabilities recognised on initial application date .....	<b>2,779.16</b>

## 42 Adoption of Ind AS 116: - Leases (contd.):

### (ii) Right-of-use asset recognised on the date of initial application:

	Rupees crores
Lease Liability relating to operating lease commitments as on initial application date .....	2,601.00
Adjustments for certain subsidiaries recognising right-of-use asset at the commencement of lease .....	(175.30)
Right-of-use assets relating to operating lease commitment as on initial application date .....	2,425.70
Adjustments for	
Reclassification of prepaid/accrued lease payments .....	196.49
Reclassification of finance lease recognised as per Ind AS 17 .....	480.67
Right-of-use asset recognised in the balance sheet on initial application date .....	3,102.86

### (iii) Transition impact recognised in retained earnings:

	Rupees crores
Right-of-use asset recognised on the initial application date .....	2,425.70
Lease Liability recognised in the balance sheet on initial application date .....	2,601.00
Deferred Tax Asset recognised .....	37.76
Amount recognised in retained earnings .....	137.54

## 43. Statement of Net Assets and Profit and Loss and Other Comprehensive Income Attributable to Owners and Non-controlling Interest

Name of the Enterprise	Net assets, i.e., total assets minus total liabilities		Share of Profit or loss		Share of Other Comprehensive Income (OCI)		Share of Total Comprehensive Income (TCI)	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated OCI	Amount	As % of consolidated TCI	Amount
<b>PARENT</b>								
Mahindra and Mahindra Limited	86.24%	34,467.84	1047.35%	1,330.55	10.77%	(32.10)	-758.79%	1,298.45
<b>SUBSIDIARIES</b>								
Indian								
Mahindra Automobile Distributor Private Limited	0.04%	14.32	4.17%	5.30	0.00%	—	-3.10%	5.30
Mahindra Trucks and Buses Limited	0.36%	145.28	25.24%	32.07	-2.12%	6.32	-22.43%	38.39
Mahindra Heavy Engines Limited	1.09%	434.60	30.80%	39.13	0.11%	(0.33)	-22.67%	38.80
Mahindra Electric Mobility Limited	0.67%	268.21	-43.47%	(55.23)	-0.07%	0.22	32.15%	(55.01)
Mahindra Vehicle Manufacturers Limited	10.70%	4,276.74	-329.17%	(418.18)	2.21%	(6.59)	248.23%	(424.77)
NBS International Limited	-0.04%	(15.81)	-6.36%	(8.08)	0.07%	(0.22)	4.85%	(8.30)
Gromax Agri Equipment Limited	0.06%	23.82	-1.72%	(2.19)	-0.01%	0.02	1.27%	(2.17)
Mahindra Agri Solutions Limited	0.20%	80.24	-15.10%	(19.18)	0.04%	(0.12)	11.28%	(19.30)
Mahindra Greenyard Private Limited	-0.01%	(2.77)	-2.86%	(3.63)	0.01%	(0.02)	2.13%	(3.65)

#### 43. Statement of Net Assets and Profit and Loss and Other Comprehensive Income Attributable to Owners and Non-controlling Interest (contd.):

Name of the Enterprise	Net assets, i.e., total assets minus total liabilities		Share of Profit or loss		Share of Other Comprehensive Income (OCI)		Share of Total Comprehensive Income (TCI)	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated OCI	Amount	As % of consolidated TCI	Amount
Mahindra HZPC Private Limited	0.00%	0.18	-4.86%	(6.17)	0.00%	—	3.61%	(6.17)
Mahindra EPC Irrigation Limited (Consolidated)	0.43%	170.23	18.14%	23.04	0.00%	—	-13.46%	23.04
Kota Farm Services Limited	0.00%	(0.30)	0.00%	—	0.00%	—	0.00%	—
Bristlecone India Limited	0.38%	152.02	18.14%	23.04	0.16%	(0.48)	-13.18%	22.56
Mahindra & Mahindra Financial Services Limited	28.43%	11,363.86	713.48%	906.40	0.89%	(2.66)	-528.13%	903.74
Mahindra Insurance Brokers Limited.	1.06%	422.68	42.00%	53.36	0.74%	(2.22)	-29.89%	51.14
Mahindra Rural Housing Finance Limited	3.12%	1,248.14	116.94%	148.56	0.39%	(1.15)	-86.14%	147.41
Mahindra Asset Management Company Private Limited	0.17%	68.02	-29.83%	(37.90)	0.06%	(0.18)	22.25%	(38.08)
Mahindra Trustee Company Private Limited	0.00%	0.20	-0.02%	(0.02)	0.00%	—	0.01%	(0.02)
Mahindra and Mahindra Financial Services Limited ESOP Trust	0.10%	38.05	2.45%	3.11	0.00%	—	-1.82%	3.11
Mahindra Intertrade Limited	1.49%	595.84	28.69%	36.45	-0.15%	0.45	-21.56%	36.90
Mahindra Steel Service Centre Limited	0.26%	102.99	-4.10%	(5.21)	-0.08%	0.25	2.90%	(4.96)
Mahindra Electrical Steel Limited	-0.01%	(4.66)	-0.94%	(1.19)	0.00%	—	0.70%	(1.19)
Mahindra Auto Steel Private Limited	0.24%	96.42	4.10%	5.21	-0.01%	0.03	-3.06%	5.24
Mahindra Consulting Engineers Limited	0.04%	17.62	0.84%	1.07	0.03%	(0.09)	-0.57%	0.98
Mahindra Lifespace Developers Limited	3.74%	1,496.28	-177.90%	(226.00)	-0.29%	0.86	131.57%	(225.14)
Mahindra Infrastructure Developers Limited	0.05%	20.43	16.27%	20.67	0.00%	—	-12.08%	20.67
Mahindra World City (Maharashtra) Limited	-0.02%	(9.01)	-0.54%	(0.69)	0.00%	—	0.40%	(0.69)
Knowledge Township Limited	0.06%	23.64	-0.03%	(0.04)	0.00%	—	0.02%	(0.04)
Mahindra Bloomdale Developers Limited	0.05%	20.55	2.69%	3.42	0.01%	(0.02)	-1.99%	3.40

### 43. Statement of Net Assets and Profit and Loss and Other Comprehensive Income Attributable to Owners and Non-controlling Interest (contd.):

Name of the Enterprise	Net assets, i.e., total assets minus total liabilities		Share of Profit or loss		Share of Other Comprehensive Income (OCI)		Share of Total Comprehensive Income (TCI)	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated OCI	Amount	As % of consolidated TCI	Amount
Industrial Township (Maharashtra) Limited	0.01%	2.69	-1.68%	(2.13)	0.00%	—	1.24%	(2.13)
Anthurium Developers Limited	0.00%	0.29	0.03%	0.04	0.00%	—	-0.02%	0.04
Mahindra Integrated Township Limited	0.17%	68.07	-7.48%	(9.50)	0.02%	(0.07)	5.59%	(9.57)
Mahindra Residential Developers Limited	0.23%	91.39	4.75%	6.03	0.00%	—	-3.52%	6.03
Mahindra Water Utilities Limited	0.10%	40.55	5.65%	7.18	0.01%	(0.02)	-4.18%	7.16
Rathna Bhoomi Enterprises Private Limited	0.00%	(0.04)	0.00%	—	0.00%	—	0.00%	—
Deepmangal Developers Private Limited	0.00%	(0.37)	-0.06%	(0.07)	0.00%	—	0.04%	(0.07)
Moonshine Construction Private Limited	0.00%	(0.31)	-0.01%	(0.01)	0.00%	—	0.01%	(0.01)
Mahindra Holidays & Resorts India Limited	-1.40%	(561.45)	-85.18%	(108.21)	0.18%	(0.55)	63.56%	(108.76)
Mahindra Hotels and Residences India Limited	0.00%	(0.14)	-0.02%	(0.02)	0.00%	—	0.01%	(0.02)
Gables Promoters Private Limited	0.15%	58.66	-1.16%	(1.48)	0.00%	—	0.86%	(1.48)
Mahindra Holidays and Resots India Limited ESOP Trust	0.02%	8.27	0.00%	—	0.00%	—	0.00%	—
Mahindra Holdings Limited	5.68%	2,272.08	-173.24%	(220.09)	0.00%	—	128.62%	(220.09)
Mahindra Namaste Limited	0.00%	0.95	0.34%	0.43	0.00%	—	-0.25%	0.43
Mahindra Integrated Business Solutions Private Limited	0.03%	10.32	1.53%	1.94	0.03%	(0.08)	-1.09%	1.86
Mahindra Susten Private Limited	2.48%	990.83	32.53%	41.33	-0.13%	0.38	-24.37%	41.71
Mahindra Teqo Private Limited (formerly known as MachinePulse Tech Private Limited)	0.00%	1.85	1.35%	1.71	0.00%	—	-1.00%	1.71
Mahindra Renewables Private Limited	0.87%	347.25	-12.83%	(16.30)	0.00%	—	9.53%	(16.30)
Mega Suryaurja Private Limited	0.00%	0.03	-0.02%	(0.02)	0.00%	—	0.01%	(0.02)
Divine Solren Private Limited	0.23%	93.02	5.70%	7.24	0.00%	—	-4.23%	7.24
Neo Solren Private Limited	0.18%	71.84	-0.89%	(1.13)	0.00%	—	0.66%	(1.13)

### 43. Statement of Net Assets and Profit and Loss and Other Comprehensive Income Attributable to Owners and Non-controlling Interest (contd.):

Name of the Enterprise	Net assets, i.e., total assets minus total liabilities		Share of Profit or loss		Share of Other Comprehensive Income (OCI)		Share of Total Comprehensive Income (TCI)	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated OCI	Amount	As % of consolidated TCI	Amount
Astra Solren Private Limited	0.18%	70.44	2.94%	3.74	0.00%	—	-2.19%	3.74
Mahindra Engineering and Chemical Products Limited	2.22%	886.40	1.19%	1.51	0.00%	—	-0.88%	1.51
Retail Initiative Holdings Limited	0.89%	357.20	-0.04%	(0.05)	0.00%	—	0.03%	(0.05)
Mahindra Retail Limited	0.92%	368.73	-16.86%	(21.42)	0.00%	—	12.52%	(21.42)
Mahindra Two Wheelers Limited	0.02%	8.46	0.56%	0.71	0.00%	(0.01)	-0.41%	0.70
Mahindra Defence Systems Limited	0.72%	286.52	19.08%	24.24	-0.09%	0.26	-14.32%	24.50
Mahindra First Choice Wheels Ltd (Consolidated)	0.25%	99.91	-5.83%	(7.41)	0.05%	(0.15)	4.42%	(7.56)
Mahindra First Choice Services Limited	-0.13%	(53.35)	-24.48%	(31.10)	0.11%	(0.33)	18.37%	(31.43)
Auto Digitech Private Limited	-0.04%	(16.79)	-2.59%	(3.29)	0.00%	—	1.92%	(3.29)
Mahindra 'Electoral Trust' Company	0.00%	0.02	-0.01%	(0.01)	0.00%	—	0.01%	(0.01)
Mahindra eMarket Limited	0.01%	5.58	3.25%	4.13	0.00%	—	-2.41%	4.13
M&M Benefit Trust	2.98%	1,189.47	821.75%	1,043.95	0.00%	—	-610.07%	1,043.95
Mahindra & Mahindra ESOP Trust	1.41%	561.93	29.57%	37.57	0.00%	—	-21.96%	37.57
Sunrise Initiatives Trust (Consolidated)	0.07%	29.71	-5.28%	(6.71)	-0.01%	0.04	3.90%	(6.67)
Mahindra Construction Company Limited	-0.06%	(22.47)	0.02%	0.02	0.00%	—	-0.01%	0.02
Officemartindia.com Limited	0.00%	—	0.00%	—	0.00%	—	0.00%	—
Mahindra & Mahindra Contech Limited	0.04%	14.50	0.86%	1.09	-0.07%	0.21	-0.76%	1.30
Trringo.com Limited	0.01%	2.56	0.09%	0.12	0.00%	—	-0.07%	0.12
Mahindra Airways Limited	0.00%	(0.30)	-0.65%	(0.83)	0.00%	—	0.49%	(0.83)
Mahindra First Choice Wheels Ltd ESOP Trust	0.00%	(0.01)	0.00%	—	0.00%	—	0.00%	—
Mahindra Consulting Engineers Limited ESOP Trust	0.01%	3.28	0.00%	—	0.00%	—	0.00%	—
Mahindra MSTC Recycling Private Limited	0.06%	22.39	-4.24%	(5.39)	-0.01%	0.04	3.13%	(5.35)

### 43. Statement of Net Assets and Profit and Loss and Other Comprehensive Income Attributable to Owners and Non-controlling Interest (contd.):

Name of the Enterprise	Net assets, i.e., total assets minus total liabilities		Share of Profit or loss		Share of Other Comprehensive Income (OCI)		Share of Total Comprehensive Income (TCI)	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated OCI	Amount	As % of consolidated TCI	Amount
Mahindra Logistics Limited (Consolidated)	1.52%	607.67	44.14%	56.07	-0.11%	0.32	-32.95%	56.39
Mahindra Waste To Energy Solutions Limited	0.04%	16.75	-2.16%	(2.74)	0.00%	0.01	1.60%	(2.73)
Mahindra Telecom Energy Management Services Limited	0.00%	0.03	-0.01%	(0.01)	0.00%	—	0.01%	(0.01)
MRHFL Employee Welfare trust (ESOP)	0.00%	0.29	0.23%	0.29	0.00%	—	-0.17%	0.29
Mahindra Finance CSR foundation (w.e.f. 02 <sup>nd</sup> April, 2019)	0.00%	—	0.00%	—	0.00%	—	0.00%	—
Meru Travel Solutions Private Limited (Consolidated) (w.e.f. 05 <sup>th</sup> December, 2019)	0.35%	139.72	-7.16%	(9.09)	0.00%	—	5.31%	(9.09)
<b>Foreign</b>								
Mahindra Automotive Australia Pty. Limited ^	0.00%	0.25	-2.13%	(2.71)	0.02%	(0.05)	1.61%	(2.76)
Mahindra Europe S.r.l. €	0.03%	10.99	-0.27%	(0.34)	-0.24%	0.73	-0.23%	0.39
Mahindra & Mahindra South Africa (Proprietary) Limited Z	0.08%	31.46	-9.45%	(12.01)	1.31%	(3.90)	9.30%	(15.91)
Mahindra Tractor Assembly, Inc. \$	-0.17%	(69.47)	-164.96%	(209.57)	7.42%	(22.12)	135.40%	(231.69)
Ssangyong Motor Company »	3.26%	1,304.36	-2391.81%	(3,038.56)	2.34%	(6.97)	1779.76%	(3,045.53)
Ssangyong European Parts Center B.V. €	-0.05%	(18.54)	-0.50%	(0.64)	0.41%	(1.22)	1.09%	(1.86)
Ssangyong Motor (Shanghai) Company Limited >	0.00%	0.60	-0.61%	(0.77)	0.00%	0.01	0.44%	(0.76)
Mahindra USA Inc. \$	-1.83%	(729.61)	-380.57%	(483.48)	17.79%	(53.04)	313.53%	(536.52)
Bristlecone Limited \$	0.03%	10.94	-4.79%	(6.08)	3.36%	(10.01)	9.40%	(16.09)
Bristlecone Inc. \$	0.06%	23.04	8.52%	10.83	-1.72%	5.12	-9.32%	15.95
Bristlecone Consulting Limited @	0.01%	3.71	0.84%	1.07	-0.05%	0.16	-0.72%	1.23
Bristlecone International AG <	0.04%	15.39	1.79%	2.28	-0.57%	1.71	-2.33%	3.99
Bristlecone UK Limited £	0.01%	4.84	0.00%	—	-0.05%	0.14	-0.08%	0.14
Bristlecone (Malaysia) Sdn. Bhd. **	0.01%	3.07	0.15%	0.19	-0.03%	0.09	-0.16%	0.28
Bristlecone Singapore Pte. Limited ≤	0.01%	3.37	1.70%	2.16	-0.03%	0.10	-1.32%	2.26

### 43. Statement of Net Assets and Profit and Loss and Other Comprehensive Income Attributable to Owners and Non-controlling Interest (contd.):

Name of the Enterprise	Net assets, i.e., total assets minus total liabilities		Share of Profit or loss		Share of Other Comprehensive Income (OCI)		Share of Total Comprehensive Income (TCI)	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated OCI	Amount	As % of consolidated TCI	Amount
Bristlecone GmbH €	0.10%	40.40	0.92%	1.17	-0.89%	2.66	-2.24%	3.83
Mahindra Middleeast Electrical Steel Service Centre (FZC) •	0.07%	26.19	-4.75%	(6.03)	-0.78%	2.34	2.16%	(3.69)
Heritage Bird (M) Sdn Bhd **	0.00%	(0.19)	0.26%	0.33	0.00%	(0.01)	-0.19%	0.32
MH Boutique Hospitality Limited #	-0.01%	(3.45)	-0.18%	(0.23)	0.17%	(0.52)	0.44%	(0.75)
Infinity Hospitality Group Company Limited #	0.02%	8.08	-1.57%	(1.99)	-0.17%	0.51	0.86%	(1.48)
MHR Holdings (Mauritius) Limited €	-0.13%	(52.35)	-5.03%	(6.39)	5.01%	(14.93)	12.46%	(21.32)
Covington S.à r.l €	0.20%	81.03	0.63%	0.80	7.83%	(23.36)	13.18%	(22.56)
Arabian Dreams Hotel Apartments LLC •	0.01%	5.08	3.77%	4.79	-0.09%	0.26	-2.95%	5.05
Holiday Club Resort Oy (Consolidated) €	0.95%	377.94	14.15%	17.97	-14.88%	44.38	-36.44%	62.35
HCR Management Oy €	0.04%	17.59	0.30%	0.38	-0.03%	0.09	-0.27%	0.47
Mahindra Overseas Investment Company (Mauritius) Limited. \$	-0.24%	(96.38)	-1302.28%	(1,654.42)	97.84%	(291.73)	1137.30%	(1,946.15)
Mahindra Emirates Vehicle Armouring FZ-LLC (Consolidated) •	0.06%	24.93	0.46%	0.59	-0.69%	2.07	-1.55%	2.66
Mahindra Racing UK Limited £	-0.01%	(5.64)	-10.82%	(13.74)	0.07%	(0.20)	8.15%	(13.94)
Mahindra Two Wheelers Europe Holdings S.a r.l €	0.95%	379.40	-171.97%	(218.47)	3.17%	(9.46)	133.20%	(227.93)
Peugeot Motocycles S.A.S. (Consolidated) €	-0.53%	(211.63)	-172.44%	(219.07)	8.33%	(24.85)	142.54%	(243.92)
Mitsubishi Mahindra Agricultural Machinery Co. Ltd (Consolidated) ¥	0.50%	201.40	-352.08%	(447.28)	-6.66%	19.85	249.78%	(427.43)
Mahindra West Africa Ltd ◇	0.00%	1.50	0.08%	0.10	-0.01%	0.02	-0.07%	0.12
Mahindra Mexico S. de. R. L ©	-0.14%	(56.69)	-40.16%	(51.02)	-2.66%	7.92	25.19%	(43.10)
Bristlecone Middle East DMCC •	0.01%	2.08	3.16%	4.02	-0.03%	0.08	-2.40%	4.10
Mahindra do Brasil Industrial Ltda B	-0.13%	(53.18)	-50.35%	(63.96)	-3.34%	9.97	31.55%	(53.99)
OFD Holding BV (Consolidated) €	0.13%	51.52	1.50%	1.91	-1.31%	3.91	-3.40%	5.82
Hisarlar Makina Sanayi ve Ticaret Anonim Şirketi (Consolidated) ₺	0.04%	15.57	-51.46%	(65.37)	1.62%	(4.82)	41.02%	(70.19)

### 43. Statement of Net Assets and Profit and Loss and Other Comprehensive Income Attributable to Owners and Non-controlling Interest (contd.):

Name of the Enterprise	Net assets, i.e., total assets minus total liabilities		Share of Profit or loss		Share of Other Comprehensive Income (OCI)		Share of Total Comprehensive Income (TCI)	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated OCI	Amount	As % of consolidated TCI	Amount
Mahindra Automotive North America Inc. (Consolidated) \$	-0.15%	(58.80)	-373.21%	(474.13)	2.37%	(7.08)	281.21%	(481.21)
Erkunt Sanayi A.S. ₺	0.79%	316.97	11.17%	14.19	11.04%	(32.93)	10.95%	(18.74)
Erkunt Traktor Sanayii A.S. ₺	0.48%	190.29	-54.55%	(69.30)	3.16%	(9.41)	46.00%	(78.71)
Mahindra Fresh Fruits Distribution Holding €	-0.01%	(5.42)	-0.09%	(0.11)	0.78%	(2.32)	1.42%	(2.43)
Automobili Pininfarina GmbH (Consolidated) €	1.39%	553.58	-96.73%	(122.89)	-7.62%	22.72	58.54%	(100.17)
Mahindra Susten Bangladesh Private Limited ©©	0.00%	0.12	-0.09%	(0.12)	0.00%	0.01	0.06%	(0.11)
SsangYong Australia Pty Limited ^	-0.07%	(26.14)	-25.50%	(32.39)	-0.33%	0.98	18.36%	(31.41)
Mahindra Automotive Mauritius Limited \$	1.89%	753.69	-0.29%	(0.37)	-2.62%	7.82	-4.35%	7.45
PT Mahindra Accelo Steel Indonesia <<	0.03%	12.17	-0.57%	(0.72)	0.23%	(0.69)	0.82%	(1.41)
MSPE Urja S.R.L. €	0.01%	2.33	-2.14%	(2.72)	-0.07%	0.20	1.47%	(2.52)
Graphic Research Design S.r.l. (formerly known as Mahindra Graphic Research Design S.r.l.) (under the process of liquidation)	0.00%	—	0.00%	—	0.00%	—	0.00%	—
Mahindra Bangladesh Private Limited ©© (w.e.f. 12 <sup>th</sup> September, 2019)	0.01%	3.48	-0.18%	(0.23)	0.01%	(0.03)	0.15%	(0.26)
MSPL International DMCC • (w.e.f. 08 <sup>th</sup> October, 2019)	-0.03%	(11.54)	-8.61%	(10.94)	0.23%	(0.70)	6.80%	(11.64)
<b>Associates (Investment as per the equity method)</b>								
<b>Indian</b>								
Swaraj Engines Limited	0.21%	82.00	19.43%	24.69	0.05%	(0.15)	-14.34%	24.54
Tech Mahindra Limited	15.77%	6,301.80	917.14%	1,165.13	11.39%	(33.95)	-661.04%	1,131.18
Mahindra CIE Automotive Limited	1.33%	530.11	31.86%	40.47	0.46%	(1.38)	-22.84%	39.09
PSL Media & Communications Limited	0.00%	0.96	0.00%	—	0.00%	—	0.00%	—
Brainbees Solutions Private Limited	1.10%	438.97	-25.77%	(32.74)	0.00%	—	19.13%	(32.74)



#### 43. Statement of Net Assets and Profit and Loss and Other Comprehensive Income Attributable to Owners and Non-controlling Interest (contd.):

Name of the Enterprise	Net assets, i.e., total assets minus total liabilities		Share of Profit or loss		Share of Other Comprehensive Income (OCI)		Share of Total Comprehensive Income (TCI)	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated OCI	Amount	As % of consolidated TCI	Amount
Medwell Ventures Private Limited	0.05%	21.09	-9.35%	(11.88)	0.00%	—	6.94%	(11.88)
Merakisan Private Limited	0.00%	(1.73)	-1.01%	(1.28)	0.00%	—	0.75%	(1.28)
Mahindra Knowledge Park Mohali Limited	0.00%	(0.56)	0.00%	—	0.00%	—	0.00%	—
<b>Foreign</b>								
Mahindra Finance USA LLC \$	1.24%	493.71	36.03%	45.77	-13.10%	39.07	-49.58%	84.84
CIE Automotive S.A. €	1.30%	520.50	132.49%	168.32	5.96%	(17.77)	-87.98%	150.55
PF Holdings B.V. €	0.31%	125.89	-66.90%	(84.99)	-3.23%	9.64	44.03%	(75.35)
Scoot Network Inc. (Under liquidation) \$	0.00%	—	0.00%	—	0.00%	—	0.00%	—
Resson Aerospace Corporation @	0.02%	6.07	-2.27%	(2.89)	-0.07%	0.20	1.57%	(2.69)
The East India Company Group Ltd BVI £	-0.03%	(10.13)	-4.71%	(5.98)	3.40%	(10.14)	9.42%	(16.12)
<b>Joint Ventures (Investment as per the equity method)</b>								
<b>Indian</b>								
Mahindra World City (Jaipur) Limited	0.56%	225.15	15.99%	20.31	0.00%	—	-11.87%	20.31
Mahindra World City Developers Limited	0.31%	125.11	-6.34%	(8.05)	0.00%	—	4.70%	(8.05)
Mahindra Homes Private Limited	0.53%	213.33	-74.53%	(94.68)	0.00%	—	55.33%	(94.68)
Mahindra Inframan Water Utilities Pvt. Limited	0.00%	(0.01)	0.00%	—	0.00%	—	0.00%	—
Mahindra Sanyo Special Steel Pvt. Ltd	0.10%	41.20	-15.22%	(19.34)	0.04%	(0.11)	11.37%	(19.45)
Mahindra Aerospace Private Limited	0.31%	122.39	-87.88%	(111.64)	-0.70%	2.10	64.01%	(109.54)
Brightsolar Renewable Energy Private Limited	0.04%	15.56	-0.46%	(0.58)	0.00%	—	0.34%	(0.58)
Mahindra Tsubaki Conveyor Systems Private Limited	0.08%	30.35	0.45%	0.57	0.00%	—	-0.33%	0.57
Mahindra Telephonics Integrated Systems Limited	0.02%	6.82	-3.00%	(3.81)	0.00%	—	2.23%	(3.81)
Classic Legends Private Limited	0.25%	99.70	-2.92%	(3.71)	0.00%	—	2.17%	(3.71)

### 43. Statement of Net Assets and Profit and Loss and Other Comprehensive Income Attributable to Owners and Non-controlling Interest (contd.):

Name of the Enterprise	Net assets, i.e., total assets minus total liabilities		Share of Profit or loss		Share of Other Comprehensive Income (OCI)		Share of Total Comprehensive Income (TCI)	
	As % of consolidated net assets	Amount	As % of consolidated profit or loss	Amount	As % of consolidated OCI	Amount	As % of consolidated TCI	Amount
Mahindra Happinest Developers Limited	-0.03%	(11.96)	-1.91%	(2.43)	0.00%	—	1.42%	(2.43)
M.I.T.R.A Agro Equipments Private Limited	0.02%	6.03	1.09%	1.39	0.00%	—	-0.81%	1.39
Carnot Technologies Private Limited	0.00%	1.32	0.11%	0.14	0.00%	—	-0.08%	0.14
Smartshift Logistics Solution Private Limited (formerly known as Resfeber Labs Private Limited)	0.09%	34.33	-33.90%	(43.07)	0.00%	—	25.17%	(43.07)
Mahindra Industrial Park Private Limited	-0.02%	(9.71)	-3.45%	(4.38)	0.00%	—	2.56%	(4.38)
Mahindra Industrial Park Chennai Limited	0.26%	103.90	0.54%	0.69	0.00%	—	-0.40%	0.69
Mahindra Summit Agriscience Limited (w.e.f. 12 <sup>th</sup> April, 2019)	0.15%	61.85	-10.89%	(13.84)	0.00%	—	8.09%	(13.84)
Marvel Solren Private Limited (w.e.f. 14 <sup>th</sup> August, 2019)	0.02%	8.21	-0.78%	(0.99)	0.00%	—	0.58%	(0.99)
Aquasail Distribution Company Private Limited (w.e.f. 10 <sup>th</sup> October, 2019)	0.00%	1.23	0.00%	—	0.00%	—	0.00%	—
New Delhi Centre for Sight Limited (w.e.f. 14 <sup>th</sup> May, 2019)	0.21%	82.41	2.60%	3.30	0.00%	—	-1.93%	3.30
<b>Foreign</b>								
Mahindra-BT Investment Company (Mauritius) Limited \$	0.22%	89.48	1.17%	1.49	-1.04%	3.10	-2.68%	4.59
SY Auto Capital Co., LTD »	0.29%	115.41	12.04%	15.30	-0.18%	0.53	-9.25%	15.83
Sampo Rosenlew Oy €	-0.01%	(2.38)	-20.84%	(26.48)	-0.07%	0.22	15.35%	(26.26)
Zoomcar Inc \$	-0.05%	(19.09)	-35.10%	(44.59)	-1.14%	3.39	24.08%	(41.20)
Mahindra Ideal Lanka (Private) Limited BB	0.01%	5.83	-0.80%	(1.02)	0.00%	—	0.60%	(1.02)
Ideal Finance Limited BB (w.e.f. 28 <sup>th</sup> February, 2020)	0.09%	35.59	0.28%	0.35	0.00%	—	-0.20%	0.35
Non controlling Interest	-19.24%	(7,691.74)	352.68%	448.04	8.35%	(24.90)	-247.28%	423.14
Consolidation adjustments and Inter Company Eliminations	-72.30%	(28,898.08)	2536.77%	3,222.72	-52.48%	156.47	-1974.75%	3,379.19
<b>Total</b>	<b>100.00%</b>	<b>39,969.31</b>	<b>100.00%</b>	<b>127.04</b>	<b>100.00%</b>	<b>(298.16)</b>	<b>100.00%</b>	<b>(171.12)</b>

• Converted into Indian Rupees at the exchange rate, 1 AED = Rs. 20.54 as on 31<sup>st</sup> March, 2020

^ Converted into Indian Rupees at the exchange rate, 1 AUD = Rs. 46.63 as on 31<sup>st</sup> March, 2020

### 43. Statement of Net Assets and profit and loss and Other Comprehensive Income attributable to Owners and Non-controlling Interest (contd.):

B Converted into Indian Rupees at the exchange rate, 1 BRL = Rs. 14.47 as on 31<sup>st</sup> March, 2020  
 @ Converted into Indian Rupees at the exchange rate, 1 CAD = Rs. 53.47 as on 31<sup>st</sup> March, 2020  
 < Converted into Indian Rupees at the exchange rate, 1 CHF = Rs. 78.56 as on 31<sup>st</sup> March, 2020  
 > Converted into Indian Rupees at the exchange rate, 1 CNY = Rs. 10.64 as on 31<sup>st</sup> March, 2020  
 € Converted into Indian Rupees at the exchange rate, 1 EUR = Rs. 83.13 as on 31<sup>st</sup> March, 2020  
 £ Converted into Indian Rupees at the exchange rate, 1 GBP = Rs. 93.13 as on 31<sup>st</sup> March, 2020  
 ¥ Converted into Indian Rupees at the exchange rate, 1 JPY = Rs. 0.6963 as on 31<sup>st</sup> March, 2020  
 » Converted into Indian Rupees at the exchange rate, 1 KRW= Rs. 0.0618 as on 31<sup>st</sup> March, 2020  
 © Converted into Indian Rupees at the exchange rate, 1 MXN= Rs. 3.16 as on 31<sup>st</sup> March, 2020  
 \*\* Converted into Indian Rupees at the exchange rate, 1MYR = Rs. 17.50 as on 31<sup>st</sup> March, 2020  
 ◇ Converted into Indian Rupees at the exchange rate, 1 NGN= Rs. 0.1949 as on 31<sup>st</sup> March, 2020  
 R Converted into Indian Rupees at the exchange rate, 1 RUB= Rs. 0.9587 as on 31<sup>st</sup> March, 2020  
 ≥ Converted into Indian Rupees at the exchange rate, 1 SEK= Rs. 7.51 as on 31<sup>st</sup> March, 2020  
 ≤ Converted into Indian Rupees at the exchange rate, 1 SGD= Rs. 52.97 as on 31<sup>st</sup> March, 2020  
 # Converted into Indian Rupees at the exchange rate, 1THB = Rs. 2.31 as on 31<sup>st</sup> March, 2020  
 ₺ Converted into Indian Rupees at the exchange rate, 1TRY = Rs. 11.39 as on 31<sup>st</sup> March, 2020  
 \$ Converted into Indian Rupees at the exchange rate, 1USD = Rs. 75.34 as on 31<sup>st</sup> March, 2020  
 Z Converted into Indian Rupees at the exchange rate, 1 ZAR = Rs. 4.20 as on 31<sup>st</sup> March, 2020  
 ©© Converted into Indian Rupees at the exchange rate, 1 BDT= Rs. 0.8879 as on 31<sup>st</sup> March, 2020  
 << Converted into Indian Rupees at the exchange rate, 1 IDR = Rs. 0.0046 as on 31<sup>st</sup> March, 2020  
 BB Converted into Indian Rupees at the exchange rate, 1 LKR = Rs. 0.3999 as on 31<sup>st</sup> March, 2020

44. Previous year's figures have been regrouped/reclassified where necessary.

In terms of our report attached.

For **B S R & Co. LLP**  
 Chartered Accountants  
 Firm's Registration No : 101248W/W-100022  
**Jamil Khatri**  
 Partner  
 Membership No : 102527  
 Mumbai, 12<sup>th</sup> June, 2020

**Nadir B. Godrej**  
**M. M. Murugappan**  
**Dr. Vishakha N. Desai**  
**Vikram Singh Mehta**  
**T. N. Manoharan**  
**Vijay Kumar Sharma**  
**Haigreva Khaitan**  
**Shikha Sharma**  
**CP Gurnani**

Directors

**Anand G. Mahindra** Executive Chairman  
**Dr. Pawan Goenka** Managing Director and CEO  
**Dr. Anish Shah** Deputy Managing Director and Group CFO  
**Rajesh Jejurikar** Executive Director (Auto and Farm Sectors)  
**Narayan Shankar** Company Secretary  
 Mumbai, 12<sup>th</sup> June, 2020

## FORM AOC-1

Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014

## Statement containing salient features of the financial statements of subsidiaries/associate companies /joint ventures as included in the Consolidated Financial Statements

Part "A" Subsidiaries [as per section 2(87) of the Companies Act, 2013]

Rupees crores

Sl. No.	Name of Subsidiary	The date since when subsidiary was acquired (dd/mm/yyyy)	Reporting currency	Exchange rate	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments	Gross Turnover	Profit/ (Loss) before Tax	Provision for Tax	Profit/ (Loss) after Tax	Proposed Dividend	Proportion of ownership interest @	Proportion of voting power where different
1	Mahindra Vehicle Manufacturers Limited	25/05/2007	INR	1.00	4,064.72	211.93	6,831.85	2,555.20	2,259.51	7,659.16	(351.10)	67.19	(418.29)	—	100.00%	
2	Mahindra Heavy Engines Limited	31/01/2008	INR	1.00	634.40	(199.80)	593.73	159.13	—	1,007.59	39.13	—	39.13	—	100.00%	
3	Mahindra Electric Mobility Limited	26/05/2010	INR	1.00	323.19	(54.97)	570.04	301.82	—	278.90	(55.23)	—	(55.23)	—	99.43%	
4	Mahindra Trucks and Buses Limited	01/10/2005	INR	1.00	93.35	51.93	200.09	54.81	72.05	223.62	44.98	12.91	32.07	22.68	100.00%	
5	Mahindra Automobile Distributor Private Limited	05/08/2005	INR	1.00	1.00	13.32	20.54	6.22	13.66	29.07	7.19	1.89	5.30	5.30	100.00%	
6	NBS International Limited	05/02/2001	INR	1.00	24.55	(40.20)	24.03	39.68	—	193.11	(7.86)	—	(7.86)	—	100.00%	
7	Mahindra Automotive Australia Pty. Limited	23/09/2008	AUD	46.63	21.33	(21.09)	53.89	53.65	—	73.02	(2.63)	—	(2.63)	—	100.00%	
8	Ssangyong Motor Company #	09/02/2011	KRW	0.06	4,631.18	(2,124.34)	12,467.12	9,960.28	64.89	22,596.12	(2,108.21)	—	(2,108.21)	—	74.65%	
9	Ssangyong Motor (Shanghai) Company Limited #	09/02/2011	CNY	10.64	31.92	(31.39)	3.98	3.45	—	2.68	(1.42)	—	(1.42)	—	74.65%	100.00%
10	Ssangyong European Parts Center B.V. #	09/02/2011	EUR	83.13	5.82	(25.90)	73.04	93.12	—	126.02	1.29	0.25	1.04	—	74.65%	100.00%
11	SV Auto Capital Co., LTD #	28/10/2015	KRW	0.06	123.63	100.04	547.75	324.08	—	127.73	42.17	9.83	32.34	—	51.00%	51.00%
12	SsangYong Australia Pty Limited #	31/07/2018	AUD	46.63	23.32	(43.85)	141.98	162.51	—	173.38	(29.74)	—	(29.74)	—	74.65%	100.00%
13	Mahindra Europe S.r.l.	31/05/2005	EUR	83.13	11.81	(0.82)	178.25	167.26	—	144.76	0.09	0.45	(0.36)	—	100.00%	
14	Mahindra and Mahindra South Africa (Proprietary) Limited	20/10/2004	ZAR	4.20	21.84	0.96	244.08	221.28	1.27	692.56	(8.03)	2.62	(10.65)	—	100.00%	
15	Mahindra North American Technical Center, Inc.	18/12/2013	USD	75.34	182.89	(164.93)	378.85	360.89	—	356.83	(47.01)	(10.56)	(36.45)	—	100.00%	
16	Mahindra Automotive North America Inc.	25/04/2017	USD	75.34	706.31	(97.99)	785.25	176.93	650.72	122.86	(78.41)	(12.12)	(66.29)	—	100.00%	
17	Mahindra Vehicle Sales and Service Inc.	06/06/2017	USD	75.34	462.11	(415.68)	142.43	96.00	—	290.61	(305.49)	(57.86)	(247.63)	—	100.00%	
18	Automobili Pininfarina GmbH	07/05/2018	EUR	83.13	537.58	(66.98)	949.11	478.51	—	40.43	(168.06)	(38.49)	(129.57)	—	100.00%	
19	Automobili Pininfarina Americas Inc.	15/01/2019	USD	75.34	0.20	(0.16)	0.17	0.13	—	—	(0.16)	—	(0.16)	—	100.00%	
20	Mahindra West Africa Limited	20/05/2016	NGN	0.19	1.18	0.32	2.27	0.77	—	5.26	0.24	0.11	0.13	—	100.00%	
21	Gromax Agri Equipment Limited	18/12/1999	INR	1.00	54.30	(30.48)	107.89	84.07	—	139.74	(2.19)	—	(2.19)	—	60.00%	
22	Auto Digitech Private Limited	09/10/2009	INR	1.00	0.01	(5.88)	2.94	8.81	—	0.23	(3.29)	—	(3.29)	—	100.00%	

Part "A" Subsidiaries [as per section 2(87) of the Companies Act, 2013] (contd.)

Sl. No.	Name of Subsidiary	The date since when subsidiary was acquired (dd/mm/yyyy)	Reporting currency	Exchange rate	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments	Gross Turnover	Profit/ (Loss) before Tax	Provision for Tax	Profit/ (Loss) after Tax	Proposed Dividend	Proportion of ownership interest @	Proportion of voting power where different
23	Trringo.com Limited	23/05/2016	INR	1.00	27.46	(24.90)	3.40	0.84	—	1.34	0.12	—	0.12	—	100.00%	
24	Mahindra USA Inc.	08/06/1994	USD	75.34	858.88	(1,300.27)	2,421.53	2,862.92	15.10	2,576.78	(504.29)	2.78	(507.07)	—	100.00%	
25	Mahindra Mexico S. de. R. L.	08/08/2016	MXN	3.16	12.24	(68.97)	36.35	93.08	—	30.43	(41.59)	3.10	(44.69)	—	100.00%	
26	Mahindra do Brasil Industrial Ltda.	14/10/2016	BRL	14.47	34.78	(88.66)	57.52	111.40	0.35	71.55	(43.62)	7.19	(50.81)	—	100.00%	
27	Hisarlar Makina Sanayi ve Ticaret Anonim Şirketi #	30/03/2017	TRY	11.39	324.13	(267.62)	255.14	198.64	—	221.18	(75.00)	—	(75.00)	—	88.86%	
28	Hisarlar İthalat İhracat Pazarlama Anonim Şirketi # \$	30/03/2017	TRY	11.39	25.86	(8.03)	22.75	4.93	—	144.45	(0.70)	—	(0.70)	—	88.86%	100.00%
29	Erkunt Traktor Sanayii A.S. #	01/12/2017	TRY	11.39	227.80	(93.06)	363.43	228.69	68.41	321.94	(50.85)	(10.79)	(40.06)	—	100.00%	
30	Erkunt Sanayi A.S. #	01/12/2017	TRY	11.39	28.53	166.92	295.72	100.27	6.62	532.77	35.49	5.95	29.54	—	98.69%	
31	Mahindra & Mahindra Financial Services Limited	30/09/1998	INR	1.00	123.07	11,240.79	74,071.21	62,707.35	5,910.97	10,245.14	1,343.76	437.36	906.40	—	51.39%	
32	Mahindra Insurance Brokers Limited	07/04/2004	INR	1.00	10.31	412.37	544.22	121.54	47.39	336.88	73.90	20.54	53.36	—	41.11%	80.00%
33	Mahindra Rural Housing Finance Limited	09/04/2007	INR	1.00	121.44	1,126.70	8,237.71	6,989.57	115.09	1,527.61	205.60	57.04	148.56	—	51.18%	99.60%
34	Mahindra Asset Management Company Private Limited	20/06/2013	INR	1.00	210.00	(142.11)	88.18	20.29	71.49	16.96	(37.90)	—	(37.90)	—	51.39%	100.00%
35	Mahindra Trustee Company Private Limited	25/04/2013	INR	1.00	0.50	(0.30)	0.22	0.02	0.12	0.22	(0.02)	—	(0.02)	—	51.39%	100.00%
36	Mahindra Lifespace Developers Limited	30/03/2007	INR	1.00	51.36	1,444.92	1,999.90	503.62	467.02	520.69	(229.82)	(3.82)	(226.00)	—	51.48%	
37	Mahindra Infrastructure Developers Limited	14/12/2001	INR	1.00	18.00	2.43	20.94	0.51	0.10	21.01	20.96	0.29	20.67	—	51.48%	100.00%
38	Mahindra World City (Maharashtra) Limited	21/09/2005	INR	1.00	1.17	(10.18)	12.08	21.09	11.91	—	(0.69)	—	(0.69)	—	51.48%	100.00%
39	Mahindra Integrated Township Limited	04/05/2006	INR	1.00	50.00	18.07	221.42	153.35	66.29	3.26	(13.35)	(3.85)	(9.50)	—	38.09%	74.00%
40	Knowledge Township Limited	16/08/2007	INR	1.00	21.00	2.64	63.78	40.14	—	0.02	(0.05)	(0.01)	(0.04)	—	51.48%	100.00%
41	Mahindra Residential Developers Limited	01/02/2008	INR	1.00	0.25	91.14	113.69	22.30	—	56.76	8.42	2.39	6.03	—	38.09%	100.00%
42	Industrial Township (Maharashtra) Limited	02/07/2008	INR	1.00	5.00	(2.31)	2.72	0.03	—	—	(2.13)	—	(2.13)	—	51.48%	100.00%
43	Anthurium Developers Limited	02/06/2010	INR	1.00	0.05	0.24	0.31	0.02	—	0.06	0.06	0.02	0.04	—	51.48%	100.00%

Rupees crores

## Part "A" Subsidiaries [as per section 2(87) of the Companies Act, 2013] (contd.)

Sl. No.	Name of Subsidiary	The date since when subsidiary was acquired (dd/mm/yyyy)	Reporting currency	Exchange rate	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments	Gross Turnover	Profit/ (Loss) before Tax	Provision for Tax	Profit/ (Loss) after Tax	Proposed Dividend	Proportion of ownership interest @	Proportion of voting power where different	Rupees crores
44	Mahindra Industrial Park Private Limited	29/03/2013	INR	1.00	0.05	(9.76)	199.09	208.80	—	0.18	(11.62)	(2.87)	(8.75)	—	100.00%	100.00%	
45	Mahindra Water Utilities Limited	27/07/2015	INR	1.00	0.10	40.45	44.22	3.67	0.03	22.88	9.70	2.52	7.18	—	50.96%	99.00%	
46	Mahindra World City Developers Limited	22/09/2004	INR	1.00	20.00	120.57	487.14	346.57	115.00	43.58	(13.01)	(4.44)	(8.57)	—	89.00%	89.00%	
47	Mahindra World City (Jaipur) Limited	26/08/2005	INR	1.00	150.00	154.25	714.30	410.05	—	109.58	32.85	5.40	27.45	—	74.00%	74.00%	
48	Mahindra Bloomdale Developers Limited	03/06/2008	INR	1.00	0.05	(3.53)	162.20	165.68	—	99.28	6.17	2.76	3.41	—	51.48%	100.00%	
49	Mahindra Industrial Park Chennai Limited	22/12/2014	INR	1.00	170.00	3.16	321.17	148.01	—	40.50	2.23	0.85	1.38	—	60.00%	60.00%	
50	Mahindra Homes Private Limited	30/03/2017	INR	1.00	0.95	425.71	1,036.28	609.62	—	425.67	(166.95)	22.41	(189.36)	—	71.61%	71.61%	
51	Mahindra Happinest Developers Limited	06/09/2017	INR	1.00	0.10	(23.55)	289.93	313.38	—	1.40	(21.32)	(11.61)	(9.71)	—	51.00%	51.00%	
52	Mahindra Knowledge Park Mohali Limited	07/05/2018	INR	1.00	* 0.00	(1.22)	* 0.00	1.22	—	—	* (0.00)	—	* (0.00)	—	46.15%	46.15%	
53	Deep Mangal Developers Private Limited	28/11/2017	INR	1.00	0.01	(0.38)	2.64	3.01	* 0.00	—	(0.07)	—	(0.07)	—	51.48%	100.00%	
54	Moonshine Construction Private Limited	28/11/2017	INR	1.00	* 0.00	(0.31)	0.01	0.32	* 0.00	* 0.00	(0.01)	—	(0.01)	—	51.48%	100.00%	
55	Mahindra Consulting Engineers Limited	22/08/1995	INR	1.00	1.89	15.73	27.53	9.91	—	21.01	1.54	0.46	1.08	—	88.35%		
56	Mahindra Holidays & Resorts India Limited	28/03/2000	INR	1.00	132.92	43.23	6,419.32	6,243.16	492.17	1,037.11	123.95	232.16	(108.21)	—	67.63%		
57	Mahindra Hotels and Residences India Limited	26/04/2007	INR	1.00	0.05	(0.19)	0.01	0.15	—	—	(0.02)	—	(0.02)	—	67.63%	100.00%	
58	Gables Promoters Private Limited	24/08/2012	INR	1.00	65.00	17.14	162.92	80.78	—	18.28	(1.48)	—	(1.48)	—	67.63%	100.00%	
59	Heritage Bird (M) Sdn. Bhd.	03/03/2008	MYR	17.50	0.53	(0.72)	7.24	7.43	—	1.26	0.50	0.16	0.34	—	67.63%	100.00%	
60	Infinity Hospitality Group Company Limited	05/11/2012	THB	2.31	34.65	(26.57)	46.75	38.67	—	7.08	(2.01)	—	(2.01)	—	50.02%	100.00%	
61	MH Boutique Hospitality Limited	02/11/2012	THB	2.31	2.31	(3.83)	8.79	10.31	8.77	—	(0.23)	—	(0.23)	—	33.14%	49.00%	
62	MHR Holdings (Mauritius) Limited	11/07/2014	EUR	83.13	1.21	(35.11)	567.11	601.01	192.72	9.27	(6.75)	—	(6.75)	—	67.63%	100.00%	
63	Covington S.a.r.l.	17/07/2014	EUR	83.13	0.11	195.23	596.43	401.09	564.06	11.10	0.90	0.05	0.85	—	67.63%	100.00%	
64	HCR Management Oy	02/09/2015	EUR	83.13	0.02	18.84	18.87	0.01	17.41	0.42	0.40	—	0.40	—	67.63%	100.00%	
65	Holiday Club Resorts Oy	02/09/2015	EUR	83.13	99.42	383.68	967.00	483.90	105.75	1,089.63	1.72	0.07	1.65	—	67.63%	100.00%	
66	Kiinteistö Oy Himos Gardens	02/09/2015	EUR	83.13	0.02	9.03	9.05	—	—	0.09	0.07	0.01	0.06	—	67.63%	100.00%	
67	Suomen Vapaa-aikakiinteistö Oy LKV	02/09/2015	EUR	83.13	0.02	0.11	0.14	0.01	—	* 0.00	(0.01)	—	(0.01)	—	67.63%	100.00%	

Part "A" Subsidiaries [as per section 2(87) of the Companies Act, 2013] (contd.)

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68	Kiinteistö Oy Vanha Ykköstii	02/09/2015	EUR	83.13	0.02	0.51	0.53	—	—	—	0.04	—	0.04	—	67.63%	100.00%		
69	Kiinteistö Oy Katinnurkka	02/09/2015	EUR	83.13	0.02	2.64	2.66	—	—	—	0.06	—	0.06	—	67.63%	100.00%		
70	Kiinteistö Oy Tenetilahti	02/09/2015	EUR	83.13	0.02	0.96	0.98	—	—	—	0.03	—	0.03	—	67.63%	100.00%		
71	Kiinteistö Oy Mälösniemi	02/09/2015	EUR	83.13	0.07	2.43	2.54	0.03	—	0.15	(0.01)	—	(0.01)	—	67.63%	100.00%		
72	Kiinteistö Oy Rauhan Ranta 1	02/09/2015	EUR	83.13	0.02	1.14	1.16	—	—	—	0.08	—	0.08	—	67.63%	100.00%		
73	Kiinteistö Oy Rauhan Ranta 2	02/09/2015	EUR	83.13	0.02	1.96	1.98	—	—	—	0.24	—	0.24	—	67.63%	100.00%		
74	Kiinteistö Oy Tiurunniemi	02/09/2015	EUR	83.13	0.02	3.33	3.35	—	—	—	0.31	—	0.31	—	67.63%	100.00%		
75	Kiinteistö Oy Rauhan Liikekiinteistöt 1	02/09/2015	EUR	83.13	0.02	15.17	72.84	57.65	—	7.06	0.38	—	0.38	—	67.63%	100.00%		
76	Supermarket Capri Oy	02/09/2015	EUR	83.13	0.83	0.68	1.80	0.29	0.01	3.88	0.10	—	0.10	—	67.63%	100.00%		
77	Kiinteistö Oy Kylpyläntorni 1	02/09/2015	EUR	83.13	0.02	2.07	2.10	—	—	—	(0.01)	—	(0.01)	—	67.63%	100.00%		
78	Kiinteistö Oy Spa Lofts 2	02/09/2015	EUR	83.13	0.02	1.23	1.25	—	—	—	0.02	—	0.02	—	67.63%	100.00%		
79	Kiinteistö Oy Spa Lofts 3	02/09/2015	EUR	83.13	0.02	1.22	1.24	—	—	—	0.03	—	0.03	—	67.63%	100.00%		
80	Kiinteistö Oy Kuusamon Pulkajärvi 1	02/09/2015	EUR	83.13	0.02	2.32	2.82	0.47	—	0.10	0.02	0.01	0.02	—	67.63%	100.00%		
81	Ownership Services Sweden Ab	02/09/2015	SEK	7.51	0.08	1.41	6.30	4.82	—	—	(0.01)	—	(0.01)	—	67.63%	100.00%		
82	Holiday Club Sweden Ab Åre	01/12/2015	SEK	7.51	0.08	95.05	149.04	53.91	6.96	0.03	* (0.00)	—	* (0.00)	—	67.63%	100.00%		
83	Holiday Club Sport and Spahotels AB	02/09/2015	SEK	7.51	0.75	1.37	38.80	36.68	—	107.65	(1.32)	—	(1.32)	—	34.49%	51.00%		
84	Holiday Club Resort Rus LLC #	02/09/2015	RUB	0.96	* 0.00	* (0.00)	* 0.00	* 0.00	—	* 0.00	* (0.00)	* (0.00)	* (0.00)	—	67.63%	100.00%		
85	Holiday Club Canarias Investments S.L.U.	02/09/2015	EUR	83.13	0.03	(0.01)	10.21	10.19	10.17	—	(0.02)	* (0.00)	(0.01)	—	67.63%	100.00%		
86	Holiday Club Canarias Sales & Marketing S.L.U.	02/09/2015	EUR	83.13	0.03	2.51	128.93	126.39	—	47.60	(2.37)	(1.42)	(0.95)	—	67.63%	100.00%		
87	Holiday Club Canarias Resort Management S.L.	02/09/2015	EUR	83.13	0.03	33.44	95.02	61.55	—	43.89	4.49	0.72	3.76	—	67.63%	100.00%		
88	Are Villa 3 AB	26/01/2018	SEK	7.51	0.04	3.42	3.50	0.04	—	—	* (0.00)	—	* (0.00)	—	67.63%	100.00%		
89	Holiday Club Canarias Vacation Club SLU (formerly known as Passeport Sante SL)	18/12/2018	EUR	83.13	0.02	4.28	14.08	9.78	5.20	30.06	5.72	1.43	4.29	—	67.63%	100.00%		
90	Mahindra Two Wheelers Limited	29/09/2008	INR	1.00	6.00	2.46	18.17	9.71	3.42	25.89	1.35	0.64	0.71	—	100.00%	100.00%		
91	Classic Legends Private Limited	18/10/2016	INR	1.00	172.21	(9.23)	245.32	82.34	33.42	411.41	(7.79)	(1.73)	(6.06)	—	60.00%	100.00%		
92	BSA Company Limited	21/10/2016	GBP	93.12	1.00	(0.74)	0.51	0.24	—	0.40	(0.21)	—	(0.21)	—	60.00%	100.00%		
93	Mahindra Two Wheelers Europe Holdings S.a.r.l. \$	02/12/2014	EUR	83.13	788.90	(354.85)	434.22	0.17	432.28	—	(230.62)	—	(230.62)	—	100.00%	100.00%		
94	Peugeot Motorcycles S.A.S. #	19/01/2015	EUR	83.13	41.51	(240.67)	493.68	692.85	—	816.52	(248.58)	(4.15)	(244.44)	—	100.00%	100.00%		

## Part "A" Subsidiaries [as per section 2(87) of the Companies Act, 2013] (contd.)

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95	Peugeot Motocycles Deutschland GmbH #	19/01/2015	EUR	83.13	0.22	5.20	17.10	11.69	—	141.27	0.66	0.28	0.38	—	100.00%	100.00%	
96	Peugeot Motocycles Italia S.p.A. # ^	19/01/2015	EUR	83.13	2.19	(13.50)	24.89	36.19	—	33.31	(11.75)	—	(11.75)	—	100.00%	100.00%	
97	PMTC Engineering SpA	23/01/2012	EUR	83.13	10.40	0.08	12.06	1.58	—	4.96	(3.00)	—	(3.00)	—	100.00%	100.00%	
98	Mahindra Tractor Assembly Inc.	25/01/2013	USD	75.34	705.12	(774.59)	66.63	136.10	—	52.32	(221.55)	0.01	(221.56)	—	100.00%	100.00%	
99	Mahindra Agri Solutions Limited	16/08/2000	INR	1.00	81.27	(1.05)	309.09	228.87	116.11	292.42	(16.07)	3.12	(19.19)	—	98.60%	62.79%	
100	Mahindra Summit Agriscience Limited	09/10/2018	INR	1.00	128.11	(25.02)	190.14	87.05	—	114.34	(23.07)	—	(23.07)	—	60.00%	60.00%	
101	Merakisan Private Limited	25/07/2019	INR	1.00	1.57	(6.98)	3.46	8.87	—	12.18	(4.01)	—	(4.01)	—	31.94%	62.79%	
102	Mahindra EPC Irrigation Limited	08/09/2011	INR	1.00	27.78	142.89	263.93	93.26	1.80	285.28	32.40	9.11	23.29	3.33	54.51%	54.51%	
103	Mahindra Top Greenhouses Private Limited	16/11/2018	INR	1.00	3.00	(0.66)	3.32	0.98	—	3.94	(0.41)	—	(0.41)	—	60.00%	100.00%	
104	Mahindra HZPC Private Limited	25/04/2013	INR	1.00	41.89	(41.70)	41.93	41.74	—	24.57	(6.17)	—	(6.17)	—	59.11%	59.95%	
105	Mahindra Greenyard Private Limited	09/07/2014	INR	1.00	10.43	(13.20)	9.79	12.56	—	79.60	(3.63)	—	(3.63)	—	59.16%	60.00%	
106	Mahindra Fresh Fruits Distribution Holding Company # \$	17/11/2017	EUR	83.13	0.08	(0.50)	36.41	36.83	34.59	0.59	(0.12)	—	(0.12)	—	98.60%	100.00%	
107	OFD Holding BV # \$	22/02/2017	EUR	83.13	0.26	41.20	48.21	6.75	46.36	—	0.55	0.15	0.40	—	81.93%	83.09%	
108	Origin Direct Asia Ltd. #	22/02/2017	USD	75.34	0.01	(3.71)	6.61	10.31	—	55.28	(1.33)	0.03	(1.36)	—	49.16%	60.00%	
109	Origin Fruit Direct B.V. #	22/02/2017	EUR	83.13	0.11	46.25	148.15	101.79	—	431.79	6.12	1.44	4.68	—	81.93%	100.00%	
110	Origin Fruit Services South America SpA # \$	22/02/2017	CLP	0.09	0.01	(0.90)	4.65	5.54	—	4.73	0.10	—	0.10	—	81.93%	100.00%	
111	Origin Direct Asia (Shanghai) Trading Co. Ltd. #	22/02/2017	CNY	10.64	0.99	(11.34)	2.19	12.55	—	12.69	(1.23)	—	(1.23)	—	81.93%	100.00%	
112	Bristlecone Limited	17/05/2004	USD	75.34	0.19	120.21	218.90	98.50	215.16	5.67	(5.05)	1.42	(6.47)	—	75.14%	100.00%	
113	Bristlecone India Limited	25/09/1995	INR	1.00	19.05	132.97	220.98	68.96	69.88	341.68	33.64	10.60	23.04	—	75.14%	100.00%	
114	Bristlecone Consulting Limited	01/06/2010	CAD	53.07	* 0.00	3.72	4.20	0.48	—	4.80	1.46	0.39	1.07	—	75.14%	100.00%	
115	Bristlecone (Malaysia) Sdn. Bhd.	30/05/2007	MYR	17.50	0.88	2.20	4.12	1.04	—	2.74	0.21	0.01	0.20	—	75.14%	100.00%	
116	Bristlecone International AG	21/06/2011	CHF	78.56	0.79	14.96	18.59	2.84	—	16.27	2.74	0.24	2.50	—	75.14%	100.00%	
117	Bristlecone UK Limited	31/05/1999	GBP	93.12	21.88	(17.04)	5.11	0.27	—	0.59	—	—	—	—	75.14%	100.00%	
118	Bristlecone Inc.	17/05/2004	USD	75.34	191.03	(124.43)	165.78	99.18	—	455.02	17.60	6.08	11.52	—	75.14%	100.00%	
119	Bristlecone Middle East DMCC	18/07/2016	AED	20.54	0.10	1.98	18.89	16.81	—	12.11	4.28	—	4.28	—	75.14%	100.00%	



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120	Bristlecone GmbH	09/12/2003	EUR	83.13	0.42	40.03	46.13	5.68	—	35.78	1.66	0.43	1.23	—	75.14%	100.00%
121	Bristlecone (Singapore) Pte. Limited	21/02/2003	SGD	52.97	8.85	(5.46)	16.87	13.48	—	14.86	2.18	—	2.18	—	75.14%	100.00%
122	Mahindra-BT Investment Company (Mauritius) Limited	24/12/2004	USD	75.34	89.50	60.67	150.30	0.13	—	3.16	2.77	0.02	2.75	—	57.00%	100.00%
123	Mahindra Intertrade Limited	28/04/1983	INR	1.00	16.60	579.21	826.97	231.16	140.07	1,062.26	46.23	9.78	36.45	14.28	100.00%	100.00%
124	Mahindra Steel Service Centre Limited	29/12/1993	INR	1.00	16.54	86.45	221.99	119.00	—	211.76	(11.55)	(6.34)	(5.21)	—	61.00%	100.00%
125	Mahindra Electrical Steel Private Limited **	11/07/2009	INR	1.00	0.50	(5.16)	7.24	11.90	—	0.01	(1.23)	(0.04)	(1.19)	—	100.00%	100.00%
126	Mahindra Auto Steel Private Limited	12/12/2013	INR	1.00	68.50	27.92	127.83	31.41	4.00	89.65	6.97	1.76	5.21	0.96	51.00%	100.00%
127	Mahindra Middleeast Electrical Steel Service Centre (FZC)	08/08/2004	AED	20.54	4.15	22.04	45.47	19.28	—	30.95	(6.42)	—	(6.42)	—	90.00%	100.00%
128	PT Mahindra Accelo Steel Indonesia **	19/12/2018	IDR	0.005	13.09	(0.92)	12.44	0.27	—	0.22	(0.67)	—	(0.67)	—	99.96%	100.00%
129	Mahindra Holdings Limited	02/11/2007	INR	1.00	2,461.50	(181.66)	2,281.69	1.85	2,280.12	1.14	(220.63)	—	(220.63)	—	100.00%	100.00%
130	Mahindra Overseas Investment Company (Mauritius) Limited	24/12/2004	USD	75.34	2,204.29	(1,846.82)	2,380.16	2,022.69	2,186.66	99.02	(1,499.44)	204.39	(1,703.83)	—	100.00%	100.00%
131	Mahindra Automotive Mauritius Limited	06/11/2018	EUR	83.13	799.50	(0.77)	798.82	0.09	790.36	—	(0.39)	—	(0.39)	—	100.00%	100.00%
132	Mahindra Racing UK Limited	04/03/2011	GBP	93.12	0.19	(5.82)	61.52	67.15	—	164.28	(14.20)	—	(14.20)	—	100.00%	100.00%
133	Mahindra Susten Private Limited	04/03/2011	INR	1.00	195.46	793.45	1,947.37	958.46	377.67	2,163.80	62.17	20.34	41.83	—	100.00%	100.00%
134	Mahindra Renewables Private Limited	28/07/2013	INR	1.00	321.52	25.83	1,790.89	1,443.54	79.46	109.34	(7.28)	8.90	(16.18)	—	100.00%	100.00%
135	Mahindra Tego Private Limited (formerly known as MachinePulse Tech Private Limited)	05/01/2016	INR	1.00	0.10	1.69	22.23	20.44	—	44.35	2.27	0.63	1.64	—	100.00%	100.00%
136	Divine Solren Private Limited	08/05/2015	INR	1.00	12.08	80.94	353.92	260.90	—	52.78	9.64	2.40	7.24	—	100.00%	100.00%
137	Neo Solren Private Limited	01/07/2015	INR	1.00	9.32	62.52	328.13	256.29	—	42.90	(0.01)	1.12	(1.13)	—	100.00%	100.00%
138	Marvel Solren Private Limited	10/10/2015	INR	1.00	12.62	3.35	92.98	77.01	—	11.65	(1.57)	—	(1.57)	—	51.00%	100.00%
139	Astra Solren Private Limited	14/10/2015	INR	1.00	8.89	61.55	432.02	361.58	—	65.19	5.76	2.02	3.74	—	100.00%	100.00%
140	BrightSolar Renewable Energy Private Limited	03/12/2013	INR	1.00	9.52	11.01	80.93	60.40	—	10.71	(1.11)	(0.31)	(0.80)	—	51.00%	100.00%
141	Mega Suryaerja Private Limited **	16/02/2017	INR	1.00	0.15	(0.13)	0.04	0.02	—	—	(0.03)	—	(0.03)	—	100.00%	100.00%
142	Mahindra Susten Bangladesh Private Limited **	16/04/2018	BDT	0.89	0.36	(0.19)	0.26	0.09	—	—	(0.12)	—	(0.12)	—	100.00%	100.00%
143	MSPE Urja S.R.L. **	29/03/2019	EUR	83.13	5.20	(2.87)	3.49	1.16	—	0.02	(2.87)	—	(2.87)	—	100.00%	100.00%
144	Mahindra Engineering and Chemical Products Limited	30/04/1964	INR	1.00	116.45	769.96	889.02	2.61	855.33	2.91	1.92	0.42	1.50	—	100.00%	100.00%

Rupees crores

## Part "A" Subsidiaries [as per section 2(87) of the Companies Act, 2013] (contd.)

Sl. No.	Name of Subsidiary	The date since when subsidiary was acquired (dd/mm/yyyy)	Reporting currency	Exchange rate	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments	Gross Turnover	Profit/ (Loss) before Tax	Provision for Tax	Profit/ (Loss) after Tax	Proposed Dividend	Proportion of ownership interest @	Proportion of voting power where different
145	Retail Initiative Holdings Limited	01/07/2009	INR	1.00	20.55	(157.76)	357.38	494.59	357.37	—	(0.05)	—	(0.05)	—	100.00%	
146	Mahindra Retail Limited	01/07/2009	INR	1.00	951.46	(582.70)	422.08	53.32	355.48	143.50	(21.48)	—	(21.48)	—	100.00%	
147	Mahindra Defence Systems Limited	30/07/2012	INR	1.00	16.72	270.00	426.53	139.81	55.67	318.83	37.32	18.36	18.96	—	100.00%	
148	Mahindra Telephonics Integrated Systems Limited	22/04/2013	INR	1.00	50.78	(37.40)	25.46	12.08	—	7.32	(7.48)	—	(7.48)	—	51.00%	
149	Mahindra Emirates Vehicle Armouring FZ-LLC	05/08/2010	AED	20.54	20.54	4.24	82.36	57.57	0.05	64.54	0.47	—	0.47	—	88.00%	
150	Mahindra Armored Vehicles Jordan, LLC.	31/03/2019	JOD	106.40	0.05	0.15	18.84	18.64	—	17.46	0.15	—	0.15	—	88.00%	100.00%
151	Mahindra First Choice Wheels Limited	24/03/2008	INR	1.00	78.88	21.41	256.55	156.26	30.58	375.81	(7.04)	(0.03)	(7.01)	—	51.00%	
152	Mahindra First Choice Services Limited	15/11/1999	INR	1.00	330.00	(383.36)	37.42	90.78	—	109.79	(31.10)	—	(31.10)	—	100.00%	
153	Mahindra Namaste Limited	02/01/2010	INR	1.00	9.01	(8.06)	1.13	0.18	—	1.81	0.43	—	0.43	—	88.35%	100.00%
154	Mahindra Integrated Business Solutions Private Limited	18/01/2011	INR	1.00	1.50	8.82	32.98	22.66	0.51	121.02	2.66	0.72	1.94	—	100.00%	
155	Mahindra 'Electoral Trust' Company	30/12/2013	INR	1.00	0.05	(0.03)	0.03	0.01	—	—	(0.01)	—	(0.01)	—	100.00%	
156	Mahindra eMarket Limited	11/08/2014	INR	1.00	0.80	5.73	14.02	7.49	—	40.17	5.52	1.39	4.13	—	83.47%	100.00%
157	Mahindra MSTC Recycling Private Limited	16/12/2016	INR	1.00	37.20	(14.81)	29.14	6.75	—	5.83	(5.29)	0.10	(5.39)	—	50.00%	
158	Mahindra Airways Limited	27/07/2016	INR	1.00	2.85	(3.15)	6.77	7.07	1.35	3.75	(0.83)	—	(0.83)	—	100.00%	
159	Mahindra Logistics Limited	12/12/2007	INR	1.00	71.54	473.77	1,329.95	784.64	21.41	3,260.90	80.69	25.55	55.14	10.73	58.45%	
160	2 x 2 Logistics Private Limited	22/10/2012	INR	1.00	9.01	0.09	37.86	28.76	—	47.42	(1.68)	(0.47)	(1.21)	—	32.15%	55.00%
161	Lords Freight (India) Private Limited	07/08/2014	INR	1.00	2.36	7.26	69.71	60.08	—	204.68	2.17	0.64	1.53	—	48.47%	82.92%
162	Mahindra Aerospace Private Limited	28/02/2008	INR	1.00	751.13	(473.64)	282.68	5.19	280.00	0.16	(318.77)	0.60	(319.37)	—	89.78%	
163	Mahindra Aerostructures Private Limited	27/01/2011	INR	1.00	428.86	(262.49)	187.27	20.91	—	92.12	(8.62)	—	(8.62)	—	89.78%	100.00%
164	Mahindra Aerospace Australia Pty Limited	08/04/2010	AUD	46.63	556.00	(555.08)	1.03	0.11	—	0.04	(268.48)	—	(268.48)	—	89.78%	100.00%
165	GA8 Airvan Pty Limited \$	27/06/2010	AUD	46.63	0.04	(0.04)	—	—	—	—	* (0.00)	—	* (0.00)	—	89.78%	100.00%
166	GA200 Pty Limited \$	27/06/2010	AUD	46.63	0.04	(0.04)	—	—	—	—	* (0.00)	—	* (0.00)	—	89.78%	100.00%
167	Nomad TC Pty Limited \$	27/06/2010	AUD	46.63	0.10	(0.10)	—	—	—	—	* (0.00)	—	* (0.00)	—	89.78%	100.00%
168	Airvan 10 Pty Limited \$	10/12/2015	AUD	46.63	0.04	(0.04)	—	—	—	—	* (0.00)	—	* (0.00)	—	89.78%	100.00%
169	Gippsaero Pty Limited	27/06/2010	AUD	46.63	487.27	(515.73)	35.51	63.96	—	52.61	(106.90)	—	(106.90)	—	89.78%	100.00%
170	Airvan Flight Services Pty Limited \$	27/06/2010	AUD	46.63	0.04	(0.04)	—	—	—	—	* (0.00)	—	* (0.00)	—	89.78%	100.00%

Part "A" Subsidiaries [as per section 2(87) of the Companies Act, 2013] (contd.)

Sl. No.	Name of Subsidiary	The date since when subsidiary was acquired (dd/mm/yyyy)	Reporting currency	Exchange rate	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments	Gross Turnover	Profit/ (Loss) before Tax	Provision for Tax	Profit/ (Loss) after Tax	Proposed Dividend	Proportion of ownership interest @	Proportion of voting power where different
171	Mahindra Waste To Energy Solutions Limited	25/06/2017	INR	1.00	21.89	(5.14)	24.46	7.72	—	3.20	(2.74)	—	(2.74)	—	84.57%	
172	Mahindra Telecom Energy Management Services Limited **	25/06/2017	INR	1.00	0.05	(0.02)	0.04	0.01	—	—	(0.01)	—	(0.01)	—	100.00%	
173	Mahindra Construction Company Limited	28/11/2017	INR	1.00	2.40	(24.87)	0.60	23.07	—	0.04	0.03	0.01	0.02	—	65.38%	91.66%
174	Mahindra Finance CSR foundation	02/04/2019	INR	1.00	* 0.00	* (0.00)	* 0.00	* 0.00	—	0.12	* (0.00)	—	* (0.00)	—	51.39%	100.00%
175	Mahindra Bangladesh Private Limited	12/09/2019	BDT	0.89	3.73	(0.24)	3.63	0.14	—	0.25	(0.21)	0.03	(0.24)	—	100.00%	
176	MSPL International DMCC ** \$ \$	08/10/2019	AED	20.54	0.10	(11.65)	1.14	12.68	—	—	(11.65)	—	(11.65)	—	100.00%	
177	Meru Travel Solutions Private Limited	05/12/2019	INR	1.00	87.06	23.83	111.33	0.44	111.31	—	(10.29)	—	(10.29)	—	36.63%	
178	Meru Mobility Tech Private Limited	05/12/2019	INR	1.00	0.15	24.71	116.43	91.57	35.75	115.96	(10.64)	—	(10.64)	—	36.63%	100.00%
179	V-Link Automotive Services Private Limited	05/12/2019	INR	1.00	0.01	29.02	31.90	2.87	—	6.68	0.90	0.05	0.85	—	36.63%	100.00%
180	V-Link Fleet Solutions Private Limited	05/12/2019	INR	1.00	0.01	(12.09)	7.91	19.99	—	21.69	(2.81)	—	(2.81)	—	36.63%	100.00%
181	Fifth Gear Ventures Limited	17/01/2020	INR	1.00	0.09	(1.63)	5.77	7.31	—	8.10	(1.38)	1.50	(2.88)	—	51.00%	100.00%
182	Graphic Research Design S.r.l. (formerly known as Mahindra Graphic Research Design S.r.l.) ##	20/02/2008	EUR	83.13	—	—	—	—	—	—	—	—	—	—	100.00%	

**Notes to Part A: -**

\* denotes amounts less than Rs. 50,000.

\*\* denotes companies yet to commence operations

\$ \$ incorporated in current financial year and will prepare it's first statutory accounts in next financial year

# denotes companies where reporting period is different from 01<sup>st</sup> April, 2019 to 31<sup>st</sup> March, 2020. The financial year for all other subsidiaries is 01<sup>st</sup> April, 2019 to 31<sup>st</sup> March, 2020

## The process of liquidation of the company was initiated w.e.f. 30th Sept, 2019 and all its activities ceased to exist from 13th March, 2020. The name of the company was removed by the Chamber of Commerce, Turin from the Register of Companies on 1st April, 2020. The last Audited Accounts of the company submitted by the Liquidator to the Tax Agency, Chamber of Commerce and to the Company were for the period - 1st April, 2019 to 11th March, 2020 in accordance with the requirements of the local regulations.

^ The company is under liquidation from 16th December, 2019 when the liquidator was appointed. As the company is in liquidation and has ceased to do any trade, there is no need to complete the statutory audit or file any other financial closures, under the applicable laws and regulations of the country of its incorporation. Accordingly, unaudited financial statements has been reported for the year ending 31st December, 2019.

\$ Based on unaudited financial statements as audit is not required as per their local laws

@ excluding shares issued to ESOP Trusts of the respective entities/their holding companies but not allotted to employees

Names of subsidiaries which have ceased to exist during the year on account of Liquidation/ Sale/Merger through scheme of arrangement are as under :

- (1) Orizonte Business Solutions Limited
- (2) Are Villas 1 Ab
- (3) Are Villas 2 Ab
- (4) Cleansolar Renewable Energy Private Limited
- (5) Mahindra International UK Limited
- (6) Mahindra Defence Naval Systems Limited

## Part "B" Details of Associates/Joint Ventures [as per Section 2(6) of the Companies Act, 2013]

Rupees crores

Name of Associates/Joint Ventures	Audited Balance Sheet Date	Date of Acquisition	No. of Equity shares held ††	Proportion of ownership interest	Cost of Investments	Networth attributable to Shareholding as per latest audited Balance Sheet	Profit/(Loss) for the year	
							Considered in Consolidation	Not considered in consolidation
Swaraj Engines Limited	31/03/2020	11/08/2008	42,16,792	34.76%	26.28	81.99	24.69	46.35
Tech Mahindra Limited	31/03/2020	31/08/2012	25,15,48,691	28.89%	985.57	6,301.80	1,165.13	2,867.85
Mahindra & Mahindra Contech Limited	31/03/2020	01/04/2010	70,000	46.66%	1.73	6.77	0.51	0.58
Officemartindia.com Limited	31/03/2020	31/03/2002	7,49,997	50.00%	0.22	(0.12)	*	*
Kota Farm Services Limited	31/03/2020	15/04/2011	3,10,000	47.81%	0.27	(0.14)	*	*
P.F. holding BV \$		27/05/2016	1,83,36,050	40.00%	137.82	125.89	(84.99)	(127.48)
Sampo Rosenlew Oy	31/03/2020	01/07/2016	1,872	48.98%	110.49	(2.38)	(26.48)	(27.59)
Carnot Technologies Private Limited	31/03/2020	9/03/2018	7,370	23.66%	6.07	1.32	0.14	0.47
Mitsubishi Mahindra Agricultural Machinery co., Ltd. \$		01/10/2015	4	33.33%	191.59	67.13	(149.08)	(298.20)
M.I.T.R.A Agro Equipments Private Limited	31/03/2020	15/02/2018	1,02,662	40.60%	15.99	6.03	1.33	1.94
Zoomcar Inc \$		16/02/2018	1,19,13,048	16.81%	—	(19.09)	(44.59)	(220.65)
Smartshift Logistics Solutions Private Limited (earlier known as Resfeber Labs Private Limited)	31/03/2020	28/03/2018	10,62,702	44.29%	173.44	34.33	(43.07)	(54.18)
Mahindra Ideal Lanka Private Limited	31/03/2020	31/05/2018	1,75,000	35.00%	6.79	5.84	(1.02)	(1.89)
Mahindra Sanyo Special Steel Private Limited	31/03/2020	21/06/2018	34,75,264	22.81%	145.13	41.20	(19.34)	(65.45)

### Notes to Part B: -

No associates/ Joint ventures are yet to commence operations.

\* denotes amount less than Rs. 50,000.

†† including participating preference shares.

\$ Based on unaudited financial statements since audit is not required as per their local laws.

\$ In addition to JPY750 million Common Stock (which represents 33.33% of the Common stock),the Company owns the entire JPY 2,250 million "Class A" shares (shares with no voting rights); "Class A" shares have rights over dividend and liquidation on an equal basis with Common Stock.

In terms of our report attached.

For **B S R & Co. LLP**  
Chartered Accountants  
Firm's Registration No : 101248W/W-100022

**Jamil Khatri**  
Partner  
Membership No : 102527

Mumbai, 12<sup>th</sup> June, 2020

**Nadir B. Godrej**  
**M. M. Murugappan**  
**Dr. Vishakha N. Desai**  
**Vikram Singh Mehta**  
**T. N. Manoharan**  
**Vijay Kumar Sharma**  
**Haigreva Khaitan**  
**Shikha Sharma**  
**CP Gurnani**

Directors

**Anand G. Mahindra** Executive Chairman  
**Dr. Pawan Goenka** Managing Director and CEO  
**Dr. Anish Shah** Deputy Managing Director and Group CFO  
**Rajesh Jejurikar** Executive Director (Auto and Farm Sectors)  
**Narayan Shankar** Company Secretary

Mumbai, 12<sup>th</sup> June, 2020