

**HCL**

# Accelerate

**HCL Technologies**  
Annual Report 2021-22

The past 12 months have seen humanity and businesses evolve to the *'new normal'*. Human inventiveness and technological innovation came to the forefront to help communities and businesses act, adapt, and advance through this period of disruption.

If the year prior provided the chance to reflect and introspect on what was truly *'essential'*, 2021-22 was defined by the opportunity to recalibrate and accelerate:

- Accelerate enterprise and business model transformations
- Accelerate creation of new competitive advantages and differentiated experiences – seizing opportunities amid crises
- Accelerate professional ambitions and personal aspirations
- Accelerate progress toward key global sustainability targets
- Accelerate the vision of an inclusive and equitable future
- Accelerate growth and value creation for all stakeholders and ecosystems

HCL Technologies' Annual Report 2021-22 recounts a year of sustained, market-leading momentum, priming us as the partner of choice to accelerate progress for our clients, our people, our shareholders, and stakeholders. We remain committed to enabling this acceleration with a single-minded focus to deliver responsible progress for all.



# Contents



18

Powered by People



30

Next-Gen Tech. Accelerated.

## Corporate Overview

Message from the Chairperson	2
Letter from the CEO & Managing Director	4
Founder and Board of Directors	7
Leadership Team	8
At a Glance	10
Sustainability	12
Corporate Social Responsibility	15
Powered by People	20
Global Presence. Accelerated.	28
Awards and Recognitions	30
Next-Gen Tech. Accelerated.	32

## Business Highlights

<b>Business Highlights</b>	<b>34</b>
CloudSMART	35
Strategic Alliances	36
IT and Business Services	38
Digital Foundation	40
Digital Business	41
Digital Operations	42
Notable Analyst Recognitions	43
Engineering and R&D Services	44
Products & Platforms	46

## Management Discussion and Analysis (MDA) 48

## Directors' Report 93

## Corporate Governance Report 152

## CEO and CFO Certificates 190

## Business Responsibility & Sustainability Report (BRSR) 191

## Financial Performance

Standalone Financial Statements	227
Consolidated Financial Statements	294
Statement under Section 129	370



View the report online at:

[hcltech.com/investors](https://hcltech.com/investors)





**Roshni Nadar Malhotra**  
Chairperson

# Message from the Chairperson

Dear Shareholder,

Even as the world continued to evolve and shift in the wake of COVID-19, I am proud of HCL Technologies' commitment to both our people and our clients in another year of unpredictability – and another year of acting responsibly, and going above and beyond.

As we emerge from this once-in-a-century pandemic, we are navigating a phase of global supply chain disruptions, geopolitical conflicts, and deglobalization. Within some of these trends are several opportunities, especially in digital, cloud, and engineering, as technology becomes an essential part of our lives and a force for good.

At HCL Technologies, we have continued to learn, build and grow efficiently while expanding our client base and growing our share of wallet. With the depth and breadth of our portfolio, our strategy of establishing nearshore presence, and deep relationships with our clients, we remain well positioned to leverage these emerging opportunities.



**At HCL Technologies, we have continued to learn, build and grow efficiently while expanding our client base and growing our share of wallet.”**

When I look back on FY22, I'm particularly proud of the work we did to bolster our commitment to sustainability and corporate social responsibility (CSR). While our Board of Directors made solid progress with its diversity, inclusion and environmental, social and governance (ESG) sub-committee work, we embraced a new overarching sustainability strategy built around the tenets of Act. Pact. Impact.

- **ACT:** We understand that impact starts with us. We act in the most responsible and sustainable manner. We ensure we use every resource efficiently to maximize value
- **PACT:** Our relationships go beyond a formal contract with our stakeholders. We are working for a sustainable future in collaboration with our clients, partners, communities, and all stakeholders
- **IMPACT:** We focus on creating sustainable impact through all our initiatives and activities

We have engaged with various stakeholders and, using a risk and responsibility lens, identified 12 material ESG topics that have become our core focus. We also made the important commitment of greenhouse gas emission (GHG) reduction, and we're strengthening our data and reporting initiatives in this area.



**We recognize the impact that a business like ours can deliver in elevating communities globally, and we continue to improve our efforts and take decisive actions that benefit people and planet.”**

The HCL Foundation, through which we have invested more than ₹900 crores to-date in social development efforts, continues to lead the way for serving communities throughout India across education, health, water, sanitation and hygiene, skill development and livelihoods, environment, and disaster risk reduction, response and management. HCL is also serving communities in global locations where we are present, through direct interventions and partnerships. I am pleased to share that, in recognition of these efforts, we were named Corporate Citizen of the Year 2021 by The Economic Times.

Ethical and sustainable business practices are of paramount importance to us and are embedded into everything we do at HCL Technologies. We recognize the impact that a business like ours can deliver in elevating communities globally, and we continue to improve our efforts and take decisive actions that benefit people and planet.

I would like to thank and express my humble gratitude to our shareholders for always believing in us. Together, we shall continue to drive our growth strategy and build on the achievements of FY22.

Roshni Nadar Malhotra





**C Vijayakumar**  
CEO & Managing Director

# Letter from the CEO & Managing Director

Dear Shareholder,

**When the pandemic began, it forced organizations to re-imagine and rapidly accelerate their digitalization journeys. Upgrades, transitions, and new operating models were launched at an unimaginable pace. A year later, this momentum shows no sign of abating, but with the added ask of foundational restructuring to build long-term sustainable business growth models. This has required both technology providers and consumers to invest in order to progress for the long run.**

At HCL Technologies, our performance in FY22 reflected this sentiment. We grew at a healthy 12.7% YoY in constant currency and also focused on architecting the *'next normal'* for our clients with proactive investments in several arenas that will ensure our long-term competitiveness.

The year scripted many successes for us along these two broad themes of **momentum** and **investment**.

## Growth momentum

We continued to build on our growth strategy. Our services business grew at a rate of 14.9% YoY, headlined by digital application services, engineering services, and cloud transformation services. Over the last three years, the share of our digital services portfolio has gone up from 18.2% to 34.5%, which is a strong validation of our approach to winning in the digital-first era.



**Our front-runner credentials in Cloud have further strengthened this positioning. We believe that by 2025, more than 50% of tech spend in the IT Services market is going to be on Cloud."**

Our front-runner credentials in Cloud have further strengthened this positioning. We believe that by 2025, more than 50% of technology spend in the IT Services market is going to be on Cloud. Having been amongst the first in the market to recognize this potential, we have partnered with all the leading hyperscalers and are well positioned to leverage the emerging opportunities.

Another unique differentiation is our strategy of product and service diversification to better serve client needs. Today, our Products & Platforms business is not just a profitable and cash generating portfolio, but also a door-opener in net new client groups and micro-verticals.

## Responsible progress

We also took exceptional strides on the ESG front and integrated ESG across our business operations.

At the very helm of our actions is a dedicated committee constituted within the Board of HCL Technologies to oversee and govern our diversity, equity and inclusion and ESG actions. The overall constitution and mix of our Board is itself very diverse, with more than 30% women Directors and 60% international Directors.



**From making our Company more sustainable, to creating technology-enabled sustainable solutions that we offer to our clients, to purposefully contributing to the communities that we operate in, we are taking every action to continue to make a positive impact on our planet's health and resilience."**

On the climate change agenda, we have committed to achieving net-zero carbon by 2040, joining a group of only ~20% of the world's public companies that have so far committed to net-zero carbon emissions targets. On this journey, our sub-target for 2030 has been validated by the Science Based Targets initiative (SBTi) to be aligned with the 1.5°C pathway.

Moving forward, we have identified 12 ESG topics as 'material' to our business. Under these canopies, we are currently tracking 100+ metrics to drive sustainability within the organization and leveraging technology to create solutions, including sustainable products, for our clients. Our hard work in this arena led us to achieve a ranking of 24 among all the software and services companies in the world by Sustainalytics.

From making our Company more sustainable, to creating technology-enabled sustainable solutions that we offer to our clients, to purposefully contributing to the communities that we operate in, we are taking every action to continue to make a positive impact on our planet's health and resilience.

### Employer of choice

At HCL Technologies, we have taken pioneering steps in our talent strategy. We are very proud of our global team of diligent, diverse and passionate people, all 209,000+ of them across 52 countries, who are delivering extraordinary experience to our clients under the leadership of a world-class management team and rooted in our culture of “Ideapreneurship”. Not only are we re-skilling our employees at a massive scale on next-gen technologies, but we are also creating net new talent pools for the industry.



**Not only are we re-skilling our employees at a massive scale on next-gen technologies, but we are also creating net new talent pools for the industry.”**

On the latter, three programs led the charge again this year – TechBee, our Global Apprenticeship Program and New Vistas. Overall, we made record hiring this fiscal year, with 39,900 net new additions to the organization.

This dual focus on evolving, grooming, and empowering our teams, as well as diversifying our talent pipeline, has continued to put us at a position of strength in the market. Our efforts in this direction have been widely lauded. We were featured in Forbes’ 2021 list of the “World’s Best Employers” for the second consecutive year in FY22, and we also emerged as the top-ranked company globally in the Professional Services sector and one of the only five India-headquartered multinationals across all sectors. Today, we are recognized as a “Top Employer” in 17 countries, and hope to add several more territories to this list next year. Additionally, leading analyst group Avasant has ranked us a “Leader” in its Digital Talent Capability 2021 RadarView™, a citation we are very proud of.

### Preferred Digital Partner for Global 2000 enterprises

Our vision is to be the preferred digital partner for Global 2000 enterprises. To deliver on this ambition, our strategic focus for client acquisition and retention is built on two key directives: being selective about the companies we pursue and building deep, strategic relationships as a trusted partner with our clients.

Last year, the number of \$100 million clients increased to 16, and our \$50 million clients increased from 29 to 43, proving the efficacy of this strategy. 85% of our revenue growth came from 50 accounts, 40 of which are Fortune 500 or Global 500 accounts. This growth was led by client-centric initiatives alongside delivery of strong digital propositions in 35 existing clients and 15 new accounts. We are very proud of the deeper, multi-service line relationships that we are building on this journey.

Our bookings have also remained strong, cutting across verticals, geographies, and service lines. From a YoY perspective, our total contract value (TCV) has increased by 14% and annual contract value (ACV) has grown 21% YoY.

### Going forward

The positive financial impact of our chosen business strategies has been significant. Over the last three years, we have reached a momentous milestone of 10% CAGR, representing \$11.5 billion revenue, despite the challenges brought on by the pandemic. During the same period, our operating cash flow grew by 21% CAGR.



**As digital transformation continues to remain paramount for enterprises, we are optimally positioned to partner with them through their digital journeys.”**

As digital transformation continues to remain paramount for enterprises, we are optimally positioned to partner with them through their digital journeys. We are going through a product portfolio transformation, evolving our services mix to better align with spend patterns, and leaning into the rapid growth of our digital business.

Driven by our focus on momentum and investment, we aim to deliver organic growth in the most capital-efficient ways, employing the most sustainable profitability improvement strategies. To ensure our shareholders get the benefit of our successful business model, we have improved our capital allocation policy, increasing payout to a minimum of 75% of net income over a 5-year period. Above all, we will continue to invest in our people, who are the biggest enablers of our ability to deliver innovative and differentiated solutions to our clients.

We look forward to the next phase of our growth with optimism and confidence, ready to harness the disruptions and seize the many opportunities that are ahead of us.

C Vijayakumar



## Founder



**Shiv Nadar**  
 Founder, HCL Group;  
 Chairman Emeritus and  
 Strategic Advisor to the Board

## Board of Directors



**Roshni Nadar Malhotra**  
 Chairperson  
 Non-Executive,  
 Non-Independent



**C Vijayakumar**  
 CEO & Managing Director



**Shikhar Malhotra**  
 Director  
 Non-Executive,  
 Non-Independent



## Non-Executive, Independent Directors



**Deepak Kapoor**  
 Director



**S Madhavan**  
 Director



**Dr. Mohan Chellappa**  
 Director



**Nishi Vasudeva**  
 Director



**Robin Ann Abrams**  
 Director



**Dr S. Shankara Sastry**  
 Director



**Simon John England**  
 Director



**R Srinivasan**  
 Director



**Thomas Sieber**  
 Director



**Vanitha Narayanan**  
 Director



### Key to Board Committee membership:

- Audit
- Corporate Social Responsibility
- Nomination and Remuneration
- Finance
- Stakeholders' Relationship
- Risk Management
- ESG and Diversity Equity Inclusion
- Respective Chair of each Committee

# Leadership Team



**C Vijayakumar**  
CEO & Managing Director



**Prateek Aggarwal**  
Chief Financial Officer



**Apparao V V**  
Chief Human Resources Officer



**Ajit Kumar**  
Chief Information Officer



**Vijay Anand Guntur**  
President,  
Engineering and R&D Services



**Anil Ganjoo**  
Chief Growth Officer,  
Americas,  
TMT and RCPG Industries



**Ashish Kumar Gupta**  
Chief Growth Officer,  
Europe and Africa,  
Diversified Industries



**Kalyan Kumar**  
Chief Technology Officer  
and Head, Ecosystems,  
and Chief Product Officer,  
Products & Platforms



**Srimathi Shivashankar**  
Corporate Vice President and  
Global Head, EdTech Business



**Jill Kouri**  
Chief Marketing Officer



**Raghu Raman Lakshmanan**  
General Counsel



**Rahul Mohta**  
Senior Vice President and  
Global Head for Procurement



**Anand Birje**  
President,  
Digital Business Services



**Jagadeshwar Gattu**  
President,  
Digital Foundation Services



**Rahul Singh**  
President,  
Financial Services and  
Digital Process Operations



**Swapan Johri**  
President,  
Growth Markets



**Rajiv Shesh**  
Chief Revenue Officer,  
Products & Platforms



**Shrikanth Shetty**  
Chief Growth Officer,  
Americas,  
Life Sciences and  
Healthcare Industries



**Ajay Bahl**  
Corporate Vice President,  
Americas, MEGA Industries



**Kevin McGee**  
Corporate Vice President,  
Risk and Compliance



**Sriram Hariharan**  
Executive Vice President,  
Strategy, Corporate  
Development and Business  
Enablement



**Santhosh Jayaram**  
Global Head for Sustainability



**Nidhi Pundhir**  
Vice President and Director,  
HCL Foundation



## At a Glance

**\$11.48B**

Revenue

**85,651**

Revenue (₹ Cr)

13.6% increase YoY

**16,951**

Profit before tax (₹ Cr)

6.9% increase YoY

**18.9%**

Profit before Taxes, Finance costs and other income in FY22

**16,900**

Operating cash flow (₹ Cr)

4 Year CAGR: 19.4%

**52**

New large deals signed

**\$8.3B**

New Deal TCV

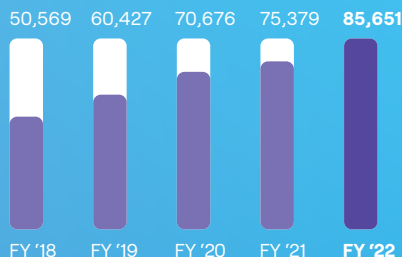
14% increase YoY

**60%**

Total increase in \$100M+ clients over past three FYs

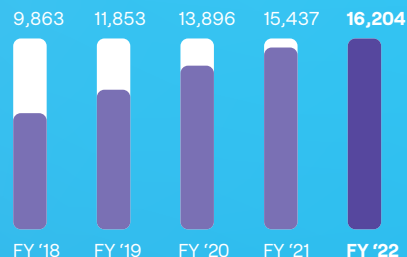
### Revenue from Operations (₹ Cr)

14.1%  
CAGR\*



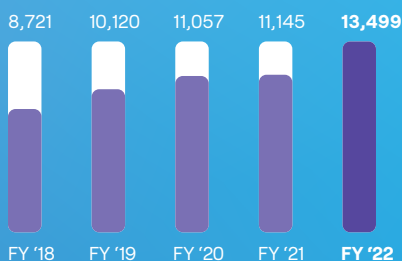
### Profit before Taxes, Finance costs, and other income (₹ Cr)

13.2%  
CAGR\*



### Profit after Tax (₹ Cr)

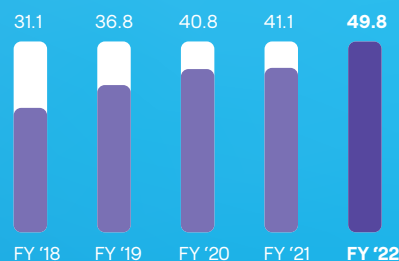
11.5%  
CAGR\*



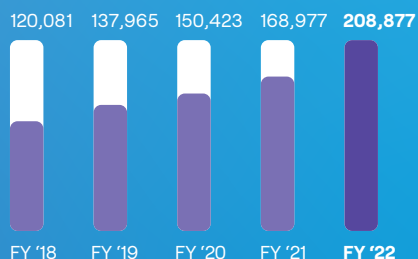
### Diluted EPS (₹ Cr)

12.5%  
CAGR\*

\* 4 year CAGR



### Employee Metrics (Headcount)

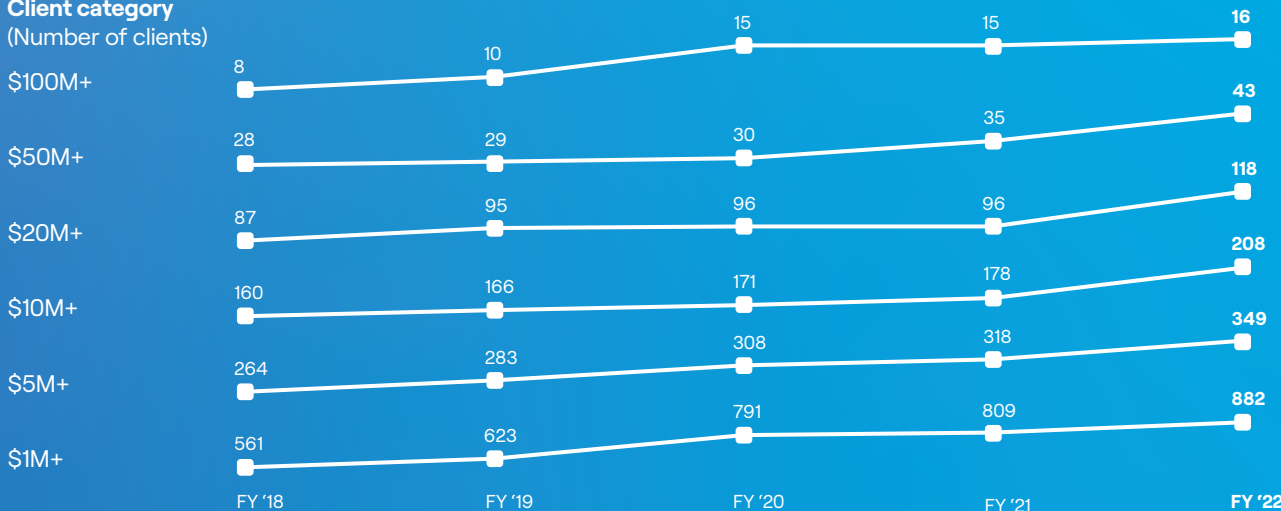


### A differentiated and integrated portfolio

- IT and Business Services 72.1%
- Engineering and R&D Services 15.8%
- Products & Platforms 12.1%



### Client category (Number of clients)



# Sustainability



We are embedding sustainability into everything we do at HCL Technologies. With a comprehensive environmental, social, and governance (ESG) framework, we are delivering sustainable, long-lasting impact through our corporate actions and our pacts with stakeholders.



HCL Campus, Noida.

## Our commitments

We are committed to long-term value creation for our stakeholders, and our philosophy has always been about incorporating the right ESG practices to ensure a sustainable present and future. Our approach is designed to maximize our contribution toward the UN Sustainable Development Goals (SDGs). Our sustainability strategy is based on three guiding principles:

- **ACT:** We understand that impact starts with us. We act in the most responsible and sustainable manner. We ensure we use every resource efficiently to maximize value
- **PACT:** Our relationships go beyond a formal contract with our stakeholders. We are working for a sustainable future, in collaboration with our clients, partners, communities, and all stakeholders
- **IMPACT:** We focus on creating sustainable impact through all our initiatives and activities

Aligned to this, the Board committed to focus on ESG and recently reconstituted the Board's Diversity Committee (created in April 2016) to become the ESG and DEI Committee. The Company also hired this year a Global Head of Sustainability.

Using the lens of risk and responsibility, HCL has defined 12 material topics and created a set of 100 performance metrics aligned with global ESG standards and guidelines to monitor the progress in these 12 dimensions.

## The 12 material topics are:

**E**

1. Climate Change
2. Eco Efficiency

**S**

3. Human Capital
4. Local Hiring
5. Diversity and Inclusion
6. Talent Attraction and Retention
7. Work Environment
8. Citizenship

**G**

9. IT Security, Data Protection and System Availability
10. Sustainable Impact on Clients
11. Sustainable Procurement
12. Governance and Ethics



## HCL Technologies signs the Climate Pledge

The Climate Pledge is a commitment to achieving net-zero carbon by 2040, 10 years ahead of the Paris Agreement. As part of this pledge, HCL will measure and transparently report progress against the goal.

The Science Based Targets initiative (SBTi) has validated and commended our ambitious 1.5°C pathway targets. On the pathway to achieving net zero by 2040, renewables will be our top priority, followed by energy and eco-efficiency. We also have initiated action plans for nature-based sequestering projects.

### Creating value in FY22

Our achievements have created value and delivered long-lasting, sustainable impact for our stakeholders.

## 3.7 million lives

Impacted through HCL Foundation's initiatives: education, health, water, sanitation and hygiene, skill development and livelihoods, environment, and disaster risk reduction, response and management.

## 55%

Over half of the beneficiaries of the HCL Foundation's projects are women

## 30% reduction

Scope 1 and 2 emissions compared with our baseline in FY 2020

## 17.7%

Renewable energy in our total energy consumption globally

## 844,000+

Saplings planted to support the environment

## 21x

Through community initiatives, we recharged 21 times more water, compared to consumption across Indian operations

### How we act matters to us

Our Climate Pledge is a commitment to achieving net-zero carbon by 2040, 10 years ahead of the Paris Agreement. As part of this pledge, HCL will measure and transparently report progress against the goal. The Science Based Targets initiative (SBTi) has validated and commended our ambitious 1.5°C pathway targets. On the pathway to achieving net zero by 2040, renewables will be our top priority, followed by energy and eco-efficiency. We also have initiated action plans for nature-based sequestering projects.

Aligned to the 10 principles of the United Nations Global Compact (UNGC), we have policies that govern our actions and expectations from our stakeholders. These policies include anti-bribery and corruption, Code of Conduct, whistleblower, human rights, corporate social responsibility, remuneration and procurement.

We continue to be a signatory to the UNGC and regularly disclose progress toward the commitments. As we aim to achieve these environmental targets, we constantly track and measure key indicators. For example, we have achieved around 70% reduction in per capita Scope 1 and 2 GHG emissions in the last decade.

HCL strongly believes that diversity, equity, and inclusion (DEI) are key to the success of the Company. The Employee Resource Groups, Multi-Cultural Groups, and Diversity Councils help us drive our charter across the globe. We are focused on dimensions including people of color, women, LGBTQ+, people with disabilities (PWD), neurodiversity and mental health.

HCL recognizes the demand for technology and digitalization in the journey to a sustainable future. HCL is therefore committed to enhancing the ESG skills of its employees to ensure that sustainability is incorporated in all its engagements with clients and partners. HCL continues to engage with various business forums to showcase the importance of digitalization in the transition to a more sustainable world.



HCL employees planting trees as part of our sustainability drive.

### Our pact with all stakeholders

As a responsible corporate citizen, we support and help activate the communities and societies in the places where we operate. We collaborate with clients and ecosystem partners to embed sustainability into everything we do.

### Key initiatives

We are a founding member of the World Economic Forum (WEF) Global Parity Alliance, a cross-industry group of companies taking action to accelerate DEI in the workplace and beyond

HCL has partnered with UN Women as a HeForShe Champion. HCL and UN Women intend to transform such corporate and social norms to promote greater equity and inclusion – dramatically accelerating progress toward UN Sustainable Development Goal 5 on Gender Equality. As a HeForShe Champion, HCL has made a bold and transformative policy commitment to achieve gender parity in recruitment across the organization globally by 2025

### Sustainability solutions for clients with partners

We have a focused approach to evolving new solutions and products to help our clients improve their performance around ESG. We are committed to improving the ESG skills of our employees to ensure that we incorporate a sustainable impact creation approach to our engagements with clients and partners.

### Key recognitions of our impact

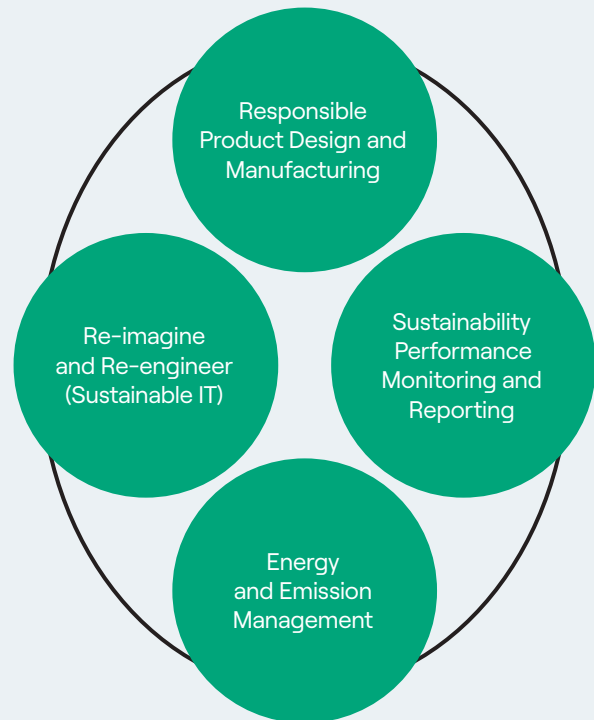
# 91.9

HCL Technologies received an Edelweiss Sustainability score of 91.9 out of 100 on 40 key metrics across sustainability

## Gender Equality

HCL Technologies features in the Gender-Equality Index by Bloomberg

### Selected Sustainability Solutions



## Most Sustainable

HCL Technologies was featured amongst Businessworld's "Most Sustainable Companies". Companies were evaluated by Sustain Labs Paris

## ESG Leader

ranked as one of 14 ESG Leaders in a listing of 586 companies evaluated by CRISIL

## Ranked "A"

HCL Technologies received an "A" ranking in the MSCI Ratings which positions us in the top performers among peers

# Corporate Social Responsibility



HCL Foundation Director Nidhi Pundhir and CHRO Apparao VV accept the Corporate Citizen of the Year Award 2021.

**At HCL Technologies, our ability to deliver on our mission continues to be rooted in part to our strong corporate social responsibility toward the communities in which we live and work. Whether it is collaborating with global forums, local communities, or governments and charity organizations; contributing to crisis relief funds for Ukraine or COVID-19; contributing to the efforts for a greener world or environment preservation; providing education and employment to under-represented groups and communities; or offering health and food assistance – HCL proudly holds the CSR flag as an integral part of its growth journey.**

## **Built on a strong foundation in India**

In India, HCL Technologies implements its Corporate Social Responsibility agenda through its CSR arm, the HCL Foundation. With a cumulative investment of more than ₹ 900 Cr, the Foundation has impacted more than 3.7 million lives across 22 states and three union territories of India. In recognition of these efforts, HCL Technologies received the prestigious Corporate Citizen of the Year Award 2021 from The Economic Times for championing social change and good governance.

Today, the HCL Foundation drives five flagship programs – HCL Samuday for integrated rural development; HCL Grant to empower non-profits for community-led rural upliftment; HCL Uday to address developmental issues in urban areas; Clean Noida to transform into one of the cleanest cities in India; and HCL Harit for environmental action. In addition, various other special initiatives are undertaken by the HCL Foundation. These include – Power of One, Sports for Change, the HCL Foundation Academy, My E-Haat, and response to humanitarian crises and disaster mitigation. These programs are designed to bring about lasting positive impact on people and the planet through long-term sustainable programs that focus on education, health and sanitation, skill development and livelihood, environment, and disaster risk reduction and response. Child protective strategies, inclusion, and gender diversity remain central in all initiatives of the HCL Foundation, ensuring equitable development and opportunities for all.



## Corporate Social Responsibility *continued*

### Rural Programs

Driven by a commitment to create self-reliant villages, HCL Samuday and HCL Grant work with local communities to seed sustainable, transformative models and solutions, and create a source code for rural transformation.

**HCL Samuday**, implemented in Hardoi district in Uttar Pradesh, takes an immersive approach, engaging deeply into the rural communities to build the most needed assets and infrastructure, and then galvanizing the local communities to take charge.

#### During FY22:

- 104,072 students and 33,981 neo-literates accessed and benefitted from education initiatives
- 49,812 outpatient department clinics and diagnostic services were made available through telemedicine, and 40,895 people received mobile health clinic services
- 5,040 women across 720 self-help groups were trained in financial management
- Reliable green electricity from 32 solar mini-grids made available to 4,000 households
- 370 acres of land reclaimed under the VASUNDRA Program by applying gypsum in land with high pH for 1,848 farmers
- 2,083 farmers trained at the CATT center in advanced agriculture practices
- 1,688 households connected with a regular piped water supply through tap connection
- 3,814 tons of solid waste were managed and 675 garbage vulnerable points eliminated

**HCL Grant** takes an expansive approach to achieving sustainable rural development by supporting non-governmental organizations (NGOs) involved in path-breaking work across three thematic categories of environment, education, and health. HCL Grant has committed ₹ 95.75 crore with an aim to reach 2.3 million people. So far, more than 844,000 lives have already been touched. As part of the environmental initiatives, more than 65,000 acres of land have been brought under sustainable community governance. The partnerships across various remote corners of the country have ushered in the emergence of innovative community-led solutions and enabled the delivery of solutions at scale.



The HCL Foundation conducts emergency rescue missions to save biodiversity through Mobile Veterinary Service unit.

### Urban Programs

With a bold vision to create a future in which cities embrace their most vulnerable citizens and services converge to offer a life of dignity and self-respect, the HCL Foundation is creating a model for urban socio-economic and environmental development.

**HCL Uday** leverages the scale of the government, the expertise of NGO partners and the volunteering spirit of its employees to bridge the access gap and reach the city's poorest residents with quality services. It works through an integrated community development approach using a convergence approach to create a comprehensive and holistic model of urban development.

In FY22, HCL Uday continued its efforts to enable and empower communities to realize their full potential. Reaching out to more than 560,000 (60% women) people in 11 Indian cities, HCL Uday works toward providing comprehensive care and services across various verticals, including early childhood care and development, education, skill development and livelihoods, and health, water, sanitation and hygiene. Programs provide holistic health care and development, mainstreaming children into schools, training, public health improvements, and support of collectives.

**Clean Noida** is implemented in full partnership with its citizens and the Noida Development Authority. The program works toward creating awareness about proper waste management practices and evolving structured, technology-driven systems and practices for efficient management of waste in the city. Clean Noida is HCL's commitment to transform Noida into one of the cleanest cities in the world. Clean Noida programme has been appreciated by Noida Authority, for the project's immense contribution, which has helped Noida to become;

- (i) India's cleanest medium city (3-10 lac population),
- (ii) 4<sup>th</sup> cleanest city (1-10 lac population) and
- (iii) awarded 5-Star Garbage Free City (GFC) rating, in Swachh Survekshan 2021.



The HCL Foundation supported rug weaving center run by rural women.



The HCL Technologies Foundation Director Nidhi Pundhir and HCL Technologies CMO Jill Kouri visiting partner NGOs in Noida, India.



HCL CEO & Managing Director, C Vijayakumar and HCL Foundation Director, Nidhi Pundhir felicitating Jerlin Anika (center), Sports for Change scholarship recipient, who won three Golds in Badminton for India at the 2022 Deaflympics.



HCL Technologies Foundation works to expand access to education in India.

## Environmental Action

**HCL Harit** The green initiative aims to conserve, restore, and enhance indigenous environmental systems and respond to climate change in a sustainable manner through community engagement. HCL Harit is operational in nine states of India. Key achievements during FY22:

- Afforestation and Habitat Restoration: 180,984 saplings were planted, taking the total sapling count to 467,240
- Water Conservation: 25 waterbodies rejuvenated, taking the cumulative count to 78
- Animal Welfare: 29,512 animals were treated and protected, taking the cumulative count to 50,982
- Environment Education: 4,001 people benefitted, taking the total reach to 7,515
- Coastal & Marine Conservation: ~290,000 mangrove saplings raised for plantation; ~20,500 kgs ghost nets collected and ~4,000 Olive Ridley eggs relocated to the hatchery

## Special Initiatives

**Sports for Change:** Aimed at enabling balanced participation, excellence and holistic development through a high-quality and inclusive sporting experience for children and youth from disadvantaged communities.

- 21,000+ athletes reached
- 113 sports scholars recognized through scholarships
- 89 students admitted to reputable colleges through sports quota
- 104 students participated in national and state level competitions

**HCL Foundation Academy:** A global platform for collaborative learning and solution thinking to the world's most challenging socio-economic and environmental problems.

- 36,800+ reach
- 46 webinars hosted
- 3 cycles of 3 courses underway
- 7 partnerships
- 142 learners certified
- 2 cycles of CSR courses completed
- 167 learning hours clocked

**My E-Haat:** Promoting India's rich heritage and finest handicrafts, [www.myehaat.in](http://www.myehaat.in) portal enables thousands of artisans, especially women, to leap over exploitative systems and connect directly with customers.

**Power of One:** It is an HCL employee volunteering and payroll giving program based on the belief that a small contribution made by the employees or time spent in community service can make a significant difference in society. The Company matches all funds collected through payroll giving and directs them to non-profits and NGOs globally.





HCL leadership collaborating with FEBA.

## Expanding community initiatives across the world

Beyond India, HCL Technologies is working to serve the communities in which it operates through a combination of great partnerships with social impact organizations and employee volunteering.

### Helping those affected by the Ukraine crisis.

- Partnered with the European Food Banks Federation and other NGOs to direct donations
- Extended co-financing housing expenses to employees who lost their homes in the conflict
- Offered employees medical assistance, legal support, and salary advances
- Fast-tracked recruitment of Ukrainian refugees who applied for jobs

In **Poland**, to support people impacted by the Ukraine crisis, HCL employees collected food, first aid kits and other basic need items that not only supported frontline NGOs but also local food banks, children's hospice organizations and animal shelters. For these efforts, HCL was recognized by the 2021 Responsible Business Forum, The Kraków Food Bank, asperIT and Fundacja Poland Business Run.

In **France**, HCL partnered with Apprentis d'Auteuil to support child protection and high-quality education opportunities for youth. Employees also organized donation drives to benefit homeless youth and children's hospitals through the year.

In **Italy**, HCL employees focused on the environment by participating in a "plastic-free day" to clean up local parks and beaches. Working with La Stella di Lorenzo in Rome, HCL volunteers raised funds to purchase defibrillators for schools.

In **Portugal**, in partnership with ONG Liga and Protecção da Natureza, HCL employees organized beach cleanups and helped remove invasive species to revitalize the local flora.



In **Belgium**, HCL employees prepared, packaged and distributed food to 250 individuals experiencing homelessness under the Lunch to Refugee program, in collaboration with Serve the City.

In the **United States**, HCL has been working across three focus areas – education, environment, and health. In addition, it made a longterm commitment to addressing food insecurity. HCL has partnerships with multiple organizations such as United Way, American Red Cross, Bill & Melinda Gates Foundation, Center for Disease Control (CDC), The Valuable 500, N-Power and University of California, Berkeley.

Most recently, almost 1.7 million meals were provided during National Volunteer Month to those in need through HCL Technologies' partnership with Feeding America®. This was achieved through employees' hard work at local food banks.

In **Canada**, HCL partnered with Microsoft Career Connector to increase access to economic opportunity for all. This program builds bridges for job seekers who are served by local non-profits with hiring employer partners.

In **Singapore**, HCL Technologies returned as a Silver Bull Sponsor for the 18th SGX Cares Bull Charge Charity Run for the fifth consecutive year in Singapore. Over 4,000 participants raised \$2+ million for NGOs serving underprivileged children and families, differently abled people, and the elderly. HCL also continues to partner with the Breast Cancer Foundation (BCF), a Singaporean social service agency which advocates for the early detection of breast cancer and supports the local breast cancer community.

In **Australia**, HCL Technologies supports the McGrath Foundation through the Vodafone Pink Test for breast cancer. As the largest fundraiser in Australian sports, the cricket and broader communities raised over \$5 million in five days – reaching over 3,400 families. To date, employees have also raised over \$8 million for Tour de Cure to fund cancer research, and support both prevention projects and medical breakthroughs through the Can4Cancer partnership.

In **Sweden**, HCL partnered with Giving People to provide food to 85 children over the holidays.

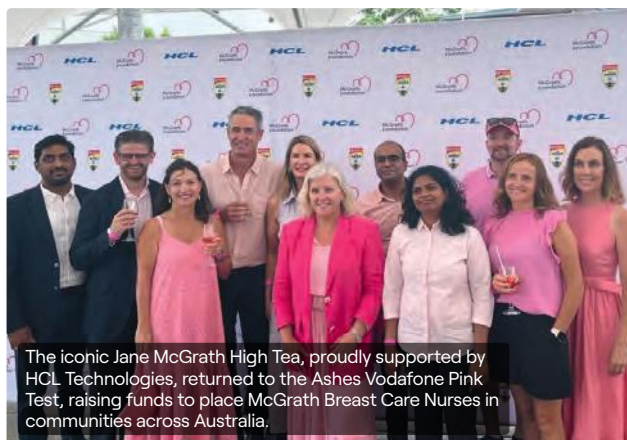
In **Romania**, HCL reached over 200 middle and high school students through holiday food and gift drives. Employees also participated in a half-marathon in support of holistic educational programming by Salvati Copii and Pro Ruralis Association.



HCL employees in Cary, N.C. provided nearly 24,000 meals in two days.



HCL employees volunteering with Serve the City in Belgium.



The iconic Jane McGrath High Tea, proudly supported by HCL Technologies, returned to the Ashes Vodafone Pink Test, raising funds to place McGrath Breast Care Nurses in communities across Australia.

# Powered by People

In our continuing mission to expand and enrich our employee-centric culture, HCL Technologies has long understood this fundamental truth: our people are the key to our progress. Through a culture of innovation and “Ideapreneurship”, we empower our people to lead value-driven ideas in an inclusive and flexible work environment.

Our people strategy is focused on building the skills and capabilities that the industry needs, attracting and retaining the right talent across the globe, and creating a supportive culture for them to do their best work.



# 209,000+

Ideapreneurs across the globe, but that's not the only number that matters.

## Truly diverse

165 nationalities represented

52 countries

28% Ideapreneurs are women

## Glocalization (employees hired locally in global markets)

71% United States

81% Europe

89% APAC and Rest of World (excluding India)

50% US apprentices recruited from under-represented communities

## Globally recognized for our people practices



#1 in the world in professional services sector in Forbes' "World's Best Employers" list 2021

Top 5 among multinationals headquartered in India, across all sectors

Among Global Top 100 for the second consecutive year



Ranked a Top Employer in 17 countries



Great Place to work-certified across the globe.



Part of 2022 Bloomberg Gender-Equality Index



Founding member of World Economic Forum's (WEF) Global Parity Alliance on DEI



Apprenticeship Program for high school graduates recognized as ground-breaking by leading analyst firm Technology Business Research (TBR)



Employees celebrating HCL Technologies' 'Great Place to Work' certification.

## Focus areas



Early career and higher education programs



Learning and professional development



Work-life integration



Rewards and recognitions



Diversity, equity and inclusion



Employee engagement





## Early career and higher education programs



HCL Technologies apprentices in Frisco, Texas.



HCL TechBee is a real innovation in helping budding technocrats experience a new, innovative way of learning, graduating from top universities... alongside a full-time job at an early age.”

**Bhanu Teja**  
TechBee, HCL Technologies  
Vijayawada, India



HCL Technologies enables me to grow and foster my leadership skills, unlock my potential, and provide exceptional service to all stakeholders.”

**Gianina Maria Ciriaco**  
HR Business Partner  
HCL Technologies, Philippines

### Getting started on the right track

HCL Technologies’ early career programs train the next generation of technology talent and offer them a gateway to fast-track their careers with one of the world’s leading employers. We offer a range of entry-level programs across the globe:

#### TechBee Scholarship/Apprenticeship and Higher Education Program

The Program offers high school (Class XII) graduates an opportunity to start their career directly out of school, with access to industry-leading training, on-the-job learning, and funded higher education with HCL’s network of academic partners. In FY22, HCL onboarded 4,000+ students and offered career pathways in several business areas, such as digital, engineering, cloud, software development, and analytics.

#### Internships

HCL’s internship program offers students eight to 12 weeks of work experience in the areas of business analysis, digital technologies, finance, HR, marketing, and project management. In FY22, the Company employed approximately 600 interns across the globe.

#### Graduate Engagement Managers and Management Trainees

Graduate Engagement Manager is HCL’s campus hiring program where top candidates are hired from accredited universities/colleges. They are inducted as managers and are deployed on global projects, working with senior leaders and clients. MTs are hired from other reputable colleges in Tier 1 or 2 locations. Candidates with high learning aptitude and potential are hired as MTs to start careers in IT, finance, HR, marketing or project management.

#### Full-Time Entry-Level Careers

Each year, thousands of college graduates join HCL Technologies as full-time entry-level professionals to get a head start in their careers in tech. In FY22 alone, we hired almost 23,000 graduates from leading educational institutions around the world.



## Scaling new frontiers with New Vistas

Our new delivery centers create local employment opportunities and deliver technology solutions to global Fortune 2000 organizations.

<p><b>1.</b> Expand global presence with new global delivery centers/New Vista locations</p>	<h3>Alternate pool of local talent</h3> 	<h3>Research-backed target cities</h3> 	<h3>Higher education partnerships</h3> 
<p><b>2.</b> Create local jobs. Hire and train high school/Class XII students, undergrads, and recent grads to create alternate talent pool</p>	<ul style="list-style-type: none"> <li>• High school/Class XII students</li> <li>• College and university graduates and undergraduates</li> <li>• Off campus willing to restart or relaunch their careers (returning moms, veterans)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>US</b> (Sacramento, Frisco, San Antonio, Cary, Troy, Horsham, Hartford, Cincinnati)</li> <li>• <b>India</b> (Lucknow, Madurai, Nagpur, and Vijayawada)</li> <li>• <b>Other countries</b> (Canada, Costa Rica, Romania, Sri Lanka, Vietnam)</li> </ul>	<ul style="list-style-type: none"> <li>• BITS Pilani, India</li> <li>• SASTRA University, India</li> <li>• Amity University, India</li> <li>• Southern New Hampshire University, US</li> <li>• McQuarrie University, Australia</li> <li>• Horizon Campus, Sri Lanka</li> <li>• IIIT, Sri Lanka</li> </ul>
<p><b>3.</b> Invest in training and upskilling for next-gen skills across all stages of career cycle</p>			
<p><b>4.</b> Collaborate with government and clients for new job creation/hiring and to encourage diversity and inclusion</p>			



## Learning and professional development

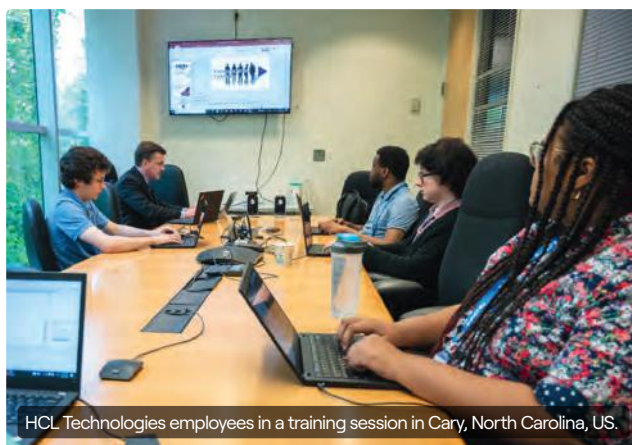
HCL Technologies offers a wide range of talent development programs via online learning resources, workshops, interactive learning experiences, and classroom trainings. The Company takes pride in its association with leading learning and training partners across the globe, who help deliver effective, virtual, and collaborative learning to our 209,000 Ideapreneurs. HCL has formal academic partnerships with leading global institutes for higher education opportunities.

FY22 saw a continued uptake of digitally-enabled employee learning tools. The FY22 learning program enrolments on Generic skills further increased by 7% as compared to FY21 with a strong jump of 24% in the overall Learning hours. There was an increase of 44% in Digital skills programs enrolment with 32% employee certifications. 'Application of Learning' effectiveness improved by 60 basis points as compared to FY21. These increases reflect the determination and drive of our people to constantly improve and progress, individually and collectively, to support their ambitions and goals.



HCL Technologies allows me to balance work and personal life, and encourages me to give my best every day."

**Rolando Narvaez**  
HCL Technologies, Mexico



HCL Technologies employees in a training session in Cary, North Carolina, US.



HCL Technologies apprentices successfully completing a training module.



Ideapreneurs in Vietnam.





## Work-life integration

### Creating the right balance

HCL Technologies’ work-life integration initiatives and programs focus on creating synergies at the intersection of home, family, community, and health and well-being.

**Virtual-first work environment:** The Company continues to embrace a hybrid working model that prioritizes its people and their needs. It is committed to creating an inclusive, flexible work environment and benefits that work for all. Every employee of HCL Technologies whose role can be carried out independently of delivery center, client location, and everyday personal interaction on-site is eligible to work in a virtual-first mode.

**Parental leave and returnship:** At HCL, parental leave policies provide employees with advice early on and options for return to work, taking into consideration flexible working hours and work locations. 99.2% of HCL’s female employees return after their maternity leave, proving this approach is beneficial to the business and to the families who are part of the wider HCL community. The Company also offers a returnship program to women, military veterans, and all eligible candidates who wish to return to corporate life after a long career break.

**Childcare:** In addition to providing flexible working opportunities, the Company provides childcare facilities and programs for its employees.

# 99.2%

of female employees return after their maternity leave



HCL Technologies lets me work in a productive and flexible environment.”

**Dana Marsh**

HCL Technologies, USA



## Rewarding and recognizing our people

The Company rewards the passion of its people with compensation, benefits and incentive programs that are inclusive and competitive in the marketplace. These include non-monetary rewards such as performance recognition platforms like Achievers League, O-Infinity, Hall of Fame, Ultimate Ideaprenuer, and Red Ladder Awards, among a few others.



Driven by teamwork in Frisco, Texas.



HCL Technologies apprentices engaged in a group discussion.

# Diversity, equity and inclusion

## Creating a safe and inclusive space for all

HCL Technologies continues to strengthen initiatives on DEI. It strongly believes that DEI are key to the success of the Company. The Employees Resource Groups, Multi-Cultural Groups, and Diversity Council help us deliver on our DEI charter. The Company also focuses on dimensions including people of color, women, LGBTQ+, people with disabilities, neurodiversity, and mental health.

### Talent attraction

- 49% of female students in the total campus hiring
- Gender diversity at senior leadership level saw a 5.3% increase over the last four years, an increment of 189%

### Talent growth

- 1000 different technical and behavioral trainings offered to employees
- Programs such as ASCEND, Steppingstones, DECODE, Senior Hire Integration Program for women employees

### Talent retention

- 27% of senior women employees in revenue generating roles
- HCL's inclusion Lab covers 23,000 employees
- Momtastic program resulted in 99.2% of women returning to work post maternity leave



One of the great things about working for HCL is the diversity in the workplace.”

### Chris Phillips

Associate Director HCL Technologies, New Zealand



I've been consistently impressed with the amount of collaboration that teams and our departments do despite our differences, our geographic locations.”

### Meleata Pinto

Sr. Director, Digital Solutions, HCL Technologies, USA



New joiners in Cary, North Carolina, US.



HCL TechBee Scholars with HCL Technologies Chairperson, Roshni Nadar Malhotra and CHRO Apparao V V.



HCL Technologies team after a roundtable discussion with state influencers in Frisco, Texas.



# Employee engagement

## Celebrating passion

At HCL Technologies, employee engagement and well-being are regularly measured through a variety of surveys and “check-ins”. Last year, the overall employee engagement remained at the same level while many of the indices saw an improvement. Employee feedback also reiterates the positive impact of effective employee communication, virtual-first approach and stable leadership.

The Company strives to strengthen employee experience through the collection of – and action on – employee feedback. This is reflected in the approach to hybrid working and health and well-being campaigns focused on wellness, family, employee passion, and celebrations.

At HCL, people also actively engage with numerous volunteering opportunities. Last year, HCL volunteers reached 37,000 direct beneficiaries and 70,000 indirect beneficiaries, including family members and communities, through outreach programs across the globe. 8,000 volunteers spent more than 45,000 person-hours on community work. The numbers exemplify HCL employees’ commitment and passion toward communities they serve.



Employees engaged in wellness and social impact initiatives.



I am especially proud of HCL Poland’s participation in Poland Business Run and support for people with mobility disabilities, and finally our partnership and support for Krakow Food Bank’s fight with hunger – zero waste campaigns.”

**Aneta Dziedzic**  
HR Business Partner  
Group Manager, Poland



## Wellness

Initiatives that check on employee wellness quotient



## Employee passion

Initiatives that connect employees virtually to pursue their passions



## Family

Connections with employees and their families through multiple initiatives



## Celebrations

Encouraging employees to spread positivity by co-creating celebrations



# Global Presence. Accelerated.

# 210+

## Delivery Centers

Our delivery centers support clients and partners globally by providing access to the latest technology expertise and business-oriented technology solutions.

# 60+

## Innovation Labs

Our innovation labs help ideate, develop and deliver futuristic solutions through next-gen technologies for the business transformation journeys of our clients.

# 100+

## Engineering Labs

Our engineering labs help design, test, and accelerate product development and certification by leveraging the latest technologies to create immersive customer experiences.



# 52

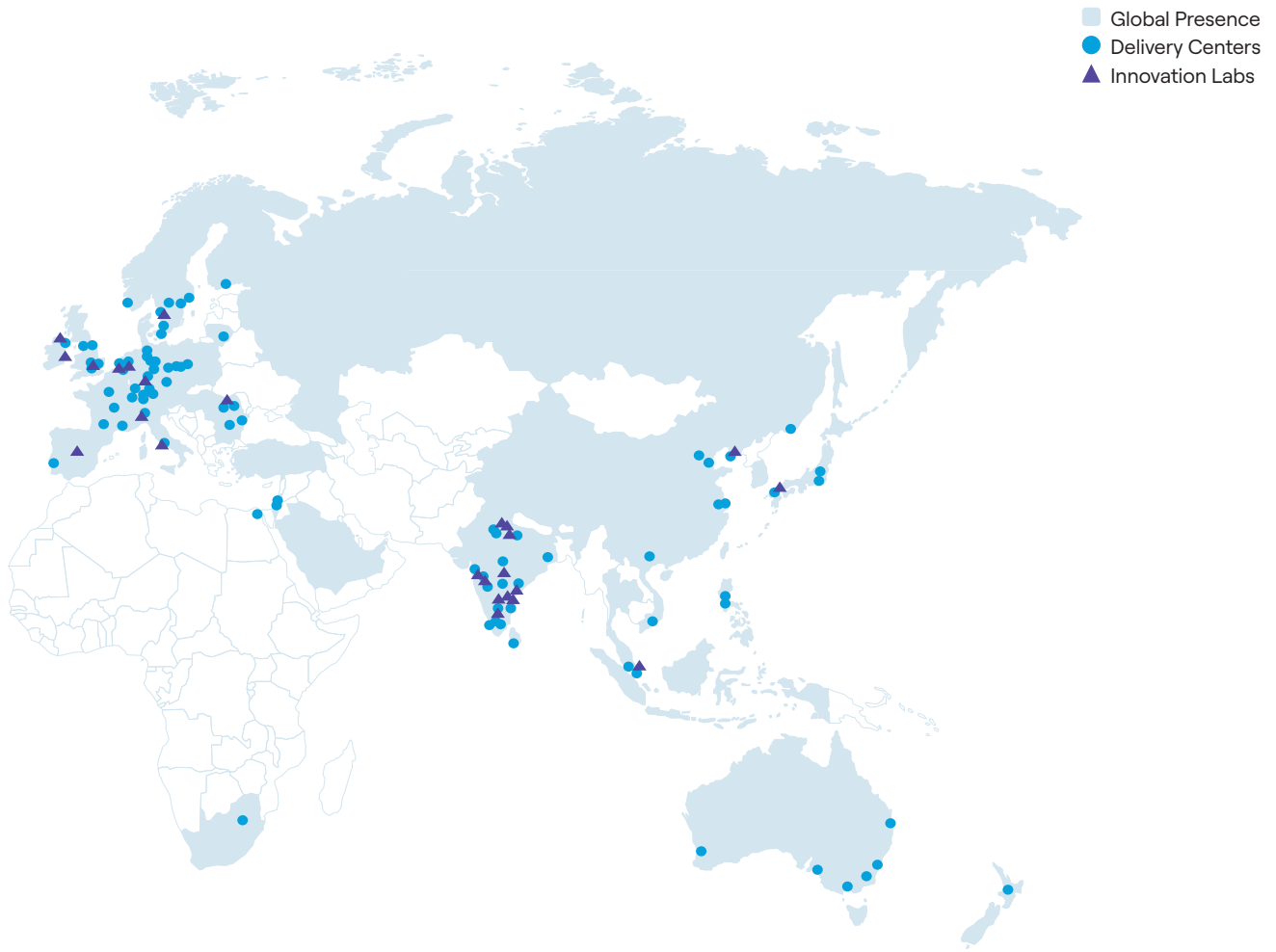
## Countries

# 165

## Nationalities

### Countries

- |                |              |                      |              |
|----------------|--------------|----------------------|--------------|
| India          | Canada       | Belgium              | Turkey       |
| United States  | Brazil       | United Arab Emirates | Hungary      |
| United Kingdom | Germany      | Hong Kong            | Thailand     |
| Philippines    | Japan        | Israel               | Saudi Arabia |
| Australia      | Italy        | Czech Republic       | South Korea  |
| Poland         | France       | Spain                | Panama       |
| Sweden         | Norway       | Indonesia            | Taiwan       |
| Ireland        | New Zealand  | Romania              | Sri Lanka    |
| Mexico         | Switzerland  | Vietnam              | Costa Rica   |
| China          | South Africa | Portugal             | Guatemala    |
| Singapore      | Denmark      | Austria              | Colombia     |
| Netherlands    | Finland      | Argentina            | Egypt        |
| Malaysia       | Lithuania    |                      | Bulgaria     |



# 18+

## New Vistas

New Vistas is HCL's strategic foray into emerging cities across the world which are abundant in talent, are strategically located, have infrastructure to offer world-class IT delivery services, and offer better quality of life.

### New Vistas locations

#### India

Lucknow, Uttar Pradesh  
 Madurai, Tamil Nadu  
 Nagpur, Maharashtra  
 Vijayawada, Andhra Pradesh

#### Sri Lanka

Colombo

#### Vietnam

Hanoi  
 Ho Chi Minh City

#### Europe

Romania

#### United States

Cary, North Carolina  
 Frisco, Texas  
 Hartford, Connecticut  
 Horsham, Pennsylvania  
 Troy, Michigan  
 Cincinnati, Ohio  
 Sacramento, California

#### Costa Rica

San Jose

#### Canada

Vancouver, British Columbia  
 Toronto, Ontario

# Awards and recognitions

## Leadership Positions. Accelerated.

### Corporate Recognitions



**#1 in the world** in Professional Services sector in Forbes' "World's Best Employers" List 2021

**Top 5** among multinationals headquartered in India, across all sectors

**Top 100** among global top 100 for the second consecutive year



**"Corporate Citizen of the Year 2021" by The Economic Times**

For being a flag-bearer of social change and champions of good governance



**Guinness World Record for #CodeForCovid19**

For conducting the largest Healthcare Technology Solution Competition



**#1 in ESG ratings** by Edelweiss

**Highest overall score** among India's Top NSE 100 companies

### Executive Recognitions

**Global Leadership Award, 2021**

Mr. Shiv Nadar honored by US India Business Council for distinguished leadership and the seminal role that he has played in advancing the strategic and economic partnership between India and the United States.

**Philanthropist of the Year, 2021**

Mr. Shiv Nadar honored with the prestigious award by the Indo-French Chamber of Commerce and Industry.

**Eminent Engineer Award, 2021**

Mr. Shiv Nadar honored by the Engineering Council of India for his pioneering role in the field of engineering, business, and philanthropy.

**Forbes 100 Most Powerful Women of the World, 2021**

Ms. Roshni Nadar Malhotra has been placed at 52nd position this year in the 100 Most Powerful Women List.

**India's Most Powerful Women Award, 2021**

Ms. Roshni Nadar Malhotra awarded with Business Today's Most Powerful Women Award for second consecutive year.

**Financial Express CFO Award, 2021**

Mr. Prateek Aggarwal, Chief Financial Officer, HCL Technologies recognized as the Best CFO under Large Enterprises (Service Industry) category at the Fifth Edition of the Financial Express CFO Awards 2021-22.



Mr. Prateek Aggarwal recognized as the Best CFO at the Financial Express CFO Awards.





## Employer Recognitions

### Top Employer In 17 countries

by the Top Employers Institute

### Gold for Leadership Under Crisis, Best Advance in Employee Engagement and Sales Training and Performance

by the Brandon Hall Excellence Awards

### India's Best Employers Among Nation-Builders, 2021

by the Great Place to Work<sup>®</sup> Institute

### Regional Top Employer FY21-22

in North America (Canada, US, Mexico) by the Great Place to Work<sup>®</sup> Institute

### Leader in Digital Talent

in the Avasant Digital Talent Capability 2021 RadarView<sup>™</sup>

### Talent Insights Pioneer Award

in the LinkedIn in 10,000+ Employees category

## Diversity and Inclusion Recognitions

### Best Organization for Women, 2021

by The Economic Times

### India's Best Workplaces for Women, 2021

by the Great Place to Work<sup>®</sup> Institute

### Global Gender-Equality Index, 2022

by Bloomberg

### Excellence in Practice Award Winners for Diversity & Inclusion, 2022

by the Association of Talent Development (ATD)

\* Gartner does not endorse any vendor, product, or service depicted in its research publications and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

The Gartner content described herein (the "Gartner Content") represent(s) research opinion or viewpoints published, as part of a syndicated subscription service, by Gartner, Inc. ("Gartner"), and are not representations of fact. Gartner Content speaks as of its original publication date (and not as of the date of this Quarterly report), and the opinions expressed in the Gartner Content are subject to change without notice.

## Industry and Analyst Recognitions

HCL Technologies positioned as a Leader in the 2021 Gartner<sup>®</sup> Magic Quadrant<sup>™</sup> for Public Cloud IT Transformation Services\*

HCL Technologies positioned as a Leader in the 2021 Gartner<sup>®</sup> Magic Quadrant<sup>™</sup> for Managed Network Services\*

HCL Technologies positioned as a Leader in the 2022 Gartner<sup>®</sup> Magic Quadrant<sup>™</sup> for Outsourced Digital Workplace Services\*

HCL Technologies positioned as a Leader in the 2022 Gartner<sup>®</sup> Magic Quadrant<sup>™</sup> for Managed Mobility Services\*

HCL Technologies positioned as a Leader in the 2021 Gartner<sup>®</sup> Magic Quadrant<sup>™</sup> for Data Center Outsourcing and Hybrid Infrastructure Managed Services, Global\*

HCL Technologies positioned as a Leader in The Forrester Wave<sup>™</sup>: Application Modernization and Migration Services, Q3 2021

HCL Technologies positioned as a Leader in the IDC MarketScape: Worldwide Supply Chain SAP Ecosystem Services 2021 Vendor Assessment (Doc #US47537120, March 2021)

HCL Technologies positioned as a Leader in the IDC MarketScape: Worldwide Managed Multicloud Services 2021 Vendor Assessment (Doc # US45977020, October 2021)

HCL Technologies positioned as a Leader in the IDC MarketScape: Worldwide Artificial Intelligence Business Services 2021 Vendor Assessment (Doc #US46741721, June 2021)

HCL Technologies positioned as a Leader in Everest Group's IT Managed Security Services PEAK Matrix<sup>®</sup> Assessment 2021

HCL Technologies positioned as a Leader in Everest Group's Application Transformation Services PEAK Matrix<sup>®</sup> Assessment 2021

HCL Technologies positioned as a Leader in Everest Group's Enterprise Quality Assurance (QA) Services PEAK Matrix<sup>®</sup> Assessment 2022

HCL Technologies positioned as a Leader in Avasant's SAP S/4HANA Services 2021-2022 RadarView<sup>™</sup>

HCL positioned as a Leader in Everest Group's Digital Product Engineering Services PEAK Matrix<sup>®</sup> Assessment 2022

HCL Technologies positioned as a Leader in Everest Group's 5G Engineering Services PEAK Matrix<sup>®</sup> Assessment 2021

HCL Software positioned as a Leader 2021 Gartner<sup>®</sup> Magic Quadrant<sup>™</sup> for Application Security Testing\*

HCL Software positioned as a Leader in IDC MarketScape: Worldwide Cloud Testing 2022 Vendor Assessment (Doc #US47097221, March 2021)

# Next-Gen Tech. Accelerated.

HCL Technologies is accelerating the creation and application of tomorrow's technologies, today. Together with our clients and partners, we are developing game-changing solutions for a better world.



## The Metaverse

**As a pioneer of technologies, HCL intends to explore emerging Metaverse trends under its MetaLabs by HCL Technologies initiative.**

MetaLabs is an "always-on" environment, a place where one can find 40+ HCL industry creator zones in the world of virtual reality, powered by 600+ Ideapreneurs and 300+ start-up creator partners. MetaLabs helps clients create their evolved immersive digital environments to start their Metaverse journeys. Clients are able to access a pre-existing repository of over 40 industry use cases. For instance, in a workspace collaboration use case, clients access a base experience zone to see how one can operate, conduct meetings, host clients, and run ideation workshops. This enables a hands-on experience after which clients can extract the use case and incorporate it into their sandbox environment.

### Strategic priorities and areas of exploration

- The Metaverse as a cloud-based transformation initiative at HCL Technologies
- Training and education use case as an area of interest
- Regulatory and governance policies in the Metaverse
- Ubiquitous connectivity and secure digital access

## Decentralized Finance

**The rapidly growing space of Decentralized Finance (DeFi) now accounts for global assets worth \$250 billion.**

It holds the potential to disrupt the financial services industry by creating a range of affordable products for the two billion unbanked population of the world. Our next-generation technologies and engineering services allow us to create the frictionless financial models that characterize DeFi.

With domain expertise in open banking, digital banking, digital lending and mortgages, and digital payments, we enable clients to re-imagine their operating models. Our growing investments in talent, FinTechs, application programming interfaces (APIs), application modernization, innovation labs, and cognitive computing have positioned us to partner with traditional banks keen to exploit the DeFi opportunity.



HCL Technologies at the Mobile World Congress in Barcelona, February 2022.

## Digital Engineering

**As digital is becoming all-pervasive, HCL is helping global enterprises re-imagine their businesses for the digital era.**

Our digital engineering offerings portfolio covers all areas of digital transformation through cloud engineering, digital platforms, digital commerce, digital manufacturing, 5G services and solutions, data engineering and artificial intelligence (AI), and silicon platform services. We enable our clients to use digital engineering as a “growth” lever instead of a mere driver for efficiency. We continue to invest in our 100+ engineering labs, 60+ solution accelerators and 20+ Centers of Excellence focused on nurturing next-generation digital technologies.

## 5G

**Our domain expertise and in-depth understanding of technology trends allowed us to make early investments in key 5G technologies, creating highly differentiated offerings and solutions in core network, RAN, and management and applications.**

Open-source communities play a key role in 5G OpenStack development, and HCL is an active contributing member of the O-RAN ALLIANCE. To meet the fast-paced technology demands of the 5G ecosystem of the near future, we have also invested significantly in training and lab infrastructure for IP development to provide resources to enhance our partners’ 5G portfolios. We see 5G as a change driver for business models, bringing about newer opportunities across industries, and we are committed to accelerating the rollout of hybrid 5G networks and development of 5G cloud native network functions while developing differentiated services and supporting the monetization of 5G for enterprises.



# Business highlights



CloudSMART	35
Strategic Alliances	36
IT and Business Services	38
Digital Foundation	40
Digital Business	41
Digital Operations	42
Notable Analyst Recognitions	43
Engineering and R&D Services	44
Products & Platforms	46

# CloudSMART

Capturing real value from cloud transformation continues to be a massive market driver and the one of the biggest areas of tech spend across all industries. This increased focus and investment has been fueled by our clients' desire for continuous modernization, the need to be agile and the desire to reduce Total Cost of Ownership while improving operational efficiencies. Tech spend also continues to be heavily influenced by the leading hyperscaler public cloud providers: AWS, Google, IBM and Microsoft. Also active in the space are Tech Original Equipment Manufacturers such as Dell, Cisco and Intel, SaaS providers and niche product vendors. HCL Technologies has deep partnerships across all of these organizations, which is a powerful differentiating aspect for the company and a cornerstone of our growth strategy.

All of our work is driven through what we call the HCL CloudSMART approach: our proactive, industry-focused, consulting and ecosystem-led strategy featuring a suite of offerings and services developed and delivered in collaboration with HCL's three business segments and with the active participation of a strong global network of ecosystem partners.

## Partner Perspective



I am delighted to see HCL continuing to create strong impact on our customers' digital transformation journey through strong innovation in cloud-enabled services and industry-leading IP. We are progressing well with HCL's AWS Business unit on long-term, enterprise transformations with customers. At AWS, we are focused on creating industry-focused solutions to address customers' most important business problems, and are working with HCL to build these solutions. Given that less than 15 percent of customers' workloads have migrated to the cloud overall, we believe that there are still so many opportunities for AWS and our partners - it is still Day One."

**Chris Niederman**

Account Sales and Strategic Alliances, Amazon Web Services

CloudSMART provides independent consulting for companies on their cloud transformation journeys, allowing them to harness ecosystem partnerships and technology solutions to create long-term plans to drive transformation at an accelerated pace and scale. CloudSMART is delivered via a set of holistic, aggregated and rationalized strategic, industry-focused cloud offerings to enable businesses to pivot from their current cloud state to the modern cloud powered by more than 40,000 certified cloud professionals, 3,000 industry use cases, 30 industry cloud solutions, 12,000 cloud assets and 4,000 automation artifacts.

During the last year, clients and leading analysts endorsed the CloudSMART strategy and the foundational SMART Ways offerings. SMART Ways ensure readiness, resilience and sustainability whether moving to the cloud, innovating in the cloud or relying on HCL's extreme automation, FinOps and operational agility for the cloud. By adopting CloudSMART, clients increase their reliance on HCL as the source for continuous cloud modernization and digital transformation.

## Notable recognitions

HCL Technologies positioned as a Leader in 2021 Gartner® Magic Quadrant™ for Public Cloud IT Transformation Services.

HCL Technologies positioned as Leader in the Everest Group's Cloud Services PEAK Matrix® Assessment 2022 - North America & Europe



Siki Giunta, EVP and Global Head – HCL CloudSMART, leads a cloud workshop at HCL's London office.

# Strategic Alliances



HCL Technologies’ strategic alliances include global market leaders concentrated around three segments – Cloud Ecosystem, Digital Platforms, and Data & Analytics. Through our deep partnerships with these platform, product, cloud and SaaS leaders, we co-develop solutions, offerings and accelerators; and provide systems integration and managed services. We help our clients maximize their investments with these companies through faster time-to-market, reduced costs, tangible ROI and the ability to accelerate digital transformation initiatives. In some instances, HCL is also engaged by these partners to engineer, manage, and maintain their product suites. You can learn more about our cloud ecosystem relationships on pages 53 and 54.

HCL also cultivates valuable associations in the start-up space with venture capitalists, trade missions, and industry organizations. Some notable relationships include the World Economic Forum (WEF), The Open Group, Cloud Native Computing Foundation (CNCF) and the Cloud Foundry Foundation. A key differentiator is HCL’s own start-up accelerator and innovation platform (eSTiP) that drives the co-creation of solutions through an open innovation model.

## Our Strategic Alliances Operating Model

- IT and Business Services**  
Global systems integrator | Managed services provider
- Engineering and R&D Services**  
Engineering services provider | OEM integrator
- Products & Platforms**  
Independent software vendor | GTM | Marketplace channels

- Ecosystem units**  
Full-stack aligned by each ecosystem
- 360-Degree (Sell to)**  
Services | Original Equipment  
Manufacturers (OEMs)/Products
- Joint Go-To-Market**  
Geographies and industries
- Cloud Native/Labs/FinOps/Cloud Consulting**  
Enabling cross-ecosystem collaboration

**Underpinned by our relationships with:**  
Hyperscalers and tech OEMs



## Partner Perspective



The Intel ecosystem unit at HCL will help accelerate digital transformation and adoption of such technologies while developing a technology roadmap for our customers on cloud, end-user computing, network and edge, and AI. Our strategic partnership with HCL is a step further in building focused, innovative and industry-tailored solutions for our customers."

**Santhosh Viswanathan**  
Managing Director of Sales, Marketing & Communications Group, Intel India



Our technology and solutions, combined with the depth and breadth of HCL's services, provides unique value to our customers. Add to that our combined industry expertise, we're well positioned to ensure our customers have the IT strategy and solutions to address their needs today and in the future."

**Denise Millard**  
Senior Vice President, Global Alliances, Dell Technologies



HCL's dedicated Cisco Ecosystem Unit, launched in September 2021, is focused on creating joint solutions to support our common end customers in their digital transformation journey. Together through this unit, we have strategically aligned and invested in developing cloud native and managed services, and are delivering those offers to mutual customers in highly regulated industries and other emerging markets."

**Nick Holden**  
Vice President, Global Strategic Partner Sales, Cisco Systems



With their CloudSMART approach, VMware sees that HCL has the right vision for today's enterprises seeking to increase their capabilities with the power of multi-cloud solutions. We're delighted to partner with HCL for its CloudSMART framework powered by VMware and hyperscalers. Whether we're

providing the technology that helps HCL deliver innovative consumer experiences or enabling resilient and agile workforces, we look forward to helping HCL ensure our customers' utmost success."

**Sumit Dhawan**  
President, VMware



The synergy of HCL's CloudSMART program with the RISE with SAP offering will help customers maximize business value while leveraging innovations in the cloud on their journey to an intelligent enterprise. We look forward to the continued strategic partnership with HCL Technologies."

**Harald Martin**  
Senior Vice President, Services Partner Business Development, Cloud Success Services, SAP SE



Our partnership with HCL helps enterprises develop solutions to accelerate digital transformation and drive business value. Clients in regulated industries, such as telecommunications, are using IBM's open hybrid cloud platform supported by our combined technical experience to modernize their operations."

**Inhi Cho Suh**  
General Manager, Strategic Partnerships, IBM



Our partnership with HCL Technologies is based on the twin tenets of innovation and excellence, with a deep commitment toward mutual customer success through industry-leading digital transformation products and services. As part of our Executive Partner Advisory Council, HCL Technologies is deeply involved with providing active feedback on our product strategy and roadmap, and together we are helping enterprises across the globe leverage technology to transform the future."

**John Higgins**  
Chief of Client and Partner Success, Pegasystems

## Analyst Perspective

With its CloudSMART approach, HCL is well positioned to provide an integrated cloud transformation journey with the help of comprehensive solution offerings, IPs, DevOps, and site reliability engineering (SRE)-based operations, and an extensive partner ecosystem."

**PEAK Matrix on Cloud Services 2022**  
Europe – Everest Group

HCL's AWS managed services offerings are among the most scalable and fastest-growing hyperscaler cloud managed services, both in terms of coverage and speed of synchronization with the AWS tech innovation cycles for the cloud. Its agility, flexibility, and speed of adoption help the company sync with the cloud technology supply-side innovations from AWS."

**ISG Provider Lens™ AWS**  
Ecosystem Partners U.S. 2021 AWS Managed Services

# IT and Business Services

A comprehensive suite of end-to-end digital offerings to address the traditional and transformational needs of large enterprises

**\$8.27B**  
FY 2021-22 Revenue

**31.8%**  
YoY Mode 2 revenue growth

**200+**  
Leadership analyst recognitions

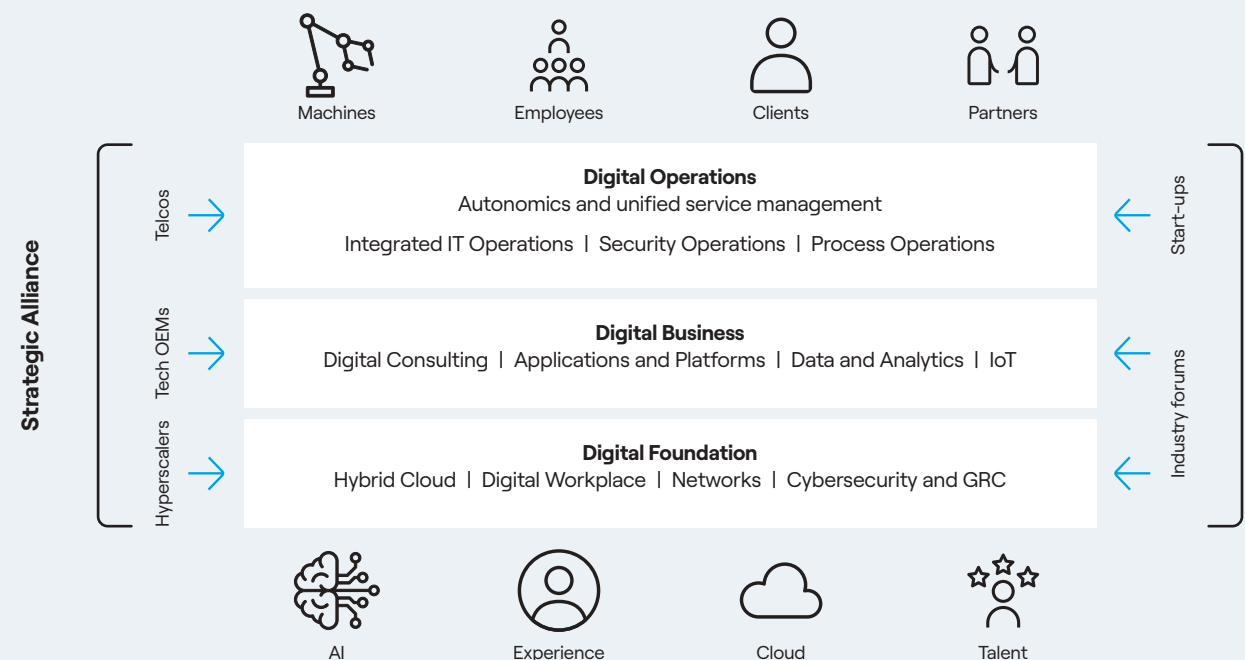
**78**  
Fortune 200 clients

**60+**  
Next-gen solutions and IPs

**50+**  
Large deals

**60+**  
Innovation labs across the globe

## Building the resilient digital enterprise



## Winning Transformations

### Large cloud transformation program

A US-based Fortune 500 global life sciences company selected HCL Technologies to support and transform its hybrid cloud environment. HCL's SmartOps solution will help this client's IT meet its rapidly growing business needs, increasing infrastructure availability while eliminating technical debt and enhancing end-user experience.

### Multiservice ITO deal covering infra and apps: cloud and app modernization

A Europe-based manufacturing company has signed an end-to-end services agreement with HCL Technologies. As part of this engagement, HCL will help the client accelerate its digital transformation journey, facilitated by cloud migration and application modernization. HCL Technologies will deliver cloud-first, user-centric digital transformation by adopting business-driven automation to modernize the client's applications and infrastructure landscape.

## Analyst Perspective

HCL's cloud vision is based on the company's CloudSMART program that is designed to help enterprises move to a new operating model with the goal of enabling a firm to achieve the agility needed to compete in a hyperdynamic world. Ultimately, the value proposition of HCL's CloudSMART program is to maximize business value, re-invent the customer experience, modernize the digital core, drive continuous innovation, develop a comprehensive cloud culture, and create a sustainable future."

### IDC MarketScape:

[Worldwide Managed Multi-cloud Services 2021 Vendor Assessment \(Doc #US45977020, October 2021\)](#)

HCL Technologies has made credible investments in developing solutions and verticalized use cases for next generation network services such as private 5G, IoT/edge networks, and Wi-Fi 6. Additionally, it has also developed solutions such as Fluid Connect and Intello-Fi to help clients transition to work from home and ensure safety at the workplace during the COVID-19 pandemic. Clients appreciate HCL Technologies for its domain and technical expertise, which enables end-to-end network transformation."

### Everest Group's Network

[Transformation and Managed Services PEAK Matrix® Assessment 2021](#)

## Client Perspective



For more than 20 years, HCL continues to be a strong contributor to IGT's success. We are really excited to continue working with HCL on transformation and innovation activities such as cloud, data modernization, cryptocurrency, cashless gaming, and many other forward-looking programs. Working with HCL not only means that you have a provider of services, but you have a true relationship and a trusted partnership."

### Rachel Barber

SVP & CTO, International Game Technology PLC



HCL's commitment to building a relationship that goes deeper than the contract is very impressive and has given us the type of flexibility that has been critical to supporting the changing needs of our workforce during the pandemic. Over the last two years, HCL has helped us create a globally consistent support structure for our workforce."

### Stewart Fry

Senior Vice President,  
Digital Enterprise & Operations, BP PLC



Through our partnership with HCL Technologies, Syneos will aspire to be a transformational force in the healthcare industry, delivering smarter, innovative digital solutions that power a healthier future for patients worldwide."

### Manish Gupta

Executive Director,  
Cloud Operations (ESST-IT), Syneos Health



The relationship with HCL is at several layers. First of all, we look for good quality of people. Recently we talked about how HCL can help us in our cloud journey – not just in terms of people, but also technology, transformation, inspiration, guidance, architecture, etc."

### Jasper Buschgens

Senior Capability Manager,  
Aegon, Netherlands



# IT and Business Services *continued*

## Digital Foundation

Our Digital Foundation offerings help businesses adopt digital technologies and allow enterprises to maximize the business value from their digital investments.

31%

Contribution of the incremental growth for HCL Technologies

\$2B

Client value generated to-date

40%

G100 companies are HCL Digital Foundation clients

40%

Workforce certified in next-generation technologies

### Digital Foundation encompasses four key offerings for future-focused businesses:

#### Hybrid Cloud Services

Leveraging our CloudSMART strategy, we work toward creating an adaptive portfolio of innovative cloud services, underpinned by intelligent automation and a powerful partnership ecosystem to address clients' specific requirements. These leading-edge hybrid cloud services enable organizations to maximize business value and facilitate superior digital experience.

#### Digital Workplace Services

Our FLUID Workplace portfolio supports enterprises seeking to build a hyper-personalized, on-demand and resilient hybrid workplace that deliver a seamless experience of workforce cohesion anytime, anywhere and on any device.

#### NextGen Network Services

We empower enterprises with a 'digital-ready' network based on agility, ubiquity, speed, and tech-convergence. This helps clients to maximize the value of distributed workloads and transform business models for a highly dynamic and cloud-first world.

#### Cybersecurity and Governance, Risk and Compliance (GRC) Services

We offer cybersecurity consulting, transformation, and managed services to enable secure digital transformation for enterprises. Powered by HCL's Dynamic Cybersecurity framework, these services help clients move from a "static" to a "dynamic" posture when dealing with an ever-escalating threat landscape.

### Winning Transformations

#### Application and infrastructure

A leading Canadian telecom service provider and media company has selected HCL to scale its IT operational efficiency and stability. HCL will help address IT infrastructure and workloads migrating to the current private and public cloud infrastructure, support the client's operations, and serve as the managed services provider. HCL will also invest in the next generation of AI and ML to provide this client with much needed flexibility for harnessing the 5G and digital technologies.

### Ideas that Accelerate

#### Pioneers on the FinOps frontier

HCL offers a fully managed cloud FinOps service to help enterprises operate efficiently by optimizing their cloud footprint and enabling real-time decision making.

Through FinOps as a service, organizations can get more visibility, real-time spend recommendations to their hybrid multi-cloud environments, and wastage elimination, ensuring that they are able to utilize cloud services effectively for enhanced productivity and innovation.

### Client Perspective



"The partnership we have with HCL will allow us to rapidly move forward and evolve the way we manage and deliver services to both our internal and external customers."

**Fausto Sosa**  
Vice President of Information Technology, CEMEX

### Analyst Perspective

HCL Technologies has built solutions to enable enterprises to adopt a hybrid workplace model and made dedicated investments in talent, sales, and consulting capabilities, which have contributed to its position as a Leader in Everest Group's Digital Workplace Services PEAK Matrix® Assessment 2022. Clients appreciate HCL Technologies for its flexibility in service delivery and providing zero touch support during pandemic."

**Everest Group's Digital Workplace Services PEAK Matrix® Assessment 2022**

# Digital Business

Helping organizations re-imagine the intelligent enterprise and deliver superior customer experiences.

50%

contribution of the incremental growth for HCL Technologies

Digital Business encompasses four key offerings for future-focused businesses:

## Digital Consulting

HCL Technologies guides enterprises to re-imagine their value chains with user experience at the core, with services including experience design, industry capability definition, agile delivery transformation, and organizational agility.

## Digital Applications

HCL helps enterprises structure and modernize their applications and platforms to take advantage of composable architectures and cloud-based application consumption.

## Data and Analytics

HCL offers enterprises crucial support in modernizing data platforms and building scalable data architecture while focusing on data security, data governance, data management, and deriving actionable insights through applied AI.

## IoT WoRKs™

With end-to-end orchestration capabilities, a strong product engineering pedigree, domain expertise, and a robust partner ecosystem, HCL serves our clients' needs for "define, build and run" services in the connected ecosystem.

## Analyst Perspective

HCL Technologies, known for its infrastructure services, is also a significant player in application modernization and migration services. In delivering its services, it uses a variety of homegrown tools and methodologies, such as its FENIX modernization methodology and its Advantage suite of implementation solutions. Customer references praised HCL's flexibility and cost competitiveness, balancing flexibility, and client advocacy with strong account management skills."

### The Forrester Wave™

Application Modernization And Migration Services, Q3 2021

## Winning Transformations

### Application modernization

A US-based leading financial services company chose HCL for supporting all application modernization and technology consolidation efforts for the next two years. Through this expansion, HCL will support technology initiatives for the client, serving as an end-to-end digital transformation partner.

## Ideas that Accelerate

### Challenging legacy managed services with ASM 2.0

Enterprises expend valuable resources on legacy systems and application managed service (ASM) providers, which impedes digital acceleration. HCL challenges this status quo with ASM 2.0, a framework for customized, on-demand, AI-driven application operations that helps clients transition from legacy spending to focus on modernizing their core. ASM 2.0 is receiving wide acceptance among clients for its focus on experience centricity, observability, and outcome-driven, business-aligned operations backed by SRE based best practices. With ASM 2.0, HCL is helping its clients invest in their transformation while making critical operations smarter.

## Client Perspective



Having a partner in a fast-changing environment who keeps their promises even though there's major disruption is super valuable, and HCL always stood up to their promises and played a major role for us."

### Dr. Victoria Ossadnik

COO, Digital and Member of the Board of Management of E.ON

## Partner Perspective



HCL has shown a remarkable commitment to building its Snowflake expertise, increasing its partner tier 3x within 18 months, and achieving Elite status in 2022. With its Snowflake focused migration methodology and accelerators, HCL is a trusted collaborator in delivering Snowflake implementations and accelerating the power of the Data Cloud for our shared customers."

### Colleen Kapase

SVP Worldwide Partner and Alliances, Snowflake

# IT and Business Services *continued*

## Digital Operations

Digital Operations encompasses three key offerings:

### Integrated IT Operations

This is a new hybrid operating model based on AI Ops, cross-skilled teams, operations best practices, and cultural transformation.

### Security Operations

Our Cybersecurity Fusion Centers (CSFC) strengthen our ability to defend our clients' digital assets. CSFCs are state-of-the-art security operations and response facilities, integrating multi-domain security teams, processes, and cutting-edge analytics.

### Digital Process Operations (DPO)

Our "Process-First, Technology-led Digital Operations" includes AI/ML-based intelligent automation and operational analytics. Based on this approach, DPO's 'digitalCOLLEAGUE' fosters human-machine co-existence, delivering superior experiences and improved ROI.

## Winning Transformations

### Process operations and support

A US-based oil and gas company selected HCL as its strategic partner in a multi-year engagement to operate and transform its downstream order-to-cash services end-to-end and midstream operations, leveraging HCL Commerce and DX platforms. HCL's digital process operations will bring digital-led transformation to optimize these operations and enhance customer experience. Process efficiencies, industry best practices and leading-edge innovation will deliver additional value to the client's operations.

## Ideas that Accelerate

### Customizing the customer experience

With the objective of providing self-serve capabilities to our clients, we have integrated our HCL DX and Toscana platforms to offer process-led, technology-driven solutions encompassing omni-channel experience, AI-propelled zero-touch interventions, and advanced analytics. This exemplifies HCL's advantage to deliver a configurable platform targeting a unique, customized experience to an individual or group of users at a 40-60% faster time to market with a 40% lower cost compared with a bespoke development.

## Analyst Perspective

A strong push toward digital-first delivery, which was accelerated by COVID-19, demand fluctuations, and greater regulatory oversight, left both traditional and emerging financial institutions struggling last year. HCL Technologies leveraged its broad coverage across the banking services portfolio, growing partner ecosystem, and co-innovation-led solutioning to provide quality resources to support its clients in their cost reduction and digital process improvement initiatives. As such, it has been recognized as a Leader in Everest Group's Banking Operations – Services PEAK Matrix® Assessment 2022."

**Manu Aggarwal**  
Partner, Everest Group

**Intelligent Document Processing Platforms:** In the post-pandemic era, the scope of document processing platforms has evolved to help enterprises realize maximum benefits from untapped datasets in a touchless environment. "HCL's EXACTO™ platform's capabilities assist enterprises in achieving these benefits through its strong presence across the IDP value chain and robust model training techniques. Data ingestion through mobile applications and availability of the platform-as-a-service further differentiate its position among other IDP platform providers."

**Swapnil Bhatnagar**  
Senior Research Director, Avasant

## Partner Perspective



Together, HCL and Automation Anywhere deliver the incredible transformational value of Intelligent Automation into the global market. We are re-defining work and empowering employees from our global customer base with a new digital workforce to unleash their potential."

**Billy Cuthbert**  
Vice President Alliances & Channel International (Europe & APJ), Automation Anywhere



HCL is a market leader in delivering IPA from the business Key Performance Indicator (KPIs) to the desired outcome. HCL is a certified elite Gold Blueprism delivery partner and is able to source Blueprism products and supporting IPA technologies, along with consulting engagement, implementation, and maintenance services."

**Hitesh Patel**  
Vice President of EMEA Channels and Partners, Blueprism



# Notable Analyst Recognitions

## Digital Business

HCL Technologies positioned as a Leader in The Forrester Wave™: Application Modernization and Migration Services, Q3 2021

HCL Technologies positioned as a Leader in ISG Provider Lens™ SAP HANA Ecosystem Services – SAP Business Technology Platform and Intelligent Technologies – US, UK, Nordics 2021

HCL Technologies positioned as a Leader in ISG Provider Lens™ Internet of Things – Services and Solutions – IT/OT Tech Data Convergence – Global 2021

HCL Technologies positioned as a Leader in Everest Group's Application Transformation Services PEAK Matrix® Assessment 2021

HCL Technologies recognized for Application Services in Everest Group's PEAK Matrix® Service Provider of the Year™ 2022 Awards

HCL Technologies positioned as a Leader of the Year™ in Everest Group's PEAK Matrix® for Overall IT Services 2022 Awards

HCL Technologies positioned as a Leader in Everest Group's Enterprise Blockchain Services PEAK Matrix® Assessment 2022

HCL Technologies positioned as a Leader in ISG Provider Lens™ Next-Gen ADM Services – AD & Scaled Agile US, UK, Nordics, Germany 2021, ISG

HCL Technologies positioned as a Leader in ISG Provider Lens™, Digital Business – Solutions and Services – Digital CX Services, Digital Consulting, US, UK, Nordics, Australia 2021, ISG

HCL Technologies positioned as a Leader in Enterprise Quality Assurance (QA) Services PEAK Matrix®, 2021, the Everest Group

HCL Technologies positioned as a Leader in ISG Provider Lens™ Digital Business – Solutions and Services – Sustainability & Decarbonization Services – US, UK, Australia 2021 2021, ISG

## Digital Foundation

HCL Technologies positioned as a Leader in the 2021 Gartner® Magic Quadrant™ for Public Cloud IT Transformation Services\*

HCL Technologies positioned as a Leader in the 2022 Gartner® Magic Quadrant™ for Outsourced Digital Workplace Services\*

HCL Technologies positioned as a Leader in the 2021 Gartner® Magic Quadrant™ for Data Center Outsourcing and Hybrid Infrastructure Managed Services, Global\*

HCL Technologies positioned as a Leader in the 2021 Gartner® Magic Quadrant™ for Managed Network Services\*

HCL Technologies positioned as a Leader in the IDC MarketScape Worldwide Managed Multi-cloud Services 2021 Vendor Assessment (Doc #US45977020, October 2021)

HCL Technologies positioned as Leader in Avasant's Cybersecurity Services 2021 RadarView™

HCL Technologies positioned as a Leader in IT Managed Security Services PEAK Matrix® Assessment 2021

## Digital Operations

HCL Technologies positioned as a Leader in the IDC MarketScape Worldwide Artificial Intelligence Business Services 2021 Vendor Assessment (Doc #US46741721, June 2021)

HCL Technologies positioned as a Leader in ISG Provider Lens™ Life Sciences Digital Services Clinical Development Digital Transformation Services, Patient Engagement Digital Transformation Services & Manufacturing Supply Chain Digital Transformation Services Provider Lens Study 2021, Global

HCL Technologies positioned as a Leader in Avasant's Intelligent Document Processing 2021-2022 RadarView™

\* Gartner does not endorse any vendor, product, or service depicted in its research publications and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

The Gartner content described herein (the "Gartner Content") represent(s) research opinion or viewpoints published, as part of a syndicated subscription service, by Gartner, Inc. ("Gartner"), and are not representations of fact. Gartner Content speaks as of its original publication date (and not as of the date of this Quarterly report), and the opinions expressed in the Gartner Content are subject to change without notice.

# Engineering and R&D Services

HCL Technologies' Engineering and R&D Services (ERS) help clients evolve their businesses for the digital era. We partner with global enterprises to accelerate product and platform development by leveraging the latest digital technologies to monetize product services and create world-class customer experiences.

#1

Engineering services provider as recognized by the Everest Group

350+

Enterprises trust us for their engineering programs

100+

Engineering labs accelerating time to market

20+

Centers of excellence (CoEs) nurturing niche and emerging technologies

2,000+

Patents driving innovation for our clients

60+

Solution accelerators transforming businesses around the globe

## HCL ERS Differentiators



### Digital engineering

Digital transformation is becoming mainstream with enterprises developing digital platforms at scale for service monetization



### Strategic investments

Investments in 100+ engineering labs, 60+ solution accelerators and 20+ CoEs focused on nurturing next-gen digital technologies



### Ecosystem

Strategic partnerships with OEMs. Hyperscalers, digital technology players, start-ups and academia, forums & consortiums



### Innovation culture

Delivering customer-centric innovations and patents to help enterprise stay ahead of competition



### Engineering heritage & market reputation

Four decades of leadership in engineering services spanning VLSI, H/W and S/W across 10 industries at scale

## Digital Engineering-led innovations to deliver "The Next" in the Now

### End-to-end ERS portfolio

Accelerating "time to market" and "time to monetize" of Products & Platforms for global enterprises

#### Product Engineering

Product R&D and sustenance

##### Key propositions:

- Product lifecycle management
- Embedded software & engineering
- Hardware & VLSI design engineering
- Software product engineering
- Verification & validation
- Product sustenance

#### Digital Engineering

Creating smart, intelligent, connected products and manufacturing processes

##### Key propositions:

- Platform engineering
- Cloud engineering
- Digital thread/twin
- Digital manufacturing
- Data engineering & AI
- Silicon platform solutions
- 5G services & solutions

#### Operational Technologies

Modernizing manufacturing infrastructure and processes

##### Key propositions:

- MES/MOM
- Agile plant engineering
- Asset modernization
- Manufacturing analytics
- Connected factory
- Plant cybersecurity

#### Delivering Outcomes

##### Business outcomes:

- Accelerated digital transformation
- Business resilience
- Network growth
- Sustainability & compliance

##### Engineering outcomes:

- First time right
- Rapid scalability
- Innovation @ scale
- Faster time to market

#### Enabling technologies

IoT | AI/ML | AR/VR/XR | 5G | Cloud | Blockchain | Robotics  
Additive manufacturing | Computer vision | Digital Twin

## Notable Recognitions

Recognized as # 1 player in Everest Group's 2022 PEAK Matrix® Provider of the Year awards for Engineering Services.

HCL positioned as a Leader in Everest Group's Digital Product Engineering Services PEAK Matrix® assessment 2022

HCL Technologies positioned as a Leader in Everest Group's 5G Engineering Services PEAK Matrix® Assessment 2021

NASSCOM Engineering & Innovation Excellence 2021 Awards in two categories – "ER&D Organization of the Year" and "Service Delivery Excellence of the Year"

## Analyst Perspective

HCL Technologies has emerged as a Leader in Everest Group's Digital Product Engineering Services PEAK Matrix® Assessment 2022. Aligned with this market, HCL invests in CoEs and IPs, upskilling talent in digital technologies, and forming strategic partnerships with chip vendors and software firms. In addition to strengths in embedded systems, IoT, and data engineering, clients appreciate HCL for its talent management practices and flexible engagements."

**Akshat Vaid**  
Vice President, Everest Group

## Ideas that Accelerate

### HCL's sustainability engineering offering

Enterprises are turning toward green technologies and sustainability solutions. The increased demand for renewable energy sources, low-carbon products, and circular economy models warrants a clear shift from sustainable operation to sustainable value-chain.

HCL's Sustaineering portfolio offers end-to-end sustainability solutions and services underpinned by strategic partnerships across the value chain, right from product ideation, and design phase to end-of-life and sustenance. HCL offers comprehensive, customized services across all stages of the transformation journey – from strategizing to building, migrating, and deploying solutions ideally suited to client needs.

## Client Recognitions

Supplier of the Year 2021 Award at the Annual Cisco Procurement Supplier Day

2022 Intel EPIC Valued Supplier Award

## Client Perspective



The Global Engineering Center (GEC) with HCL is a strategic move with very high ambitions for Electrolux. As this was established just before the pandemic, the first phase was challenging. HCL played a crucial role providing the needed flexibility, collaboration and domain expertise that results in tangible business value. The stability and growth in our engagement allows Electrolux to strengthen its relationship with HCL by exploring and growing in strategic areas."

**Fredrik Dellby**  
Head of R&D and Process Excellence, Electrolux Group

## Winning Transformations

### Engineering outsourcing

A leading medical devices and diagnostics company chose HCL Technologies as its preferred engineering outsourcing partner. This partnership will help the client to streamline its R&D, quality, and manufacturing operations and support several growth initiatives toward their 2025 vision.

### Product lifecycle

A leading U.S.-based global technology OEM has extended its decade-long relationship with HCL. Leveraging its global delivery network, HCL will continue to provide complete life cycle product engineering and support services as a managed service.

### End-to-end R&D services

A U.S.-based multinational information technology company selected HCL Technologies as its end-to-end R&D services partner. The client is accelerating its digital transformation to offer enhanced user experiences and bolster customer satisfaction. HCL will help the client set up three R&D centers in Bucharest (Romania), Warsaw (Poland), and Toronto (Canada).

### Data engineering & services

A leading social media company with billions of global users made HCL a preferred partner for data engineering and data center management services. HCL will enable the client to drive innovation, improve product quality and accelerate time to market in a cost-efficient manner. HCL will also help the client across various lab functions to enable rapid prototyping of critical components.



# Products & Platforms

HCL Technologies' Products & Platforms was launched with two key objectives: to become a credible enterprise software player, and to access global client base and sales channels. Today, we have 6,800 global clients, of which 540 are G2000, and 775 business partners, with a global footprint across 132+ countries. Our integrated product portfolio addresses four key markets – Digital Transformation, AI & Intelligent Automation, Data & Analytics, and Industry Software.

**\$1.39B**

FY21-22 revenue

**24.4%**

EBIT margin

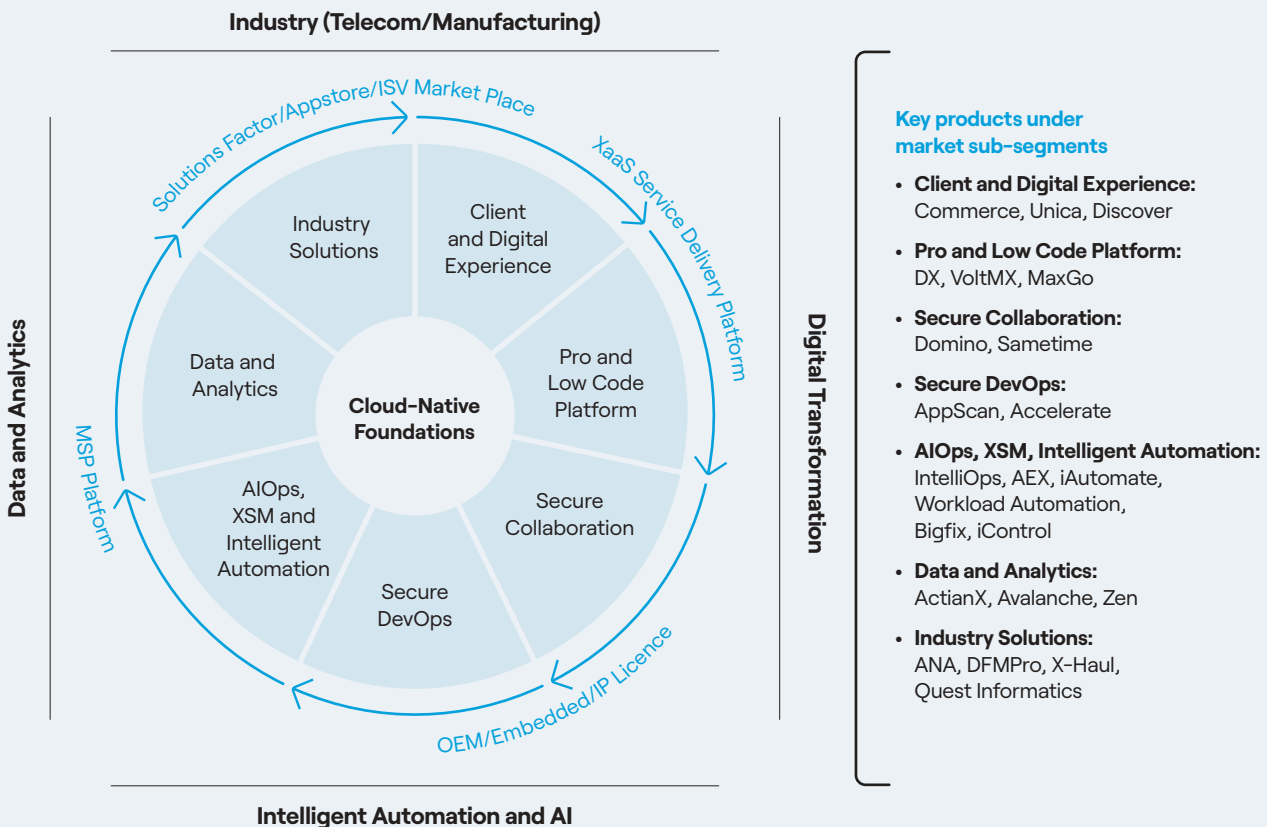
**75+**

Software products

**241**

G500 clients

## Integrated Portfolio Aligned with Chosen Markets



## Winning Transformations

### Retailer support and management

One of the world's largest retailers expanded their relationship with HCL, adding HCL Commerce, BigFix and Domino licenses. HCL Commerce supports the client's multi-billion-dollar online business, while HCL's BigFix manages its vast quantity of endpoint devices. HCL Domino helps the client build and support numerous critical business applications.

### Insurance solutions

One of the largest European insurance companies chose HCL Software's digital solutions products, including HCL Domino, HCL Connections, HCL Sametime and HCL Volt MX to fuel the acceleration of its digital transformation journey.

### FinTech advancement

A Brazil-based banking services company selected HCL Software to help advance its FinTech digital transformation journey by developing transformative client lifecycle experiences with HCL Digital Experience. HCL will help the client in delivering critical business applications with HCL Domino, scanning its applications with HCL AppScan, and proactively managing endpoints with HCL BigFix for security automation and vulnerabilities remediation.

## Ideas that Accelerate

### The future is flexible

Built on the foundations of HCL Software's architectural strategy, cloud native and API First, HCL SoFy and HCL Now give our clients the ability to rapidly innovate new capabilities and components across our products – from customer experience to IT operations to secure DevOps to application development. It gives strategic choices to our clients to avoid 'lock-in' and the flexibility to control their data, mix-and-match among different tools, and build their own solution architecture.

## Notable Recognitions

HCL AppScan positioned as a Leader in the Gartner® Magic Quadrant™ for Application Security Testing

HCL Volt MX positioned as a Strong Performer in the Forrester Low Code Wave

HCL BigFix positioned as a Leader in Quadrant Solution's SPARK Matrix for UEM

## Client Perspective



This is an amazing tool, telling us issues we have today that we are not monitoring or aware of, so we must start using daily."

### Garreth Dorree

COO, Integrated & E-Commerce Solutions  
at Paysafe Group on DRYiCE™ iControl



Action and Looker integrate seamlessly and deliver real-time insights with great speed and performance. We're able to make informed, risk-balanced decisions very quickly. When you have a small team, that's crucial to success in a dynamic marketplace like insurance."

### Jack Herklots

Senior Pricing Analyst, The AA

## Analyst Perspective

HCL positions its AI services to enable clients to become digital, human-centered, cognitive businesses, with a strategy spanning design thinking to enhance both customer and employee experiences, data-led transformation, bias-free AI, persona-based and human-centric problem solving, and change management. HCL has developed an array of service offerings, frameworks, and tools to accelerate AI adoption augmented by its DRYiCE™ suite of AI products and platforms and technology partner ecosystem."

### IDC MarketScape:

Worldwide Artificial Intelligence Services 2021 Vendor Assessment (Doc #US46741921, May 2021)

HCL Software's commerce platform facilitates B2B organizations to optimize their e-commerce workflow with its robust built-in suite of tools for store management, merchandising and marketing operations. The platform is capable of managing complex requirements of B2B organizations as well as branding differentiation with agility as it is built on a cloud-native architecture. With its cloud-native approach, comprehensive functional capabilities such as native search functionality, merchandise management tool, and ability to deliver innovative and engaging brand experiences through a configurable platform, it has received strong ratings across technology excellence and customer impact."

### Quadrant Solutions

# Management Discussion and Analysis (MDA)



Industry Overview	49
Business Strategy	50
Business Segments	52
IT and Business Services	55
Digital Business	56
Digital Foundation	57
Digital Operations	59
Engineering and R&D Services	60
Products & Platforms	63
Go-to-Market Framework	65
Strengthening the Brand	70
Talent Management Strategy	71
Process Transformation & Business Collaboration	73
Risk Management	75
Consolidated Results	79



# Industry Overview

**Technology, over the last few decades, has changed the way businesses operate, creating new business models and multi-billion opportunities for service providers. Across industries, market players are realizing digital channels are the most effective way to ensure growth, sustain business continuity, and transform client experience. What is now called digital transformation has led to increased investments in cloud transformation, cloud migration, application and data modernization, digital/data engineering, digital workplace, omnichannel experience, and the increasing use of artificial intelligence (AI) and Internet of Things (IoT). Focus has shifted from cost containment to robust, reliable, and business strategy-aligned operating models designed to drive business outcomes.**

Digital transformation has only accelerated since the pandemic, led by new engagement models with clients, their end users, and employees. In the near term, this redefinition of the engagement models, supported by other drivers such as hyper-automation and AI, data modernization, and cloud adoption has increased the clockspeed of business. This trend is likely to continue over the medium term as its potential is still to be fully harnessed.

Clients are acknowledging the strategic role of technology partners in driving transformation across business units. The ability to support agility, location independence, and resilience is becoming more important than ever. As pricing power has shifted to technology providers, clients are increasingly offering marginal rate increases for strategic talent and work.

The technology talent supply is unable to keep up with the demand. Hybrid working models and elevated near-term attrition require a sharper focus on best-in-class employee experience and culture to help drive up employee engagement and retention. The talent crunch, especially in digital, has led to cost pressures. To help address the strong demand for the same talent pool, technology companies are sourcing in new ways and new locations to find, hire and train entry-level employees. Even within India, companies are looking beyond the big cities to meet talent needs.

As HCL Technologies began its recovery from the pandemic, adoption of a virtual first, hybrid working model was part of the ongoing strategy to empower employees and give them the flexibility and control, which has positively impacted employee engagement and retention. Many clients expect employees to work onsite at their locations, so the workforce will flex, depending on client expectations.

Several trends are exerting heavy influence on strategic planning. For example, globally, the strong demand for semiconductors has resulted in near-term supply chain disruption, wild fluctuations in demand, and inflationary cost pressures. Reshoring of manufacturing, driven by both automation and supply chain challenges is reshaping numerous industries. Ongoing geopolitical risks are likely to trigger de-globalization. Your Company sees that some of these trends can potentially result in opportunities for a technology partner who has the relevant offerings at the right place and time.

While much has changed during the fiscal year, the fundamentals of our business remain evergreen. Clients continue to seek technology partners who can collaborate on a diverse set of business needs, and deliver offerings in an agile yet predictable manner with a strong global workforce, at an optimal cost structure. The ability to adapt to the unexpected and to differentiate through continuous innovation continues to be the best way to create sustainable competitive advantage for technology firms. More importantly, enterprises that can offer their employees engaged, flexible, and purposeful careers will stand out in the long term. In all these aspects, HCL continues to be a leader in the industry. The rest of the discussion will provide details of the various initiatives your management is executing to retain those advantages.

As the world doubles down on addressing key sustainability issues, the critical importance of environmental, social, and governance (ESG) will push companies to enhance their focus on reducing and reversing environmental impact. Adhering to ESG standards is essential for technology firms, as well as helping enable clients to attain their ESG goals. Investing in ESG-related capabilities will be a vital focus for technology firms in the near future.

# Business Strategy

**Over the last five years, HCL Technologies has successfully executed the Mode 1–2–3 strategy, delivering one of the fastest rates of revenue growth in the industry. After crossing the \$10 billion annual revenue milestone in FY 2021, your Company increased revenue by 12.7% in constant currency this year. The growth over the last five years was catalyzed by Mode 2 services across key offerings, such as digital and analytics, digital engineering, IoT solutions, cloud-native solutions, cyber security, employee experience, and consulting services. As a result, the digital share of our services has gone up from 18.2% to 34.5%. Through focused execution of this strategy, HCL has built key differentiators and leadership in its target market segments across the services business – IT & Business Services, and Engineering and R&D Services. Your Company has also created a \$1+ billion Products & Platforms business that reaches 6,800+ global clients. Over the last five years, the Company has added a substantial number of marquee clients in the G2000 across various revenue categories.**

HCL has been recognized as one of the world's best employers for the second consecutive year by Forbes. Your Company is also the #1 employer among the professional services firms globally and amongst the Top five multinationals headquartered in India. This follows HCL being rated in the Global Top 30 across all industries globally by Forbes in FY 2021.

Your Company executed well during the year and continues to have great momentum, reflected in the healthy growth in bookings and pipeline across our various businesses. HCL continues to maintain leadership positions in most of the recent analyst rankings and recognition across key areas such as public cloud IT transformation, digital engineering, and digital workplace services.

HCL is well positioned to address the large and growing target addressable market for services and products across all chosen geographies and verticals. The Company is confident and determined to increase its market share in the near future.

The following sections explain our strategic objectives in greater detail.

## **Leadership through differentiated services and products**

Your Company continues to lead the industry with innovation as we have done throughout our history. HCL pioneered three global IT or technology sourcing segments – engineering services, infrastructure services, and products and platforms – and today develops and delivers market-leading cloud products and services. As cloud becomes the biggest demand driver in the market, HCL is ideally positioned to differentiate, with integrated services, 360-degree partnership ecosystems, industry solutions, automation, and solution accelerators. HCL has been positioned as leader in over 200 analyst competitive assessments for the year across all its service lines. HCL has also deepened digital capabilities across industry sectors and has significantly scaled up its digital offerings. Your Company continues to build capabilities in digital engineering, data and analytics, 5G, AI and IoT. Today, digital engineering contributes close to 30% of our Engineering and R&D Services revenue. Recently, HCL's Products & Platforms (P&P) business segment has evolved its structure around digital transformation, data and analytics, intelligent automation and AI, and industry solutions.

## **Employer of choice in professional services across all key geographies**

As a recognized employer of choice in the professional services segment across our chosen geographies, your Company has built a global team of diligent, diverse, and passionate employees who are empowered and supported at every level. We believe that the multi-generational talent represented in our workforce provides the breadth of perspectives we need to maintain the culture of entrepreneurship that the business was built on, and we offer several benefits to attract a diverse talent pool as employees. HCL continues to change and innovate with its unique hiring strategies. HCL has a variety of initiatives to attract, engage and grow a stable and happy workforce, including its early career programs such as TechBee, Apprenticeship, First Careers and Global Engagement Managers/Management Trainees' hiring initiatives. These activities will lead to optimal pyramid structures and talent cost rationalization as they enable access to the most diverse talent pool from all dimensions. HCL has expanded into other geographies and is investing into sourcing talent in countries including offshore locations such as Vietnam and Sri Lanka, and nearshore locations such as Canada, Romania, and Costa Rica, where there is an immense potential and interest in technology careers. HCL is also ramping up its local delivery centers onsite, specifically in smaller cities in the US, Germany and Australia, to support the needs that can be delivered locally.



HCL Technologies' Lucknow SEZ Campus in India.

### **Preferred Digital Partner for G2000 Enterprises in chosen markets**

HCL Technologies continues to propel the growth and future success of global enterprises by supporting their digital transformation journeys through the adoption of next-generation technologies. Because of HCL's diversified products and services, and highly talented workforce, your Company is ideally positioned to accelerate digital transformation at scale – a key priority for clients. Our strategic focus for client acquisition and retention is built on two key directives – being selective about the clients we pursue and building strategic relationships as a trusted partner. Seventy percent of tech spend, equating to ~\$1.5 trillion, comes from G2000 enterprises in our chosen geographies, with 85% coming from 15 countries globally. To deliver on these ambitions, we are selectively pursuing clients with large tech budgets and deepening our relationships with existing clients in that group. Geographically, we have identified a set of countries apart from our core geographies for future growth as focus and new frontier markets.

### **Deliver top quartile TSR over the medium term**

In the last 10 years, HCL Technologies has delivered the highest total shareholder return (TSR) among Tier-1 Indian service providers, and we are committed to continue delivering top quartile TSR in the coming years. To achieve this goal, the Company will be growing the business organically, using capital efficiently and sustainably increasing profitability. As part of the improvement to our capital allocation policy, the Board had approved during this financial year, increasing investor payout to a minimum of 75% of net income cumulatively over the 5-year period FY22-26.

### **Weave sustainability into business strategy**

At HCL, sustainability and social responsibility are embedded in our business strategy. Details on our environmental, social and governance (ESG) and corporate social responsibility (CSR) initiatives can be found in the report. HCL continues to upgrade the disclosures to align with the regulations and global benchmarks. Although the Business Responsibility and Sustainability Reporting (BRSR) is not mandated until 2023, HCL decided to follow BRSR from 2022. (A separate BRSR section is included in this annual report.) The Company has also set the goals and targets around ESG and has stated them in the BRSR section. HCL will also be publishing a separate sustainability report for the financial year 2021-22 aligned to the Global Reporting Initiative (GRI) and the Task Force on Climate-related Financial Disclosures (TCFD). The HCL Foundation publishes an annual report showcasing the positive impact it has achieved in the communities in which it operates in India.



# Business Segments

## Our Business Segments



### IT & Business Services

**78 of Fortune 200**

**Key Propositions:**

- Leadership on cloud transformation
- Pioneer in integrated large deal execution
- Differentiated Challenger in Apps & Data modernisation
- Participation in chosen areas of digital operations

Addressable Market	<b>\$500B+</b>
Revenue	\$8.27B
FY22 CC Growth	14.5%
3 Year CAGR	8.7%



### Engineering and R&D Services

**60+ of Global R&D Top 100**

**Key Propositions:**

- Top global player for decades
- Product engineering heritage
- Unique propositions for asset-heavy industries

Addressable Market	<b>\$90B+</b>
Revenue	\$1.82B
FY22 CC Growth	16.8%
3 Year CAGR	7.1%



### Products & Platforms

**241 of Global 500**

**Key Propositions:**

- Platform of Trust in Digital Transformation
- Digital Operations Assurance
- Fastest data warehouse on the cloud

Addressable Market	<b>\$100B+</b>
Revenue	\$1.39B
FY22 CC Growth	1.3%
3 Year CAGR	24.9%

HCL Technologies is structured around three categories of service offerings: IT and Business Services (ITBS), Engineering and R&D Services (ERS), and Products & Platforms (P&P). ITBS enables global enterprises to transform their businesses through offerings in applications, infrastructure, digital process operations, and next generation digital transformation solutions. ERS offers engineering services and solutions in all aspects of product development and platform engineering. P&P provides modernized software products to global clients for their technology and industry-specific requirements. In combination, ITBS, ERS, and P&P deliver a comprehensive range of capabilities that fulfill the traditional, transformational, and future needs of clients across the globe and contribute significantly to HCL's business growth.

### CloudSMART: Solution Strategy for Continuous Cloud Modernization

Response to the COVID-19 pandemic tested every organization's ability to quickly adapt their business strategy and adopt foundational digital technologies by leaning in on cloud. Organizations that were agile and able to deliver remote employee productivity, mend fractured supply chains, and provide for increasingly digital customer experiences have survived, and some have thrived. CloudSMART features a suite of offerings and services for continuous cloud modernization developed and delivered through the collaboration of HCL's three business segments with the active participation of a strong global network of ecosystem partners.

During the last financial year, clients and leading analysts endorsed the CloudSMART strategy and the foundational CloudSMART methods, which ensure readiness, resilience, and sustainability. These methods help clients whether they are moving to the cloud, innovating in the cloud, or relying on HCL's extreme automation, FinOps, and operational agility for the cloud.

With 30+ industry cloud solutions (across Life Sciences & Healthcare, Retail & CPG, Manufacturing, BFSI, Transportation Logistics, Telecom, Media & Entertainment), CloudSMART clients increased their reliance on HCL as a primary source for continuous cloud modernization and digital transformation. Investment continues to ensure the adoption of CloudSMART throughout HCL.

### Leveraging Ecosystems for Innovation

Globally, IT spending is concentrated on cloud. By 2025, 51% of enterprise IT budgets are forecasted to be cloud-related, surpassing non-cloud spending. The shift in the role of cloud is driven by evolving consumer expectations, global connectivity, digitization, and data, all of which are changing the way enterprises compete and behave. To help organizations thrive and meet market demands in this constantly shifting environment, HCL works with the world's leading technology providers to address complex operational and business challenges.

A new mindset in HCL's clients has led to your Company's development of an expansive ecosystem strategy. Clients earlier were accustomed to choosing a single trusted partner, namely the system integrator, who in turn had the mandate to choose the technologies and integrate those components in a multi-year engagement model. Today, clients want to leverage the entire ecosystem by combining the best-in-class options, through an ecosystem orchestrator. HCL plays that role, providing curated components and defining the engagement model by working closely with market-leading technology partners and innovators. Clients retain their ability to influence the entire technology approach. Our ecosystem strategy allows all the three key stakeholders (clients, partners and HCL) to win by quickly adapting to evolving business conditions.

These dynamic, collaborative ecosystems of market leaders bring together HCL's world-class innovation and deep partner expertise to innovate for the future, accelerate digital transformation, and drive lasting value. HCL Technologies' Ecosystem consists of three major divisions that span all segments and business units.

**Strategic Alliance Ecosystem:** With a focus on cloud and AI/ML (artificial intelligence/machine learning), HCL uses strategic business units and partnerships with the world's leading technology firms to create new and differentiated IPs and solutions to accelerate the digital journey of its clients.

**Start-up Ecosystem:** HCL cultivates a unique and innovative ecosystem consisting of startups, venture capitalists, and trade missions from across the globe that generates solutions that HCL's clients can ultimately leverage. HCL's startup accelerator and innovation platform, the eSTiP, is a key differentiator that enables co-creation through an open innovation model.

**Industry Ecosystem:** HCL is affiliated with and contributes to numerous large industry forums and foundations. These include the World Economic Forum, The OpenGroup, Cloud Native Computing Foundation, and the Cloud Foundry Foundation.

### Partnership with Hyperscalers

The need for flexibility, scalability, and reliability while migrating to the cloud is imperative for any modern enterprise. Our innovative cloud-inception framework helps establish, adopt, and manage complex and hybrid IT environments.

HCL has ecosystem partnerships with four key hyperscalers – Microsoft, Google, AWS, and IBM – that enable the hybrid cloud-based modernization journey for enterprises globally.

### Microsoft Ecosystem

The HCL Microsoft partnership is built on HCL's world-class digital innovation capabilities, and Microsoft's market-leading enterprise technology. Together we help clients unlock the benefits of Microsoft's entire portfolio of products and services. The HCL Microsoft Ecosystem enables businesses to transform into more agile and adaptive enterprises using HCL's innovative, specialized services across Microsoft's solution stacks and cloud services including Azure, M365, GitHub, Power Platform, and Dynamics 365.

## CloudSMART: Continuous Cloud Modernization for Business Transformation

### Modernize digital core

Transform your business with next-generation technology platforms

### Re-invent client experience

Design thinking and extreme automation to empower and engage

### Maximize business value

Business differentiation through industry ecosystem



**Accelerate  
business  
transformation**

### Drive continuous innovation

Re-imagine your cloud capabilities to foster the art of possibilities

### Develop comprehensive cloud culture

Recalibration processes and skills to think scale and think agile

### Create a sustainable future

Achieve ESG goals

## Business Segments *continued*

The HCL Microsoft Ecosystem is supported by 12,500+ Microsoft certified resources and 8,500+ Azure certified consultants with 60,000+ Microsoft-trained professionals. HCL is part of the Microsoft Partner Advisory Council and a member of the Technology Adoption Program (TAP). HCL has achieved all of the 18 Microsoft gold competencies, 11 Advanced Specializations, and an Azure Expert MSP. HCL is also a member of the Microsoft Intelligent Security Association (MISA), an ecosystem of independent software vendors and managed security service providers. HCL has also been selected as a Microsoft Global Systems Integrator Launch partner for Microsoft Cloud for Healthcare, Microsoft Cloud for Financial Services, and Microsoft Cloud for Manufacturing.

The HCL Microsoft Ecosystem is focused on enabling enterprise clients to embrace disruptive innovation by migrating to and building cloud-native services that help clients fulfill their business goals. HCL Microsoft industry solutions are broadly categorized into three categories:

- Industry-specific applications – Applications that deliver industry-specific business outcomes.
- Cross-industry capabilities – Solutions that are applicable across industry sectors.
- Foundational platforms – Core platforms and solutions to enable the cloud transformation journey.

HCL has become a leader in the Microsoft services marketplace by consistently achieving competencies, advanced specializations, analyst accolades, and focused Microsoft capability development.

### **Google Ecosystem**

The HCL Google Ecosystem is an integrated partnership that brings together cloud engineering, industry solutions, and execution capabilities from HCL and Google. The partnership helps enterprises decrease time to market, shrink costs, and reduce risk when executing their digital agenda using the Google Cloud Platform (GCP).

Despite being a late entrant compared to AWS and Azure, GCP has seen a spike in demand for its offerings. HCL has a strong portfolio of offerings and is helping several large clients implement a hybrid cloud modernization strategy by leveraging Google Cloud. HCL Technologies is a managed service provider (MSP) partner for Google Cloud and was rated as a leader in Everest Group's 2021 report on PEAK Matrix for SI capabilities on GCP.

Broadly, the HCL Technologies Google Ecosystem specializes in the following services:

- Google Cloud Migration: Services that help deliver a seamless transition to Google Cloud by helping clients build foundational architectures and migrating their workloads from either on-premises or other cloud providers to Google Cloud.

- SAP Google Cloud: Solutions that integrate with and accelerate deployment of SAP solutions running on Google Cloud.
- Google Cloud Infrastructure: Services for architecting and building Google Cloud infrastructure and workflows for clients, including completing migrations to Google Cloud.

### **AWS Ecosystem**

HCL's dedicated AWS business unit has built strong capabilities and numerous client references over the years. HCL's differentiated service delivery model, execution experience, and various AWS cloud offerings provide an excellent solution for our clients.

HCL is a premier consulting partner for Amazon Web Services (AWS). The skills and expertise in delivering AWS cloud-based products help enterprises plan for digital transformation and embark on a cloud-native journey. As an AWS partner, HCL provides end-to-end AWS Managed Services and AWS operations through ElasticOps. HCL also offers a seamless purchasing experience on the AWS Marketplace with HCL AWS Consulting Partner Private Offers. HCL provides best-in-class services for cloud enablement and management by investing significantly in training and certifying AWS architects, associates, and 24x7 global delivery resources. As an AWS Outposts Launch Partner and certified AWS DevOps Competency Partner, HCL drives outcomes at scale by re-architecting applications and delivering a smooth digital transformation journey.

### **IBM Ecosystem**

The IBM-Red Hat Ecosystem helps clients achieve their digital and transformation goals by delivering modernized digital applications, integrated application-infrastructure autonomies and orchestration, mainframe transformation, hybrid cloud transformations, cybersecurity, and advanced cognitive capabilities.

HCL is part of IBM's hybrid cloud ecosystem, an initiative to support global system integrators and independent software vendors that will help clients modernize workloads with Red Hat OpenShift for any cloud environment, including the IBM public cloud. HCL is also a global advanced partner to Red Hat and a Platinum Partner to IBM.

Through the IBM Ecosystem, HCL offers a broad spectrum of services and solutions, leveraging IBM Cloud, data and analytics, AI, ML capabilities, and security to foster innovation for enterprises.

HCL helps clients across industries to develop digital and cloud-native solutions, including heavily regulated sectors such as financial services, telecommunications, life sciences and healthcare, and energy and utilities.



# IT and Business Services

The ITBS segment comprises three sets of services that reflect crucial building blocks for every enterprise adopting next-generation technologies:

- **Digital Business:** Consulting, applications and platforms, insights (data and analytics), and IoT services.
- **Digital Foundation:** Hybrid cloud, digital workplace, next-generation network, and cybersecurity/governance, risk and compliance services.
- **Digital Operations:** Integrated IT operations, security operations, and digital process operations.

The disruptive forces created by the pandemic heightened the urgency to leverage these three blocks. But in the post-pandemic environment, demand in these three core areas will continue to grow as global organizations strive to increase business resilience, improve operational efficiency through automation and AI, enrich and deepen client engagement, and optimize operating models through innovation.

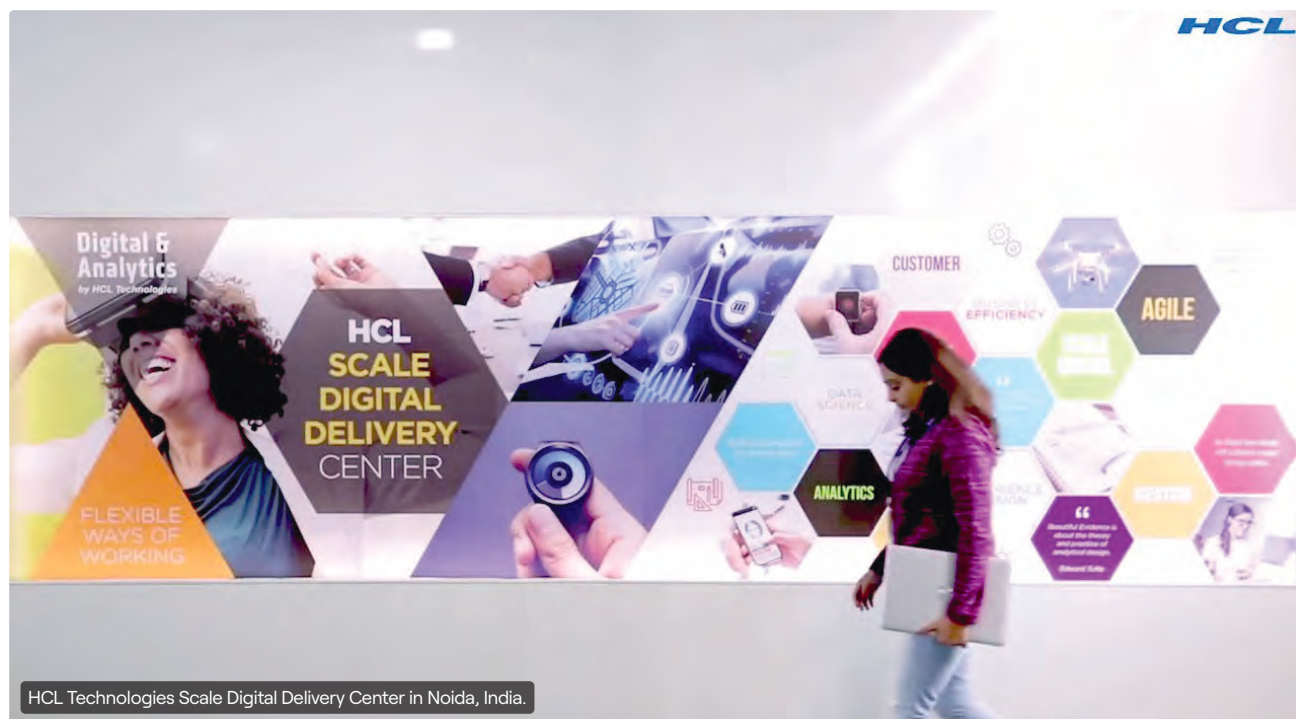
HCL has proven proficiency and expertise in each of the three areas supported by deep investments in talent, innovation labs, experience centers, centers of excellence, and world-class partnerships. By capitalizing on the synergies across the three, HCL offers an integrated set of capabilities that delivers greater value than the sum of the individual services.



HCL Technologies' Cybersecurity Fusion Center in Noida, India.



HCL Technologies hosting analysts at IoT CoLLAB in Redmond, USA.



HCL Technologies Scale Digital Delivery Center in Noida, India.

# Digital Business

**Digital achieves fundamental business transformation by re-imagining existing processes and user experiences.**

The top-performing enterprises in every industry have accelerated progress on their digital agenda in the last two years. Organizations where C-level executives are involved and focused on shaping company-wide digital strategy and rebalancing investments have led the way. HCL Digital Business brings an entire gamut of expertise – from consulting to implementation – to ensure that successful end-to-end IT transformation. Our team of design thinkers and process consultants helps clients realize the potential of digital technology. HCL's Digital Business comprises three areas: digital consulting, application modernization, and data analytics and services.

**Digital Consulting Services** help clients through:

- a) Experienced strategy and design to develop enterprise-wide experiences that address the unmet needs of clients, employees, and users.
- b) Industry capability definition and business process optimization aimed at improving performance and topline growth by identifying and defining differentiated capabilities.
- c) Agile delivery transformation through agile operating models that align delivery ecosystems to the performance among clients, capabilities, and features.
- d) Organizational agility to create and execute customized plans that ensure employees have the right level of support, leadership, and coaching for change.

**Application Modernization Services** help clients architect and modernize their applications and platforms to take advantage of composable architectures and services and cloud-based application consumption.

**Data and Analytics Services** help enterprises modernize data platforms and build scalable data architectures while focusing on data security, data governance, and data management. Furthermore, your Company helps its clients derive actionable insights from their data through HCL's advancements in applied AI.

In FY22, the accelerated demand for digital transformation created new opportunities. HCL's Digital Business achieved strong growth based on the emergence of three key business drivers:

- 1) Operating model transformation: Clients looked to us as a strategic and guiding partner as they sought to pivot from project-based organizations to agile, product-oriented organizations. This trend was seen in all industries, with some industries adopting this change ahead of others. Clients combined application support management (ASM) and application development (AD) budgets while integrating their infrastructure and application service vendors to accelerate their digital transformation journey.
- 2) Cloud adoption: Clients wanted to modernize their applications through cloud-native composable architectures, and they focused on modernizing their data approaches with DataOps driving an insights-based culture.
- 3) Value chain transformation: Clients across industries (B2B, B2C and B2B2C) moved rapidly to transform and modernize their client experience, their commerce platforms across channels, and their core business platforms. In particular, the COVID-19 pandemic made it necessary for clients to seek HCL's expertise in re-designing their supply chains, making them more agile and less prone to disruption.

In FY22, your Company re-organized the capabilities to combine Digital Consulting, Mode 1 and Mode 2 Application Services and Data and Analytics Services into a single, global digital business. HCL saw the success of this strategy as the unification helped to leverage and re-purpose capability areas more effectively. This re-alignment also helped strengthen its partner ecosystem. In FY22, HCL was invited to join the advisory boards of Pega Systems and Adobe Technologies, and achieved the highest level of partnerships with Snowflake and Salesforce. The Salesforce partner status level is particularly notable because it was done without any external acquisitions. Your Company's SAP business also grew strongly in all geographies, backed by its strength and client demand for S/4HANA transformation.

As HCL enters FY23, we continue to sharpen our capability and execution in all the above areas. Your Company continues to augment the global delivery capabilities through new local and nearshore delivery hubs and expand highly successful campus recruitment programs in countries outside India.

# Digital Foundation

**A strong Digital Foundation is the bedrock of business and technology transformation. Total IT spend for Digital Foundation is expected to be \$512 billion by 2025 at 5.7% CAGR. A major chunk is expected to be spent on infrastructure modernization and managed services, followed by managed security services and infrastructure technology consulting.**

HCL has demonstrated execution and thought leadership across areas related to Digital Foundation. Your Company is the trusted advisor for clients in managing their large and complex environments. We have the talent, partnerships, the market leadership, and hyper-automated service delivery, that consistently produce high client satisfaction.

HCL's ability to deliver at scale is evidenced by the fact that 40% of G100 are HCL clients. Our mindshare with these clients has continuously grown over the years due to stable operating performance and continuous innovation efforts, which have generated over \$2 billion in value. HCL's share of targeted Digital Foundation spend is the highest across all IT services.

Digital transformation initiatives have gained urgency and have been accelerated in recent years. Enterprises today have shifted focus toward building foundation capabilities through programmable infrastructure and software-defined services that scale seamlessly when deployed on hybrid/multi-cloud landscapes. Platform-based solutions enhance experience and engagement for employees while enabling them to work from anywhere. This focus on creating a strong and resilient digital foundation is gaining traction across all industry verticals. It speeds the path to agile, adaptive, intuitive, and customized user experiences across channels.

As enterprises adapt their digital transformation journeys, the next wave of investments seeks to improve business transformation, agility, sustainability, and client experience. These new investments prioritize traditional goals such as cost reduction, consolidation, and data center exit strategies. In practice, the new priorities require supporting programs to improve client experiences, reduce time-to-market, open new revenue channels, and remain compliant with global or vertical/industry-based outcome metrics.

HCL's Digital Foundation offerings help enterprises design, build, and operate the next-generation sustainable digital foundation. The team offers a breadth of experience and a highly skilled talent pool that can leverage a broad range of tools, including those powered by AI and ML.

Leading industry analyst firms such as Gartner, IDC, Everest, ISG, Avasant, and many more have consistently recognized HCL's Digital Foundation practice as a global leader, citing HCL's comprehensive suite of end-to-end services and offerings for business transformation, as well as for HCL's reputation for helping clients build out their digital capabilities. In addition to leadership at a global scale, HCL has established its credentials at regional levels.

## Digital Workplace Services

HCL enables businesses to meet the challenges of remote working in uncertain times by using a business-driven consulting process to design and implement end-to-end fluid workplace services. These solutions help retain productivity, ensure safety and security, and deliver equitable experience.

The COVID-19 pandemic acted as a catalyst for organizations that were transitioning toward a fluid digital workplace. Enterprises are reacting to the re-shaped modern workplace by embracing new ways of working that empower employees, foster collaboration, and create a culture of transparency and openness.

HCL's Digital Workplace Services enable enterprises to build a hyper-personalized, adaptive and resilient workplace delivering a seamless experience to a workforce anytime, anywhere, and on any device. The ideal digital workplace solutions and services bring together people, technology, and culture to build a workplace that boosts productivity, engagement, and positivity.

HCL Digital Workplace Services help companies overcome workplace challenges at all levels to improve business continuity, increase awareness of the state of their staff, and scale existing remote working capabilities. The services are powered by rapid action teams responsible for consulting, planning, and implementing solutions swiftly.

Representative engagements include a number of G500 clients with over 100,000+ employees for whom HCL provisions an experiential and engaging workplace powered by HCL's fluid model and proprietary IP, products, and technology. HCL's dedicated digital experience office quantified and enhanced user experience at clients by 30%, helping bring about a paradigm shift from a service level agreement model to an experience level agreement model tied to business outcomes.



### Next-Generation Network Services

There is a growing need for flexible infrastructure adaptable to the fast-changing demands of business applications. The need for infrastructure agility is further intensified by the increase in virtual remote working, AI-based SaaS (software as a service) applications, and on-demand rich media applications.

HCL believes that a new phase of accelerated cloud growth will increase demand for high-performance, secure multi-cloud networking (MCN) platforms that can furnish on-demand, global, secured network connectivity to applications regardless of the clouds in which they reside. Such platforms intelligently orchestrate networking infrastructure across cloud constructs (AWS, Azure and GCP). Though multi-cloud networking has been prevalent, the increase in distributed cloud, workload portability and fragmentation, will further increase spending in MCN automation, AIOps, transit traffic intelligence, and global interconnect architectures.

HCL has collaborated with multiple partners to create a virtualized network as a service (NaaS) environment using cloud-native approaches to help enterprises connect to infrastructure on the go. HCL's end-to-end portfolio of network services and solutions encompasses strategy, design, and implementation across a range of requirements and network applications, including:

- Software-defined data center and wide area network
- Unified communications and collaboration
- Network automation

Representative engagements include HCL's cloud network transformation that helped a leading consumer goods organization to successfully migrate all workloads from on-premises to Azure Cloud using IaaS-based network automation. HCL's assessment-driven approach accelerated the cloud transformation journey for a large retail company based on a branch-to-cloud network strategy that achieved dramatic improvements in environmental maintenance and monitoring.

### Cybersecurity and GRC Services

HCL's Cybersecurity, and Governance, Risk and Compliance (GRC) services portfolio integrates business context intelligence, threat data, and cybersecurity insights to act as a trusted partner to global enterprises. HCL provides end-to-end ownership in all stages of the security lifecycle – strategy, business case, security architecture assessment, proof of concept, implementation, support handover, and steady-state operations.

Based on a full spectrum of services, HCL's Dynamic Cybersecurity Framework helps clients move from a static to a dynamic posture to defend against an ever-escalating threat landscape. HCL's dynamic cybersecurity solutions protect organizational IT infrastructure, data, servers, network and perimeter, end-user devices, and cloud infrastructure against external and internal security threats.

HCL's GRC solution frameworks, leveraging the world's leading technology platforms, simplify risk management and compliance. HCL's Identity and Access Management (IAM) solutions provide holistic security by adding insight and context to events and incidents, helping manage large and complex access control systems, and enabling strong authentication.

HCL's CSaaS (cloud security as a service) provides implementation and management of the entire gamut of security tools and technologies to secure data in hybrid-cloud environments, including network security, workload security, identity and access governance, threat and vulnerability management, application security, data protection, threat intelligence and analytics, and governance risk and compliance.

HCL's Cybersecurity, Governance, Risk and Compliance services were recognized as a leader numerous times by many prominent analyst firms in the past year.

### DRYICE™

DRYICE™ is HCL's foray into the emerging world of AI, automation, and business flow observability.

AI-driven automation will be the key element of a digital enterprise. DRYICE™ brings these enterprise initiatives to life, and currently develops and sells 14 products and solution offerings in AIOps, service orchestration, business observability, and digital workplace market segments.

DRYICE™ operates in some of the fastest-growing market segments, including AIOps, enterprise service orchestration, digital workplace, and operational intelligence. With a huge global base of clients, patents, and enthusiasts delivering quantifiable outcomes, DRYICE™ has grown rapidly by enabling enterprises to adopt AI at scale.

DRYICE™ growth is led by iAutomate (AI-powered runbook automation), Lucy (industry-leading cognitive virtual assistant), AEX (out-of-box digital workplace solution), and MTaaS (industry's only subscription-based managed tools-as-a-service offering). The iControl software addressing the operational intelligence market segment grew 50% YoY given the high demand in the enterprise market to drive real-time business observability.

DRYICE™ will be moving under the Products & Platforms business segment from FY23, as we see a market to sell the products both as part of our integrated service offering and standalone.

# Digital Operations

Throughout the COVID-19 pandemic, the Business Process Outsourcing (BPO) market continued to grow at a steady mid-to-high single digit level, driven by clients' need for cost reductions, increasing cash unlock, and improving operational resilience. As the pandemic approaches its (hopefully) final stages, industry observers expect a heightened business process outsourcing (BPO) growth rate in the coming years. More and more companies will use BPO services for the first time, joining peers who made the move out of business necessity during the pandemic. New and experienced outsourcers will double down on digital transformation to enable business agility, remote working, variable cost structures and client experience re-imagination.

HCL's Digital Process Operations (DPO) leverages its integrated global delivery model through state-of-the-art delivery centers across India, Europe, Ireland, Latin America, the Philippines, the United States, and the United Kingdom to provide services to more than 100 clients across industries that include Fortune 500 and G2000 organizations.

HCL's DPO is uniquely positioned to capitalize on business process outsourcing (BPO) growth. Your Company's proven record in designing and executing large scale cross-functional business transition and transformation deals under flexible commercial constructs has won industry accolades. With a client-centric mindset to consistently deliver innovative solutions and operational results, HCL leverages the domain-specific modular digital platform to rapidly design and deploy digital solutions customized to clients' business requirements and IT landscape. These solutions yield efficiency benefits and data-driven insights that lead to innovations that impact business outcomes.

Moreover, HCL's broader capabilities in engineering, IT and data management, and next-generation technologies allow it to deliver truly integrated operations to the clients' customers, suppliers, and employees in a cost-effective and scalable manner.

Representative engagements include a Fortune 500 digital manufacturer. HCL provides integrated services, including marketing, sales support, contract management, order management, billing, collections, procurement and HR operations to all aspects of end customer service management, fulfillment, and support. The end-to-end visibility and ownership allowed HCL to continuously deliver new insights and business value to the client.



Delivering next generation mortgage operations with HCL Lending Solutions, HCL Team @ MBA Annual Event, San Diego, USA.



HCL employees interacting with prospective clients on our Intelligent Automation offerings, @ Appian World, Florida, USA.



# Engineering and R&D Services

**HCL's unique and the oldest service offering, Engineering and R&D Services (ERS), continues to grow on the back of strong demand for digital engineering. While total engineering and R&D spending is forecasted to grow from \$1,330 billion in FY 2021 to \$1,610 billion in FY 2024, digital engineering is forecasted to grow from \$355 billion to \$510 billion. This means traditional engineering spending will grow 4.3% annually while digital engineering will outpace it, growing at ~12.5% annually.**

HCL Technologies has already begun to witness accelerated ERS growth, led by Digital Engineering. Revenues for Digital Engineering, as a portion of the total ERS pie, grew from 25.3% in FY 2021 to 29.0% in FY22.

The trend in HCL's ERS revenue breakdown reflects the waning impact of the pandemic on supply chains and the resurgence in consumer demand. In response, the global engineering services and technology sectors rallied strongly in 2021. Digital initiatives dominated organizations' priorities as they battled to keep up with rapid change and stave off competition. Digital methods became the norm for modernizing old infrastructure and technologies, and building new, connected products and services.

Across industries, enterprises are increasingly leveraging HCL's global ERS ecosystem by creating partnerships, acquiring new capabilities, and investing in centers of excellence. With a focus on faster time to market along with intelligent and autonomous capabilities, industries such as software and internet, automotive, and healthcare will emerge as growth markets – generating additional demand for HCL's ERS services.

HCL's ERS services showcase your Company's deep engineering roots and competence through its ability to accelerate digital product development for clients across engineering, manufacturing, supply chain, and services. ERS leverages more than 60 solution accelerators and next-generation technologies such as IoT, AI, augmented reality (AR), virtual reality (VR), and autonomous vehicles. Leveraging the experience gained working with more than 330 businesses, HCL's ERS has helped clients to bring more than 1,000 products to the market successfully.

HCL's ERS services provide end-to-end engineering services across Product Engineering, Operational Technologies, and Digital Engineering.



The ERS team at a global event ; A peek inside the HCL Engineering Lab.





**Product Engineering:** HCL combines deep domain and technology expertise to provide clients with product lifecycle services for existing and new products. HCL's solutions are designed for the connected world that help clients tap the full potential of their product portfolios.

**Operational Technologies:** Your Company aligns these services to address key industry requirements, including effectively translating design intent from the virtual world to the manufacturing floor, simulation and optimization of complex manufacturing processes, and concurrent engineering to compress time, improve productivity, and flexibility to handle variance and volume.

**Digital Engineering:** These services cater to the full spectrum of digital transformation – from defining a digital roadmap to realizing the digital strategy. HCL ERS has developed many service accelerators to facilitate the adoption of next-generation technologies such as IoT, cloud, AI/ML, AR/VR/XR, 5G, digital twin/thread, and emerging areas such as high-performance computing, edge computing, and Industry 4.0. The accelerated demand for digital engineering has led to the development of HCL's next-generation services. These will continue to be a key growth driver for HCL in FY23 as it continues to focus on 5G, Industry 4.0, softwarization, data engineering, and silicon platform services. Your Company will continue to capitalize on the digital wave, focusing on key industries, and leveraging innovative IP-led partnerships as the core tenets of a buoyant growth strategy.

Key digital themes such as product and platform engineering, design thinking, connected ecosystem, as a service model, and sustainability are becoming pervasive across the industry spectrum as enterprises focus on business resilience in the immediate term. Businesses realize that the investments made today in digitized products that are personalized, intelligent, connected and cloudified, and in digitized processes that use automation, simulation, traceability, and AI will deliver rapid scalability down the line. The result has been a growing demand across industries for strategic engineering service providers like HCL.

The impact that HCL's ERS services have made, and the progress achieved, testify to the focus brought to this business segment. Your Company has touched 2.5 billion lives across the globe, influenced more than \$150 billion in revenue for clients, and is the only service provider recognized among the Top 2 in traditional and digital engineering (Source: Zinnov). On the operational side, it has more than 250 active client engagements, more than 200 digital products developed for Fortune 500 companies, and more than 300 digital engineering patents filed.

The HCL ERS team has a strong innovation culture, resulting in IP and strategic innovations while leveraging alliances, startups, and key academic research for co-creation with clients. HCL invests heavily in developing solutions that help clients quickly influence the overall product ecosystem. Investments in more than 100 engineering labs (environmental compliance, certification, and benchmarking), more than 100 client development centers and centers of excellence in niche areas such as industrial design, high-performance computing, automation, imaging, big data and analytics, and others have resulted in a complete ecosystem of comprehensive digital engineering services from concept to market for client products and platforms across domains.

HCL clients include leaders across several asset-heavy engineering industries such as aerospace and defense, automotive, industrial manufacturing, medical devices, and office automation, and asset-light industries, such as telecommunications, consumer hi-tech, semiconductor, and software and internet.

HCL accelerates development across the entire product ecosystem, encompassing engineering, manufacturing, and services. HCL helps clients improve time-to-profit by maximizing return-on-innovation. It is highly regarded as a thought leader in digital engineering technologies and offers its clients:

- Technological depth with leading digital technologies such as IoT, AI/ML, AR/VR/XR, 5G, cloud plus solutions and technologies for autonomous vehicles
- A solutions-driven approach across automation, analytics, platform, and sustenance with patents, including 2000+ patents on IP-based solutions
- World-class infrastructure and labs for product engineering and testing

HCL Engineering Services span the entire spectrum of product and platform go-to-market across new product development, network engineering, collaboration services, software product engineering, data engineering, connected experiences and platform as a service. This helps us optimize time-to-monetize for HCL clients, thus increasing efficiency and accelerating growth.

## Engineering and R&D Services *continued*



### IoT WoRKST<sup>™</sup>

Industry 4.0 is evolving to become Industry NeXT, aimed at reinventing and future-proofing businesses. Industry NeXT shows how to use the latest technologies to generate collective intelligence by eliminating functional silos to create resilient operations, sustainable business practices and connected experiences. Industry NeXT prepares businesses to benefit from connected products and services, digital manufacturing, cognitive supply chains, sustainable and next-generation operations, and a digitally-powered workforce.

At IoT WoRKST<sup>™</sup>, the aim is to help enterprises on their transformation journey to Industry NeXT. Its go-to-market approach has been to build solutions that focus on business outcomes across the asset lifecycle. Designed on HCL's proprietary Force, Asset, Site, Transform (FAST) framework, solutions such as Zero Impact Platform (ZIP), Dynamic Ecosystem of Connected Devices (DECoDe), Intelligent Asset Tracking & Management (IATM) Solution, are designed to help HCL clients accelerate their journey to move beyond digital and operational silos, and drive sustainable business transformation.

HCL's award-winning solutions have also been certified as co-sell by hyperscalers such as Microsoft and AWS on their marketplaces. In addition, to address the increased need for I4.0 and IoT adoption, HCL has invested in expanding IoT CoLLAB<sup>™</sup> from two to four locations, with new locations in London and Riyadh along with Noida and Redmond, Washington. The 3x3x3 Innovation by Design methodology provides clients at IoT CoLLAB<sup>™</sup> with a perfect sandbox environment to evaluate the business outcomes with available technology, process, tools, supported by a complete stakeholder ecosystem.

To grow the footprint in new markets, HCL has created a joint SPV with Intel, which focuses on large XaaS (anything as a service) projects leveraging computer vision, AI/ML, 5G, and cloud infrastructure. The Intelligent Secure Edge for Smart Cities solution is at the heart of this offering.

IoT WoRKST<sup>™</sup> continues to be rated as a leader by prominent analyst firms and has become a partner of choice for global enterprises across multiple industries.

# Products & Platforms

**HCL's Products & Platforms (P&P) business is thriving and now accounts for a significant portion of most Mode 3 revenue. HCL began the P&P journey based on the expertise gained by working in the product engineering space over the last three decades. During this period, HCL built a set of intellectual properties to support its services business in areas such as Infrastructure and Engineering Services.**

Over the last few years, HCL Technologies identified this as a potential growth area for the medium term. To scale the business faster, your Company decided to invest in an inorganic strategy with two key objectives: market permission to become a credible software player and grow the business through access to a global client base.

Today, P&P is thriving with 6,800 global clients and 75+ software products including well known brands such as AppScan, Bigfix, Commerce, and Unica. It has achieved this progress by addressing key markets including Digital Transformation, AI & Intelligent Automation, Data & Analytics, and Industry Software.

The demand for a client-friendly partnership approach to product innovation and management has been steadily growing, similar to the services industry. HCL believes it would be able to address that untapped enterprise demand for products through an unique and fresh approach to the products and platforms industry. This involves a combination of in-house innovation, development, acquisitions, and strategic partnerships, retaining the traditional Intellectual Property (IP) led innovation blended with HCL's time-tested approach to client relationships. As we have grown the portfolio over the last few years, clients are now able to leverage HCL's IP-led offerings around automation, e-commerce, digital solutions, data management, mainframes, Secure DevOps, multi-cloud support, AIOps, service orchestration, and business flow intelligence. These offerings have an uncompromising client focus, quick time-to-value, and clear roadmap.

HCL's future focus will be to grow offerings in specific areas such as industry solutions, CX and DX, secure collaboration, Secure DevOps, AIOps, XSM and intelligent automation, and data and analytics. The approach will be to develop these products and platforms with subscription-based pricing and a XaaS model with multiple licensing options.

## HCL Software Division

HCL Software products continue to contribute to the digital programs in the corporate world, supporting thousands of enterprises' business functions and IT departments. There are 10 million business applications built on Domino. \$200 billion in online transactions flow through HCL Commerce annually. Unica delivers marketing messages to one-third of the world's population daily. BigFix manages and secures over 100 million endpoints (devices) daily. HCL Software's DevOps suite of products is deployed in over 100,00 applications annually. HCL AppScan does more than a million application security scans every day.

These facts demonstrate the immense scale and variety of the HCL Software portfolio. In a recent survey, clients and partners said that they like working with HCL Software because it is trustworthy and its products are highly reliable. HCL Software's tech support organization consistently obtained an NPS score of over 75 throughout the year, an increase of 7% over the previous year. Such a response reflects HCL Software's consistent focus on client success and innovation. In FY22, HCL Software announced 33 major product releases and about 120 product releases overall. It has officially unveiled HCL SoFy, the cloud native solution factory that allows clients to deploy enterprise software in minutes on their cloud of choice, scalable to enterprise needs without vendor lock-in. HCL Software also launched HCL Now, a cloud native offering in which HCL provides managed services for the client. The two additions further enhance your Company's CloudSMART offering.

HCL Software products received several accolades and recognitions from technology analysts and observers. HCL Commerce was recognized by Gartner as a niche player in the Digital Commerce Magic Quadrant, and as a leader in Digital Commerce B2B/B2C Quadrant, received eight of 10 medals from Paradigm, and made the Constellation ShortList. HCL AppScan was recognized by Gartner as a leader in the AST Magic Quadrant. HCL DX was named as a leader in the Everest Group DXP Peak Matrix, and a Challenger in the Gartner DXP Magic Quadrant. HCL Volt MX was recognized as a visionary in the Gartner MXP Magic Quadrant, and a strong performer in the Forrester Low Code Wave.

Geographically, most of its sales took place in North America, Europe, the Middle East, and Africa. Latin America and Asia Pacific are growing emerging markets for HCL Software.



## Products & Platforms *continued*

### **Action**

Action, which HCL Technologies owns in partnership with Sumeru Equity Partners, is a leader in the cloud data platform market. This market is forecasted to grow by more than \$ 50 billion by 2028, driven by the acceleration of application modernization and digital transformation, and the increasing use of AI. Action transforms business by simplifying how people connect, manage, and analyze data. The high performance enterprise-class data management, integration, and analytics products are delivered through the Avalanche Cloud Data Platform, a fully managed data platform deployed in or on the Google, AWS, or Azure clouds, on-premises, or as a hybrid.

Action is committed to delivering the most trusted, flexible, and easy-to-use data platform in the market. The Avalanche Platform provides clients with the flexibility to modernize and move to the cloud at their own pace and in their own way while taking advantage of unmatched price performance. The native integration capabilities enable businesses to harness their entire data ecosystem to create trusted data sets through data profiling, augmentation, and orchestration. The UX-first based approach to design has yielded a straightforward user interface to allow technical and business users to navigate the platform with ease. The Avalanche platform is the fastest Hybrid Data warehouse on the cloud. It is five times faster and provides 50 percent lower TCO (total cost of ownership) than competitors.

In FY23, Action will further enhance capabilities in cloud scalability and elasticity, self-serve administration, and disaster recovery/high availability, thereby eliminating friction and increasing trust, flexibility, and ease of use within the platform.

### **Industry Software Division**

HCL's Industry Software Division, established in 2019, is chartered with building products and partnering with industry-leading technology companies to provide end-to-end solutions to HCL clients. The Industry Software Division participates in many fast-growing markets and enterprises that depend on these products to manage critical business infrastructure.

The Industry Software Division is targeting companies in the following segments:

- Telecommunications and cable service providers optimizing or deploying 4G/5G networks, rolling out large scale WiFi deployments, and/or managing thousands of network devices.
- G2000 companies leveraging enterprise cloud and AI-based software to drive digital innovation across industry-specific business processes and functional domains – from product support to client operations to workforce management
- Product manufacturing organizations (including aerospace, defense, and automotive), transforming with digital design and smart manufacturing software

Manufacturing is being reinvented as new analysis and optimization capabilities reduce the time-to-market and cost of building new products. As part of the manufacturing portfolio, the Industry Software Division offers a rich set of tools and technologies spanning design, manufacturing, and visualization to enable next-generation product development. The portfolio consists of HCL CAMworks, an add-on Computer-Aided Manufacturing (CAM) product to several Computer-Aided Design (CAD) products; HCL DFMPPro, which improves the manufacturing process by enforcing best practices and rules, and HCL Glovius, which is a multi-platform CAD viewer. With a track record of delivering business value, this portfolio is used by leading global manufacturers in the automotive, aerospace, industrial, high-tech, medical devices, medical devices, and retail and consumer packaged goods (RCPG)/industries, and by OEM partners.

Within enterprises, AI and ML technologies enable functional groups to deliver superior experiences to stakeholders and clients using cognitive search and augmented analytics. HCL IntelliService, an AI-based service optimization platform launched in 2021, is positioned to solve a recurring challenge that enterprises face today. The platform lowers costs, increases efficiency, and improves client satisfaction by providing automated triage and AI-based agent assistance, and uses conversational AI to provide call deflection and self-service capabilities.

The Industry Software Division's products are built by an engineering team with deep expertise in delivering comprehensive digital platform engineering services and research and development solutions. The Industry Software Division is focused on developing next-generation software products leveraging AI that seeks to transform both enterprises and service providers.

# Go-to-Market Framework

**The vertical-led sales organization approach embraced by HCL helps the organization navigate and address client demands that require domain expertise, dynamic technology architecture, and resilient go-to-market strategies. A team of seasoned solution architects, subject matter experts, and business development leaders with strong domain expertise work closely with clients to implement and develop service offerings, products, and platforms to address business challenges leveraging the technology solutions. This vertical led go-to-market structure has contributed significantly to your Company's industry-leading financial performance in recent years. This section summarizes developments in each of HCL's key vertical areas.**

## Financial Services

The financial services industry is grappling with a changing world. Next-generation technologies are helping the sector to adapt to an increasingly digitized, physically distanced business environment. Banks, insurers, and other financial institutions are now looking to maximize their investments in client experience, operational excellence, and innovation. They are also looking ahead and crafting long-term strategies on environmental, social and governance (ESG) initiatives, investments in talent, and re-imagining the workplaces of the future. This means new and upgraded features, solutions, and services for clients. This has compelled the industry to build in business agility to launch and evolve their products faster. This pace of new product development necessitates efficient and technologically robust systems and processes.

With its strong engineering heritage, financial services domain practice and service integration expertise, the Company helps clients achieve their strategic goals. Over the past year, HCL Technologies has invested in many IPs, deepening its domain capabilities and building joint offerings with key partners. As these investments are focused on the client's needs, they help financial services institutions (FSIs) to modernize their systems and adopt solutions that are agile, cloud-based, data-driven, and built on emerging technologies. HCL's digital at scale solutions for FSIs provide end-to-end services that reduce client friction, augment regulatory compliance, and create a secure, scalable platform.

As an example, HCL Technologies recently partnered with one of the largest banks in the UK to digitize the bank's home buying and ownership businesses, transforming the bank into a digital multi-channel lender of the future. The overall implementation enhanced agility and helped the client double its digital payments and overpayments transactions. This enabled the bank to provide the best-in-class lending experience to its clients. The project won the Partnership of the Year award from FStech, a leading Fintech publication.

## Life Sciences and Healthcare

Most of the life sciences and healthcare players are actively looking at ways to transform themselves into next-generation digital enterprises; a trend accelerated by the lessons learned during the pandemic. Changing business and operating models are the primary hallmarks of this digital journey. Cost optimization, improved clinical and financial outcomes, and the ever-changing regulatory landscape continue to be priorities. Digital talent gaps, technical debts, digital expectations from patients and physicians, and increasing cybersecurity risks are some of the key challenges facing the industry. As a result of this dynamic market environment, demand for technology modernization and innovative technology adoption has gone up considerably.

HCL has significantly expanded its presence in the healthcare and life sciences industry, aided by its domain-driven innovative digital solutions investments, intelligent operating model transformation capabilities, vertical-specific centers of excellence, and creative commercial models. Some examples of key industry solutions include: VCareX, a remote patient monitoring solution; RegView, an integrated regulatory viewer; and XR in a Box, a validated XR solution for pharmaceutical companies. Additional areas of focus are healthcare interoperability, decentralized clinical trials, member engagement, lab of the future, and patient services platforms.

Of particular interest and value to clients have been HCL's digital at scale patient and growth-centric offerings. This is evidenced in a recent healthcare win that involved a large-scale transition at speed with a myriad of digital and domain skills, and operating skills model transformations. Accelerating cloud adoption, better data and analytics consumption, modern application development, intelligent automation, AI/ML-infused business process improvements, and digital patient and physician engagement are key levers of value creation for clients and HCL.

## Manufacturing

The impact of the pandemic and subsequent instability in the supply chain, labor shortages and growing sustainability goals are some of the challenges that have motivated the manufacturing sector to embrace digital transformation. Expectations are changing too: consumers expect better and smarter products; employees expect a connected and automated work environment; suppliers expect a transparent and collaborative product development cycle. The manufacturing industry is going through a significant shift by creating homogeneity within the ecosystem and addressing clients, suppliers, and employees to stay ahead of the curve. Digital transformation initiatives powered by Industry 4.0 principles are enabling sustainable products and operations, workforce productivity, and data-driven hyper-connected enterprises.

HCL Technologies has recently launched MVision for manufacturing organizations to help re-imagine their digital journey in creating a resilient and responsive business model. HCL's MVision is a next-generation framework built on principles of Industry 4.0 and four essential aspects of the industry:

- **MVision for Business** focuses on process optimization, experience, and industry context
- **MVision for Digital** enables transformation through platforms and fit-for-purpose solutions
- **MVision for Engineering** builds connected products, linked through a digital thread
- **MVision for Operations** brings the value of integrated ops in an agile, business-aligned operating model

HCL has focused on building solutions and frameworks to address grassroots problems while addressing the challenges arising from the rapid proliferation of IT and OT systems. HCL's PlantWork Blaze is a uniform, converged IT/OT platform with an overlay of processes, tools, and governance to efficiently manage all endpoints in a smart factory. HCL has also been transforming clients through its ASM 2.0 agile framework operational model to deliver cohesive, scalable product-based DevSecOps execution in their operations and transformation.

The pandemic caused a sharp decline in air travel, forcing commercial aerospace manufacturers to slash production, further distorting the aerospace aftermarket. Now strategic investments are being driven into research and development, with the industry's focus on More-Electric Aircraft (MEA) to All-Electric Aircraft (AEA), eVTOL/UAM, autonomous drones, and supersonics, which are in turn driving technology spending for the future at a large scale.

### Public Services

This business helps clients across numerous industry groups that provide several types of critical infrastructure: energy and utilities, oil and gas, travel, transportation, logistics, and hospitality. Our strategy revolves around the following opportunities:

**Improving resiliency:** New and innovative approaches to support resiliency, including security, scalability, and sustainability of the lifestyle changes needed to support decarbonization goals. These include safe living, clean water, and clean gas. Adding more distributed energy resources and new loads to the electric grid are considered to avoid potential issues associated with the shift from a centralized power generation grid to a more decentralized grid.

**Discovering value through data:** Complex business decisions and consumer behavioral changes require insights from data and analytics, and involve a more deliberate effort to collect, store, converge, and analyze data to support decision making.

**Zeroing in on net zero:** Net-zero plans are data-intense. Decarbonization requires participation and support from clients partnering with utilities and energy service providers, necessitating a more seamless and multi-channel end-to-end client experience. To meet the net-zero ambitions meaningfully, the industry must transform its data operations, and deploy intelligent data platforms to drive better analytics.

**Securing IT/OT systems and data:** As information and operations technology (IT/OT) networks grow, so do their interdependencies and vulnerabilities, making the need for physical and cybersecurity paramount to utilities.

**It's the experience:** Travel and hospitality companies focus on building business agility and flexibility as they struggle with unprecedented variation in demand, and acceleration in e-commerce adoption and asset utilization challenges resulting from travel and supply chain disruptions. HCL is helping its clients build a composable ecosystem of differentiated digital experiences across the value chain, leveraging advancements in industrial IoT, cloud, and AI/ML technologies through an array of connected fleets, connected assets, and hyper-personalization solutions.

### Retail and CPG

The onset of the pandemic came as a booster shot for accelerating digital adoption at an unprecedented pace for the retail and consumer packaged goods (RCPG) industries. As the pandemic unfolded, it brought rapidly changing market situations that included store closures, mass shifts to online ordering, and supply chain disruptions. Retail and CPG organizations that had invested in technology solutions that allowed them to flexibly adapt to these market dynamics emerged as winners in 2020. Meanwhile, other organizations had to change their investment priorities and fast-track IT programs that would enable them to sell directly to consumers. They also were compelled to evolve a structured approach to continuous digital adoption across the various value streams, including supply chain visibility and partner integrations.

Consumers also changed their buying habits. This led to an explosion in personalized buying choices, evolved consumer expectations of frictionless in-store digital experience, and a shift in consumer loyalty in products as some others experienced stock-outs.

As the world emerges from the COVID-19 pandemic, new challenges have emerged in the form of rising inflation, a significant increase in labor and non-labor costs, and continued supply shortages. As a result of this dynamic market environment, demand for technology modernization and data-driven decision making has opened a new world of technology solutions for the retail and CPG industry.





HCL Technologies CTO, Kalyan Kumar addressing the DACH Notes User Group meeting in Konstanz.

HCL has expanded its domain-driven technology solutions that leverage real-time data and analytics to support meaningful business decisions in several functions of an enterprise. Some focused growth areas include seamless omnichannel adoption, personalization, e-commerce, revenue growth management analytics, a consumer experience platform, and adaptive supply chain. Further, HCL has been helping its RCPG clients modernize their technology platforms through a hybrid cloud deployment and improvements in their cybersecurity postures.

### Technology and Services

Advances in technology are defining the business and economic landscape, creating an environment of disruption and transformation that touches tech organizations no matter their size.

HCL's tech industry vertical works with most of the world's leading technology companies to help them increase business agility, quickly scale, improve speed to market, enhance client experience, and increase operational efficiencies to capitalize on business opportunities. HCL orchestrates core applications, infrastructure, engineering, and business services to enable desired outcomes for its clients.

Using the expertise in applications and infrastructure, HCL helps clients improve productivity and efficiencies; offer products as a service; build and support a digital front office to enable sales across lead-to-cash areas; and rebalance their supplier mix, outsourcing models, remote operations, and global delivery points. HCL uses its engineering expertise to build and maintain products for technology clients – for example, product/platform engineering, sustenance, and testing for technology enterprises.

The top areas of focus and investment in this vertical are designed to help clients make significant positive changes in their businesses.

- **SaaSification:** Enable and redefine go-to-market strategies to offer everything as a service: Accelerate SaaSification for software products with HCL's SaaS migration service and streamline subscription and recurring billing for a XaaS business model.
- **Scaling hyperscalers:** Speed and scale of building and operating data centers for hyperscalers is steadily growing. HCL enables infrastructure reliance and stability for SaaS operations. It is sharply focused on building hyper-scaled operations capabilities to help cloud/SaaS organizations build and operate scalable architectures.
- **Semiconductor supply chain:** Streamline supply chains through technology-led, digital interventions. HCL helps global enterprises transform themselves through projects that span transformation roadmap evaluation, business process re-engineering, continuous business process improvement, process optimization and automation.
- **Scaling talent and divesting non-core aspects of businesses:** Technology companies are using mergers and acquisitions to create new sources of revenue, sustain profitability, and build a diversified portfolio of products. HCL helps software and other technology companies quickly scale in growth areas and divest non-core business areas, such as back-office operations and client-facing functions, to improve EBIT margins and raise their net promoter scores through structured carve-out deals.

### Telecommunications, Media, Publishing and Entertainment

The telecommunications, media, publishing, and entertainment industries are undergoing a disruptive transformation fueled by a series of mergers and acquisitions; the convergence of telecom and media; adoption of 5G/multi-access edge computing; growth in direct-to-consumer businesses; and an explosion in streaming media (especially during the COVID-19 pandemic).

Globally, technology players, including global service providers such as HCL, are partnering with telecom companies to improve access to the market, grow enterprise revenues, and build marketplace platforms. Industry 4.0 promises to reshape sectors ranging from automotive to healthcare, enabling an array of benefits such as predictive monitoring, waste elimination, and enhanced client experience – all on the backbone of a telecom infrastructure that is being transformed by 5G. Evolving industry trends force cable companies to create new revenue on Citizen Broadband Radio Service (CBRS)/ Private 5G set-up and scale wireless business and home automation services. Media is focused on improving collaboration, democratizing content services on marketplaces and improving camera to cloud, and creation to distribution of content. New content formats, streaming direct to home, contextual advertising, and new digital products will become growth enablers. E-sports is revolutionizing the gaming industry.

## Go-to-Market Framework *continued*



HCL Technologies leaders and clients in a panel discussion at Bank Automation Summit in Charlotte, N.C.



HCL Technologies CMO Jill Kouri accepting the Guinness World Record certificate for the largest healthcare solution competition – Better Health Hackathon.



Inauguration of a new HCL global delivery center with the Governor of Connecticut and Stanley Black and Decker leadership in Hartford, Conn.



HCL Technologies team at an industry event for Energy & Utilities.

HCL's sharp focus on convergence of industries within the telecom ecosystem – such as gaming, manufacturing, healthcare, retail, finance, and media – is accelerating new revenue and cross-industry play for clients. With a heritage in device/product/platform engineering and excellence in operations and automation, your Company is successfully scaling the business objectives across the communication service providers.

Core to HCL's growth strategy has been a deep industry focus; acceleration of innovation via investment in industry solutions, proprietary solutions, labs, and partnerships; and acquiring, renewing, and retaining long-term strategic clients for technology-led business transformation.

Many crucial investments have supported this strategy. To help clients accelerate 5G modernization and network transformation, HCL has an array of telecom/5G products, including augmented network automation (ANA), which optimizes the performance of the radio access network (RAN) portion of mobile solutions. Other products include ICE.X, xHaul, and SmartWiFi for services providers. In addition, to capitalize on industry discontinuities such as over-the-top media services, the IoT, content monetization, online education, and technology-infused smart spaces, HCL is leveraging its 360-degree partnerships (in which partners service each other's clients) with hyperscalers, original equipment manufacturers, and independent software vendors to generate new joint revenues.



## Geography led go-to-market

**HCL continues to explore growth opportunities across geographies – both in search of talent and to target additional business opportunities. Your Company has identified multiple geographies and has segregated them into core, focus, and new frontier markets. With this strategy, HCL intends to increase its reach across regions and can address more than 90% of the addressable global IT market.**

Core markets represent the regions where your Company already has a strong base, such as the United States, United Kingdom, and the Nordics (Sweden, Finland, Norway, and Denmark). These represent some of the largest geographies economically where HCL has presence proportionate or greater compared to its global share.

Focus markets represent the next set of geographies where your Company wants to increase its presence – Germany, Australia and New Zealand (ANZ), Canada, France, Japan, India, and China.

HCL has also identified some fast-growing countries (new frontier) where the Company has presence but limited ability to address global clients' local demands. The new frontier countries are Iberia (Spain and Portugal), Mexico, Brazil, Taiwan, Vietnam, South Korea, and the Middle East. Many locations in these countries can also be utilized as nearshore or offshore delivery centers for HCL's other geographic markets. New frontier countries have been chosen on various criteria, including IT services market size and growth, propensity to partner and transform digitally, and long-term socio-economic stability.

The growth strategy in all these countries will be driven by local geographic leadership coordinating the ongoing effort of the vertical sales, technology practice, and service-led delivery organizations. This strategy will be amply supported through various other initiatives, including local delivery centers, talent localization, and local market partnerships with consultants and other service providers.



HCL's Innovation labs in Noida, India; Seattle, Wash.; and inside HCL MetaLabs.



# Strengthening the Brand

**As HCL Technologies continues to empower global enterprises with its deep-domain industry expertise, client-centricity and entrepreneurial culture, enabling businesses to transform into next-generation enterprises, it plans to positively impact revenue growth through an accelerated marketing transformation that will dramatically enhance brand awareness, reputation, trust and preference. This year was significant in laying the foundations for a holistic marketing transformation under the leadership of a new Chief Marketing Officer who will lead the efforts to create more widespread brand awareness and affinity, all while driving a strong growth agenda.**

The imperative to this holistic brand and marketing transformation is to build broad brand trust, awareness and preference, attract top talent to join HCL Technologies, and drive greater knowledge and preference for HCL in key growth areas of Digital, Cloud and ERS. Key priorities to bring this vision to life include:

- Developing a strong global brand positioning for HCL as a leader in both tech services and products in mature and growth markets, anchored by a strong purpose and grounded in a story of innovation
- Investing in dedicated programming to help HCL in its recruiting efforts, continuing to strengthen your Company's positioning as an employer of choice and helping attract top talent
- Holistic transformation of your Company's digital ecosystem, anchored by its website
- Ramping up a more proactive media relations/PR program
- Building on the strong CSR platform in India driven by the HCL Foundation, broaden your Company's plan outside of India
- Continuing to focus on communicating both internally and externally, HCL Technologies' aggressive sustainability agenda

This year saw an increase in HCL's brand value, based on the Brand Finance's Global 500 Brands 2022 report. HCL experienced a 10.5% increase in brand value since last year, thanks to improved base revenues, and a lower market risk and volatility. HCL's current brand value stands at over \$6 billion, making it the eighth most valuable IT service brand globally.

HCL Technologies' various marketing and brand initiatives also enabled its sales professionals to improve their skills and maximize their potential, and deepen relationships with stakeholders, including clients, ecosystem partners, industry analysts, employees and prospective employees, and the communities where your Company operates. Among those stakeholders are the industry analysts and advisors who provide third-party assessments of HCL and its competitors, and advise clients and prospects on their choices of service provider options. During the year, HCL was awarded 200+ leadership recognitions by analysts, including 80+ leadership recognitions for digital service offerings.

To strengthen relationships with its client community, HCL organized its Customer Advisory Board (CAB) meeting in March 2022 in Nashville, Tennessee. Twenty C-level executives (CIOs, CTOs) representing 18 F500 organizations met with HCL's business leadership and discussed the next phase on how they can partner and collaborate to grow together. Your Company launched Women Lead North America in October 2021 with 44 participants from 30 leading corporates across North America and Canada. The Company also partnered with International Women's Day to host a high-profile series of global panel discussions, tweet-chats and interviews.

Some other notable achievements and recognitions across various marketing-led initiatives across the globe include:

- Awarded a Guinness World Record for the Better Health Hackathon as the largest healthcare technology solutions competition. The platform also won the 2021 ITSMA (IT Services Marketing Association) Diamond award for marketing excellence
- Concluded Tech Jam 2021 with Cricket Australia, a global collaboration platform to drive innovative technology and data-driven solutions to solve challenges and re-imagine the game of Cricket with 8300+ participants and 100+ ideas submitted
- Collaborated with the mathematical, physical, and life sciences division of the University of Oxford for a series of virtual video roundtable conferences themed "AI & Human-Machine Collaboration and Space Technology"

As HCL continues the growth trajectory in coming years, the foundation laid this year for a brand transformation will be leveraged in enhancing brand awareness, reputation, trust, and preference, building one of the strongest and robust brands in the industry.

# Talent Management Strategy

**In FY22, HCL Technologies and its subsidiaries grew to a total of 208,877 employees and continued to utilize a broad range of tactics to acquire and develop talent in all its markets.**

Our emphasis and commitment to talent localization continues. Your Company believes this strategy confers its competitive advantages in a tightening regulatory environment with respect to workforce mobility. In the United States, HCL's localization stands at 70.9%.

HCL has long been successful in employing people from different geographies and nationalities, creating a unique fabric of values and traditions. To accurately gauge employee sentiment and provide an advanced tool for onboarding and training, your Company is revamping its internal technology. The Hire to Retire platform aims to improve the entire employee lifecycle from recruitment, onboarding, and training, to retirement. The Company is also using gamification and AI tools to track and address dissatisfaction levels related to work.

HCL is expanding into a wide range of new geographies over the next year to ease supply-side constraints and increase access to diversified skills, including Romania, Hungary, Bulgaria, Guatemala, and Costa Rica. HCL is also ramping up its presence in Vietnam, Australia, and New Zealand.

## Recognition of HCL culture and engagement practices across the World

Our distinctive people practices continue to win accolades across the globe from various industry forums and leading associations, including #1 ranked company among Professional Services in Forbes' World's Best Employers list for 2021, and being named a top employer in 17 countries by Top Employers Institute, a global authority in recognizing excellence in people practices. HCL has been awarded this status in Australia, Brazil, Canada, France, Germany, Guatemala, Malaysia, Mexico, the Netherlands, New Zealand, the Philippines, Poland, Singapore, South Africa, Sweden, the United States, and the United Kingdom. Recognized for the 16<sup>th</sup> time in a row in the United Kingdom, HCL is also ranked first in Poland, Sweden and the Philippines. Your Company was recognized as Top Employer Europe for the third year in a row.

HCL America has several awards from Brandon Hall, including gold for Leadership Under Crisis and gold for Best Advance in Employee Engagement. HCL America is also certified by Great Place to Work and ranked as a regional Top Employer 2021-22 in North America.

HCL won the LinkedIn Talent Insights Pioneer Award in the above 10,000 employees category, recognizing how it leverages data and insights in the hiring process.

HCL's efforts in recognizing diversity have received several awards and recognitions, including the Silver award for Best Advance in Leading Diversity, Equity and Inclusion initiatives in the Brandon Hall Excellence Awards, Best Organization for Women 2022 by The Economic Times, 2022 Excellence in Practice Award Winners for Diversity and Inclusion by the Association for Talent Development, and India's Best Workplaces for Women 2021 by Great Place to Work. HCL also won DivHERsity Awards in the Top 20 Companies in DivHERsity.

In line with HCL's commitment to diversity, equity and inclusion (DEI) principles, your Company is now part of the European Diversity Charter chapter in Germany, France, Poland, and Romania. HCL Technologies has also been included in the 2022 Bloomberg Gender-Equality Index.

## Talent acquisition

HCL's talent acquisition practices are aligned to the Company's Mode 1-2-3 strategy by tailoring hiring practices to the different skill sets needed by each mode. HCL has leveraged digital technologies to enhance the quality and experience of its talent acquisition programs. Total staff in cities under HCL's New Vistas locations in India (Lucknow, Madurai, Nagpur, and Vijayawada) is up nearly 31% from the last fiscal year.

As a fast growing company, HCL Technologies is driving change and innovation with its unique hiring strategies. HCL has a variety of initiatives to attract, engage, and grow a stable and happy workforce, including its early career programs such as TechBee, Apprenticeship, First Careers and Global Engagement Managers/Management Trainees' hiring initiative. HCL is deeply invested in first time hires – the next generation of technology talent – and collaborates with leading educational institutions and academic partners across the globe to get the right mix of high school (Class XII), college and university graduates. There are numerous learning and training opportunities for professional development, as well as programs to fund and enable the higher education of college and university graduates. HCL hired nearly 23,000 first time hires in FY22 and is looking ambitiously at onboarding even more in FY23.



Employees celebrating Holi in the Noida, India office.

## Talent Management Strategy *continued*

### Talent Development

HCL Technologies' Talent Development Center of Excellence focuses on creating a culture of continuous learning through business-focused learning solutions. Grassroots innovation, an ingrained culture of co-innovation, and a tradition of going far beyond what is expected to create client value are deeply embedded in HCL's DNA and differentiate us from the competition. Such habits provide a distinct advantage in creating value for businesses in the digital and connected world. Our training programs emphasize these values.

During FY22, 145,848 employees availed 8.29 million training hours to enhance their current skills. 68,146 employees were also trained in digital skills during this period. The pandemic pushed team members to work in a virtually connected mode, which required changes in talent development programs to increase the prevalence of required skills. These competencies established a new normal and became an integral part of the learning solutions and micro-learning nuggets deployed globally.

### Diversity and Inclusion

An unwavering commitment to purposefully make progress on DEI is at the heart of HCL's values. Your Company strongly believes that the diversified workforce, which includes 165 nationalities coming from many countries in which HCL does business, is both an asset and a real differentiator. HCL provides its staff with a fair opportunity to attain their full potential in an inclusive environment in which they are valued, and treated equally and with respect. These essential components result in increased creativity, productivity, innovation, and better business results.

HCL has long been successful in employing people from different geographies and nationalities, creating a unique fabric of values and traditions. At the end of FY 22, HCL employed people from 165 nationalities and women represented 28% of the global workforce. Gender diversity at a senior leadership level has seen a 2.5% increase over the last four years. The overall gender ratio has increased 3.1% over four years.



Your Company makes an intentional and continuous effort to create and sustain a culture of equality, self-awareness, authenticity, and accountability in the realm of gender, cross-cultural diversity, persons with disabilities, and LGBTQ+ inclusion. HCL has created a beautiful mosaic of different people, beliefs, experiences, and innovation where everyone has an equal shot. Its vision for DEI is that all thrive and contribute their strengths to find common ground for creativity and accomplishing remarkable things.

### HR Compliance at HCL

HR compliance is an integral part of the HR processes and procedures at HCL. Your Company has a comprehensive HR compliance framework which is periodically reviewed by all relevant stakeholders to ensure the framework is relevant and appropriately aligned with local regulations and requirements. This framework clearly defines the compliance elements, stakeholders, and the compliance control mechanisms.

HCL also conducts periodic audits, both internal and through external stakeholders, to ensure adherence to regulations. There is a centralized team to design and implement the changes as well as provide governance and oversight to the HR compliance program. This team constantly collaborates with multiple cross-functional teams to enhance the framework.

Technology is a key element in the successful implementation of HR compliance and HCL has implemented solutions to ensure that timely tracking and transparent reporting of compliance elements is achieved. A strong governance mechanism managed by the central compliance team ensures that the risks are mitigated or eliminated in a timely manner.



# Process Transformation & Business Collaboration

Over the last four plus decades, HCL Technologies has grown to become a part of the world's elite group of large, multi-billion dollar global enterprises. Our success has been built on a few core beliefs such as entrepreneurial spirit, innovation focus, and adaptive culture. One of HCL's top priorities is to retain that nimbleness and flexibility, while deploying the best-in-class practices and processes that will allow us to scale further. A key factor that would determine our long-term success is the ability to remain near all stakeholders, specifically clients and employees, and understand and address their asks quickly. A lot of this will be made possible through HCL's ongoing process and systems transformation roadmap.

## CREST Program

There is no better business metric to focus on than client satisfaction. With this in mind, HCL refreshed its client cadence programs during the last fiscal year. CREST is a client-cadence management system that enables periodic client cadences to strengthen trust through transparency. CREST brings in leadership visibility and required participation from clients and HCL stakeholders. The system further ensures wider content coverage of strategic/transformational aspects, industry insights, and best practices that are aligned to client roadmap/hot buttons. This helps the clients gain a better understanding of the competitive landscape and industry/technology trends.

With a synchronized cadence mechanism, unified knowledge, and a singular view, CREST strives to:

- Enable better leadership engagement, leading to higher client satisfaction
- Fulfill higher order expectations on innovation and transformation
- Demonstrate HCL's core values across client interactions
- Enable better client experience, leading to improved growth opportunities

CREST is one of the many steps in the pursuit towards client excellence as the Company continues its journey of listening and learning from its engagement with its clients.

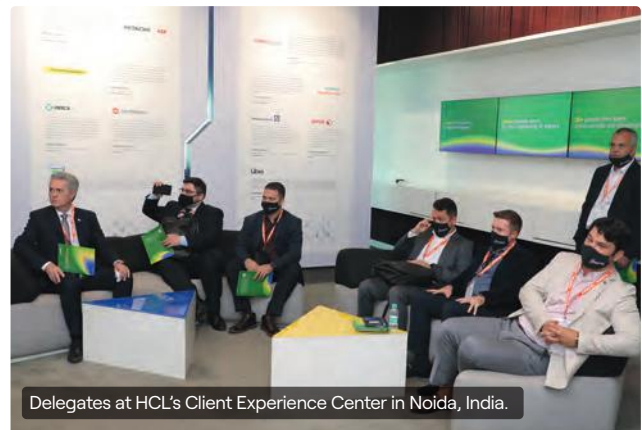
## Client Satisfaction Program

HCL believes that any client engagement is a strategic collaboration to manage, fulfill and value-add. The engagement matures along the lifecycle starting from commencement, optimization, and maturity to re-invention, and it is imperative to track the health of the relationship at all stages.

At HCL, there is a multi-layered client feedback framework that not only captures the voice of the client during the relationship lifecycle. It also has a well-oiled post feedback mechanism to address actions and client inputs on various dimensions.

HCL Technologies conducts Project CSAT, which assesses client satisfaction levels with respect to base delivery aspects and operations at a project level on an ongoing basis. Once a year, an independent third party conducts Account CSAT to provide a health check on client engagement and relationships, benchmarked against competitors. This is administered by an independent third party and clients have the option to remain anonymous and share candid feedback.

Every entity at HCL gets a computed CSAT score and the synopsis of the client feedback to help it improve and work on specific asks from clients. This is also a key performance parameters (KPP) for HCL's senior and mid management. HCL has seen the overall experience index rise to the top 80% quartile in the last few years. Client satisfaction during the COVID-19 pandemic was amongst the best, with minimal service disruption, even while employees were delivering services remotely.



Delegates at HCL's Client Experience Center in Noida, India.

## Process Transformation & Business Collaboration *continued*

### Enabling Process Transformation

HCL Technologies' business transformation and internal technology organizations are embarking on a digital program, with an objective to simplify and standardize business processes and transform the IT landscape. The COVID-19 pandemic has accelerated the need to engage with employees virtually, which internally processes with fewer handovers.

HCL started this transformation with Hire to Retire processes to enable faster recruitment and easier onboarding of future employees. As the global footprint expands, HCL plans to enhance all available platforms that are adaptable across geographies. The intent is to make information easily available to employees and HR managers through well-integrated systems.

In parallel, your Company is also improving the Order to Cash processes through system transformation. This will enhance the visibility of invoices and payments to enable faster collections. It also plans to underpin the above process changes through technology enablement, by providing robust interoperability through APIs, superior experience through user interface transformation, and intelligent information through analytics backbone.

At HCL, knowledge is a true enabler. As an impact of the COVID-19 pandemic on remote work, leaders at HCL have started to view enterprise knowledge needs in a more urgent and strategic light. Many have progressed to improve content and repositories, build better online networks, and formalize how knowledge moves across the digital workspace. The enterprise-wide knowledge management system is gaining ground as the organization plans to increase its knowledge management effort to facilitate better collaboration, better employee experience, knowledge sharing, enhanced search feature, and capability enablement within the organization to drive improved client service.

HCL's enterprise knowledge management is powered by state-of-the-art technologies driven by cognitive search, analytics, virtual assistants, and AI. The platform streamlines knowledge management and integrates it with core business processes, making it easier to support employees working in a remote and hybrid environment. It also enables technologies for better acquiring, processing, and tagging of massive unstructured content, making it available for search and analysis.

Having smarter and better technology for critical tracks, with a robust enterprise knowledge management platform enabling undeterred movement of knowledge, HCL aims to be more competitive in the market and poised for greater success in the years ahead.



### Business Collaboration

From a business perspective, HCL is empowering employees to connect and engage with clients using multiple modes to deliver value. HCL's Ideapreneurship program, one of the largest innovation programs globally, is at the core of its DNA. Ideapreneurship is based on the fundamental belief of inverting the organizational pyramid and engaging, enabling, and empowering everyone at all levels within the organization. The employees are challenged to think, look within, and look into the future, to come up with solutions for operational and business challenges. Since 1976, thousands of ideas have been suggested by employees at all levels. And when people know they have a voice, they thrive not only as part of an organization but as human beings too. At HCL Technologies, this is called the culture of innovation and Ideapreneurship.

HCL also enables various business and enabling units to come together and discuss ideas through a live collaboration program – Spark – and other social interaction digital platforms. This includes people coming together to define new propositions, exchange ideas, and learn from each other's experience. Outside industry experts participate in these forums to share the industry trends so that HCL continues to remain ahead of the market. The aim is to expand this further with the objective of making 200,000 employees work as one small team with a single agenda to enable clients to execute their business roadmap better.

# Risk Management

**HCL's Board of Directors and executive management promote a risk-intelligent and risk-aware environment to protect stakeholders, safeguard operations and people, ensure quality delivery of services to clients, and build transparency. Our Enterprise Risk Management integrated structure minimizes risk and maximizes performance with a comprehensive strategy that identifies and manages internal and external risks, and ensures compliance. This approach combines strategic and operational practices to support the risk-enabled decision making intrinsic to supporting HCL's business objectives and culture.**

## Pandemic and Infectious Disease Risks

As part of business continuity management, HCL Technologies has established a pandemic response policy and plan to oversee its global response and monitor the pandemic situations in the locations where it operates.

While navigating the pandemic, your Company's pandemic response plan was actively in effect throughout the year to continually oversee its response around five key focus areas: safeguarding employees, minimizing impact to clients, reducing the financial impact to HCL, maintaining supply chain resilience, and providing support to the communities in which HCL operates. Crisis governance was guided by your Company's executive crisis management team, advice from the Board, and engagement with external experts to bring best-in-class capabilities to ensure business continuity.

The work-from-home model adopted to run the Company during the pandemic remains widely in place. Providing flexibility to employees and enhancing the secure digital remote workspace ecosystem remain key areas of focus to ensure workforce safety and uplift technology capabilities for handling remote business operations appropriately.

As the risks posed by the pandemic continued to change and evolve, HCL recognized the need to maintain flexibility in reshaping options for returning to the workplace. Consequently, the transition back to the office was made voluntary and implemented in a secure, staggered way.

A 24/7 global helpline continued to provide free well-being services for employees and their families. An empathetic and bespoke communication plan named #TakeCareHCL reinforced your Company's commitment to people. A COVID-19 resource hub on the intranet kept employees advised on safety, remote working risks, and policies, and strengthened communal bonds to restore confidence. Virtual events and well-being programs fostered meaningful connections between leaders and teams, and employees and families in the era of social distancing. Predictive analytics on the impact of the pandemic, discussed and analyzed in a virtual situation room, helped leaders make real-time decisions.

In addition to managing the pandemic response, HCL also continued to focus on enhancing capabilities and effectively delivering services to its clients across business lines.

The world continues to witness a staggering pattern of returning to office due to multiple emerging new COVID-19 variants. In line with HCL's strategy to ensure a safe return to the office, a calibrated plan based on applicable guidelines is continuously evaluated. This strategy is supported by innovative technology solutions to ensure safe and secure workplaces in line with global best practices and emerging COVID-19 guidelines. The lingering effects of the prolonged COVID-19 pandemic and the outbreak of new variants and other infectious diseases could impact HCL's service delivery and business across geographies. The specific risks related to various parts of the organization are listed below:

**Service delivery and client commitments:** HCL could experience disruptions in operations and service delivery due to spikes in COVID-19 variants or other infectious diseases, leading to extended lockdowns, added mobility restrictions, and reduced availability of the workforce. As a result, service level agreements with clients could be impacted, causing clients to impose penalties in their contracts with HCL.

**Future business prospects and sales:** The ongoing pandemic has exacerbated an uncertain global economy. HCL sales could possibly be impacted due to the slowdown in global economic recoveries, rising inflation and increased volatility in the financial market.

**Employee health and wellness:** The COVID-19 pandemic may produce long-term consequences on mental and physical health, leading to a loss in productivity and emotional availability among HCL employees. As the economic downturn continues, further tangential effects stemming from the pandemic may arise.

**Adapting to new operating models:** Pandemic-driven changes and evolving complexities of returning to the office are reshaping the long-term operating models by upending the traditional. With HCL's substantial workforce continuing to work remotely, the inability to manage timely structural and cultural adjustments to transform its operating model may inhibit HCL's ability to unlock new value in a post-pandemic world.



## Risk Management *continued*

### Geopolitical Risks

Instability and uneven growth in the global economy have had an adverse impact on the growth of the IT industry and may continue to impact it in the future. The Russia-Ukraine conflict has caused global and domestic economic implications. Consequently, fluctuating currencies, swinging stocks, and soaring energy prices are impacting economies worldwide. Any future global economic or political uncertainties may further aggravate the reduction, postponement, or consolidation of IT spending, contract terminations, deferrals of projects, or client purchase delays. Such uncertainties can impact industries that drive a substantial portion of HCL's revenue, such as financial services, manufacturing, life sciences and healthcare, and public services. Heightened geopolitical situations among the major economies may also impact HCL's ability to grow holistically across regions.

HCL has set up a geopolitical framework to assess geopolitical risks on an ongoing basis. The program continuously assesses and improves HCL's brand narrative for clients and employees worldwide. The program functions in harmony with HCL's crisis response program for effective and timely responses to critical events arising because of any geopolitical developments. Your Company has been expanding its business across various countries to minimize dependence on any single country for revenue growth and service delivery. HCL also continues with the strategy of hiring local talent through various internal programs to avoid adverse impact on business due to various restrictions on the free mobility of staff. HCL strategically invests in a flexible workforce model of onsite, onshore, nearshore, and offshore resources to address these concerns and empower the best talent to solve client business challenges.

### Business Continuity Risks

HCL's reputation as a leading technology company is measured by its threat resilience and how effectively it can respond to disruptive events in a complex and fast-changing global risk landscape. Your Company faces business continuity risk if it is unable to ensure continuity of its operations across clients, delivery locations, and enabling functions.

The Crisis and Resilience (C&R) role remains at the forefront in helping to mitigate disruption, as the convergence of the pandemic and the Russia-Ukraine conflict has emerged as a notable and persistent risk to business continuity.

In line with HCL's philosophy of proactively looking for threats and continual improvement, HCL has re-imagined its C&R program, implementing enhancements that will improve readiness and help respond to large-scale global events and the evolving threat landscape. Your Company continues to focus on integrating resilience as an intrinsic part of its business operating model and seeks to embed and design resilience across the dimensions of work, workforce, workplace, business operations, technology, supply chain, and leadership.

### Information and Cybersecurity Risks

In the ever-evolving technology landscape, there is a continuous risk to the confidentiality, integrity, and availability of HCL client and company data, which can potentially impact HCL's corporate mission. Cyberwarfare events are increasingly becoming more significant across the globe to attack public and private economic systems and digital infrastructures.

The war between Russia and Ukraine has raised major concerns pertaining to data security and increasing cyberattack threats around the globe.

HCL places high importance on information and cybersecurity by implementing a comprehensive governance program across the Company and its third-party partners, which is an integral part of its corporate governance and risk management structure. The program embodies proactive detection and response to issues and incidents that are managed through resolution and reported to management and continuous awareness for all employees. HCL's Information and Cybersecurity vertical ensures a strong security posture for HCL and its clients. HCL's security posture has been validated by independent, industry-recognized certifications and attestation standards, including quarterly oversight by the Board. HCL also has cyber insurance that covers several types of breaches and cyber events. Your Company has not experienced any material cyber breaches in the past three years.

### Supply-side risks

The Russia-Ukraine conflict, COVID-19 pandemic, and related events have further shown that supply chains remain extensively vulnerable to disruptions due to supply-side shortages and logistics-capacity constraints. Clients rely on technology firms like HCL to drive business outcomes through transformation initiatives that expand revenue and optimize cost.

On the supply side, technology firms have become part of a fragmented market, with a few large firms and the emergence of many boutiques, resulting in tighter service level agreements (SLAs) and competitive pricing. Technology firms that fail to remain competitive may lose market share and suffer reduced growth across the top line and bottom line. HCL has robust governance to continuously assess client expectations and work on proactive measures to deliver the promised value. As part of its integrated business planning and execution, sales and delivery teams engage on a regular basis with clients to ensure seamless execution of engagements within SLAs. HCL's delivery capabilities are equipped with a set of rich frameworks, IP, and accelerators to enable this execution.

HCL continuously invests in next-generation technology and skill development to meet future demand to stay relevant to client ecosystems. Product and platform roadmaps are created and constantly updated based on feedback from clients, market trends, emerging technologies, and other parameters. Differentiated full-stack offerings help maintain and enhance client mindshare.

#### **Regulatory Compliance Risks**

HCL operates in a continuously expanding list of countries and industry sectors, resulting in an increased risk of non-compliance with regulatory requirements relevant to its business.

HCL has established dedicated functions that review and monitor regulatory requirements across geographies and industry sectors to mitigate this risk. HCL's comprehensive global regulatory compliance framework is designed to identify, assess, mitigate, and monitor regulatory risks impacting HCL. The framework helps prevent the violation of applicable laws and regulations, and protects the Company's reputation, employees, and clients. Where required, mitigation plans are implemented to address any identified non-compliances. In addition, the Board receives quarterly compliance certificates from the respective functions with responsibility for such compliance.

#### **Privacy Risks**

HCL's scope of processing the personal data of individuals, enterprises, vendors, and contractors has further increased with the expansion of its operations and changes in the processing environments resulting from the increase in remote working. Most countries have stringent and dynamic privacy laws, especially about personally identifiable healthcare and financial data. The privacy landscape continues to shift as the relevant governing bodies worldwide scrutinize the adequacy of privacy laws and regulations to address the evolving digitization of personal data and further case law and privacy actions that individuals and enforcement agencies bring. For example, the European Commission updated the terms and conditions under the new Standard Contractual Clauses

after last year's Schrems II ruling, which has brought new requirements for the organizations. This further increases the risk of non-compliance with privacy and data protection laws and regulations.

HCL has an established privacy framework that includes global oversight through governance, policies and procedures, training and awareness programs, privacy impact assessments, privacy by design, data mapping, third-party contractual oversight, incident management, and a mechanism for global monitoring of privacy compliance. This ensures capabilities exist to support global privacy compliance in a dynamically evolving space requiring the support of regional privacy compliance variances. HCL has been supported by industry-recognized certifications and accreditations, and oversight from an external global data protection officer who independently reviews and reports on HCL's measures in place for privacy compliance.

#### **Talent Management Risks**

As HCL grows, talent management and meeting the ever-increasing demand for new talent pose a significant continuing risk. The proliferating strategic shifts globally toward the adoption of digital solutions, accelerated by the pandemic, have further exacerbated the skilled-labor shortage. Your Company's strategy is to focus on building the workplace of tomorrow, one which promotes equality and collaborative and transparent culture.

HCL deploys a robust training strategy designed to meet the development needs of employees at all levels. It includes professional, functional, technical, and leadership development learning solutions. The HR team continuously aims to reach every employee to support their growth and provide employees with progressive career paths through internal opportunities. This strategy allows employees to fulfill their aspirations through comprehensive career development and skill development plans. The Career Connect program helps guide succession planning strategies through vertical and horizontal advancements.

#### **Foreign Exchange Risks**

HCL derives most of its revenue from clients outside India and, accordingly, most of its revenue is realized in foreign currencies. Its delivery teams are based across various countries and, again, most of your Company's costs are denominated in foreign currencies. This situation exposes the Company to any adverse movement in foreign currency exchange rates.

HCL manages this risk by using foreign exchange forward contracts and options to mitigate the risk of movements in foreign exchange rates associated with net receivables and forecast transactions in certain foreign currencies. It is governed by policy and processes determined by the Board, which defines the period of hedges, the percentage of risk to be covered, and the counterparty risk to be taken.

## Risk Management *continued*

### Acquisition-Related Risks

From time to time, HCL acquires other companies or businesses, and the success of these acquisitions depends upon several factors. These include the effective integration of the acquired business with the rest of the Company and the optimum realization of synergies between the acquired business and the Company. HCL has pioneered a strategy to gain significant value from acquisitions through a unique inorganic growth model that identifies value assets that can enhance through creative synergies.

Following the acquisition, there is an ongoing integration and performance management program to enable acquired businesses and HCL to get the maximum returns on these investments. Board committees periodically review the performance of acquired businesses and take corrective action when needed. However, the business of the acquired company and the integration process are also exposed to extrinsic factors. In the wake of these factors beyond your Company's control, it is exposed to the risk of impairment of goodwill and other intangibles. Impairment of goodwill and other intangibles are evaluated once at the end of the year and such impairments, if any, are suitably reported.

### Tax-Related Risks

HCL is subject to taxes in numerous jurisdictions worldwide and enjoys tax benefits in India and a few other countries. Any changes in tax laws in India and other countries where HCL has a significant presence can impact the Company's effective tax rate. Since HCL operates in several jurisdictions, transfer pricing arrangements among legal entities in these jurisdictions are always subject to review by various tax authorities.

HCL's strategy for tax-related risk is to employ specialized tax teams that keep abreast of the latest tax developments in different countries and implement appropriate tax planning strategies based on changes in tax laws. HCL also makes advance transfer pricing arrangements in several countries and has the transfer pricing arrangements reviewed by external consultants periodically.



# Consolidated Results

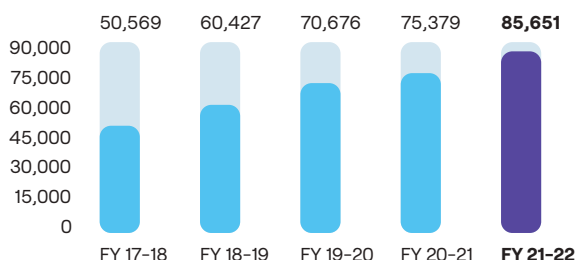
## Consolidated Results

This part of the Management Discussion and Analysis refers to the consolidated financial statements of HCL (the "Company" or the "Parent Company") and its subsidiaries, referred to as the "Group." The discussion should be read in conjunction with the financial statements and related notes to the consolidated accounts of HCL for the year ended 31 March 2022, prepared in accordance with the Indian Accounting Standard (referred to as "Ind AS"), prescribed under Section 133 of the Companies Act, 2013, and read with the Companies (Indian Accounting Standard) rules as amended from time to time.

## Performance Trends

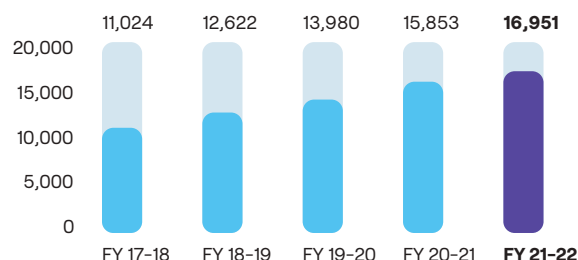
### Revenue (₹ Crores)

Revenue has increased from ₹ 50,569 crores in FY18 to ₹ 85,651 crores in FY22, with a compounded annual growth rate (CAGR) of 14.1% over the last four years.



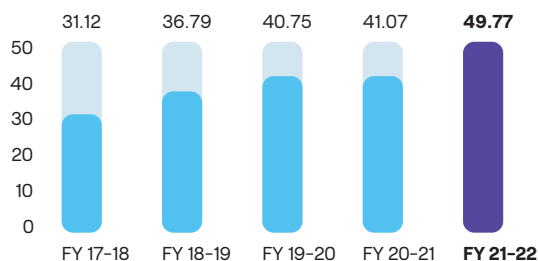
### Profit Before Tax (₹ Crores)

Profit before tax has increased from ₹ 11,024 crores in FY18 to ₹ 16,951 crores in FY22, with a CAGR of 11.4% over the last four years.



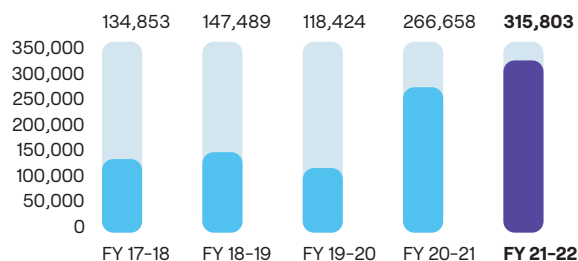
### Earnings per share (₹)

Earnings per share has increased from ₹ 31.12 in FY18 to ₹ 49.77 in FY22, with a CAGR of 12.5% over the last four years.



### Market Capitalization (₹ Crores)

Market capitalization has increased from ₹ 134,853 crores in FY18 to ₹ 315,803 crores in FY22, with a CAGR of 23.7% over the last four years.



\* Market capitalization is based on market rate as on last date of the respective financial year

## Consolidated Results *continued*

### Financial Performance

Results of Operations (Consolidated):

(in ₹ Crores)

Particulars	Year ended				% Increase
	31-Mar-22		31-Mar-21		
	Amount	% Revenue	Amount	% Revenue	
Revenues from operations	85,651	100.0%	75,379	100.0%	13.6%
Other income	1,067	1.2%	927	1.2%	15.1%
<b>Total income</b>	<b>86,718</b>	<b>101.2%</b>	<b>76,306</b>	<b>101.2%</b>	<b>13.6%</b>
Expenses:					
Purchase of stock-in-trade	1,473	1.7%	1,698	2.3%	(13.3%)
Changes in inventories of stock-in-trade	(67)	(0.1%)	(3)	(0.0%)	
Employee benefit expense	46,130	53.9%	38,853	51.5%	18.7%
Outsourcing costs	12,515	14.6%	10,158	13.5%	23.2%
Finance costs	319	0.4%	511	0.7%	(37.6%)
Depreciation, amortization and impairment expense	4,326	5.1%	4,611	6.1%	(6.2%)
Other expenses	5,070	5.9%	4,625	6.1%	9.6%
<b>Total expenses</b>	<b>69,766</b>	<b>81.5%</b>	<b>60,453</b>	<b>80.1%</b>	<b>15.4%</b>
Profit before share of loss of associates and tax	16,952	19.8%	15,853	20.9%	6.9%
Share of loss of an associate	(1)	(0.0%)	–	0.0%	
Profit before tax	16,951	19.8%	15,853	21.0%	6.9%
Tax expense:					
Current tax	3,442	4.0%	3,719	4.9%	
Deferred tax charge	(14)	(0.0%)	965	1.3%	
Total tax expense	3,428	4.0%	4,684	6.2%	(26.8%)
<b>Profit after tax</b>	<b>13,523</b>	<b>15.7%</b>	<b>11,169</b>	<b>14.7%</b>	<b>21.1%</b>
Non-controlling interest	(24)	(0.0%)	(24)	(0.0%)	
<b>Profit for the year</b>	<b>13,499</b>	<b>15.7%</b>	<b>11,145</b>	<b>14.7%</b>	<b>21.1%</b>

## Income

### Revenues from operations

Comprises revenue from the sale of services and the sale of hardware and software.

Revenue from operations in the year ended 31 March 2022 increased by 13.6% to ₹ 85,651 crores from ₹ 75,379 crores in the year ended 31 March 2021. This increase is primarily due to business growth in the IT and Business Services (ITBS) segment and Engineering and R&D Services (ERS) segment. The growth of our ITBS business was strong in a post-pandemic world due to accelerated global enterprise demand for digital transformation programs, including zero-touch client interactions and remote workforce management solutions such as digital workplace and cybersecurity. The growth also resulted from ongoing technology programs such as hybrid cloud adoption, cost optimization initiatives, and tail vendor consolidation programs.

### Segment wise breakup of revenues

The following table sets forth the revenue generated from each of our business segments and their respective percentage of our total revenue for the year:

(in ₹ Crores)

Segment	Year ended				
	31-Mar-22		31-Mar-21		% Increase
	Amount	% Revenue	Amount	% Revenue	
IT and Business Services	61,742	72.1%	53,401	70.9%	15.6%
Engineering and R&D Services	13,564	15.8%	11,546	15.3%	17.5%
Products & Platforms	10,345	12.1%	10,432	13.8%	(0.8%)
<b>Total Revenue</b>	<b>85,651</b>	<b>100.0%</b>	<b>75,379</b>	<b>100.0%</b>	<b>13.6%</b>

### Geography wise breakup of revenues

The Group also reviews its business on a geographic basis. The following table classifies total revenue by geographic areas:

(in ₹ Crores)

Geographical mix	Year ended				
	31-Mar-22		31-Mar-21		% Increase
	Amount	% Revenue	Amount	% Revenue	
America	48,205	56.3%	42,468	56.4%	13.5%
Europe	22,972	26.8%	20,884	27.7%	10.0%
India*	3,104	3.6%	2,297	3.0%	35.1%
Rest of the world	11,370	13.3%	9,730	12.9%	16.9%
<b>Total Service Revenue</b>	<b>85,651</b>	<b>100.0%</b>	<b>75,379</b>	<b>100.0%</b>	<b>13.6%</b>

\* Includes revenue billed to India based captive of global clients.

### Other Income

The details of Other Income are as follows:

(in ₹ Crores)

Other income	Year ended		
	31-Mar-22	31-Mar-21	% Increase
Interest income	584	648	
Income on mutual fund	94	92	
Profit on sale of debt securities	10	3	
Exchange differences (net)	328	46	
Profit on sale of property, plant and equipment	15	102	
Others	36	36	
<b>Total</b>	<b>1,067</b>	<b>927</b>	<b>15.1%</b>



## Consolidated Results *continued*

Other income increased by 15.1% to ₹ 1,067 crores in the year ended 31 March 2022 from ₹ 927 crores in the year ended 31 March 2021. This increase is primarily due to higher exchange gains of ₹ 328 crores largely on account of favourable cash flow hedge positions realized during the year, partially netted off by lower interest income primarily on account of lower realized return on treasury investments. There was also a higher profit on sale of property, plant and equipment of ₹ 102 crores in the previous year.

### Expenses

#### Employee benefit expense

Employee benefit expense include salaries that have fixed and variable components, and contributions to retirement and pension plans. It also includes expenses incurred on staff welfare.

(in ₹ Crores)

Particulars	Year ended				
	31-Mar-22		31-Mar-21		% Increase
	Amount	% Revenue	Amount	% Revenue	
Salaries, wages and bonuses	40,494	47.3%	34,090	45.2%	18.8%
Contribution to provident fund and other employee benefit	5,382	6.3%	4,574	6.1%	17.7%
Share-based payments to employees	81	0.1%	–	0.0%	
Staff welfare expense	173	0.2%	189	0.3%	(8.5%)
<b>Total</b>	<b>46,130</b>	<b>53.9%</b>	<b>38,853</b>	<b>51.5%</b>	<b>18.7%</b>

Employee benefit expense has increased by 18.7% to ₹ 46,130 crores in the year ended 31 March 2022 from ₹ 38,853 crores in the year ended 31 March 2021. The increase is primarily due to an increase in the number of employees (208,877 as of 31 March 2022 compared with 168,977 as of 31 March 2021), and an increase in the average cost per employee due to normal salary revisions, skill-based incentives, and other adjustments to manage higher attrition. In the previous year, there was a one-time special bonus of ₹ 728 crores paid to employees in recognition of the Group achieving the \$10 billion revenue mark.

Employee benefit expense as a percentage of revenue has increased from 51.5% in the previous year to 53.9% due to an increase in the average cost per employee, and lower utilization of recent university and trade school graduates hired during the year.

#### Outsourcing expense

Outsourcing expense includes outsourcing of several client-related activities such as hosting services, facilities management, disaster recovery, maintenance, and break fix services, and hiring of third-party consultants from time to time to supplement the in-house teams.

Outsourcing expense increased by 23.2% to ₹ 12,515 crores in the year ended 31 March 2022 from ₹ 10,158 crores in the year ended 31 March 2021. This increase in the current year is primarily due to the higher number of third-party resources hired as compared to the previous year due to increased market demand for digital services and an increase in outsourcing of client-related activities.

#### Finance costs

Finance costs comprises interest on loans from banks, interest on loans from senior notes issued on the Singapore stock exchange, interest on lease liabilities, interest on direct taxes, other interest, and fair value changes on liabilities carried at fair value through profit and loss, and bank charges.

Finance costs decreased by 37.6% to ₹ 319 crores in the year ended 31 March 2022 from ₹ 511 crores in the year ended 31 March 2021. This decrease is primarily on account of several items in the previous year: higher fair value changes on compound financial instruments carried at fair value through profit and loss of ₹ 61 crores; one-time interest rate swap cancellation cost of ₹ 60 crores; and higher interest unwinding cost on deferred payments by ₹ 45 crores.

#### Depreciation, amortization and impairment expenses

Depreciation, amortization and impairment expenses decreased by 6.2% to ₹ 4,326 crores in the year ended 31 March 2022 from ₹ 4,611 crores in the year ended 31 March 2021. This decrease is primarily due to the one-time impact of impairment on Licensed IPRs of ₹ 116 crores in the previous year; lower amortization on software by ₹ 56 crores; and the decrease in amortization of other acquired intangibles.

## Other expenses

(in ₹ Crores)

Particulars	Year ended				
	31-Mar-22		31-Mar-21		% Increase
	Amount	% Revenue	Amount	% Revenue	
Software license fee	916	1.1%	1,071	1.4%	(14.5%)
Repairs and maintenance	626	0.7%	644	0.9%	(2.8%)
Travel and conveyance	555	0.6%	362	0.5%	53.3%
Legal and professional charges	539	0.6%	597	0.8%	(9.7%)
Recruitment, training and development	517	0.6%	211	0.3%	145.0%
Communication costs	466	0.5%	457	0.6%	2.0%
Power and fuel	291	0.3%	275	0.4%	5.8%
Expenditure toward corporate social responsibility activities	219	0.3%	197	0.3%	11.2%
Insurance	109	0.1%	105	0.1%	3.8%
Rent	70	0.1%	83	0.1%	(15.7%)
Others	762	0.9%	623	0.8%	22.3%
<b>Total</b>	<b>5,070</b>	<b>5.9%</b>	<b>4,625</b>	<b>6.1%</b>	<b>9.6%</b>

Other expenses increased by 9.6% to ₹ 5,070 crores in the year ended 31 March 2022 from ₹ 4,625 crores in the year ended 31 March 2021. The increase in costs is primarily due to an increase in recruitment, training and development expenses by ₹ 306 crores due to increased hiring driven by increased demand and higher attrition; and an increase in travel and conveyance expenditure by ₹ 193 crores post relaxation in COVID-19 travel restrictions.

## Tax expenses

Tax expenses comprises current tax and deferred tax.

(in ₹ Crores)

Particulars	Year ended	
	31-Mar-22	31-Mar-21
Profit before tax	16,951	15,853
Total tax expense	3,428	4,684
Effective tax rate	20.2%	29.5%

Tax expenses include current tax and deferred tax expense. The effective tax rate (ETR) for the previous year was higher primarily due to: a one-time additional deferred tax expense in the previous year of ₹ 1,222 crores, being the deferred tax liabilities recognized by the Group on the difference between book basis and tax basis of goodwill consequent upon enactment of new tax provision discontinuing the amortization of goodwill for tax purposes w.e.f. 1 April 2020; and the reversal of certain prior period provisions in the current year for details refer to note no 3.25 to the consolidated financial statement.

## Consolidated Results *continued*

### Financial position

(in ₹ Crores)

Particulars	31-Mar-22	31-Mar-21
<b>Assets</b>		
(a) Property, plant and equipment	5,612	5,642
(b) Capital work in progress	129	312
(c) Right-of-use assets	2,305	2,410
(d) Goodwill	17,417	17,192
(e) Other intangible assets	9,743	11,901
(f) Other non-current assets	5,786	5,686
(g) Current assets	48,041	43,051
<b>Total assets</b>	<b>89,033</b>	<b>86,194</b>
<b>Equity</b>		
(a) Equity share capital	543	543
(b) Other equity	61,463	59,539
<b>Total equity</b>	<b>62,006</b>	<b>60,082</b>
<b>Liabilities</b>		
(a) Non-current liabilities	8,252	8,729
(b) Current liabilities	18,775	17,383
<b>Total equity &amp; liabilities</b>	<b>89,033</b>	<b>86,194</b>

Other equity comprises other equity attributable to shareholders of the Group and non-controlling interest.

#### Property, plant and equipment

Property, plant and equipment net of depreciation as of 31 March 2022 is ₹ 5,612 crores (compared with ₹ 5,642 crores as of 31 March 2021). The decrease was primarily due to depreciation for the year of ₹ 1,453 crores (computer and networking equipment depreciation of ₹ 1,003 crores and the balance of other assets) offset with the addition (net of disposal) during the year of ₹ 1,395 crores.

#### Right-of-use assets

Right-of-use assets net of depreciation as of 31 March 2022 is ₹ 2,305 crores (compared with ₹ 2,410 crores as of 31 March 2021).

#### Goodwill and intangible assets

Goodwill as of 31 March 2022 is ₹ 17,417 crores (compared with ₹ 17,192 crores as of 31 March 2021). The increase was primarily due to currency translation. (For details refer to note no 3.2 to the consolidated financial statement).

Intangible assets as of 31 March 2022 are ₹ 9,743 crores (compared with ₹ 11,901 crores as of 31 March 2021). The decrease was primarily due to amortization of ₹ 2,199 crores during the year partly offset by the addition of client relationship of ₹ 103 crores and other intangible assets of ₹ 143 crores.

#### Treasury investments

The guiding principles of the Group's treasury investments are safety, liquidity, and return. The Group has efficiently managed its surplus funds through careful treasury operations.

The Group deploys its surplus funds in fixed deposits with banks, inter-corporate deposits, and investments in debt mutual funds and debt securities, with a limit on investments with any individual bank/fund.



**Breakup of treasury investments is given below**

(in ₹ Crores)

Particulars	31-Mar-22	31-Mar-21
Debt mutual funds	2,456	1,024
Debt securities	3,783	5,749
Deposits with banks	4,847	5,277
Deposits with corporations and financial institutions	3,208	4,841
<b>Total</b>	<b>14,294</b>	<b>16,891</b>

**Current and other non-current assets excluding treasury investments**

Other non-current assets comprises deferred tax assets (net), and non-current financial and other assets.

Current assets comprises inventories, current tax assets (net), and current financial and other current assets.

(in ₹ Crores)

Particulars	31-Mar-22	31-Mar-21
Other non-current assets	5,786	5,686
Current assets	48,041	43,051
Total	53,827	48,737
Less: Treasury investments	14,294	16,891
<b>Total</b>	<b>39,533</b>	<b>31,846</b>

Current and other non-current assets, excluding treasury investments, increased by ₹ 7,687 crores to ₹ 39,533 crores as of 31 March 2022 from ₹ 31,846 crores as of 31 March 2021. The increase is primarily on account of an increase in cash and cash equivalent by ₹ 4,178 crores and trade receivables by ₹ 3,108 crores.

**Shareholders' fund**

The equity attributable to shareholders of the Group is ₹ 61,914 crores as of 31 March 2022 (compared with ₹ 59,913 crores as of 31 March 2021). The increase is primarily due to profit during the year by ₹ 13,523 crores, partially netted off by payment of dividend by ₹ 11,391 crores.

In November 2021, the Company instituted the Restricted Stock Unit Plan 2021 to provide equity-based incentives to all eligible employees of the Company and its subsidiaries. The Plan is administered by the Nomination and Remuneration Committee (NRC) of the Company through a controlled trust. A maximum of 11,100,000 restricted stock units (RSU) may be granted under the Plan. Each RSU granted under the plan entitles the holder to one equity share of the Company at an exercise price, which is approved by the NRC. On 20 December 2021, NRC granted 7,970,783 RSUs to the eligible employees of the Company and its subsidiaries under the Plan. Subsequent to this grant, the controlled trust acquired 6,320,000 shares of ₹ 804 crores from the secondary market for the purpose of implementation of the Plan.

**Borrowings**

(in ₹ Crores)

Particulars	31-Mar-22	31-Mar-21
Long-term borrowings		
From banks	164	207
From senior notes	3,759	3,621
Current maturities of long-term borrowings	62	79
<b>Total</b>	<b>3,985</b>	<b>3,907</b>

**Non-current and current liabilities**

Non-current liabilities comprises non-current provisions, deferred tax liabilities (net), and non-current financial and other liabilities.

## Consolidated Results *continued*

Current liabilities comprises current provisions, current tax liabilities (net), and current financial and other liabilities.

(in ₹ Crores)

Particulars	31-Mar-22	31-Mar-21
Non-current liabilities	8,252	8,729
Current liabilities	18,775	17,383
Less: Borrowings	3,985	3,907
<b>Total</b>	<b>23,042</b>	<b>22,205</b>

Current and non-current liabilities, excluding borrowings, increased by ₹ 837 crores to ₹ 23,042 crores as of 31 March 2022 from ₹ 22,205 crores as of 31 March 2021. The increase is primarily on account of an increase in trade payables by ₹ 821 crores, and an increase in contract liabilities by ₹ 444 crores, partially netted off with payment of liability toward non-controlling interest for purchase of a balance stake in Actian corporation for ₹ 451 crores.

### Cash Flows

A summary of the cash flow statement is given below:

(in ₹ Crores)

Particulars	Year ended	
	31-Mar-22	31-Mar-21
Net cash flows from operating activities (A)	16,900	19,618
Net cash flows from / (used in) investing activities (B)	1,477	(5,730)
Net cash flows used in financing activities (C)	(14,508)	(11,192)
Net increase in cash and cash equivalents (A)+(B)+(C)	3,869	2,696
Effect of exchange differences on cash and cash equivalents held in foreign currency	120	65
<b>Cash and cash equivalents at the end of the year</b>	<b>10,510</b>	<b>6,521</b>

### Net cash flows from operating activities

Net cash generated from operating activities was ₹ 16,900 crores during the year ended 31 March 2022, consisting of profit before tax of ₹ 16,951 crores, adjusted for: non-cash and non-operating items which are primarily depreciation, amortization and impairment expenses of ₹ 4,326 crores, and interest income of ₹ (583) crores; and cash used in net working capital of ₹ 549 crores, which was primarily driven by movement in trade receivables and cash used to pay taxes (net of refund), which was ₹ 3,443 crores.

Net cash generated from operating activities was ₹ 19,618 crores during the year ended 31 March 2021, consisting of profit before tax of ₹ 15,853 crores, adjusted for: non-cash and non-operating items, which are primarily depreciation and amortization of ₹ 4,611 crores, and interest income of ₹ (645) crores; and cash flow from net working capital of ₹ 3,041 crores, which was primarily driven by movement in financial and other assets and liabilities, and cash used to pay taxes (net of refund), which was ₹ 3,445 crores.

### Net cash flows from / (used in) investing activities

Net cash flow from investing activities was ₹ 1,477 crores for the year ended 31 March 2022. This was primarily due to net amount of maturity/redemption and placement of bank and corporate deposits of ₹ 1,874 crores, net amount of maturity/sale and purchase of investment in securities of ₹ 641 crores, interest received of ₹ 590 crores, partially offset with net amount of purchase and sale of property, plant and equipment, and intangibles of ₹ 1,555 crores.

Net cash used in investing activities was ₹ 5,730 crores for the year ended 31 March 2021. This was primarily due to net amount of placement and maturity/redemption of bank and corporate deposits of ₹ 3,661 crores, payment for business acquisitions of ₹ 1,211 crores, and net amount of purchase and sale of property, plant and equipment, and intangibles of ₹ 1,753 crores, partially offset by proceeds from sale and purchase of mutual funds and debt securities of ₹ 317 crores (net).

### Net cash flow used in financing activities

Net cash used in financing activities was ₹ 14,508 crores for the year ended 31 March 2022, primarily comprising payment of dividends of ₹ 11,391 crores, payment of lease liabilities including interest of ₹ 1,067 crores, acquisition of treasury shares of ₹ 804 crores, and acquisition of non-controlling interest in the Actian corporation for ₹ 746 crores.

Net cash used in financing activities was ₹ 11,192 crores for the year ended 31 March 2021, primarily comprising payment of deferred and contingent consideration of ₹ 6,518 crores, payment of dividends of ₹ 3,256 crores as well as payment of lease liabilities including interest of ₹ 1,016 crores.

## Key financial ratios

Ratio	Numerator	Denominator	Year ended			% variation
			Units	31-Mar-22	31-Mar-21	
Operating profit ratio	Revenue from operations less all operating expenses (refer to note 1 below)	Revenue from operations	%	18.9	20.5	(8%)
Net profit ratio	Profit for the year	Revenue from operations	%	15.8	14.8	7%
Return on net worth ratio	Profit after tax	Average total equity	%	22.2	20.1	10%
Current ratio	Current assets	Current liabilities	Times	2.6	2.5	4%
Trade receivable turnover ratio	Revenue from Operations	Average trade receivables	Times	4.2	4.0	5%
Inventory turnover ratio	Cost of goods sold (refer to note 2 below)	Average inventories	Times	11.0	18.2	(40%)
Interest coverage ratio	Interest expenses	Earnings before interest and taxes	Times	69.6	43.2	61%
Debt equity ratio	Total debt (refer to note 3 below)	Total equity	Times	0.1	0.1	-

Notes:

- 1) All operating expenses means total expenses minus finance costs
- 2) Cost of goods sold includes purchase of stock in trade and change in inventories of stock in trade
- 3) Total debts include lease liabilities

In addition to return on net worth, variations have been explained for ratios with significant variations.

### Return on net worth

Return on net worth at 22.2% in FY22 is higher as compared with 20.1% in FY21, primarily on account of higher profit earned by the Group during the year.

### Inventory turnover ratio

Inventory as a percentage to total assets of the Group is immaterial. Inventory turnover ratio has declined from 18.2 times in FY21 to 11.0 times in FY22, mainly due to short-term increase in inventory at the year end.

### Interest coverage ratio

Interest coverage ratio has increased from 43.2 times in FY21 to 69.6 times in FY22, primarily due to an increase in earnings before interest and taxes, and a decrease in interest expenses by ₹ 129 crores.

# Standalone results

## Standalone results of HCL excludes the performance of its subsidiaries.

The discussion in the paragraphs that follow should be read in conjunction with the financial statements and related notes to the standalone results of HCL Technologies Limited (herein referred to as "HCL" or the "Company") for the year ended 31 March 2022, prepared in accordance with the Indian Accounting Standard (referred to as "Ind AS"), prescribed under Section 133 of the Companies Act, 2013, read with the Companies (Indian Accounting Standard) rules as amended from time to time.

### Results of operations (Standalone)

(in ₹ Crores)

Particulars	Year ended				% Growth
	31-Mar-22		31-Mar-21		
	Amount	% Revenue	Amount	% Revenue	
Revenues from operations	40,638	100.0%	35,673	100.0%	13.9%
Other income	880	2.2%	965	2.7%	(8.8%)
<b>Total income</b>	<b>41,518</b>	<b>102.2%</b>	<b>36,638</b>	<b>102.7%</b>	<b>13.3%</b>
Expenses:					
Purchase of stock-in-trade	155	0.4%	142	0.4%	9.2%
Changes in inventories of stock-in-trade	(5)	(0.0%)	(3)	(0.0%)	
Employee benefit expense	15,872	39.1%	11,749	32.9%	35.1%
Outsourcing costs	7,277	17.9%	7,515	21.1%	(3.2%)
Finance costs	109	0.3%	177	0.5%	(38.4%)
Depreciation, amortization and impairment expense	2,615	6.4%	2,813	7.9%	(7.0%)
Other expenses	2,227	5.5%	1,835	5.1%	21.4%
<b>Total expenditure</b>	<b>28,250</b>	<b>69.5%</b>	<b>24,228</b>	<b>67.9%</b>	<b>16.6%</b>
Profit before tax	13,268	32.6%	12,410	34.8%	6.9%
Tax expense:					
Current tax	2,464	6.1%	2,480	7.0%	(0.6%)
Deferred tax charge	(70)	(0.2%)	1,187	3.3%	
Total tax expense	2,394	5.9%	3,667	10.2%	(34.7%)
<b>Profit after tax</b>	<b>10,874</b>	<b>26.8%</b>	<b>8,743</b>	<b>24.5%</b>	<b>24.4%</b>



## Financial Position (Standalone)

(in ₹ Crores)

Particulars	31-Mar-22	31-Mar-21
<b>Assets</b>		
(a) Property, plant and equipment	3,894	3,608
(b) Capital work in progress	79	245
(c) Right-of-use assets	875	894
(d) Goodwill	6,550	6,549
(e) Other intangible assets	8,205	9,854
(f) Other non-current assets	6,933	6,497
(g) Current assets	26,887	27,714
<b>Total assets</b>	<b>53,423</b>	<b>55,361</b>
<b>Equity</b>		
(a) Equity share capital	543	543
(b) Other equity	42,048	43,010
<b>Total equity</b>	<b>42,591</b>	<b>43,553</b>
<b>Liabilities</b>		
(a) Non-current liabilities	1,789	1,789
(b) Current liabilities	9,043	10,019
<b>Total equity and liabilities</b>	<b>53,423</b>	<b>55,361</b>

### Current and other non-current assets excluding treasury investments

Other non-current assets comprises deferred tax assets (net), and non-current financial and other assets.

Current assets comprises inventories, current tax assets (net), and current financial and other current assets.

(in ₹ Crores)

Particulars	31-Mar-22	31-Mar-21
Other non-current assets	6,933	6,497
Current assets	26,887	27,714
Total	33,820	34,211
Less: Treasury investments	13,691	16,334
<b>Total</b>	<b>20,129</b>	<b>17,877</b>

Current and other non-current assets, excluding treasury assets, increased by ₹ 2,252 crores to ₹ 20,129 crores as of 31 March 2022 from ₹ 17,877 crores as of 31 March 2021; the increase is primarily on account of an increase in trade receivables by ₹ 1,438 crores, and an increase in unrealized gain on derivative financial instruments by ₹ 268 crores.

### Current and non-current liabilities

Non-current liabilities comprises non-current provisions, deferred tax liabilities (net), and non-current financial and other liabilities.

Current liabilities comprises current provisions, current tax liabilities (net), and current financial and other liabilities.

(in ₹ Crores)

Particulars	31-Mar-22	31-Mar-21
Non-current liabilities	1,789	1,789
Current liabilities	9,043	10,019
Less: Borrowings	226	225
<b>Total</b>	<b>10,606</b>	<b>11,583</b>

## Standalone results *continued*

Current and non-current liabilities, excluding borrowings, decreased by ₹ 977 crores to ₹ 10,606 crores as of 31 March 2022 from ₹ 11,583 crores as of 31 March 2021; the decrease is primarily on account of a decrease in trade payables by ₹ 2,313 crores, partially netted off with an increase in contract liabilities by ₹ 831 crores and an increase in accrued salaries and benefits by ₹ 456 crores.

### Cash flows (Standalone)

A summary of the cash flow statement is given below:

(in ₹ Crores)

Particulars	Year ended	
	31-Mar-22	31-Mar-21
Net cash flows from operating activities (A)	10,591	15,765
Net cash flows from / (used in) investing activities (B)	2,232	(4,548)
Net cash flows used in financing activities (C)	(12,775)	(9,649)
Net increase in cash and cash equivalents (A)+(B)+(C)	48	1,568
Effect of exchange differences on cash and cash equivalents held in foreign currency	(17)	14
<b>Cash and cash equivalents at the end of the year</b>	<b>2,907</b>	<b>2,876</b>

#### Net cash flow from operating activities

Net cash generated from operating activities was ₹ 10,591 crores during the year ended 31 March 2022, consisting of profit before tax of ₹ 13,268 crores, adjusted for: non-cash and non-operating items, which are primarily depreciation and amortization expenses of ₹ 2,615 crores, interest income of ₹ (492) crores, and cash used in net working capital of ₹ 2,443 crores and payment of tax of ₹ 2,282 crores.

Net cash generated from operating activities was ₹ 15,765 crores during the year ended 31 March 2021, consisting of profit before tax of ₹ 12,410 crores, adjusted for: non-cash and non-operating items, which are primarily depreciation and amortization expenses of ₹ 2,813 crores, interest income of ₹ (551) crores, and cash flow from net working capital of ₹ 3,530 crores, which was primarily driven by movement in financial and other assets and liabilities, and cash used to pay taxes (net of refund), which was ₹ 2,350 crores.

#### Net cash flow used in investing activities

Net cash flows from investing activities was ₹ 2,232 crores for the year ended 31 March 2022. This was primarily due to proceeds from the sale/maturity of investments in securities of ₹ 637 crores, maturity of deposits placed with body corporates of ₹ 1,633 crores, maturity of bank deposits of ₹ 237 crores and interest received of ₹ 504 crores, partially netted off with net purchase of property, plant and equipment, and intangibles of ₹ 747 crores.

Net cash used in investing activities was ₹ 4,548 crores for the year ended 31 March 2021. This was primarily due to net amount of placement and maturity/redemption of bank and corporate deposits of ₹ 3,602 crores, investment in subsidiaries of ₹ 887 crores, net amount of purchase and sale of property, plant and equipment, and intangibles of ₹ 685 crores and payment for business acquisitions of ₹ 367 crores, partially offset by interest received of ₹ 585 crores and proceeds from net of purchase and sale of mutual funds of ₹ 408 crores.

#### Net cash flow used in financing activities

Net cash used in financing activities was ₹ 12,775 crores for the year ended 31 March 2022, primarily comprising payment of dividends of ₹ 11,389 crores, acquisition of treasury shares of ₹ 804 crores, payments for deferred consideration on business acquisitions of ₹ 371 crores and payment of lease liabilities including interest of ₹ 207 crores.

Net cash used in financing activities was ₹ 9,649 crores for the year ended 31 March 2021, primarily comprising payment of deferred consideration of ₹ 6,216 crores, payment of dividends of ₹ 3,256 crores as well as payment of lease liabilities including interest of ₹ 217 crores.

## Key financial ratio (Standalone)

Ratio	Numerator	Denominator	Year ended			% variation
			Units	31-Mar-22	31-Mar-21	
Operating profit ratio	Revenue from operations less all operating expenses (refer to note 1 below)	Revenue from operations	%	30.8	32.6	(6%)
Net profit ratio	Profit for the year	Revenue from operations	%	26.8	24.5	9%
Return on net worth ratio	Profit after tax	Average total equity	%	25.2	21.6	17%
Current ratio	Current assets	Current liabilities	Times	3.0	2.8	7%
Trade receivable turnover ratio	Revenue from Operations	Average trade receivables	Times	3.9	3.6	8%
Inventory turnover ratio	Cost of goods sold (refer to note 2 below)	Average inventories	Times	7.3	8.4	(13%)
Interest coverage ratio	Interest expenses	Earnings before interest and taxes	Times	129.8	71.9	81%
Debt equity ratio	Total debt (refer to note 3 below)	Total equity	Times	0.0	0.0	-

Notes:

- 1) All operating expenses means total expenses minus finance costs
- 2) Cost of goods sold includes purchase of stock in trade and change in inventories of stock in trade
- 3) Total debts include lease liabilities

In addition to return on net worth, variations have been explained for ratios with significant variations.

### Return on net worth

Return on net worth at 25.2% in FY22 is higher as compared with 21.6% in FY21, primarily on account of higher profit earned by the Company during the year.

### Interest coverage ratio

Interest coverage ratio has increased from 71.9 times in FY21 to 129.8 times in FY22, primarily due to an increase in earnings before interest and taxes, and a decrease in interest expenses by ₹ 72 crores.

# Directors' Report and Financial Performance



<b>Directors' Report</b>	<b>93</b>
<b>Corporate Governance Report</b>	<b>152</b>
<b>Business Responsibility and Sustainability Report</b>	<b>191</b>
<b>Standalone Financial Statements</b>	<b>227</b>
<b>Consolidated Financial Statements</b>	<b>294</b>
<b>Statement under Section 129</b>	<b>370</b>



## DIRECTORS' REPORT

Dear Members,

Your Directors have immense pleasure in presenting the **Thirtieth Annual Report** of HCL Technologies Limited ("HCL" or the "Company") together with the Audited Financial Statements for the financial year ended March 31, 2022.

### 1. FINANCIAL RESULTS

**Key highlights of the financial results of your Company prepared as per the Indian Accounting Standards ("Ind AS") for the financial year ended March 31, 2022 are as under:**

(₹ in crores)

Particulars	Consolidated		Standalone	
	Financial Year ended		Financial Year ended	
	March 31, 2022	March 31, 2021	March 31, 2022	March 31, 2021
Revenue from operations	85,651	75,379	40,638	35,673
Other income	1,067	927	880	965
<b>Total Income</b>	<b>86,718</b>	<b>76,306</b>	<b>41,518</b>	<b>36,638</b>
<b>Total Expenses</b>	<b>69,766</b>	<b>60,453</b>	<b>28,250</b>	<b>24,228</b>
<b>Profit before tax</b>	<b>16,951</b>	<b>15,853</b>	<b>13,268</b>	<b>12,410</b>
Tax Expense	3,428	4,684	2,394	3,667
<b>Profit for the year</b>	<b>13,523</b>	<b>11,169</b>	<b>10,874</b>	<b>8,743</b>
Other comprehensive income	757	758	277	520
<b>Total comprehensive income for the year</b>	<b>14,280</b>	<b>11,927</b>	<b>11,151</b>	<b>9,263</b>
Earnings per share of ₹2 each				
<b>Basic (in ₹)</b>	<b>49.77</b>	<b>41.07</b>	<b>40.10</b>	<b>32.22</b>
<b>Diluted (in ₹)</b>	<b>49.77</b>	<b>41.07</b>	<b>40.09</b>	<b>32.22</b>

### 2. BUSINESS OVERVIEW AND STATE OF AFFAIRS

The Company's enterprise strategy framework helps clients reinvent the customer experience, modernize the digital core, drive continuous innovation and develop comprehensive cloud culture. The Company is focused on growing its share of the large and growing target addressable market for technology services and products.

The Company's three business segments – IT and Business Services ("ITBS"), Engineering and R&D Services ("ERS"), and Products & Platforms ("P&P") enable it to maintain forward momentum, sustain an upward business trajectory, and keep pace with digital demands of a vast and varied client base. The Company also has a growing focus on helping companies on their journey to Cloud.

ITBS enables global enterprises to transform their businesses through offerings in applications, infrastructure, digital process operations and next-generation digital transformation solutions. ERS offers engineering services and solutions in asset-intensive and asset-light industries, with a focus on product, digital and data engineering. P&P provides modernized software products to global clients for their technology and industry-specific requirements.

Through its cutting-edge co-innovation labs, global delivery capabilities and broad global network, the Company delivers holistic services in various industry verticals, categorized as Financial Services, Manufacturing, Technology & Services, Telecom & Media, Retail & CPG, Life Sciences & Healthcare and Public Services.

The Company maintains a robust strategic alliance ecosystem through which it develops new and differentiated IP / solutions, as well as provides systems integration and managed services.

On a consolidated basis, the Company's revenue from operations was ₹85,651 crores in the financial year under review, as against ₹75,379 crores in the previous financial year. The profit for the financial year under review was ₹13,523 crores, as against ₹11,169 crores in the previous financial year.

On a standalone basis, the Company's revenue from operations was ₹40,638 crores in the financial year under review, as against ₹35,673 crores in the previous financial year. The profit for the financial year under review was ₹10,874 crores, as against ₹8,743 crores in the previous financial year.

The state of affairs of the Company is presented as part of the Management Discussion and Analysis Report forming part of this Annual Report.

### 3. DIVIDEND

Your Directors have declared the following dividends during the Financial Year (“FY”) under review:

S. No.	Dividend declared during FY 2021-22	Date of Declaration	Rate of Dividend per Share (face value of ₹2 each)	Dividend (₹ in crores)*
1	1 <sup>st</sup> Interim Dividend	April 23, 2021	16.00**	4,342
2	2 <sup>nd</sup> Interim Dividend	July 19, 2021	6.00	1,628
3	3 <sup>rd</sup> Interim Dividend	October 14, 2021	10.00	2,714
4	4 <sup>th</sup> Interim Dividend	January 14, 2022	10.00	2,708
<b>Total</b>				<b>11,392</b>

**Notes:** \*The dividend is before deduction of tax at source by the Company. Tax deducted at source was approx. ₹1,185 crores.

\*\*Includes a dividend of ₹10/- per equity share in recognition of the Company's milestone, crossing the \$10B mark in revenue during FY 2020-21.

The financial results for the quarter and year ended March 31, 2022 were approved by the Board of Directors in its meeting held on April 20-21, 2022. The Board did not recommend final dividend for the financial year ended March 31, 2022. In the said meeting, the Board declared an interim dividend of ₹18/- per share for FY 2022-23.

### 4. TRANSFER TO RESERVES

No amount was transferred to the General Reserve during the financial year under review.

### 5. SHARE CAPITAL

During the financial year under review, the Company has not issued any equity shares. As on March 31, 2022, the Authorized share capital of the Company was ₹603,40,00,000/- divided into 301,70,00,000 equity shares of face value of ₹2 each.

The Issued, Subscribed and Paid-up equity share capital of the Company as on March 31, 2022 was ₹542,73,30,192/- divided into 271,36,65,096 equity shares of face value of ₹2 each.

### 6. USD DENOMINATED UNSECURED NOTES BY WHOLLY OWNED SUBSIDIARY

During FY 2020-21, HCL America Inc., a step-down wholly owned subsidiary of the Company incorporated under the laws of California, had issued USD 500 million fixed rate, senior unsecured notes (“Notes”), bearing interest at the rate of 1.375% per annum. The Notes were rated “A-” by S&P and are listed on the Singapore Exchange Securities Trading Limited. The Notes will mature in March, 2026.

The Notes have an unconditional and irrevocable guarantee from the Company. The Company's aggregate potential liability under the guarantee is capped at USD 525 million which is 105% of the total aggregate principal amount of the Notes outstanding from time to time. The Corporate Guarantee is being treated as “Contingent Liability” for the Company.

### 7. MANAGEMENT DISCUSSION AND ANALYSIS REPORT

The Management Discussion and Analysis Report in terms of Regulation 34(2) of the SEBI (Listing Obligations and

Disclosure Requirements) Regulations, 2015 (the “Listing Regulations”), is attached and forms part of this Annual Report.

### 8. ACQUISITIONS

#### Gbs-Gesellschaft für Bankssysteme GmbH

During the financial year ended March 31, 2022, the Company's step-down wholly owned subsidiary, HCL Technologies Germany GmbH acquired 51% stake in Gbs-Gesellschaft für Bankssysteme GmbH (“GBS IT”) w.e.f. January 5, 2022 through a Joint Venture (“JV”) agreement, with Deutsche Apotheker- und Ärztebank eG (“apoBank”), the largest cooperative primary bank in Germany. GBS IT is an IT consulting company offering services of IT transformation, IT migration, system integration & development, application management and consulting. The balance 49% stake is held by the apoBank.

#### Starschema Kereskedelmi és Szolgáltató Korlátolt Felelősségű Társaság

The Company's step-down wholly owned subsidiary, HCL Hungary Kft., has w.e.f. April 2, 2022, acquired 100% stake in Starschema Kereskedelmi és Szolgáltató Korlátolt Felelősségű Társaság (“Starschema”), a limited liability company incorporated in Hungary. Starschema is one of the leading data engineering services firms in Eastern Europe with delivery presence in Hungary and some part of the United States.

### 9. SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

As on March 31, 2022, the Company has 120 subsidiaries and 8 associate companies within the meaning of Sections 2(87) and 2(6) of the Companies Act, 2013 (“Act”) respectively. During the financial year under review, there has been no material change in the nature of business of the subsidiaries.

As per the first proviso to Section 129(3) of the Act, a statement containing salient features of the financial statements of the Company's subsidiaries, associates and joint ventures in Form AOC-1 shall forms part of this Annual Report.

In accordance with the provisions of Section 136 of the Act and Regulation 46 of the Listing Regulations, the standalone and consolidated financial statements of the Company along with relevant documents for FY 2021-22 would be available on the website of the Company at <https://www.hcltech.com/investors/results-reports>. The financial statements in respect of the subsidiaries for FY 2021-22 would also be available at the Company's website at <https://www.hcltech.com/investors/subsidiaries-financials>.

#### Incorporation of new Subsidiaries during the financial year under review

The following new step-down wholly owned subsidiaries of the Company were incorporated during FY 2021-22 -

1. HCL Technologies Costa Rica Sociedad De Responsabilidad Limitada (incorporated under the laws of Costa Rica).
2. HCL Technologies Bahrain W.L.L (incorporated under the laws of Bahrain).
3. HCL Technologies Slovakia (incorporated under the laws of Slovakia).
4. HCL Technologies Morocco Limited (incorporated under the laws of Morocco).

#### Subsidiaries merged / closed during the financial year under review

The Company has subsidiaries / branches in various countries. Due to certain business reasons like acquisitions, rebadging, etc. there are multiple entities (subsidiaries/branches) in some countries. The Company's endeavour is to achieve organisational efficiency by optimising resources and managing costs. Accordingly, after taking into consideration the business aspects, local laws and regulations, etc. the Company takes appropriate actions for internal restructuring by integrating businesses amongst subsidiaries / branches so as to reduce the number of entities.

In view of the above, the following step-down wholly owned subsidiaries of the Company were merged / closed during FY 2021-22 -

1. 14 subsidiaries including step-down subsidiaries (all incorporated in Germany) of Hönigsberg & Düvel Datentechnik GmbH ("H&D"), merged with and into H&D (incorporated in Germany), in the following manner:
  - 4 step-down wholly owned subsidiaries of H&D merged with their immediate parent company viz. H&D IT Automotive Services GmbH, wholly owned subsidiary of H&D.
  - 1 step-down wholly owned subsidiary of H&D merged with its immediate parent company viz. CATIS GmbH, wholly owned subsidiary of H&D.
  - Post-merger of the aforesaid 5 subsidiaries with their immediate parents, both these parent companies along with other 7 subsidiaries of H&D merged with and into H&D.

The aforesaid mergers were approved by the appropriate authorities in Germany on April 1, 2021 and the mergers were effective from January 1, 2020.

2. H&D (incorporated in Germany), merged with and into HCL Technologies Germany GmbH (incorporated in Germany). The said merger was approved by the appropriate authorities in Germany on April 6, 2021 and the merger was effective from January 1, 2020.
3. HCL GmbH (incorporated in Germany), was merged with and into HCL Technologies Germany GmbH (incorporated in Germany). The said merger was approved by the appropriate authorities in Germany on April 6, 2021 and the merger was effective from April 1, 2020.

4. Geometric SAS (incorporated in France) was merged with and into HCL Technologies France SAS (incorporated in France), w.e.f. April 1, 2021.
5. PowerTeam LLC (incorporated in Minnesota, USA), was merged with and into HCL America Inc. (incorporated in California, USA), w.e.f. May 11, 2021.
6. Geometric SRL (incorporated in Romania), was merged with and into HCL Technologies Romania SRL (incorporated in Romania), w.e.f. June 10, 2021.
7. CeleritiFinTech Australia Pty. Limited (incorporated in Australia) was voluntarily dissolved on December 4, 2021.
8. Pervasive Software Inc. (incorporated in Delaware, USA), was merged with and into Actian Corporation (incorporated in Delaware, USA), w.e.f. December 28, 2021.
9. Versant Software LLC (incorporated in California, USA), was merged with and into Actian Corporation (incorporated in Delaware, USA), w.e.f. December 28, 2021.
10. HCL Software Limited, *formerly "HCL Foundation"*, (incorporated in India) was voluntarily struck off on March 2, 2022.
11. C3i (UK) Limited (incorporated in UK) was voluntarily dissolved on March 29, 2022.

#### Closure of Subsidiary after the close of the financial year under review

1. Point to Point Limited (incorporated in UK), was voluntarily dissolved on April 5, 2022.

## **10. MATERIAL CHANGES AND COMMITMENTS AFFECTING FINANCIAL POSITION BETWEEN THE END OF THE FINANCIAL YEAR AND DATE OF THE REPORT**

There have been no material changes and commitments, which affect the financial position of the Company, that have occurred between the end of the financial year to which the financial statements relate and the date of this Report.

## **11. DIRECTORS AND KEY MANAGERIAL PERSONNEL**

The composition of the Board of Directors is in accordance with the provisions of Section 149 of the Act and Regulation 17 of the Listing Regulations, with an optimum combination of Executive Director, Non-Executive Non-Independent Directors, Independent Directors and Women Directors.

Details of the composition of the Board of Directors, appointments / re-appointments during the financial year under review, director retiring by rotation and details of declaration by Independent Directors have been provided in the Corporate Governance Report which forms part of this Annual Report.

## **12. NUMBER OF MEETINGS OF THE BOARD**

During the financial year under review, six meetings of the Board of Directors were held. The details of the meetings are provided in the Corporate Governance Report which forms part of this Annual Report.

### 13. BOARD COMMITTEES

The Company has the following Board Committees:

1. Audit Committee
2. Nomination and Remuneration Committee
3. Stakeholders' Relationship Committee
4. Risk Management Committee
5. Corporate Social Responsibility Committee
6. Finance Committee
7. ESG & Diversity Equity Inclusion Committee

Details of the composition of the Committees and changes therein, terms of reference of the Committees, attendance of Directors at meetings of the Committees and other requisite details are provided in the Corporate Governance Report which forms part of this Annual Report.

### 14. FAMILIARIZATION PROGRAMME

The details of the familiarization programme have been provided under the Corporate Governance Report which forms part of this Annual Report.

### 15. BOARD EVALUATION

The Annual Performance Evaluation of the Board, its Committees, the Chairperson of the Board and the individual directors was undertaken by the Board of Directors / Independent Directors in terms of the provisions of the Act and the Listing Regulations. The evaluation was carried out in terms of the framework and criteria of evaluation as approved by the Nomination and Remuneration Committee of the Company. The process and criteria of evaluation is explained in the Corporate Governance Report which forms part of this Annual Report.

### 16. STATUTORY AUDITORS AND STATUTORY AUDITORS' REPORT

M/s. B S R & Co. LLP, Chartered Accountants (ICAI Firm Registration No. 101248W/W-100022) were appointed as the Statutory Auditors of your Company in the Twenty-Seventh Annual General Meeting ("AGM") of the Company held on August 6, 2019 for a term of five consecutive years from the conclusion of the said AGM till the conclusion of the Thirty-Second AGM to be held in the year 2024.

There are no qualifications, reservations, adverse remarks or disclaimer made by M/s. B S R & Co. LLP, Statutory Auditors in their report for FY 2021-22. The Statutory Auditors have not reported any incident of fraud to the Audit Committee of the Company during the financial year under review.

### 17. SECRETARIAL AUDITORS AND SECRETARIAL AUDIT REPORT

In terms of the provisions of the Section 204 of the Act, M/s. Chandrasekaran Associates, Practicing Company Secretaries were appointed as the Secretarial Auditor of the Company for FY 2021-22. The report of the Secretarial Auditor is enclosed as [Annexure 1](#) to this Report. The report is self-explanatory and does not call for any further comments. There are no qualifications, reservations, adverse remarks or disclaimer made by the Secretarial Auditor in their report.

### 18. MAINTENANCE OF COST RECORDS

The maintenance of cost records and requirement of cost audit as prescribed by the Central Government under the provisions of the Section 148(1) of the Act are not applicable to the business activities carried out by the Company. Accordingly, such cost accounts and records are not maintained by the Company.

### 19. ANNUAL RETURN

Pursuant to the provisions of the Sections 92(3) and 134(3) (a) of the Act, the Annual Return of the Company for FY 2021-22 is available on the website of the Company at <https://www.hcltech.com/investors/results-reports>.

### 20. POLICY ON DIRECTORS' APPOINTMENT AND REMUNERATION

The Nomination and Remuneration Committee formulates the criteria for determining the qualifications, positive attributes and independence of directors in terms of its charter. In evaluating the suitability of individual Board members, the Committee takes into account factors such as educational and professional background, general understanding of the Company's business dynamics, professional standing, personal and professional ethics, integrity and values, willingness to devote sufficient time and energy in carrying out their duties and responsibilities effectively.

The Committee also assesses the independence of directors at the time of their appointment / re-appointment as per the criteria prescribed under the provisions of the Act, the rules made thereunder and the Listing Regulations.

The Remuneration Policy for Directors, Key Managerial Personnel and other employees is provided in the Corporate Governance Report which forms part of this Annual Report.

### 21. RISK MANAGEMENT POLICY

The Board of Directors of the Company have formed a Risk Management Committee to *inter-alia* assist the Board in overseeing the responsibilities with regard to identification, evaluation and mitigation of operational, strategic and external environmental risks. In addition, the Audit Committee is also empowered to oversee the areas of risks and controls.

The Company has developed and implemented a Risk Management Policy that ensures appropriate management of risks in line with its internal systems and culture.

### 22. INTERNAL FINANCIAL CONTROL SYSTEMS AND THEIR ADEQUACY

The Company's internal financial control systems are commensurate with its size and nature of its operations and such internal financial controls are adequate and are operating effectively. The Company has adopted policies and procedures for ensuring orderly and efficient conduct of the business. These controls have been designed to provide reasonable assurance regarding recording and providing reliable financial and operational information, adherence to the Company's policies, safeguarding of assets from unauthorized use and prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial disclosures.



### 23. SIGNIFICANT AND MATERIAL ORDERS

There are no significant and material orders passed by the regulators or courts or tribunals impacting the going concern status and Company's operations in future.

### 24. PARTICULARS OF LOANS, GUARANTEES AND INVESTMENTS

The particulars of loans, guarantees and investments have been disclosed in the financial statements which forms part of this Annual Report.

### 25. TRANSACTIONS WITH RELATED PARTIES

The particulars of transactions entered into with the related parties referred to in Section 188(1) and applicable rules of the Act, have been given in [Annexure 2](#) to this Report in Form AOC-2. The Company also has in place a 'Related Party Transaction Policy', which is available on the website of the Company at <https://www.hcltech.com/investors/governance-policies/rptpolicy.pdf>.

### 26. CORPORATE SOCIAL RESPONSIBILITY

The Company contributes progressively to the socio-economic and environmental advancement of the planet with 'Corporate Social Responsibility' ("CSR") at the very core of its existence. To meet its goals, the Company drives its corporate social responsibility agenda through its CSR arm, HCL Foundation, a public charitable trust.

The CSR Committee of the Company is *inter-alia* responsible for formulating, recommending and monitoring the CSR Policy of the Company which contains the approach and direction given by the Board of Directors, and includes guiding principles for selection, implementation and monitoring of activities as well as formulation of the annual action plan.

The composition of the CSR Committee, a brief outline of the CSR Policy of the Company and the initiatives undertaken by the Company on CSR activities during the financial year under review are set out in [Annexure 3](#) to this Report in the format as prescribed under the Companies (Corporate Social Responsibility Policy) Rules, 2014.

The CSR projects as approved by the Board of Directors for FY 2022-23 are available on the website of the Company at <https://www.hcltech.com/investors/corporate-social-responsibility-hcl>.

### 27. DIVIDEND DISTRIBUTION POLICY

The Company has formulated and published a Dividend Distribution Policy which provides for the circumstances under which the members may / may not expect dividend, the financial parameters, internal and external factors, utilization of retained earnings, parameters regarding different classes of shares, etc. The provisions of this Policy are in line with Regulation 43A of the Listing Regulations, and the Policy is available on the website of the Company at <https://www.hcltech.com/investors/governance-policies/ddppdf>.

### 28. UNCLAIMED DIVIDENDS AND TRANSFER TO INVESTOR EDUCATION AND PROTECTION FUND

Pursuant to the provisions of Section 124 of the Act, the dividend amounts which have remained unpaid or unclaimed for a period of seven years from the date of transfer to unpaid dividend account have been transferred by the Company to the Investor Education and Protection Fund ("IEPF") established

by the Central Government pursuant to Section 125 of the Act. The details of the unpaid / unclaimed dividend amount which will be transferred to IEPF in the subsequent years are given in the Corporate Governance Report which forms part of this Annual Report.

Further, according to the IEPF Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, the shares in respect of which dividends have not been paid or claimed by the members for seven consecutive years or more are also required to be transferred to the demat account created by the IEPF Authority. Accordingly, during the financial year under review, the Company has transferred 8,509 equity shares to the demat account of the IEPF Authority. The details of such shares are available on the website of the Company at <https://www.hcltech.com/investors/iepf-details>.

### 29. DEPOSITS

The Company has no deposits and also has not accepted any deposits from the public during the financial year under review.

### 30. CORPORATE GOVERNANCE REPORT

The Corporate Governance Report in terms of Regulation 34(3) of the Listing Regulations along with the Statutory Auditors' certificate is attached and forms part of this Annual Report.

### 31. BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

The Listing Regulations mandate the inclusion of Business Responsibility Report ("BRR") as part of the Annual Report of the Company to describe the initiatives taken by the companies in regard to environmental, social and governance responsibilities. However, as per amended Regulation 34(2) of the Listing Regulations, the requirement of submitting a business responsibility report shall be discontinued after FY 2021-22 and thereafter, with effect from FY 2022-23, the top one thousand listed entities based on market capitalization shall submit a Business Responsibility and Sustainability Report ("BRSR") in the format as specified by the SEBI from time to time. Further, even for FY 2021-22, the top one thousand listed entities may voluntarily submit a BRSR in place of the mandatory BRR.

In compliance with this regulation, the Company has prepared a BRSR for FY 2021-22 on voluntarily basis instead of BRR and the same forms part of this Annual Report.

### 32. INSIDER TRADING REGULATIONS

Pursuant to the provisions of the SEBI (Prohibition of Insider Trading) Regulations, 2015 (as amended from time to time), the Company has adopted a Code of Conduct on Prohibition of Insider Trading ("Insider Trading Code") and a Code of Practices and Procedures for fair disclosure of Unpublished Price Sensitive Information ("Fair Disclosure Code"). The Fair Disclosure Code is available on the website of the Company at <https://www.hcltech.com/investors/governance-policies/fair-disclosure-codepdf>.

### 33. AWARDS AND RECOGNITIONS

Your Company relentlessly pursues excellence and is delighted to receive phenomenal share of recognitions and awards this year, not only from the media, but also from analysts, governing bodies, academic institutions, partners and even customers. Some of the key honors received by the Company during the year include:

## Awards

1. The Company was ranked #1 in the world in Professional Services sector in Forbes 'World's Best Employers' List 2021. It featured among the Top 5 multinationals headquartered in India, across all sectors and amongst Global top 100 for the second consecutive year.
2. The Company was awarded 'Corporate Citizen of the Year 2021' by Economic Times for being a flag-bearer of social change and champions of good governance.
3. The Company was ranked #1 in ESG ratings by Edelweiss. It had the highest overall score among India's Top NSE 100 companies.
4. The Company entered the Guinness World Record for #CodeForCovid19 for conducting the largest Healthcare Technology Solution Competition.

## Recognitions

### 1. Executive Recognitions

- Mr. Shiv Nadar was honored with Global Leadership Award, 2021 by US India Business council for distinguished leadership and the seminal role that he has played in advancing the strategic and economic partnership between India and the United States of America.
- Mr. Shiv Nadar was honored with the prestigious Philanthropist of the year, 2021 award by Indo-French Chamber of Commerce and Industry.
- Mr. Shiv Nadar was honored with Eminent Engineer Award, 2021 by the Engineering Council of India for his pioneering role in the field of engineering, business, and philanthropy.
- Ms. Roshni Nadar Malhotra was recognized among Forbes 100 'Most Powerful Women of the World, 2021'.
- Ms. Roshni Nadar Malhotra awarded with Business 'Today's Most Powerful Women Award, 2021', for second year consecutively.

### 2. Diversity and Inclusion Recognitions

- The Company was recognized as the Best Organization for Women, 2021 by the Economic Times.
- The Company was recognized among India's Best workplaces for Women, 2021 by Great Place to Work® Institute.
- The Company was named in the Global Gender-Equality Index, 2022 by Bloomberg.

- The Company was among the Excellence in Practice Award Winners for Diversity & Inclusion, 2022 by Association of Talent Development (ATD).

### 3. Industry and Analyst Recognitions

- The Company was positioned as a Leader in the 2021 Gartner® Magic Quadrant™ for Public Cloud IT Transformation Services.
- The Company was positioned as a Leader in the 2021 Gartner® Magic Quadrant™ for Managed Network Services.
- The Company was positioned as a Leader in the 2021 Gartner® Magic Quadrant™ for Data Center Outsourcing and Hybrid Infrastructure Managed Services, Global.
- The Company was positioned as a Leader in The Forrester Wave™: Application Modernization and Migration Services, Q3 2021.
- The Company was positioned as a Leader in the IDC MarketScape: Worldwide Supply Chain SAP Ecosystem Services 2021 Vendor Assessment (Doc #US47537120, March 2021).
- HCL Software positioned as a Leader in IDC MarketScape: Worldwide Cloud Testing 2022 Vendor Assessment (Doc #US47097221, March 2021).
- The Company was positioned as a Leader in the IDC MarketScape: Worldwide Artificial Intelligence Business Services 2021 Vendor Assessment (Doc #US46741721, June 2021).
- The Company was positioned as a Leader in the IDC MarketScape: Worldwide Managed Multicloud Services 2021 Vendor Assessment (Doc #US45977020, October 2021).
- The Company was positioned as a Leader in the Everest Group's Application Transformation Services PEAK Matrix® Assessment 2021.
- The Company was positioned as a Leader in Everest Group's 5G Engineering Services PEAK Matrix® Assessment 2021.
- HCL Software positioned as a Leader 2021 Gartner® Magic Quadrant™ for Application Security Testing.
- The Company was positioned as a Leader in the Everest Group's IT Managed Security Services PEAK Matrix® Assessment 2021.
- The Company was positioned as a Leader in the Everest Group's Enterprise Quality Assurance (QA) Services PEAK Matrix® Assessment 2022.
- The Company was positioned as a Leader in Avasant's SAP S/4HANA Services 2021–2022 RadarView™.
- The Company was positioned as a Leader in Everest Group's Digital Product Engineering Services PEAK Matrix® assessment 2022.
- The Company was positioned as a Leader in the 2022 Gartner® Magic Quadrant™ for Outsourced Digital Workplace Services.
- The Company was positioned as a Leader in the 2022 Gartner® Magic Quadrant™ for Managed Mobility Services.

## 34. SUSTAINABILITY

### “Our guiding philosophy – ACT, PACT, IMPACT”

**ACT** – We at HCL understand that impact starts with us. We act in the most responsible and sustainable manner. We ensure we use every resource efficiently to garner the maximum value.

**PACT** - Working together for a sustainable future, hand in hand with our clients, partners, communities and other stakeholders.

**IMPACT** - We focus on creating sustainable impact through all our initiatives and activities.

Through active engagement with different stakeholders and also looking through the lens of risk and responsibility, the Company has arrived at 12 material ESG topics to focus on. More details on the material topics of the Company are available in the Business Responsibility and Sustainability Report of the Company which forms part of this Annual Report.

This year, the Company has also made commitment on climate change. The aim of the Company is to limit the GHG emissions aligned to a 1.5°C pathway by 2030 and to reach net-zero by 2040.

## 35. ORGANIZATION EFFECTIVENESS

### Human Resources

Last two years have tested our resilience, and our Company has demonstrated its fortitude and has emerged much stronger, together. The Company salutes the strength and endurance of its employees in these challenging times. A commitment to our core values has helped us build long term, value centric relationship with our clients as well as our employees.

The Company continues its journey with proactive efforts to safeguard the employees, minimize impact on clients, reduce financial risk, maintain supply chain resilience and provide support to the communities lived and served around the world.

### Employee Strength and Expansion

After the close of another successful year, the Company and its subsidiaries have attained an impressive employee strength of 2,08,877 and continues to build and support the business strategy of “Mode 1-2-3”.

Our emphasis and commitment to talent localization continues. We believe this strategy confers us competitive advantages in a tightening regulatory environment with respect to workforce mobility. In the United States, our localization stands at 70.9%.

The Company prides itself in employing people from different geographies and nationalities, creating a unique fabric of values and traditions. As on March 31, 2022, the Company employed resources from 165 nationalities and women represented 28% of the global workforce.

The Company is revamping its internal technology interface to gauge employee sentiment better and provide an advanced tool for onboarding & training. The Company is using techniques such as gamification as well as AI tools to track and address dissatisfaction levels related to work. It is also set to enhance the overall employee experience with respect to training and onboarding.

Our “Hire to Retire” platform aims to improve the entire employee lifecycle from recruitment, onboarding and training and right up to retirement.

To ease supply-side constraints and to have access to diversified skills, the Company is expanding into other geographies over the next three-four quarters. Some of the geographies that the Company is investing into source talent include countries like Romania, Hungary, Bulgaria, Guatemala, Costa Rica and also ramping up its presence in Vietnam, Australia, New Zealand, etc.

### Talent Acquisition

The talent acquisition practices of the Company are aligned to its Mode 1-2-3 strategy. The Company has leveraged digital technologies to enhance the quality and experience of its talent acquisition programs.

The series of initiatives are helping the Company to create a stable workforce. Hiring freshers is a big component of the HCL talent strategy, and the Company is looking ambitiously at onboarding higher number of freshers in FY'23 compared to FY'22. The Company invested in all the freshers that it is recruiting in terms of providing them the compensation visibility for five years.

### Talent Development

The Company's Talent Development Centre of Excellence (“CoE”) continues to focus on creating a culture of continuous learning through its business focused learning solutions, contributing to the vision of building a truly global organization.

During the fiscal year, 1,45,848 employees availed 8.29 million hours of training for enhancing their current skills and learning new skills. 68,146 unique employees were also trained in digital skills during this period.

The vagaries posed by the Covid-19 pandemic pushed team members to work in a virtually connected mode, further prodding talent development to rearticulate competencies relevant to this unprecedented change. The ‘New Normal’ competencies became an integral part of the key learning solutions being deployed globally. These were also translated into micro-learning nuggets to adequately engage the people and provide them the necessary perspective to lead ‘Self’ and ‘Team’ during the trying times.

The Company's DNA of grassroots innovation, its ingrained culture of co-innovation, and its tradition of going far beyond what is expected to create customer value, clearly differentiate it and gives it a distinct advantage in creating value for businesses in the digital and connected world. The training programmes of the Company cater to this dynamic need of its employees.

The Company has also identified employees to be trained as next generation leaders and charter a career path in the firm. Reskilling is another area of focus, where the Company is now able to fulfil more new roles coming in internally.

### Diversity and Inclusion

In an era where disruptive innovations are creating new industries and business models, technology, globalization, the evolving workforce & workplace continue to shape the future of work. The Company is unwaveringly committed to be purposefully and deliberately diverse, equitable and inclusive. The Company's Diversity, Equity & Inclusion are at the heart of

our values. The Company strongly believe that its diversified workforce which is a culmination of 163 nationalities coming from many of the countries in which the Company do business are an asset & are the real 'Differentiators', providing them a fair opportunity to attain their full potential and creating an inclusive environment translating into them being valued, treated equally & with respect are essential components and can result in increased creativity, productivity, and innovation leading to better business results.

The Company has made concentrated efforts to identify, acknowledge & encourage employees from all backgrounds to be part of our global workforce with equal opportunities of growth given to them through various platforms where the Company enables under Diversity, Equity and Inclusion strategy. The Company make an intentional and continuous effort to create and sustain a culture of equality, self-awareness, authenticity and accountability in the realm of gender, cross-cultural diversity, persons with disabilities and LGBTQ+ inclusion. Under the canopy of impressive initiatives & platforms which drives our Diversity, Equity and Inclusion vision, the Company has created a beautiful mosaic of different people, beliefs, experiences and innovation where everyone has an equal shot and we all thrive and contribute to our strengths to find a common ground for creativity and to accomplish great things.

#### **Recognition of HCL Culture and Engagement Practices across the World**

To reinforce alignment of core beliefs and actions, the Company continues to transform its policies, processes and practices. This has further enabled and empowered the employees, a fact that has been well recognized by various

industry forums and leading associations. Our distinctive people practices continue to win accolades across the globe.

#### **36. CONSERVATION OF ENERGY, RESEARCH AND DEVELOPMENT, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO**

Disclosures of particulars as required under Section 134(3) (m) of the Act, read with the Companies (Accounts) Rules, 2014 to the extent applicable to the Company, are set out in [Annexure 4](#) to this Report.

#### **37. DIRECTORS' RESPONSIBILITY STATEMENT**

A statement of responsibility of the Directors relating to compliance with the financial accounting and reporting requirements in respect of the financial statements, as specified under Section 134(3)(c) of the Act, is annexed as [Annexure 5](#) to this Report.

#### **38. STOCK OPTIONS PLANS**

The Board of Directors of the Company with the approval of its shareholders during the FY 2021-22 instituted the '**HCL Technologies Limited – Restricted Stock Unit Plan 2021**'. The details of the same has been annexed as [Annexure 6](#) to this Report.

#### **39. PARTICULARS OF EMPLOYEES**

The information required pursuant to Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are given below:

#### **A. The ratio of remuneration of each director to the median remuneration of the employees of the Company for the financial year:**

S. No.	Name of the Director	Ratio to median remuneration of employees
<b>Executive Directors</b>		
1	Mr. Shiv Nadar, Managing Director & Chief Strategy Officer	-
2	Mr. C. Vijayakumar, CEO & Managing Director	-
<b>Non-Executive Directors</b>		
3	Ms. Roshni Nadar Malhotra	9.33
4	Mr. Deepak Kapoor	8.05
5	Mr. S. Madhavan	9.93
6	Dr. Mohan Chellappa	8.54
7	Ms. Nishi Vasudeva	8.07
8	Ms. Robin Ann Abrams	10.24
9	Dr. Sosale Shankara Sastry	7.10
10	Mr. Shikhar Malhotra	8.16
11	Mr. R. Srinivasan	9.31
12	Mr. Simon John England	7.46
13	Mr. Thomas Sieber	8.00
14	Ms. Vanitha Narayanan	-

#### **Notes:**

- (1) Mr. Shiv Nadar ceased to be the Director as well as Managing Director of the Company w.e.f. July 19, 2021. Mr. C. Vijayakumar was appointed as the Managing Director of the Company w.e.f. July 20, 2021. Since, they were the directors of the Company for part of the year, the said information is incomparable and not provided.



- (2) The remuneration of Non-Executive Directors comprises of sitting fees and commission paid / payable for the FY 2021-22.
- (3) Ms. Vanitha Narayanan was appointed as an Additional Director in the capacity of Non-Executive Independent director w.e.f. July 19, 2021. Hence, the said information is incomparable and not provided.

**B. The percentage increase in remuneration of each Director, Chief Executive Officer, Chief Financial Officer, Company Secretary in the financial year:**

**a) Executive Directors / Chief Executive Officer**

S. No.	Name of the Director	% Increase in Remuneration in the financial year	
1	Mr. Shiv Nadar Managing Director & Chief Strategy Officer	-	
2	Mr. C. Vijayakumar CEO & Managing Director	Annual Compensation (FY 2021- 22 vs. FY 2020- 21 )	0%
		Long-Term Incentive for 2 year period (FY 2019-20 & FY 2020-21 vs. FY 2017-18 & FY 2018-19)	0%

**Notes:**

- 1) Mr. Shiv Nadar ceased to be the Director as well as Managing Director of the Company w.e.f. July 19, 2021. There was no change in his remuneration during the FY 2021-22.
- 2) Mr. C. Vijayakumar has been the Chief Executive Officer of the Company. He was appointed as the Managing Director of the Company w.e.f. July 20, 2021 with the designation as 'CEO & Managing Director'. Mr. C. Vijayakumar did not receive any remuneration from the Company, however, he received remuneration [including a Long-Term Incentive ("LTI")] from HCL America Inc., a step-down wholly owned subsidiary of the Company. There has been no change in his remuneration during the FY 2021-22 except for receipt of USD 12.5 million as LTI that is paid at fixed intervals (at the end of two years) based on the achievement of milestones / parameters fixed by the Board. Accordingly, the payment of above LTI is for two years that ended on March 31, 2021 viz. USD 6.25 million for FY 2019-20 & USD 6.25 million for the FY 2020-21.

**b) Non-Executive Directors**

S. No.	Name of the Director	% Increase in Remuneration in the financial year
1	Ms. Roshni Nadar Malhotra	32.56
2	Mr. Deepak Kapoor	35.89
3	Mr. S. Madhavan	30.31
4	Dr. Mohan Chellappa	31.14
5	Ms. Nishi Vasudeva	36.62
6	Ms. Robin Ann Abrams	14.90
7	Dr. Sosale Shankara Sastry	8.95
8	Mr. Shikhar Malhotra	34.63
9	Mr. R. Srinivasan	13.53
10	Mr. Simon John England	14.53
11	Mr. Thomas Sieber	10.28
12	Ms. Vanitha Narayanan	-

**Notes:**

- 1) The remuneration of Non-Executive Directors comprises of sitting fees and commission paid / payable for the FY 2021-22. The change in remuneration includes any variation on account of exchange rate.
- 2) Ms. Vanitha Narayanan was appointed as Non-Executive Independent Director during FY 2021-22 and therefore, the change in remuneration from the previous financial year is not applicable.

**c) Chief Financial Officer and Company Secretary**

S. No.	Name of the Key Managerial Personnel	% Increase in Remuneration in the financial year
1	Mr. Prateek Aggarwal, Chief Financial Officer	36.15
2	Mr. Manish Anand, Company Secretary	9.08

**Note:**

*Mr. Prateek Aggarwal received remuneration from the Company as well as from HCL America Inc., a step-down wholly owned subsidiary of the Company. Hence, the above % has been calculated after taking into account the remuneration drawn both from the Company as well as the said subsidiary. The change in remuneration includes any variation on account of exchange rate.*

**C. The percentage increase in the median remuneration of employees in the financial year:** 11.42%.

**D. The number of permanent employees on the rolls of Company:** There were 1,12,498 permanent employees on the rolls of the Company. In addition, the Company had 96,379 number of employees on the rolls of its subsidiaries.

**E. Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration:** The average percentile increase made in the salaries of employees other than the managerial personnel in the last financial year was 6.85%.

**F. Affirmation that the remuneration is as per the remuneration policy of the Company:** The Company affirms that the remuneration is as per the Remuneration Policy of the Company.

**40. STATEMENT OF EMPLOYEES PURSUANT TO RULE 5(2) AND 5(3) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014**

In terms of Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the list of top ten employees of the Company in terms of the remuneration drawn in FY 2021-22 and a statement containing the names of the employees employed throughout the financial year and in receipt of remuneration of ₹1.02 crores per annum or more and employees employed for part of the year and in receipt of ₹8.50 lacs or more per month is provided in a separate exhibit forming part of this report. The Annual Report and the Financial Statements are being sent to the shareholders excluding this exhibit. This exhibit is available to any shareholder for inspection on request and is also available on the website of the Company at <https://www.hcltech.com/investors/results-reports>.

**41. VIGIL MECHANISM / WHISTLE BLOWER POLICY**

The Company has formulated and published a Whistleblower Policy to provide vigil mechanism for employees, directors and other stakeholders of the Company to report genuine concerns (including reporting of instances of leakage of unpublished price sensitive information) and to ensure strict compliance with ethical and legal standards across

the Company. The provisions of this Policy are in line with the provisions of the Section 177(9) of the Act and the Listing Regulations and the said Policy is available on the website of the Company at <https://www.hcltech.com/investors/governance-policies/whistleblowerpolicy.pdf>. The details of the Whistleblower Policy are provided in the Corporate Governance Report which forms part of this Annual Report.

**42. OBSERVANCE OF THE SECRETARIAL STANDARDS ISSUED BY THE INSTITUTE OF COMPANY SECRETARIES OF INDIA**

The Company complies with all applicable Secretarial Standards issued by the Institute of Company Secretaries of India.

**43. DISCLOSURE UNDER SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013**

The Company has in place a Prevention and Redressal of Sexual Harassment at Workplace Policy in line with the requirements of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The Company has constituted an Internal Committee for the redressal of all sexual harassment complaints. These matters are also being reported to the Audit Committee. The details of the Policy and the complaints are given under Corporate Governance Report and the Business Responsibility and Sustainability Report respectively, which form part of this Annual Report.

**44. ACKNOWLEDGEMENTS**

The Board wishes to place on record its appreciation of the significant contributions made by the employees of the Company and its subsidiaries / associates. The Company has achieved impressive growth through competence, hard work, solidarity, cooperation and support of employees at all levels. The Board wishes to thank the customers, vendors and other business associates for their continued support in the Company's growth and also wishes to thank the government authorities, banks and members for their cooperation and assistance extended to the Company.

**For and on behalf of the Board of Directors  
of HCL Technologies Limited**

Place: Noida (U.P), India  
Date: April 21, 2022

**ROSHNI NADAR MALHOTRA  
Chairperson**

# Annexure 1 to the Directors' Report

## SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2022

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014]

The Members  
**HCL Technologies Limited**  
806, Siddharth,  
96, Nehru Place,  
New Delhi 110019

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

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2022 complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance- mechanism in place to the extent, in the manner and subject to the reporting made hereinafter.

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2022 according to the provisions of:

- (i) The Companies Act, 2013 (the Act) and the rules made thereunder;
- (ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder to the extent of Regulation 76 of SEBI (Depositories and Participants) Regulations, 2018;
- (iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-
  - (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 to the extent applicable;
  - (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
  - (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 to the extent applicable;

- (d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
- (e) The Securities and Exchange Board of India (Issue and Listing of convertible Securities) Regulations, 2021; **Not Applicable during the period under review.**
- (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client to the extent of securities issued;
- (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; **Not Applicable during the period under review;**
- (h) The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018; **Not Applicable during the period under review.**
- (vi) The other laws, as informed and certified by the Management of the Company which are specifically applicable to the Company based on the Sectors/ Industry are:
  - (a) The Special Economic Zone Act, 2005;
  - (b) Policy relating to Software Technology Parks of India and its regulations;
  - (c) The Indian Copyright Act, 1957;
  - (d) The Patents Act, 1970;
  - (e) The Trade Marks Act, 1999;
  - (f) The Indian Telegraph Act, 1885;
  - (g) The Indian Wireless Telegraphy Act, 1933;

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

- (i) Secretarial Standards issued by The Institute of Company Secretaries of India and notified by the Ministry of Corporate Affairs.
- (ii) SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 to the extent applicable.

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

We further report that

The Board of Directors of the Company is duly constituted with proper balance of Executive, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review

were carried out in compliance with the provisions of the Act. The Company had made an application within the prescribed time limit in form MR-2 with the Ministry of Corporate Affairs ("Ministry"), to obtain the approval of Central Government with respect to the appointment of Mr. C. Vijayakumar, as the Managing Director of the Company with effect from July 20, 2021, and the approval from the Ministry is awaited as on the date of this report.

Adequate notice is given to all Directors to schedule the Board Meetings. Agenda and detailed notes on agenda were sent at least seven days in advance except in cases where meetings were convened at a shorter notice, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

All decisions at Board Meetings and Committee Meetings are carried out unanimously as recorded in the minutes of the meetings of the Board of Directors or Committee of the Board, as the case may be.

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

We further report that during the audit period no major events have been happened which are deemed to have major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards, etc.

For **Chandrasekaran Associates**  
Company Secretaries  
Firm Registration No.: P1988DE002500  
Peer Review Certificate No.: 1428/2021

**Dr. S. Chandrasekaran**  
Senior Partner  
Membership No. FCS 1644  
Certificate of Practice No. 715  
UDIN: F001644D000161100

Date: April 19, 2022

Note:

- i. This report is to be read with our letter of even date which is annexed as [Annexure-A](#) and forms an integral part of this report.



## Annexure-A

The Members  
**HCL Technologies Limited**  
806, Siddharth  
96, Nehru Place  
New Delhi-110019

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

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

For **Chandrasekaran Associates**  
Company Secretaries  
Firm Registration No.: P1988DE002500  
Peer Review Certificate No.: 1428/2021

**Dr. S. Chandrasekaran**  
Senior Partner  
Membership No. FCS 1644  
Certificate of Practice No. 715  
UDIN: F001644D000161100

Date: April 19, 2022

## Annexure 2 to the Directors' Report

### FORM NO. AOC-2

(Pursuant to clause (h) of sub-section (3) of Section 134 of the Companies Act, 2013  
and Rule 8(2) of the Companies (Accounts) Rules, 2014)

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

#### 1. Details of contracts or arrangements or transactions not at arm's length basis

During FY March 31, 2022, HCL Technologies Limited has not entered into any contract or arrangement or transaction with its related parties which is not at arm's length basis.

#### 2. Details of material contracts or arrangement or transactions at arm's length basis

a) Name(s) of the related party and nature of relationship:

HCL Technologies Corporate Services Limited, a step-down wholly owned subsidiary of the Company, incorporated in the United Kingdom.

b) Nature of contracts / arrangements / transactions:

Rendering / obtaining of services, product sales and other miscellaneous income.

c) Duration of the contracts / arrangements / transactions:

Ongoing.

d) Salient terms of the contracts or arrangements or transactions including the value, if any:

HCL Technologies Limited shall (i) provide IT / ITES services to the existing and new clients of HCL Technologies Corporate Services Limited including various support and general administrative services as may be required from time to time; (ii) HCL Technologies Corporate Services Limited shall provide IT / ITES services including sales and marketing support services to HCL Technologies Limited; (iii) both the parties shall diligently perform their respective obligation under the contracts in timely manner and provide services in accordance with the work order issued by the customer; (iv) both the parties shall submit invoices on timely basis for the services provided for each project to each other as per the terms of contract and promptly pay the same; (v) be responsible for all the expenses incurred in connection with providing its services, and; (vi) comply with the local, state and federal laws and regulations applicable while providing services.

The total value of transactions entered into with HCL Technologies Corporate Services Limited during the period from April 1, 2021 to March 31, 2022 is ₹ 9,686 crores.

e) Date(s) of approval by the Board, if any:

Not applicable, since the contract was entered into in the ordinary course of business and on arm's length basis.

f) Amount paid as advances, if any:

Nil.

**For and on behalf of the Board of Directors  
of HCL Technologies Limited**

**ROSHNI NADAR MALHOTRA**  
Chairperson

Place: Noida (U.P), India  
Date: April 21, 2022

## Annexure 3 to the Directors' Report

### ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY ("CSR") ACTIVITIES

1. **A brief outline of the Company's CSR policy, including overview of projects or programmes proposed to be undertaken and a reference to the web-link to the CSR policy and projects or programmes**

The objective of the CSR policy (the "Policy") of the Company is to lay down the guiding principles for selection, implementation, monitoring and evaluation of CSR activities as well as formulation of the Annual Action Plan, for ensuring growth and advancement of society and conservation of natural resources. To meet its goals, the Company drives its Corporate Social Responsibility agenda through its CSR arm, HCL Foundation, a Public Charitable Trust registered with the Ministry of Corporate Affairs under the Companies Act, 2013 and Rules made thereunder, and under Sections 12A and 80G of the Income Tax Act, 1961.

HCL Foundation has been set up to take up projects and programmes as part of its CSR mandate which are aligned to the Sustainable Development Goals. The CSR activities, projects and programmes undertaken by the Company shall be those as approved by the CSR committee and are covered under the areas set out in Schedule VII of the Companies Act, 2013. All CSR initiatives are inclusive, gender transformative, with special attention to the ultra-poor, people with disabilities and environment conservation.

The key CSR streams are early childhood care & development, Health, Education, Skill Development & Livelihood, Water, Sanitation & Hygiene, Environment, Disaster Risk Reduction & Response and Gender & Inclusion.

Details of the Policy are on the website of the Company at <https://www.hcltech.com/investors/governance-policies/csrpolicy.pdf>.

2. **The composition of the CSR Committee as on March 31, 2022**

S. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meeting of CSR Committee attended during the year
1	Ms. Roshni Nadar Malhotra	Chairperson	2	2
2	Dr. Mohan Chellappa	Member	2	2
3	Mr. S. Madhavan	Member	2	2

3. **The web-link where Composition of CSR Committee, CSR policy and CSR projects approved by the Board are disclosed on the website of the Company**

<https://www.hcltech.com/investors/corporate-social-responsibility-hcl>.

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

Not Applicable for FY 2021-22.

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

S. No.	Financial Year	Amount available for set-off from preceding financial years (in ₹)	Amount required to be set-off for the financial year, if any (in ₹)
		NIL	

6. **Average net profit of the Company as per Section 135(5) – ₹ 10,789 crores**

7. (a) **Two percent of average net profit of the Company as per Section 135(5) – ₹ 216 crores**

- (b) **Surplus arising out of the CSR projects or programmes or activities of the previous financial years – NIL**

- (c) **Amount required to be set off for the financial year, if any – NIL**

- (d) **Total CSR obligation for the financial year (7a+7b-7c) - ₹ 216 crores**

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

Total amount spent for the financial year (in ₹/crores)		Amount Unspent (in ₹/crores)		
Total amount transferred to unspent CSR account as per Section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5)		
Amount	Date of Transfer	Name of the Fund	Amount	Date of Transfer
216.33		NIL		

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

(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Project duration	(7) Amount allocated for the project (in ₹/crores)*	(8) Amount spent in the current financial year (in ₹/crores)	(9) Amount transferred to unspent CSR account for the project as per Section 135(6) (in ₹/crores)	(10) Mode of Implementation - Direct (Yes/No)	(11) Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
1	Mitigating impact on humans, nature including animals, wildlife and its habitats, any other aspects basis need and type of disaster/emergency.	(xii) Disaster management, including relief, rehabilitation	Yes	Tamil Nadu, Delhi, Telangana, Bihar, Nagaland, J&K, Uttarakhnad	Chennai, North Delhi, Hyderabad, Patna, Kohima, Srinagar and Chamoli	3 Years	0.59	0.59	-	No	Sphere India	CSR00005460
2	UDAAN: Breaking the Barriers and rebuilding the lives of Bedia girls	(ii) Promoting education and enhancing vocation skills especially among children & women	Yes	Madhya Pradesh	Guna and Sagar	3 Years	0.87	0.87	-	No	Child Rights and You	CSR00000805
3	Project MANCH – Improving maternal newborn & child health outcomes in tribal areas of Madhya Pradesh	(i) Eradicating hunger, promoting health care including preventive health care	Yes	Madhya Pradesh	Shahdol	3 Years	1.00	1.00	-	No	India Health Action Trust	CSR00002418
4	Early preparation to a safe and healthy motherhood: understanding delays and opportunities in delivery and access to preconception nutrition	(i) Eradicating hunger, promoting health care including preventive health care	Yes	Karnataka	Raichur and Yadgir	2 Years	0.25	0.25	-	No	Karnataka Health Promotion Trust	CSR00001020
5	State of human-wildlife conflicts in the Lahaul landscape in Himachal Pradesh	(iv) Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare	Yes	Himachal Pradesh	Lahaul Spiti	2 Years	0.25	0.25	-	No	Nature Conservation Foundation	CSR00001665



(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Project duration	(7) Amount allocated for the project (in ₹/crores)*	(8) Amount spent in the current financial year (in ₹/crores)	(9) Amount transferred to unspent CSR account for the project as per Section 135(6) (in ₹/crores)	(10) Mode of Implementation - Direct (Yes/No)	(11) Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
6	Sustainable waste management through Community-Owned Rural Resource Recovery systems	(iv) Ensuring environmental sustainability, ecological balance and conservation of natural resources	Yes	Karnataka	Udupi, Ramanagaram, Ballari, Dakshin Kannada	3 Years	1.00	1.00	-	No	Saahas	CSR00000097
7	Humanitarian assistance to strengthen inclusion and safety of vulnerable persons especially women and children in conflict affected areas of J&K	(ii) Promoting education and enhancing vocation skills	Yes	Jammu & Kashmir	Kupwara, Baramulla, Rajouri, Poonch, Srinagar	4 Years	1.00	1.00	-	No	She Hope Society For Women Entrepreneurs	CSR00005286
8	Educating the women farmers for better livelihood opportunities and better income generation	(x) Rural development projects	Yes	Jharkhand	Hazaribagh and West Singham	4 Years	0.50	0.50	-	No	Srijan Foundation	CSR00004377
9	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	(iv) Ensuring environmental sustainability, ecological balance, protection of flora and fauna	Yes	Maharashtra	Nagpur	3 Years	0.48	0.48	-	No	Aroha Multipurpose Society	CSR00003195
10	Reduction in Carbon-dioxide emission	(iv) Ensuring environmental sustainability, ecological balance, maintaining quality of air	Yes	Uttar Pradesh	Gautam Buidh Nagar	3 Years	0.30	0.30	-	No	Care India Solutions For Sustainable Development	CSR00000786
11	Enhancing environment awareness among communities by environment education with the help of innovative tools and techniques	(ii) Promoting education and enhancing vocation skills	Yes	Karnataka	Bangalore	3 Years	0.58	0.58	-	No	Centre for Wildlife Studies	CSR00002135

(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Project duration	(7) Amount allocated for the project (in ₹/ crores)*	(8) Amount spent in the current financial year (in ₹/ crores)	(9) Amount transferred to unspent CSR account for the project as per Section 135(6) (in ₹/ crores)	(10) Mode of Implementation - Direct (Yes/No)	(11) Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
12	Improvement of Coastal and Marine Habitats for native biodiversity	(iv) Ensuring environmental sustainability, ecological balance, protection of flora and fauna, conservation of natural resources	Yes	West Bengal	Sunderbans	3 Years	0.39	0.39	-	No	Development Research Communication and Service	CSR00002927
13	Improvement of Coastal and Marine Habitats for native biodiversity	(iv) Ensuring environmental sustainability, ecological balance, protection of flora and fauna, conservation of natural resources	Yes	Andhra Pradesh	Vijaywada	3 Years	0.50	0.50	-	No	MS Swaminathan Research Foundation	CSR00000470
14	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	(iv) Ensuring environmental sustainability, ecological balance, protection of flora and fauna	Yes	Tamil Nadu	Chennai	3 Years	0.27	0.27	-	No	Thuvakkam Welfare Association	CSR00000956
15	Improvement of Coastal and Marine Habitats for native biodiversity	(iv) Ensuring environmental sustainability, ecological balance, protection of flora and fauna	Yes	Tamil Nadu	Chennai	3 Years	0.50	0.50	-	No	Tree Foundation	CSR00001088
16	Strengthening of Health & Wellness Centres for promoting health care including preventive health care	(i) promoting health care including preventive health care	Yes	Uttar Pradesh	Hardoi	4 years	5.44	5.44	-	No	HCL Foundation	CSR00001087
17	Mobile Health Clinic Programme promoting health care including preventive health care	(i) promoting health care including preventive health care	Yes	Uttar Pradesh	Hardoi	4 years	0.34	0.34	-	No	Sevamob	CSR00001153
18	Mobile Health Clinic Programme promoting health care including preventive health care	(i) promoting health care including preventive health care	Yes	Uttar Pradesh	Hardoi	4 years	0.15	0.15	-	No	Raj Kumari Foundation	CSR00002302

(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Project duration	(7) Amount allocated for the project (in ₹/ crores)*	(8) Amount spent in the current financial year (in ₹/ crores)	(9) Amount transferred to unspent CSR account for the project as per Section 135(6) (in ₹/ crores)	(10) Mode of Implementation - Direct (Yes/No)	(11) Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
19	Adolescent Health Promotion Programme	(i) promoting health care including preventive health care	Yes	Uttar Pradesh	Hardoi	4 years	0.27	0.27	-	No	Development Consortium	CSR00002386
20	Dairy Value Chain Development project focusing on dairy livelihood enhancement	(x) Rural development projects	Yes	Uttar Pradesh	Hardoi	4 years	0.10	0.10	-	No	BAIF Institute For Sustainable Livelihoods and	CSR00000259
21	Youth Skill Development Project enhancing vocational skills	(ii) employment enhancing vocational skills	Yes	Uttar Pradesh	Hardoi	4 years	0.18	0.18	-	No	Apparel Made Ups And Home Furnishing Sector Skill	CSR00000393
22	Women Entrepreneurship project focusing on livelihood enhancement through women entrepreneurship	(iii) empowering women	Yes	Uttar Pradesh	Hardoi	4 years	0.28	0.28	-	No	Center Of Technology And Entrepreneurship	CSR00001649
23	Women Entrepreneurship project focusing on livelihood enhancement through women entrepreneurship	(iii) empowering women	Yes	Uttar Pradesh	Hardoi	4 years	0.41	0.41	-	No	Hand In Hand India	CSR00001853
24	Piped Water Supply Project focusing on promotion of sanitation and making available safe drinking water	(x) Rural development projects	Yes	Uttar Pradesh	Hardoi	4 years	0.08	0.08	-	No	Sai Jyoti Gramodoyog Samaj Sewa Samiti	CSR00007807
25	Clean Village Project focusing on promotion of sanitation and making available required infrastructure and process for safe management for solid waste, and creating clean community	(x) Rural development projects	Yes	Uttar Pradesh	Hardoi	4 years	0.33	0.33	-	No	Adarsh Sewa Samiti	CSR00000828

(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Project duration	(7) Amount allocated for the project (in ₹/ crores)*	(8) Amount spent in the current financial year (in ₹/ crores)	(9) Amount transferred to unspent CSR account for the project as per Section 135(6) (in ₹/ crores)	(10) Mode of Implementation - Direct (Yes/No)	(11) Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
26	Clean Village Project focusing on promotion of sanitation and making available required infrastructure and process for safe management for solid waste, and creating clean community	(x) Rural development projects	Yes	Uttar Pradesh	Hardoi	4 years	0.28	0.28	-	No	Umang Sunehra Kal Sewa Samiti	CSR00000658
27	Clean Urban Village Project focusing on promotion of sanitation and making available safe drinking water.	(i) sanitation	Yes	Uttar Pradesh	Gautam Budh Nagar	4 years	0.24	0.24	-	No	Sukriti Social Foundation	CSR00006401
28	Sustainable Cities Project focusing on promotion of sanitation	(i) sanitation	Yes	Uttar Pradesh	Gautam Budh Nagar	4 years	0.31	0.31	-	No	Samvedna Development Society	CSR00001917
29	Sustainable Cities Project focusing on promotion of sanitation	(i) sanitation	Yes	Uttar Pradesh	Gautam Budh Nagar	4 years	0.07	0.07	-	No	Lending Hands Foundation	CSR00005746
30	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	(ii) livelihood enhancement projects	Yes	Uttar Pradesh	Gautam Budh Nagar	3 Years	0.50	0.50	-	No	Access Development Services	CSR00002703
31	Strengthening the Value Chain of Arts & Crafts sector & linking Artisans to Customers (A2C) directly	(v) protection of art and culture; promotion and development of traditional art and handicrafts	Yes	Uttar Pradesh	Lucknow	3 Years	0.37	0.37	-	No	All India Artisans And Craftworkers	CSR00000620
32	Ensuring access to safe drinking water & sanitation	(i) safe drinking water	Yes	Uttar Pradesh	Lucknow	3 Years	0.16	0.16	-	No	Ankur Yuva Chetna Shivr	CSR00006097
33	Career Guidance & Counselling	(ii) employment enhancing vocation skills	Yes	Uttar Pradesh	Gautam Budh Nagar	3 Years	1.56	1.56	-	No	Buddy 4 Study India Foundation	CSR00000121
34	Universal Health Care through Health System Strengthening	(i) promoting health care including preventive health care	Yes	Karnataka	Bangalore	3 Years	0.50	0.50	-	No	CBCI Society for Medical Education	CSR00008207



(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Project duration	(7) Amount allocated for the project (in ₹/ crores)*	(8) Amount spent in the current financial year (in ₹/ crores)	(9) Amount transferred to unspent CSR account for the project as per Section 135(6) (in ₹/ crores)	(10) Mode of Implementation - Direct (Yes/No)	(11) Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
35	Building Inclusive, Gender Friendly and Safe Spaces in Schools and Communities	(xi) slum area development	Yes	Uttar Pradesh	Gautam Budh Nagar	3 Years	0.50	0.50	-	No	Cohesion Foundation Trust	CSR00000148
36	Reproductive, Maternal, New-born, Child & Adolescent Health (RMNCH +A)	(i) promoting health care including preventive health care	Yes	Tamil Nadu	Chennai	3 Years	0.82	0.82	-	No	Ekam Foundation	CSR00003758
37	'Sports for Change' - Sports Training & Holistic Development	(vii) Training to promote nationally recognized sports, paralympic sports and olympic sports	Yes	Tamil Nadu	Chennai	3 Years	0.11	0.11	-	No	GuruNanak Educational Society	CSR00005883
38	Providing market oriented employable skills with wage/ self employment opportunities through Skill Training Centers (Yuvakendras)	(xi) slum area development	Yes	Tamil Nadu	Chennai	3 Years	0.50	0.50	-	No	Hope Foundation	CSR00000472
39	Career Guidance & Counselling	(ii) employment enhancing vocation skills	Yes	Tamil Nadu	Chennai	3 Years	0.38	0.38	-	No	India Literacy Project	CSR00001431
40	Strengthening the access & quality of childcare services for all young children under 6 years through home, centre and community based approaches	(xi) slum area development	Yes	Karnataka	Bangalore	3 Years	0.17	0.17	-	No	Institute Of Health Management Research	CSR00005136
41	'Sports for Change' - Sports Training & Holistic Development	(vii) Training to promote nationally recognized sports, paralympic sports and olympic sports	Yes	Tamil Nadu	Madurai	3 Years	0.29	0.29	-	No	Kalvi Trust	CSR00002936
42	Reproductive, Maternal, New-born, Child & Adolescent Health (RMNCH +A)	(xi) slum area development	Yes	Uttar Pradesh, Karnataka, TamilNadu	Lucknow, Gautam Budh Nagar, Bangalore and Chennai	3 Years	1.00	1.00	-	No	Mamta Health Institute For Mother & Child	CSR00001978

(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Project duration	(7) Amount allocated for the project (in ₹/ crores)*	(8) Amount spent in the current financial year (in ₹/ crores)	(9) Amount transferred to unspent CSR account for the project as per Section 135(6) (in ₹/ crores)	(10) Mode of Implementation - Direct (Yes/No)	(11) Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
43	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	(i) promoting health care including preventive health care	Yes	Karnataka	Bangalore	3 Years	0.97	0.97	-	No	National Institute Of Mental Health and Neuro Sciences	CSR00006218
44	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	(ii) employment enhancing vocation skills	Yes	Maharashtra	Nagpur	3 Years	0.13	0.13	-	No	National Institute of Women Child & Youth Development	CSR00000206
45	'Sports for Change' - Sports Training & Holistic Development	(vii) Training to promote nationally recognized sports, paralympic sports and olympic sports	Yes	Tamil Nadu	Chennai	3 Years	0.16	0.16	-	No	Slum Children Sports Talent and Education	CSR00004857
46	Incubation of Social Entrepreneurs/ Micro-Enterprises	(ii) livelihood enhancement projects	Yes	Telangana	Hyderabad	3 Years	0.60	0.60	-	No	Social Entrepreneurs Foundation India	CSR00001257
47	Health in Emergencies	(i) promoting health care including preventive health care	Yes	Karnataka	Bangalore	3 Years	0.28	0.28	-	No	Swasti	CSR00000549
48	Health in Emergencies	(i) promoting health care including preventive health care	Yes	Tamil Nadu	Chennai	3 Years	0.32	0.32	-	No	The Voluntary Health Services	CSR00003444
49	Strengthening the Value Chain of Arts & Crafts sector & linking Artisans to Customers (A2C) directly.	(v) protection of art and culture; promotion and development of traditional art and handicrafts	Yes	Maharashtra	Nagpur	3 Years	0.40	0.40	-	No	Tisser Artisans Trust (TAT)	CSR00019081
50	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	(i) promoting health care including preventive health care	Yes	Tamil Nadu	Madurai	3 Years	0.17	0.17	-	No	V A Annamalai Padmavathy Trust	CSR00005841

(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in Schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Project duration	(7) Amount allocated for the project (in ₹/ crores)*	(8) Amount spent in the current financial year (in ₹/ crores)	(9) Amount transferred to unspent CSR account for the project as per Section 135(6) (in ₹/ crores)	(10) Mode of Implementation - Direct (Yes/No)	(11) Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
51	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	(ii) employment enhancing vocation skills	Yes	Uttar Pradesh	Gautam Budh Nagar	4 years	0.36	0.36	-	No	The Kutumb Foundation	CSR00002098
52	'Sports for Change' - Sports Training & Holistic Development	(vii) Training to promote nationally recognized sports, paralympic sports and olympic sports	Yes	Uttar Pradesh	Gautam Budh Nagar	4 years	0.36	0.36	-	No	The Kutumb Foundation	CSR00002098
<b>TOTAL</b>							<b>27.58</b>	<b>27.58</b>				

\*The "amount allocated for the ongoing project" refers to the amount allocated for FY 2021-22 only for the respective ongoing project. The amounts for the subsequent financial years for the said ongoing projects will be allocated in the respective subsequent financial years.

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

(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Amount spent for the project (in ₹/ crores)	(7) Mode of implementation - Direct (Yes/No)	(8) Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
1	COVID 19-Reducing community transmission and hunger in highly impacted cities in India	(xii) Disaster management, including relief, rehabilitation & reconstruction	No	Maharastra, Andhra Pradesh, Telangana and Rajasthan	Nagpur, Pune, Vijayawada, Hyderabad and Jaipur	1.47	No	Caritas India	CSR00004745
2	CALL FOR ACTION TOWARDS COVID-19 (Dry Ration Kit and Personal Hygiene kit distribution for 250 Households)	(xii) Disaster management, including relief, rehabilitation & reconstruction	No	Karnataka	Bangalore	0.50	No	Humanitarian Aid International	CSR00000222

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
				Item from the list of activities in schedule VII to the Act (with respective clause numbers)	Local area (Yes/No)			State	District
3	Action towards Covid-19 response (Migrant Resilience Collaborative To Strengthen Social Protection Schemes For Laborers Returning To Source District In COVID-19 Crisis)	(xii) Disaster management, including relief, rehabilitation	No	Madhya Pradesh	Damoh and Panna	0.14	No	Jan Sahas Social Development Society	CSR00001410
4	Child Friendly Infrastructure and Behavior Change	(ii) promoting education	Yes	Uttar Pradesh	Gautam Budh Nagar	0.13	No	United Way Of Delhi	CSR00000216
5	Mission Gaurav (Linking migrants and their families with Government schemes and entitlements thru Apna Sewa Kendra)	(xii) Disaster management, including relief, rehabilitation	No	Rajasthan	Nagaur	0.44	No	Urmul Khejari Sanshan	CSR00011246
6	Wildlife emergency	(xii) Protection of flora, fauna & animal welfare	No	Meghalaya	South Garo Hills	0.21	No	Wildlife Trust Of India	CSR00003675
7	Adopt a PHC - Equipment Support to PHCs (BP Monitors, Oximeters, Thermometers)	(i) promoting health care	Yes	Karnataka	Bangalore	0.33	No	Centre for Wildlife Studies	CSR00002135
8	CREEK – Restoration of Fishing Creeks in Muthupet Mangroves	(iv) protection of flora and fauna, conservation of natural resources	No	Tamil Nadu	Thanjavur	0.25	No	Development Of Humane Action Foundation	CSR00000273
9	Shakti Girls – Beyond Boundaries : Providing Adolescent Girls access to sports in safe community spaces for improving their mental and physical well being	(vii) Training to promote nationally recognized sports, paralympic sports and olympic sports	No	Maharashtra	Nagpur	0.25	No	Krida Vikas Sanstha	CSR00002133
10	Covid Pandemic - Situation Report from the Nilgiris Biosphere reserve and proposed relief intervention	(xii) Disaster management, including relief, rehabilitation	No	Tamil Nadu	The Nilgiris	0.40	No	Keystone Foundation	CSR00000953
11	Supporting the Front line workers and health care workers in Government Hospital with hygienic packed food during COVID-19	(xii) Disaster management, including relief, rehabilitation	Yes	Tamil Nadu	Chennai	0.32	No	GuruNanak Educational Society	CSR00005883



(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Amount spent for the project (in ₹/ crores)	(7) Mode of implementation - Direct (Yes/No)	(8) Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
12	Investing today for a healthy community tomorrow: Strengthening communities and health systems for prevention and management of NCDs	(i) promoting health care	No	Tamil Nadu	Vellore	0.25	No	Christian Medical College Vellore Association	CSR00001924
13	Nutritional Support for Marginalized community during COVID-19	(xii) Disaster management, including relief, rehabilitation	Yes	Tamil Nadu	Chennai	0.48	No	Christian Medical College Vellore Association	CSR00001924
14	A Response through Relief and Build Back work towards Devastation Caused by Amphan in 10 villages of 3 blocks namely Hingalunge, Basanti and Sandeshkhali II of the two districts of Sundarbars that is South and North 24 Parganas	(xii) Disaster management, including relief, rehabilitation	No	West Bengal	Sunderbans	0.03	No	Development Research Communication and Service	CSR00002927
15	Setting up Oxygen Generation Plant	(xii) Disaster management, including relief, rehabilitation	Yes	Maharashtra	Nagpur	1.00	No	Central Institute of Medical Science (CIIMS)	CSR00004345
16	YUVA- SATHI (Youth for mentoring of Adolescents)	(i) employment enhancing vocation skills	No	Maharashtra	Pune and Aurangabad	0.25	No	Jhana Prabodhini Sanshodhan Sanstha	CSR00002568
17	Financial support in connection with social and economic support for vulnerable groups during COVID 19 emergency situation	(xii) Disaster management, including relief, rehabilitation	No	Rajasthan	Sikar and Naguar	0.62	No	Social Action for Rural Advancement society	CSR00004253
18	Setting up of Oxygen Plant at GKF Hospital	(i) promoting health care	Yes	Tamil Nadu	Madurai	0.10	No	Grace Kennett Foundation	CSR00007525
19	Governance Structure and Impact of NGOs in India	(ii) promoting education	No	New Delhi	South Delhi	0.15	No	CSEP Research Foundation	CSR00004571
20	Yaas Cyclone Support	(i) promoting health care	No	West Bengal	South 24 Parganas	0.24	No	Child in Need Institute	CSR00000494
21	Covid-19 Management & Vaccine Promotion Programme	(i) promoting health care	Yes	Uttar Pradesh	Hardoi	3.26	No	HCL Foundation	CSR00001087

(1) S. No.	(2) Name of the Project	(3) Item from the list of activities in schedule VII to the Act (with respective clause numbers)	(4) Local area (Yes/No)	(5) Location of the project		(6) Amount spent for the project (in ₹/ crores)	(7) Mode of implementation - Direct (Yes/No)	(8) Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
22	Health in emergencies	(i) promoting health care	No	Maharashtra, Delhi, Uttar Pradesh, Karnataka, Tamil Nadu, J&K and Andhra Pradesh	Mumbai, Central Delhi, Gautam Buddh Nagar, Lucknow, Bengaluru, Madurai, Chennai, Pulwama and Krishna	13.21	No	Doctors For You	CSR00000608
23	Creating Community Awareness on COVID-19 & strengthening Public Health Infrastructure	(xii) Disaster management, including relief, rehabilitation	No	Maharashtra and Gujarat	Palghar and Valsad	0.34	No	Under the Mango Tree Society	CSR00002463
<b>TOTAL</b>						<b>24.37</b>			

(d) Amount spent in Administrative Overheads - ₹ 0.87 crores

(e) Amount spent on Impact Assessment, if applicable - NIL

(f) Total amount spent for the financial year (8b+8c+8d+8e+9b) - ₹ 216.33 crores

(g) Excess amount for set off, if any

S. No.	Particulars	Amount (in ₹ / crores)
1	Two percent of average net profit of the Company as per Section 135(5)	216.00
2	Total amount spent for the financial year	216.33
3	Excess amount spent for the financial year [(ii)-(i)]	0.33
4	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	-
5	Amount available for set off in succeeding financial years [(iii)-(iv)]*	0.33

\*This excess spending is on account of interest earned on CSR Funds during the FY 2021 - 22 and therefore would not be available for set off in the succeeding financial years.

**9. (a) Details of unspent CSR amount for the preceding three financial years**

S. No.	Preceding Financial Year	Amount transferred to unspent CSR account under Section 135(6) (in ₹)	Amount spent in the reporting financial year (in ₹)	Amount transferred to any fund specified under Schedule VII as per Section 135(6), if any		Amount remaining to be spent in succeeding financial years (in ₹)
				Name of the Fund	Date of transfer	
						NA

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

1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent on the Project in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
1	FY31.03.2021_1	Piped Water Supply Project focusing on promotion of sanitation and making available safe drinking water	2020-21	4 years	10.32	4.32	10.32	Ongoing
2	FY31.03.2021_2	Clean Village Project focusing on promotion of sanitation and making available required infrastructure and process for safe management for solid waste, and creating clean community	2020-21	4 years	5.93	1.83	5.93	Ongoing
3	FY31.03.2021_3	Clean Village Project focusing on promotion of sanitation and making available required infrastructure and process for safe management for solid waste, and creating clean community	2020-21	4 years	0.22	0.19	0.22	Ongoing
4	FY31.03.2021_4	Clean Village Project focusing on promotion of sanitation and making available required infrastructure and process for safe management for solid waste, and creating clean community	2020-21	4 years	0.21	0.18	0.21	Ongoing
5	FY31.03.2021_5	Clean Village Project focusing on promotion of sanitation and making available required infrastructure and process for safe management for solid waste, and creating clean community	2020-21	4 years	0.52	0.43	0.52	Ongoing
6	FY31.03.2021_6	Liquid Waste Management Project focusing on promotion of sanitation and making available safe drinking water, and conservation of natural resources and maintaining quality of soil, air and water	2020-21	4 years	4.33	3.05	4.33	Ongoing
7	FY31.03.2021_7	Liquid Waste Management Project focusing on promotion of sanitation and making available safe drinking water, and conservation of natural resources and maintaining quality of soil, air and water	2020-21	4 years	0.23	-	0.23	Completed
8	FY31.03.2021_8	Crop Practice Improvement: Traditional Crops & Crop Diversification	2020-21	4 years	14.08	6.58	14.08	Ongoing
9	FY31.03.2021_9	Farmer Training and Capacity Building	2020-21	4 years	5.80	2.40	5.80	Ongoing
10	FY31.03.2021_10	Agriculture Market Development	2020-21	4 years	3.10	2.10	3.10	Ongoing
11	FY31.03.2021_11	Happy School project promoting education among children	2020-21	4 years	16.42	8.94	16.42	Ongoing
12	FY31.03.2021_12	Sakshar Samuday Project promoting education, and employment enhancing vocation skills among women	2020-21	4 years	1.09	0.53	1.09	Ongoing
13	FY31.03.2021_13	Sakshar Samuday Project promoting education, and employment enhancing vocation skills among women	2020-21	4 years	1.39	0.55	1.39	Ongoing
14	FY31.03.2021_14	Sakshar Samuday Project promoting education, and employment enhancing vocation skills among women	2020-21	4 years	7.61	3.38	7.61	Ongoing
15	FY31.03.2021_15	Panchayat Raj Institutions Project focusing on rural community development	2020-21	4 years	4.83	3.05	4.83	Ongoing

1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent on the Project in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
16	FY31.03.2021_16	Dairy Value Chain Development project focusing on dairy livelihood enhancement	2020-21	4 years	4.33	2.41	4.33	Ongoing
17	FY31.03.2021_17	Dairy Value Chain Development project focusing on dairy livelihood enhancement	2020-21	4 years	0.71	0.53	0.71	Ongoing
18	FY31.03.2021_18	Community Institution Development Project promoting gender equality, empowering women	2020-21	4 years	3.76	1.74	3.76	Ongoing
19	FY31.03.2021_19	Youth Skill Development Project enhancing vocational skills	2020-21	4 years	2.74	1.71	2.74	Ongoing
20	FY31.03.2021_20	Youth Skill Development Project enhancing vocational skills	2020-21	4 years	0.38	-	0.38	Ongoing**
21	FY31.03.2021_21	Women Entrepreneurship project focusing on livelihood enhancement through women entrepreneurship	2020-21	4 years	6.44	3.58	6.44	Ongoing
22	FY31.03.2021_22	Women Entrepreneurship project focusing on livelihood enhancement through women entrepreneurship	2020-21	4 years	0.64	0.42	0.64	Ongoing
23	FY31.03.2021_23	Handicraft Cluster Development Project enhancing vocational skills for women through handicraft	2020-21	4 years	4.67	1.90	4.67	Ongoing
24	FY31.03.2021_24	Handicraft Cluster Development Project enhancing vocational skills for women through handicraft	2020-21	4 years	1.57	0.35	1.57	Ongoing
25	FY31.03.2021_25	Strengthening of Community Health Centres for promoting health care including preventive health care	2020-21	4 years	4.94	0.92	4.94	Ongoing
26	FY31.03.2021_26	Strengthening of Community Health Centres for promoting health care including preventive health care	2020-21	4 years	0.39	0.19	0.39	Ongoing
27	FY31.03.2021_27	Strengthening of Community Platforms (VHND, AAA) for promoting health care including preventive health care	2020-21	4 years	3.44	1.33	3.44	Ongoing
28	FY31.03.2021_28	Mobile Health Clinic Programme promoting health care including preventive health care	2020-21	4 years	7.22	3.48	7.22	Ongoing
29	FY31.03.2021_29	Child Nutrition Management Programme for eradicating malnutrition	2020-21	4 years	3.72	2.12	3.72	Ongoing
30	FY31.03.2021_30	Child Nutrition Management Programme for eradicating malnutrition	2020-21	4 years	0.82	0.63	0.82	Ongoing
31	FY31.03.2021_31	Child Nutrition Management Programme for eradicating malnutrition	2020-21	4 years	0.82	0.63	0.82	Ongoing
32	FY31.03.2021_32	Child Nutrition Management Programme for eradicating malnutrition	2020-21	4 years	0.68	0.48	0.68	Ongoing
33	FY31.03.2021_33	Child Nutrition Management Programme for eradicating malnutrition	2020-21	4 years	0.50	-	0.50	Completed
34	FY31.03.2021_34	Solar Mini-Grid Village Electrification Programme for ensuring environmental sustainability	2020-21	4 years	14.03	6.71	14.03	Ongoing



1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
35	FY31.03.2021_35	Solar Electricity Enabled Rooftop Electrification Programme for ensuring environmental sustainability	2020-21	4 years	4.56	4.04	4.56	Ongoing
36	FY31.03.2021_36	Clean Urban Village Project focusing on promotion of sanitation and making available safe drinking water	2020-21	4 years	2.44	1.45	2.44	Ongoing
37	FY31.03.2021_37	Clean Urban Village Project focusing on promotion of sanitation and making available safe drinking water	2020-21	4 years	3.77	1.91	3.77	Ongoing
38	FY31.03.2021_38	Clean Sectors project focusing on promotion of sanitation	2020-21	4 years	6.01	1.63	6.01	Ongoing
39	FY31.03.2021_39	Clean Sectors project focusing on promotion of sanitation	2020-21	4 years	1.32	0.74	1.32	Ongoing
40	FY31.03.2021_40	Chakachak Urban Village Project focusing on promotion of sanitation	2020-21	4 years	5.03	1.45	5.03	Ongoing
41	FY31.03.2021_41	Chakachak Urban Village Project focusing on promotion of sanitation	2020-21	4 years	0.80	0.16	0.80	Ongoing
42	FY31.03.2021_42	Chakachak Urban Village Project focusing on promotion of sanitation	2020-21	4 years	1.59	0.91	1.59	Ongoing
43	FY31.03.2021_43	Sustainable Cities Project focusing on promotion of sanitation	2020-21	4 years	10.64	3.94	10.64	Ongoing
44	FY31.03.2021_44	Sustainable Cities Project focusing on promotion of sanitation	2020-21	4 Years	0.12	-	0.12	Completed
45	FY31.03.2021_45	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	2020-21	4 Years	1.32	0.97	1.32	Ongoing
46	FY31.03.2021_46	Building Inclusive, Gender Friendly and Safe Spaces in Schools and Communities	2020-21	4 Years	0.24	-	0.24	Completed
47	FY31.03.2021_47	Conservation and rejuvenation of waterbodies through community engagement	2020-21	4 Years	0.83	0.49	0.83	Ongoing
48	FY31.03.2021_48	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	2020-21	4 Years	0.35	-	0.35	Completed
49	FY31.03.2021_49	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	2020-21	4 Years	1.40	0.72	1.40	Ongoing
50	FY31.03.2021_50	Reproductive, Maternal, New-born, Child & Adolescent Health (RMNCH +A)	2020-21	4 Years	1.35	0.50	1.35	Ongoing
51	FY31.03.2021_51	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	1.22	0.66	1.22	Ongoing
52	FY31.03.2021_52	Promoting STEM Learning & Digital Literacy	2020-21	4 Years	0.87	0.37	0.87	Ongoing

1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent on the Project in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
53	FY31.03.2021_53	Ensuring access to safe drinking water & sanitation	2020-21	4 Years	0.70	0.36	0.70	Ongoing
54	FY31.03.2021_54	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	0.61	0.28	0.61	Ongoing
55	FY31.03.2021_55	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	2020-21	4 Years	0.67	0.20	0.67	Ongoing
56	FY31.03.2021_56	'Sports for Change' - Sports Training & Holistic Development	2020-21	4 Years	0.39	0.16	0.39	Ongoing
57	FY31.03.2021_57	Improving lives of stray animals and addressing human animal conflict inside community areas	2020-21	4 Years	1.31	0.94	1.31	Ongoing
58	FY31.03.2021_58	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	0.77	0.32	0.77	Ongoing
59	FY31.03.2021_59	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.78	0.53	0.78	Ongoing
60	FY31.03.2021_60	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	1.70	0.82	1.70	Ongoing
61	FY31.03.2021_61	Strengthening the access & quality of childcare services for all young children under 6 years through home, centre and community based approaches	2020-21	4 Years	1.88	1.07	1.88	Ongoing
62	FY31.03.2021_62	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	2020-21	4 Years	0.13	-	0.13	Completed
63	FY31.03.2021_63	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	2020-21	4 Years	0.56	-	0.56	Ongoing**
64	FY31.03.2021_64	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	1.05	0.60	1.05	Ongoing
65	FY31.03.2021_65	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	2020-21	4 Years	0.17	-	0.17	Completed
66	FY31.03.2021_66	Improving lives of stray animals and addressing human animal conflict inside community areas	2020-21	4 Years	0.24	0.04	0.24	Ongoing
67	FY31.03.2021_67	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	0.38	0.11	0.38	Ongoing

1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
68	FY31.03.2021_68	Services & Infrastructural strengthening under Integrated Child Development Services (ICDS) for addressing health, nutrition and the development needs of young girls & boys	2020-21	4 Years	1.09	0.50	1.09	Ongoing
69	FY31.03.2021_69	Creating Community-based Safety-net-for better Health and Nutrition	2017-18	5 Years	4.75	1.00	4.75	Ongoing
70	FY31.03.2021_70	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	0.68	0.40	0.68	Ongoing
71	FY31.03.2021_71	Services & Infrastructural strengthening under Integrated Child Development Services(ICDS) for addressing health, nutrition and the development needs of young girls & boys	2020-21	4 Years	3.46	1.43	3.46	Ongoing
72	FY31.03.2021_72	'Gurukul' - Bridge, Remedial, After-School Support Classes/Police Clubs/ Mobile Education Vans	2020-21	4 Years	3.99	2.83	3.99	Ongoing
73	FY31.03.2021_73	'Gurukul' - Bridge, Remedial, After-School Support Classes/Police Clubs/ Mobile Education Vans	2020-21	4 Years	0.63	0.13	0.63	Ongoing
74	FY31.03.2021_74	'Gurukul' - Bridge, Remedial, After-School Support Classes/Police Clubs/ Mobile Education Vans	2020-21	4 Years	2.48	0.99	2.48	Ongoing
75	FY31.03.2021_75	School, WASH & Sports Infrastructure Strengthening	2020-21	4 Years	4.67	4.20	4.67	Ongoing
76	FY31.03.2021_76	Improving lives of stray animals and addressing human animal conflict inside community areas	2020-21	4 Years	0.80	0.59	0.80	Ongoing
77	FY31.03.2021_77	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	0.10	0.04	0.10	Ongoing
78	FY31.03.2021_78	Conservation and rejuvenation of waterbodies through community engagement	2020-21	4 Years	1.34	0.66	1.34	Ongoing
79	FY31.03.2021_79	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	0.89	-	0.89	Completed
80	FY31.03.2021_80	'Gurukul' - Bridge, Remedial, After-School Support Classes/Police Clubs/ Mobile Education Vans	2020-21	4 Years	5.65	2.45	5.65	Ongoing
81	FY31.03.2021_81	'Gurukul' - Bridge, Remedial, After-School Support Classes/Police Clubs/ Mobile Education Vans	2020-21	4 Years	2.24	1.35	2.24	Ongoing
82	FY31.03.2021_82	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.58	-	0.58	Ongoing**
83	FY31.03.2021_83	'Sports for Change' - Sports Training & Holistic Development	2020-21	4 Years	0.72	0.47	0.72	Ongoing

1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
84	FY31.03.2021_84	Enhancing environment awareness among communities by environment education with the help of innovative tools and techniques	2020-21	4 Years	0.23	0.09	0.23	Ongoing
85	FY31.03.2021_85	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	1.15	0.75	1.15	Ongoing
86	FY31.03.2021_86	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	2020-21	4 Years	0.74	0.41	0.74	Ongoing
87	FY31.03.2021_87	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	2020-21	4 Years	0.81	0.36	0.81	Completed
88	FY31.03.2021_88	'LifeConnect' - Improving healthcare access and preventing maternal and child death across 3 districts of Nagaland	2018-19	5 Years	4.21	0.85	4.21	Ongoing
89	FY31.03.2021_89	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.22	-	0.22	Ongoing**
90	FY31.03.2021_90	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	1.09	0.50	1.09	Ongoing
91	FY31.03.2021_91	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.39	0.16	0.39	Ongoing
92	FY31.03.2021_92	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	2020-21	4 Years	0.76	-	0.76	Ongoing**
93	FY31.03.2021_93	Conservation and rejuvenation of waterbodies through community engagement	2020-21	4 Years	0.94	-	0.94	Ongoing**
94	FY31.03.2021_94	Reproductive, Maternal, New-born, Child & Adolescent Health (RMNCH +A)	2020-21	4 Years	1.36	0.49	1.36	Ongoing
95	FY31.03.2021_95	Reproductive, Maternal, New-born, Child & Adolescent Health (RMNCH +A)	2020-21	4 Years	2.42	0.81	2.42	Ongoing
96	FY31.03.2021_96	iCare - Informed Collaborative Action for Resilience of Ecosystems	2017-18	5 Years***	5.00	-	5.00	Completed
97	FY31.03.2021_97	Strengthening the Value Chain of Arts & Crafts sector & linking Artisans to Customers (A2C) directly.	2020-21	4 Years	0.40	-	0.40	Completed
98	FY31.03.2021_98	Improving lives of stray animals and addressing human animal conflict inside community areas	2020-21	4 Years	1.45	0.84	1.45	Ongoing



1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
99	FY31.03.2021_99	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	1.53	0.90	1.53	Ongoing
100	FY31.03.2021_100	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	2020-21	4 Years	1.77	1.28	1.77	Ongoing
101	FY31.03.2021_101	Conservation and rejuvenation of waterbodies through community engagement	2020-21	4 Years	1.40	1.06	1.40	Ongoing
102	FY31.03.2021_102	Strengthening Government Institutions - Govt. Schools/ Colleges, Polytechnics, ITIs etc.	2020-21	4 Years	0.99	0.74	0.99	Ongoing
103	FY31.03.2021_103	Ensuring access to safe drinking water & sanitation	2020-21	4 Years	0.66	0.20	0.66	Ongoing
104	FY31.03.2021_104	School, WASH & Sports Infrastructure Strengthening	2020-21	4 Years	1.76	1.05	1.76	Ongoing
105	FY31.03.2021_105	Providing market oriented employable skills with wage/ self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.82	0.49	0.82	Ongoing
106	FY31.03.2021_106	Improving lives of stray animals and addressing human animal conflict inside community areas	2020-21	4 Years	0.20	0.09	0.20	Ongoing
107	FY31.03.2021_107	Incubation of Social Entrepreneurs/ Micro-Enterprises	2020-21	4 Years	0.79	0.47	0.79	Ongoing
108	FY31.03.2021_108	Providing market oriented employable skills with wage/ self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.35	0.19	0.35	Ongoing
109	FY31.03.2021_109	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	2020-21	4 Years	0.50	0.30	0.50	Ongoing
110	FY31.03.2021_110	Incubation of Social Entrepreneurs/ Micro-Enterprises	2020-21	4 Years	0.42	-	0.42	Completed
111	FY31.03.2021_111	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	2020-21	4 Years	0.66	0.50	0.66	Ongoing
112	FY31.03.2021_112	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	0.72	0.36	0.72	Ongoing
113	FY31.03.2021_113	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	1.53	0.78	1.53	Ongoing
114	FY31.03.2021_114	Hill Waters & Wetlands for Communities & Wildlife - Eco - Restoration, Applied Ecology & Advocacy	2018-19	5 Years	4.02	1.00	4.02	Ongoing
115	FY31.03.2021_115	'Sports for Change' - Sports Training & Holistic Development	2020-21	4 Years	0.94	0.46	0.94	Ongoing

1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent on the Project in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
116	FY31.03.2021_116	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	2020-21	4 Years	0.54	0.37	0.54	Ongoing
117	FY31.03.2021_117	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	0.16	0.05	0.16	Ongoing
118	FY31.03.2021_118	'Sports for Change' - Sports Training & Holistic Development	2020-21	4 Years	1.71	1.12	1.71	Ongoing
119	FY31.03.2021_119	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.67	0.33	0.67	Ongoing
120	FY31.03.2021_120	Reproductive, Maternal, New-born, Child & Adolescent Health (RMNCH +A)	2020-21	4 Years	2.53	0.82	2.53	Ongoing
121	FY31.03.2021_121	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	1.35	1.03	1.35	Ongoing
122	FY31.03.2021_122	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	0.29	0.17	0.29	Ongoing
123	FY31.03.2021_123	Aftatoun - Social and Financial Education Project	2017-18	5 Years***	5.00	-	5.00	Completed
124	FY31.03.2021_124	Strengthening the access & quality of childcare services for all young children under 6 years through home, centre and community based approaches	2020-21	4 Years	1.23	0.80	1.23	Ongoing
125	FY31.03.2021_125	School, WASH & Sports Infrastructure Strengthening	2020-21	4 Years	0.87	0.54	0.87	Ongoing
126	FY31.03.2021_126	'Gurukul' - Bridge, Remedial, After-School Support Classes/ Police Clubs/ Mobile Education Vans	2020-21	4 Years	0.18	0.08	0.18	Ongoing
127	FY31.03.2021_127	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	0.55	0.17	0.55	Ongoing
128	FY31.03.2021_128	Ensuring access to safe drinking water & sanitation	2020-21	4 Years	1.01	0.32	1.01	Ongoing
129	FY31.03.2021_129	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	2020-21	4 Years	0.25	0.04	0.25	Ongoing
130	FY31.03.2021_130	Strengthening the access & quality of childcare services for all young children under 6 years through home, centre and community based approaches	2020-21	4 Years	1.40	0.60	1.40	Ongoing

1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
131	FY31.03.2021_131	Mainstreaming Gender Transformative & Inclusive Approaches across all Thematic Areas	2020-21	4 Years	0.67	0.42	0.67	Ongoing
132	FY31.03.2021_132	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.80	0.28	0.80	Ongoing
133	FY31.03.2021_133	Incubation of Social Entrepreneurs/ Micro-Enterprises	2020-21	4 Years	0.80	0.12	0.80	Completed
134	FY31.03.2021_134	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	0.47	0.34	0.47	Ongoing
135	FY31.03.2021_135	Reproductive, Maternal, New-born, Child & Adolescent Health (RMNCH +A)	2020-21	4 Years	0.30	0.10	0.30	Ongoing
136	FY31.03.2021_136	Ensuring access to safe drinking water & sanitation	2020-21	4 Years	0.76	0.47	0.76	Ongoing
137	FY31.03.2021_137	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	0.49	-	0.49	Completed
138	FY31.03.2021_138	'Gurukul' - Bridge, Remedial, After-School Support Classes/ Police Clubs/ Mobile Education Vans	2020-21	4 Years	0.27	0.06	0.27	Ongoing
139	FY31.03.2021_139	'Gurukul' - Bridge, Remedial, After-School Support Classes/ Police Clubs/ Mobile Education Vans	2020-21	4 Years	1.18	0.46	1.18	Ongoing
140	FY31.03.2021_140	Sambalam - Inclusive Education for children with visual impairment in Rajasthan, Bihar and West Bengal	2018-19	5 Years	3.62	0.50	3.62	Ongoing
141	FY31.03.2021_141	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.39	0.20	0.39	Ongoing
142	FY31.03.2021_142	Women Empowerment - Collectivization of Women into Self Help Groups (SHGs) to bring about Social, Economical & Psychological empowerment	2020-21	4 Years	1.00	0.54	1.00	Ongoing
143	FY31.03.2021_143	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	3.22	1.76	3.22	Ongoing
144	FY31.03.2021_144	Services & Infrastructural strengthening under Integrated Child Development Services(ICDS) for addressing health, nutrition and the development needs of young girls & boys.	2020-21	4 Years	1.38	0.63	1.38	Completed
145	FY31.03.2021_145	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	2020-21	4 Years	1.10	0.50	1.10	Ongoing

1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent on the Project in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
146	FY31.03.2021_146	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	1.72	0.87	1.72	Ongoing
147	FY31.03.2021_147	Enhancing environment awareness among communities by environment education with the help of innovative tools and techniques	2020-21	4 Years	0.84	0.50	0.84	Ongoing
148	FY31.03.2021_148	Strengthening the access & quality of childcare services for all young children under 6 years through home, centre and community based approaches	2020-21	4 Years	0.61	0.40	0.61	Ongoing
149	FY31.03.2021_149	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	0.55	0.31	0.55	Ongoing
150	FY31.03.2021_150	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	0.07	-	0.07	Completed
151	FY31.03.2021_151	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	2020-21	4 Years	0.60	-	0.60	Ongoing**
152	FY31.03.2021_152	Ensuring access to safe drinking water & sanitation	2020-21	4 Years	2.05	0.77	2.05	Ongoing
153	FY31.03.2021_153	Conservation and rejuvenation of waterbodies through community engagement	2020-21	4 Years	2.07	0.49	2.07	Ongoing
154	FY31.03.2021_154	Services & Infrastructural strengthening under Integrated Child Development Services(ICDS) for addressing health, nutrition and the development needs of young girls & boys	2020-21	4 Years	2.66	1.01	2.66	Ongoing
155	FY31.03.2021_155	Promoting STEM Learning & Digital Literacy	2020-21	4 Years	1.10	1.04	1.10	Ongoing
156	FY31.03.2021_156	Promoting Inclusion of Persons/Children with Disabilities and LGBTIAQ+	2020-21	4 Years	1.04	0.53	1.04	Completed
157	FY31.03.2021_157	Promoting Women's and Girls' Empowerment and Leadership	2020-21	4 Years	0.51	0.24	0.51	Ongoing
158	FY31.03.2021_158	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	1.88	0.90	1.88	Ongoing
159	FY31.03.2021_159	Reproductive, Maternal, New-born, Child & Adolescent Health (RMNCH +A)	2020-21	4 Years	3.08	2.38	3.08	Ongoing
160	FY31.03.2021_160	Universal Health Care through Health System Strengthening	2020-21	4 Years	6.46	5.19	6.46	Ongoing
161	FY31.03.2021_161	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	1.66	0.78	1.66	Ongoing



1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent on the Project in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
162	FY31.03.2021_162	'My School' - Enhancement of State/Under-served Schools to strengthen the quality of primary and secondary education leading to relevant and effective learning outcomes	2020-21	4 Years	0.61	0.36	0.61	Ongoing
163	FY31.03.2021_163	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.28	-	0.28	Completed
164	FY31.03.2021_164	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.42	0.30	0.42	Ongoing
165	FY31.03.2021_165	Keeping Indigenous Bees Buzzing and Supporting Biodiversity Conservation in Tribal Communities	2020-21	5 Years	1.65	0.91	1.65	Ongoing
166	FY31.03.2021_166	Conservation and rejuvenation of waterbodies through community engagement	2020-21	4 Years	1.29	0.50	1.29	Completed
167	FY31.03.2021_167	Strengthening the access & quality of childcare services for all young children under 6 years through home, centre and community based approaches	2020-21	4 Years	1.18	0.36	1.18	Ongoing
168	FY31.03.2021_168	Promoting Women's and Girls' Empowerment and Leadership	2020-21	4 Years	1.06	0.55	1.06	Ongoing
169	FY31.03.2021_169	Reproductive, Maternal, New-born, Child & Adolescent Health (RMNCH +A)	2020-21	4 Years	1.03	0.80	1.03	Ongoing
170	FY31.03.2021_170	Promoting Inclusion of Persons/Children with Disabilities and LGBTIAQ+	2020-21	4 Years	0.36	0.09	0.36	Ongoing
171	FY31.03.2021_171	Ensuring access to safe drinking water & sanitation	2020-21	4 Years	2.58	1.87	2.58	Ongoing
172	FY31.03.2021_172	Securing Baghmara-Baipakram elephant corridor by notifying 1000 hectares corridor forest as Village Reserve Forests (VRFs), for unhindered movement of elephants and other wildlife in Garo Green Spine, Meghalaya	2019-20	5 Years	3.10	1.00	3.10	Ongoing
173	FY31.03.2021_173	Enhancing environment awareness among communities by environment education with the help of innovative tools and techniques	2020-21	4 Years	0.45	0.30	0.45	Ongoing
174	FY31.03.2021_174	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	0.14	-	0.14	Ongoing**
175	FY31.03.2021_175	Non-communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	0.80	-	0.80	Ongoing**
176	FY31.03.2021_176	Promoting Quality Education through a culture of peace and safe learning environments for the most marginalized children of Jammu & Kashmir	2019-20	5 Years	1.96	1.00	1.96	Ongoing

1	2	3	4	5	6	7	8	9
S. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the Project (in ₹ / crores)*	Amount spent on the Project in the Reporting Financial Year (in ₹ / crores)	Cumulative amount spent at the end of Reporting Financial Year (in ₹ / crores)	Status of the Project -Completed / Ongoing
177	FY31.03.2021_177	Non-Communicable / Communicable diseases, Elderly care, Nutrition, well being and mental health in and around urban slum communities and schools	2020-21	4 Years	0.89	0.46	0.89	Ongoing
178	FY31.03.2021_178	Providing market oriented employable skills with wage/self employment opportunities through Skill Training Centers (Yuvakendras)	2020-21	4 Years	0.46	0.33	0.46	Ongoing
179	FY31.03.2021_179	Career Guidance & Counselling	2020-21	4 Years	0.39	0.25	0.39	Ongoing
180	FY31.03.2021_180	Strengthening Government Institutions - Govt. Schools/ Colleges, Polytechnics, ITIs etc.	2020-21	4 Years	2.49	1.42	2.49	Ongoing
181	FY31.03.2021_181	Increase in green cover, carbon sequestration, native biodiversity through afforestation and habitat improvement	2020-21	4 Years	1.08	0.60	1.08	Ongoing
			<b>TOTAL</b>		<b>350.70</b>	<b>163.51</b>	<b>350.70</b>	

**Notes:**

\*The "amount allocated for the ongoing project" refers to the amount allocated till FY 2021-22 only for the respective ongoing project. The amounts for the subsequent financial years for the said ongoing projects will be allocated in the respective subsequent financial years.

\*\*This is an ongoing project however no fund was transferred during the financial year ended March 31, 2022.

\*\*\*Project completed in 4 years.

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

Not Applicable.

The Company has not directly created / acquired any capital asset through CSR spent during the financial year ended March 31, 2022. All CSR expenditure has been done through the implementing agencies.

**11. Specify the reason(s), if the Company has failed to spend two percent of the average net profit as per Section 135(5)**

Not Applicable for FY 2021-22.

**C. VIJAYAKUMAR**

**Chife Executive Officer & Managing Director**

**ROSHNI NADAR MALHOTRA**

**Chairperson-CSR Committee**

**Chairperson - HCL Technologies Ltd.**

Place: Noida (U.P), India

Date: April 21, 2022

# Annexure 4 to the Directors' Report

Particulars pursuant to Section 134(3)(m) of the Companies Act, 2013 read with the Companies (Accounts) Rules, 2014

## a) Conservation of Energy & Water

### Renew Ecosystem

As a responsible corporate, the Company believes that it has got accountability to the future and an imperative role to play in addressing global challenges, climate change and environmental sustainability. The Company has made a commitment to conserve the environment by adopting "Go Green Initiatives" and being responsible for energy and water management in its area of operations and perform energy efficiency by consuming energy and water in an efficient, economical and environment friendly manner throughout all its premises.

The initiatives and good practices adopted by the Company during FY 2021-22 that attributed towards reduction in carbon footprint are described below:

- 1. Renewable Power Purchase** - In continuation with its commitment to reduce "carbon footprint", the Company has procured renewable power equal to **24,064 MWh** for its major campuses during FY 2021-22 under Zero investment. The source of purchased power was wind, solar and hydel based electricity. This green power purchase has enabled the Company to offset the grid power to reduce **19,010 tCO<sub>2</sub>e\*** (Ton of Carbon Emission). **2,300 MWh** generated from onsite solar plant installations has contributing to **9.6%** of overall consumption across India and renewable power has contributed to **13.32%** of overall PAN India YTD consumption.
  - 2. High Side: Chiller Operational Performance Improvement** - Chiller performance improvement program has been enabled in all major facilities of the Company and effectiveness of cooling towers has improved with the help of fills replacement, temperature set point adjustment, condenser descaling and equipment performance measurements activities. This has enabled the Company to save **512 MWh** of energy during FY 2021-22 and has helped to reduce **404 tCO<sub>2</sub>e\*** (Ton of Carbon Emission) of carbon footprint under operational investment of **₹10.15 lakhs**.
  - 3. Low Side: HVAC Operational Performance Improvement** - Effective operation of low side HVAC systems implemented in major facilities has been ensured through energy efficient unit installations, defective coils, filters replacement, heat load reduction by room partition and operational control enhancement measures such as AHU timer-based control and temperature set point changes related activities. This has enabled the Company to save **780 MWh** of energy during FY 2021-22 and has helped to reduce **616 tCO<sub>2</sub>e\*** (Ton of Carbon Emission) of carbon footprint. Under capex investment of **₹229.12 lakhs**, existing conventional PAC unit with air cooled DX type CRAC unit (8.7 TR \* 4 nos.), conventional air conditioner have been replaced with star rated (3\*) high energy efficient products (2 TR \* 10 nos.), (1.5 TR \* 3 Nos.), (8.5 TR \* 31 Nos.) and (11 TR \* 3 Nos.).
  - 4. Energy Efficient Lighting and Control** - LED lightings are being used in all major facilities including workspace, cafe / pantry, pathways & basements and operational control enhancement measures such as motion sensors operating on occupancy and movement and daylight harvesting feature has been installed in these areas, which has resulted in optimum usage of lights and energy saving.
- Energy savings accrued towards interact LED, non-interact LED and efficient lighting controls has enabled the Company to save **1,569 MWh** of absolute energy consumption during FY 2021-22 which has helped to reduce **1,240 tCO<sub>2</sub>e\*** (Ton of Carbon Emission) of carbon footprint. Under capex investment of **₹46.52 lakhs**, conventional lightings have been replaced with LED lightings for energy conservation and optimization. In addition, LED lightings implemented under Project URJA in FY 2015-16 has continued to save energy and contributed significantly in savings of **909 MWh** of energy during FY 2021-22 in reference to base year and this is being tracked till the payback period.
- 5. Effective Utilization of UPS** - Effective utilization of UPS systems in the shortlisted facilities has been realized and efficiency by "**Replacing Energy Efficient**" units as per load demand and existing UPS systems has been increased by using energy efficient units as per load demand and by switching off overcapacity UPS's. Activation of passive filters in the system has enabled the Company to save **235 MWh** of absolute energy consumption during FY 2021-22 and has helped to reduce **185 tCO<sub>2</sub>e\*** (Ton of Carbon Emission) of carbon footprint under Zero investment.
  - 6. Elevator & STP Operation optimization** - Increased operational efficiency, revised operating schedule of elevators during weekends and non-business hours (low footprint timings) has been adopted in all major campuses. This has enabled the Company to save **46 MWh** of absolute energy consumption during FY 2021-22 and has helped to reduce **36 tCO<sub>2</sub>e\*** (Ton of Carbon Emission) of carbon footprint under the capex investment of **₹4.36 lakhs**. Installation of "**Elevator Group control system**" (1500 Tons \* 12 Nos.) has helped to reduce energy consumptions of **38.5 MWh** & optimized (High raise / low raise) Elevator operation under the capex investment of **₹3.7 lakhs**.  
*This has enabled effective operational control by implementing (18.5 KW \* 2 Nos.) VFD for blower (Dissolved Oxygen) by which STP consumption reduction achieved 7.5 MWh under the capex investment of ₹0.7 lakhs.*
  - 7. Solar Water Heating** - The Company has adopted "**Go Green Initiatives**" to conserve natural resources and to improve the environmental conditions. Solar heater of **8000 LPD** capacity utilized at Noida Sector 126 (cafeteria) to preserve **6.9 MWh** of electrical energy required from conventional electric heater heating. Energy saving was worked out in comparison to and to reduced **5.5 tCO<sub>2</sub>e\*** (Ton of Carbon Emission) of carbon footprint under Zero investment.
  - 8. Water Conservation** - The Company's focus on water conservation has also strengthened by using treated sewage water for flushing, landscaping and soft water applications, rainwater collection under operational investment, dish wash machine installations, new EWC installations, purchase of new pneumatic pump with flow / speed control and use of 3 LPM water aerators in hand wash taps and sensor based taps under the capex investment of **₹288.06 lakhs**. All this has enabled the Company to conserve **37,423 KL** of ground water during FY 2021-22.  
*Touchless sensor based water taps have been installed for desired employees considering COVID19 safety & comfort through which process efficiency has been improved by*

moving from manual to automatic operations. This has reduced water consumption from **0.50 Litres/press to 0.21 Litres/press** and overall savings of **58%**.

A summary of the above-mentioned operational efficiency related interventions is tabulated as below: -

S. No.	Intervention Particulars	FY 2021-22 (MWh)	Carbon Footprint Reduction (tCO <sub>2</sub> e)	Investment (in ₹/crores)
<b>Energy Related Interventions</b>				
1	Renewable Power Purchase	24,064	19,010	
	<b>Total</b>	<b>24,064</b>	<b>19,010</b>	
<b>Operational Related Interventions</b>				
2	Chiller Operational Performances Improvement	512	404	0.10
3	HVAC Operational Performances Improvement	780	616	2.29
4	Energy Efficient Lighting and Controls	1,569	1,240	0.46
5	Effective utilization of UPS	235	185	-
6	Elevator & STP Operation optimization	46	36	0.04
7	Solar water Heater	7	5	-
	<b>Total</b>	<b>3,148</b>	<b>2,487</b>	<b>2.90</b>
	<b>Grand Total</b>	<b>27,212</b>	<b>21,498</b>	<b>2.90</b>

**Conversion Reference Grid Emission Factors** - CO<sub>2</sub> Baseline Database for the Indian Power Sector 2021 (V16.0). Weighted average emission factor of the Indian Grid taken in tCO<sub>2</sub>e / MWh.

S. No.	Intervention Particulars	HCL facility covered	FY 2021-22 (ML)	Investment (in ₹/crores)
1	STP treated water use	Noida Sector 126 Campus	31.5	0.08
2	Water aerators	Vijayawada SEZ & NSEZ	0.2	0.002
3	Sensor based water taps	Noida Sector 126, Jigani Campus, Chennai Campus, Chennai ETA, Rest of Chennai facilities (STPI), Rest of NCR, Pune, Mumbai, Bangalore, Karle facilities	1.8	2.62
4	Water efficient operational control	Nagpur Campus, Jigani Campus, and Chennai-AMB-5 & Pune-Amber fort facilities	3.8	0.17
		<b>Grand Total</b>	<b>37.4</b>	<b>2.88</b>

## 9. Best Practices

### 9.1 Transport Automation

The Company has completely moved into paperless transport operations. All the trip sheets are generated digitally earlier, the Company used to generate 7,92,201 trip sheet manually earlier and this has been completed automated by using the transport technology tool which saved 79 trees.

### 9.2 UPS Battery Monitoring System

An effective real time battery monitoring solution which maximizes the availability of the supply for critical equipment's and performs preventative battery monitoring. This has been designed to measure aging status of critical backup battery systems by measuring and recording: System voltage, current load, cell voltage, internal / connection resistance, cell temperature and ambient temperature. This solution provides the opportunity to eliminate any unscheduled power cut due to battery failure by 24/7 alarm notifications enable quick response to potential battery issues.

### 9.3 Battery Room Hydrogen Level Monitoring

A hydrogen gas detector has continuously monitor the environmental condition for any rising hydrogen levels in UPS's battery rooms and gives immediate trigger for any variance from the threshold limit which helps the Company to maintain the "safe working environment".

### 9.4 Ambient Weather & Air Quality Monitoring

The Company has installed weather monitoring systems in all our facilities to continuously monitor the ambient air quality and external weather conditions. This helps us to manage and take necessary actions as required to maintain our indoor air quality. The data collected from weather monitoring stations helps operations to prepare for all weather conditions.

### 9.5 Critical Room Temperature Monitoring

The remote monitoring system for data centre / server rooms helps us to monitor temperature and humidity levels on a live basis through a technology platform. By having temperature and humidity sensors in all our



critical rooms / area enhances the safety of our critical room / area by keeping optimal ambient server room temperature. Any variations in the threshold set limits, an immediate alert gets triggered to concerned service personnel for appropriate corrective actions. This initiative helped the Company to address the gaps in critical rooms with regards to HVAC (Heating, Ventilation, Air condition) system.

### 9.6 Sensor Based Water Taps

Sensor based water taps are installed in all the facilities for a touch free environment. Besides helping on hygiene side, this initiative helped the Company to conserve water as all these sensor-based water taps are fitted with water aerators which cuts down water wastage by approximately up to 70%.

### 9.7 SMART Energy Meter

The Company has installed smart energy meter in all its campus facilities to monitor online, report the energy consumption and power qualities. It helps the Company to automatically measure power interruptions, power qualities, TOD (Time of Day) wise energy consumption and automatically calculate the bill with the help of IoT and GSM techniques. Automated email reports for daily and deviation reports to focus specific problem areas. The important feature of this systems is it controls the power demand and doesn't permit to cross the maximum demand level.

### b) Technology Absorption, Adaptation and Innovation

At a time of global pandemic, employees' health and wellbeing continues to be the Company's topmost priority this year as well. With the help of various applications, The Company has ensured safe vaccination, COVID care support, and also devised a holistic family assistance program to help employees and their families to emerge out of any kind of health crisis.

As a part of *Modern Digital Workplace Management* and with an aim to revolutionize the Company's enterprise digital landscape, many applications were refactored and moved to AZURE PaaS. The Company has also implemented RISE with SAP and moved our expense management services to SAP Concur.

The Company's effort to facilitate improved employee experience along with high productivity, it has ensured to institutionalize the chatbots' capabilities, implement RPA process to eradicate repetitive nature of tasks for our virtual workforce and supported them by self-help and self-guiding tools, end point analytics, simplified processes with increased use of collaboration platforms / tools, border-less ODC, etc.

The Company continued investments in Cloud (Public and Private), VDI, Cloud Contact Centre Solutions, SaaS for agility, scalability, and availability with an aim to establish a stronger enterprise grade security.

The Company continue to strengthen its Company's cyber security posture by building on Prevent, Detect and Respond capabilities. Automation in our incident management processes being in efficiencies, drive down false positives and help us focus on incidents that need immediate attention. The Company's incident response procedures are enhanced with simulation tools & techniques across various vectors including phishing, ransomware etc. Threat hunting and threat

intelligence are the Company's focus areas to keep pace with the constantly changing cyber landscape in line with the geo political environment as the Company ingest various intel sources. Across our extensive infra and application landscape the Company continue to build security into design across the lifecycle of our assets.

The Company has adopted modern workplace mechanisms such as password less authentication across the enterprise which help to be more secure while enhancing the experience of the Company global teams. Training and awareness for the Company diverse workforce is key to ensure that the Company continue to build on the culture of security in our enterprise.

All these initiatives resulted in improving the Company's security scores, ranking it as one of the best by external benchmarking agencies.

The Company is surmounting to create a digitized today for tomorrow's digital workplace.

### c) Research and Development ("R&D")

#### (i) Specific areas in which R&D was carried out

##### 1. 5G Telecom Solutions

- O-RAN Contribution
  - o As a part of O-RAN ALLIANCE, the Company is contributing to O-RAN Software Community (OSC) projects since Cherry Release in December 2020. The Company has taken up the Project Technical Lead role for RAN Intelligent Controller Applications (RICAPP) in the OSC Community since 2021 (E release).
  - o Leveraging this experience and ORAN ecosystem collaboration, the Company has developed ORAN RAN Intelligent Controller (RIC) solutions namely RIC Test automation framework and xApp/rApp.
- 5G Core Network Slice Manager
  - o Network Slicing in 5G offers the flexibility to create an end-to-end, exclusive pipe for a service without creating dedicated network infrastructure. This helps prioritize certain critical services like life-saving services over the others.
  - o Based on the standards released by 3GPP, the Company has developed 5G Core Network Slice Manager. It is a modular and open architecture solution that helps service providers in Network Slice Lifecycle Management, from Allocation / Instantiation to Activation, De-activation, and De-allocation of network slices.
- 5G Network Onboarding & Exchange (5G NOX)
  - o 5G network is a distributed and disaggregated cloud-based architecture that offers the flexibility to mix and match network functions from various vendors and scalability on demand. However, this mix and match from different vendors create a challenge of the interworking of these network functions. There is a need to onboard these network functions onto a diverse cloud platform, configure, integrate, and validate them.

- o The Company's 5G NOX provides a robust and comprehensive platform to enable a seamless and accelerated network function onboarding & validation.
- o The Company's 5G NOX investment includes state-of-the-art 5G labs in India and the US for onboarding NFs for assessment, test execution, and certification of the network functions.
- 5G Service Assurance and Predictive Analytics solution
  - o The Company's 5G Service assurance framework provides a unified dashboard of Key Performance Indicators (KPIs) across the 5G Radio Access, Transport, and 5G Core network elements. The 5G Service assurance framework also monitors the 5G Quality of Service Indicators (5QI) defined by 3GPP.
  - o With the help of AI / ML algorithms, it detects anomalies and correlates events to triage and identify the root cause for service degradation.
  - o The Predictive Analytics module helps predict the 5G network performance based on historical data analysis. The Predictive Analytics module helps proactively address network performance issues and service quality degradation.
- Private Network Solutions
  - o The largest promise of 5G is the opportunity it creates for Enterprises – it is being strongly positioned as a platform to enable mission critical business services. The Company has engineered turnkey private network solutions augmenting enterprise Wi-Fi with 5G infrastructure and managed services.
  - o The Company sees killer applications for Enterprise 5G emerging from a trifecta of very challenging properties - applications which are compute intensive, bandwidth hungry, and latency sensitive - pulling the network's center of gravity to the edge, such as manufacturing quality control, telemedicine, and urban air mobility management.
  - o The Company has invested in building industrial applications such as the RMI (Real-Time Manufacturing Insights) solution on private network that provides real time operation visibility from shop floor to top floor.
- TURBO – 5G Test Automation Solutions
  - o Test automation and orchestration platform helps in managing, scheduling, and monitoring test case execution for 5G RAN (Radio Access Network), core and IP (Internet Protocol) transport network.
  - o UE (User Equipment) controller platform can test network performance KPIs for 4G/5G RAN (Radio Access Network) and core using real UE.

#### **Benefits Derived**

- Accelerates time taken to roll out hybrid 5G networks and development of 5G cloud native network functions.

- Enables global operators to accelerate Open RAN (Radio Access Network) adoption, on-boarding, and validation of network function on a target cloud platform.
- Helps create and manage network slices to offer differentiated services and improve 5G monetization from enterprise customers.

#### **Future Action Plan**

- To accelerate 5G network deployment and operation automation with network analytics, test automation, and workload orchestration solution around 5G CNFs (Containerized Network Functions), MEC (Multi-Access Edge Computing), and Open RAN (Radio Access Network).
- To continue to invest in 5G Labs for building Proof of Concepts, Domain-specific use case development, Network Function onboarding and validation, Integration, and Inter-op testing.

## **2. Autonomous Vehicle Development with Complete Simulation**

- The aim of this initiative is to create solutions and technologies for autonomous vehicles. Its scope has been further extended to connected car technology to achieve advanced features.
- A gasoline sedan vehicle has been retrofitted with the Company's state-of-the-art automotive engineering technologies to make it a level-3 autonomous vehicle.
- The typical use cases implemented in this level-3 vehicle demonstrators are "lane keep assist" for curves and side lanes, vehicle and obstacle detection, pedestrian detection, traffic sign detection, speed bump detection, etc. It also includes predefined path planning using high precision maps and high precision GPS.
- Advanced sensor fusion and deep learning algorithms have been implemented to ensure that the car runs in different environmental conditions.
- Technologies like AI, ML, UWB, V2X, V2I have also been integrated for intelligent dynamic decision making and remote controlling of some of the vehicle parameters through a mobile app authorization.
- It also provides solutions leverage to the Company's 5G, Autonomous Driving, ADAS, and Cyber Security competencies.
- To ensure a secured connection, the communication between the car and the Company connected platform is established using advanced cyber security layers.

#### **Benefits Derived**

- An advanced platform for autonomous vehicle development.
- Some of the concepts developed as part of this program are unique and positions the Company at the forefront of these technologies.

- Helps global customers in faster development of algorithms for different applications and in improving the quality, productivity, and response time of their internal autonomous driving programs.

### 3. **Cochlear Implant Development**

- The Cochlear Implant (CI) medical device is an advanced hearing assistance device which can restore hearing to patients with Disabling Hearing Loss where normal hearing aids will not be effective.
- There are 360 million people worldwide who live with Disabling Hearing Loss, of which 88 million are in South Asia (India, Bangladesh, Nepal, Bhutan, Pakistan & Afghanistan). Approximately 17 million in South Asia could benefit from Cochlear Implant.
- This device consists of an external unit (that goes behind the ear) and an internal unit which is surgically implanted. It is expected that this CI device will give significant benefits to the hearing impaired at a competitive price point. As part of the CI Development cycle Cadaver trials are successfully completed. Approvals from CDSCO (Central Drugs Standard Control Organization, Government of India) and CTRI (Clinical Trials Registry – India) Regulatory Bodies are obtained which are prerequisite for performing Human Clinical trials.
- Along with the device, the entire ecosystem software is at an advanced stage of developed and this comprises of Audiologist application software that will help in CI implant during surgery and post-surgery, Rehabilitation application software helps in accelerate learning process for patients with Cochlear Implants.
- The Key technologies used in this development are Digital Signal Processing techniques for Sound Processing, Noise Cancellation, Stimuli generation, RF Power and Data Transfer, Low Power Technologies, and Miniaturized custom-built components – such as mixed signal ASIC, electrodes, and implant hardware.

#### **Benefits Derived**

- Industry-leading technology accessible at a competitive price-point to end users which will enable more users to recover from disabled hearing loss and improve their quality of life.
- First-of-its-kind cloud-based rehabilitation software with lesson content created by internationally certified rehabilitation therapists. This will reduce dependency on rehabilitation therapists leading to reduced cost of therapy and will improve end-user compliance.

### 4. **Connected Assets in Regulated Environment<sup>TM</sup> (CARE) Platform**

- CARE platform accelerates the development of highly secure and regulatory compliant applications (cloud & edge) related to medical devices and patient engagement.
- It enables remote device monitoring and control of medical devices and provides device data visibility to patients and health service professionals.

#### **Benefits Derived**

- Rapid application development in less time which gives clients a competitive edge with significant reduction in time-to-market and reduced cost of ownership and maintenance.
- Remote monitoring and diagnostics help to reduce cost of field support and improves customer satisfaction.

#### **Future Action Plan**

- To introduce health data handling capability to build regulatory compliant medical services that manages device and patient data.
- To strengthen ‘Therapy Workflow Management’ and ‘Patient Engagement’ features to minimize overall customization and deployment time.
- To add more mixed reality capabilities for remote field support and training.

### 5. **Nippon, a Workplace Management solution**

- Since the COVID-19 pandemic, organizations have embraced new workplace models involving remote, work-from-anywhere paradigms. These workplace models enable access to a global talent pool and more agile & flexible teams. Remote workplace models call for technologies that can provide higher visibility into workforce productivity and help manage team efficiencies.
- HCL’s Nippon is a Workplace Management solution with technology that constantly aggregates thousands of data points across the enterprise to provide operational visibility around resource investments in people, processes, and technology. Nippon provides enterprises with a fully automated, real-time, multifaceted view of Enterprise Effort and areas for improvement.
- Visibility of employee productivity data helps benchmark performance at individual, peer, and team levels. This data helps identify the training needs of employees, workload balancing actions, and team collaboration activities that can help improve efficiencies and output.
- Nippon’s integration framework easily integrates with third-party project management tools (e.g., Jira) and captures work output-related information to generate KPIs that measure productivity.

#### **Benefits Derived**

- 1,26,989 users across 543 client teams within the the Company environment are using Nippon to measure and manage productivity as on March 31, 2022.
- The Company are deploying Nippon for a customer to help measure and improve employee productivity and, is also engaged in developing proof-of-concepts for other customers.
- Nippon’s integration framework automatically and accurately captures employee output data from third-party applications.

- Nippon allows the individual to set personal productivity benchmarks and take actions to improve productivity.
- Managers leading distributed teams benefit from visibility into their teams' effort & output, and this further enables team efficiencies and collaboration.

#### **Future Action Plan**

- To enhance Nippon's integration capability to connect with multiple enterprise applications that store employee work output-related information.
- To improve Nippon's open API capability so that third-party applications can easily access Nippon's time and productivity data to build new tailor-made solutions for varied productivity management needs.
- To enhance the user experience by boosting the product UI and data visualization capabilities.

#### **6. Switch ON Automated Intelligence (AION), an AI lifecycle management platform**

- AION is an AI lifecycle management platform that applies machine learning to real-world problems.
- With a low-code / no-code approach, AION provides analytics as a service to generate operational efficiencies and drive intelligent business decisions.
- AION addresses the technology challenges related to the automation of AI workflows and empowers enterprises to focus on the outcome of the analytics process instead of building and managing the workflows.
- AION can be integrated as an AI extension to the digital platforms of our enterprise customers. This enables their end customers with self-service analytics, increases the overall platform value, and provides them a clear differentiator versus competition.
- As a standalone hosted platform, AION provides rapid prototyping capabilities with more than 50+ algorithms and advanced performance tuning techniques for AI models.

#### **Benefits Derived**

- AION addresses up to 80% of analytics problem types and reduces time to insight by up to 70%.
- AION provides easy access to the best Machine and Deep Learning algorithms. It enables domain experts, business users, and developers to build AI solutions rapidly and reduces development effort by 40%.
- AION provides flexible deployment options for the edge, embedded, web service, and container-based deployments with a nearly 30% reduction in deployment efforts.

#### **Future Action Plan**

- To enhance capabilities on analytics with more focus on Machine Learning as a Code, Config &

Container (MLaaC), Document Similarity, Integration with Kubeflow Pipelines, Reinforcement Learning (RL), and meta learning-based data labeling and annotations.

- To strengthen support for edge deployment, including automated export of models to low footprint formats, and accelerate deployment in non-native environments.

#### **7. UNLOCSafe Cloud based workplace safety product safety**

- UNLOCSafe is a comprehensive and scalable enterprise product suite that automates COVID-19 compliance measures like elevated human body temperature, face mask, social distancing, employee self-assessment & vaccination check verification. It adheres to data privacy standards and compliance and helps organizations monitor the workplace, raise alerts, respond quickly for rapid mitigation, and ensure regulatory compliance.
- UNLOCSafe is comprised of in-house designed products for different workplace scenarios and is powered by Artificial Intelligence (AI) products developed over device/ edge/cloud, deep learning, computer vision and speech analytics, big data analytics, IoT, wearables and cloud computing. All these products are connected over a cloud platform which provides an integrated view of the entire organization. The mobile applications, cloud solutions, and AI algorithms enable complete automation of various manual operations.
- UNLOCSafe has a global mobile App (MobioSafe), which authenticates the employee credentials. It automatically verifies vaccination status of the employees and collates daily employee self-assessment for smooth entry operations at the office entrance. The app has been installed on 40K handsets.
- UNLOCSafe is 5G enabled using HCL's TURBO-5G platform for easy remote deployment.
- UNLOCSafe has been tested for rollout at HCL offices in Sri Lanka, USA, Brazil, Costa Rica, Guatemala, and Mexico.

#### **Benefits Derived**

- A safe workplace for employees with automated touchless entry complying with regulatory norms validation.
- Enables real-time tracking of employees and other stakeholders who have contacted the virus, quick response, and proactive management of situations as they unfold.
- Automated centralized operations, end-to-end integrated solution for seamless operations with automated reporting and notifications.
- Analytics on employee-level compliance & facility-level health score.



## Future Action Plan

- To continue to invest in further automation of workplace operations to include identity authentication, automated asset tracking, automated parking with futuristic technologies to ensure better employee experience, reduction in operation cost and greater employee safety.

## 8. X, 'The Ultimate Engagement Platform' for Enterprises

- Enterprises throughout the last decade invested considerably in their digital transformations. The process helped them own the sales channel and gave them more control over their customer's purchases and after-sale experiences. In the same period, their customers were engaging with each other and their brands on digital/social channels. Enterprises responded by investing in large digital marketing teams to control the discourse around their brands on platforms they did not own.
- Today, enterprises plan initiatives that would allow them to own the engagement. The existing IT ecosystem allows enterprises to develop engagement solutions. In this context, X seeks to reduce this time of development significantly. What took a couple of years now takes a couple of weeks - even less!
- X is a Digital Engagement platform that engages consumers globally and converges multiple consumer touchpoints into one unified experience interface. It provides business users and editorial teams with an intuitive, easy-to-use authoring interface on desktop and mobile web.

## Benefits Derived

- New authoring experience delivers a significantly faster content publishing experience (minutes as compared to weeks in traditional systems).
- Business users can operate the platform with minimal training, churning out new content /pages without prior knowledge of SEO /Accessibility / Analytics etc.
- Ready-made library of pre-built components that delivers out of the box, ready-to-use and brand-compliant building modules.
- Seamlessly integrates with an existing enterprise ecosystem using the platform's disintermediation approach, enabling an enterprise to leverage best-in-class products in their MarTech stack while benefitting from seamless experience-led integration.
- Cloud Native platform offered as a service.

## Future Action Plan

- Enhance platform's engagement capabilities around video, podcast, newsletters.
- Enhance the platform's support to integrate in diverse brownfield enterprise scenarios through its disintermediation-architecture. This involves developing and launching additional Adapters for products in categories including (but not limited to)

Content Management, Digital Asset Management, Analytics, Campaign Management, Social Publishing, Customer Data Platforms, Commerce.

- Evolve a component marketplace that would allow developers from within the Company and outside to contribute new reusable components.
- Offer seamless authoring / administration over X's android and iOS native apps in online and offline mode.

## 9. XTERN, a cloud-integrated rapid XR application development platform

- XTERN suite is a cloud-integrated rapid XR application development platform used by the development teams to author, publish and visualize the XR solutions.
- This software toolset accelerates the development of XR experiences for various industry use cases and helps deploy and manage these projects.
- XTERN suite provides components used throughout the entire development lifecycle:
  - o Xtern Author - Leverage standard industry tools for content creation with prebuilt templates, best practices, and standardized format.
  - o Xtern Studio – A no code / low code authoring tool for developing the XR experience.
  - o Xtern Cloud – Cloud-based platform that includes a content repository, content management, publishing engine, user management and platform integration services.
  - o Xtern View – A customizable end-user application deployed on the XR device for visualizing the XR experience.

## Benefits Derived

- XTERN Suite accelerates the XR experience development providing customers with
  - o 2X Faster TTM
  - o 50%-60% Higher ROI
  - o 20-40% Reduced Effort
- Democratizes the XR experience development with no-code / low-code authoring tool, allowing citizen developers to author and publish the experience.
- Highly customizable and flexible deployment options for customer specific environments and requirements.
- It is device agnostic, provides a single authoring tool that supports all XR devices (HoloLens, Mobile, Smart Glass, VR Devices).
- Extendable platform integration with IoT/OT/IT systems for visualizing additional insights and use cases.

- Secured content authoring, deployment, and access controls.

#### Features Action Plan

- To support virtual reality experience development for VR devices.
- To integrate with Learning Management Systems (LMS) to launch and manage XR-based training modules.
- To enhance the authoring capabilities in XR Studio to support more pre-built interactive experiences.
- To enhance and support virtual collaboration, virtual product experiences, location-based experiences and multiverse-based use cases.
- To integrate with PLM systems to maintain the digital thread of XR assets with the engineering contents.

#### 10. Cloud Native Solution Platform

- HCL SoFy (Solution Factory) is a Cloud Native Solution Marketplace that enables deployment of HCL Software products to any cloud – public, private, or hybrid – in minutes. SoFy solutions are portable across all Kubernetes environments thereby giving complete freedom of choice. It uses Helm technology to provide the Company product components and Rest API endpoints as cloud ready building blocks.

#### Features and Benefits

- **Faster Time to Value:** Take deployment time from days and hours to minutes – a 90 percent reduction in initial deployment time.
- **Lower Cost of Deployment and Management:** Move to the cloud with HCL SoFy and realize a 70 percent reduction in maintenance time.
- **Automatic Software Updates:** Start using new software capabilities as updates become available, retain ownership of your data and implementation, and avoid cloud lock-in.
- **Easy Access to Product Containers:** The HCL cloud native repository in SoFy enables CI/CD automation.

#### 11. Marketing Automation Platform

- HCL Unica is an integrated, cloud-native marketing platform that powers precision marketing at scale.

#### Features and Benefits

- **Goal Based Marketing:** Quick start customer journeys with templates and accelerators, out-of-the-box integration options and real-time monitoring of marketing campaigns and customer journeys.
- **Messaging without limits:** Seamless messaging for emails, SMS, WhatsApp, and Push. Includes tools for email marketing, Closed loop messaging and dynamic response management of customer journeys.

- **Cloud-native:** Manage HCL Unica on the cloud of choice by installing on any Kubernetes environment – public, private, or hybrid in minutes.

#### 12. B2C and B2B eCommerce platform

- HCL Commerce is a modern, enterprise grade omnichannel commerce platform that accelerates and automates the creation and management of online stores across multiple geographies.

#### Features and Benefits

- **Extensive Sales & Business Model Support:** This release extends support for multiple business models including B2B, B2C, B2B2C, and multiple shipment.
- **Business & User Experience:** Enhancements include advanced Search tooling, page builder capabilities, and react storefronts.
- **Performance & Scalability:** Includes Search performance improvements, a serviceability module for Search, Kubernetes scale-out capabilities and performance benchmarking.
- **Cloud-native:** Available as a cloud native-as-a-service offering. It is powered by the HCL Solution Factory (SoFy) and lets customers unlock the full potential of the cloud native commerce platform. A cloud native commerce platform needs a cloud native database. By offering support for HCL OneDB, a cloud native database with an extremely small footprint, HCL Commerce achieves near-zero downtime, better horizontal scaling for high availability, improved data replication between data centres, and higher scalability and performance.

#### 13. Customer Experience and Behavioural Analytics Platform

- HCL Discover provides deep behavioural insights into the online user journey, leading to positive experiences and increased online conversion.

#### Features and Benefits

- **Struggle Resolution:** Detects and addresses user struggle in real time.
- **Rich Behaviour Insights:** Improve user experience by capturing and analyzing behavioural data.
- **Business Impact Analytics:** Enhanced visibility into business impact and opportunities. Also enables HCL DX and HCL Commerce.
- **Cloud-native:** Data Export Containerization and HCL SoFy Support.

#### 14. Low Code and Citizen Development

##### HCL Domino

- HCL Domino is a rapid low-code app development platform that makes it easy for LOB users and developers to develop powerful, secure, enterprise-grade applications.

### Features and Benefits

- **Now cloud-native** with flexible backup deployment options and enhanced security. Domino can be deployed anywhere — on-prem, hybrid or any cloud. New security features include time-based one-time password, automated certificate management and biometric authentication.
- **Eliminate desktop client upgrades:** With Nomad web, Domino apps and mail experiences are now on a browser and always up to date.
- **Anyone can build apps faster with low code:** Business users can create modern apps and workflows using the same infrastructure, governance and security.

### HCL Domino Volt

- HCL Domino is a new and easier way to build a broader variety of applications.

### Features and Benefits

- **Easier to create apps:** Includes data grids for building dashboards, task lists, selection lists and more. Combines with App Pages and Navigation.
- **Expanded Integrations:** Integrates with HCL Link for IT governed connections to external data sources and includes a new link design client and SAP Adapter.
- **New Design:** A more intuitive modern design that includes rich text data entry for apps that need to capture formatted content.

## 15. Enterprise Meeting, Chat and Collaboration Platform

### HCL Sametime

- HCL Sametime is a proven and trusted meetings platform, built for how today's modern organizations need to be working - nimbly, securely, and remotely, all while reducing operational costs.

### Features and Benefits

- **Rock-solid privacy, encryption & auditability:** Deploy on secure private cloud or on-prem. Increase meeting users to 100-plus.
- **Control of video conferencing costs and functionality:** Dial-in and Dial-out support using a telephony vendor of choice.
- **Combined open-source projects and HCL innovations:** Includes an Outlook add-in, Apple CarPlay, and Android Auto support.

### HCL Connections

- HCL Connections is the digital workplace that brings all your employees and their communities together to solve business problems, share expertise, and contribute to your company's culture.

### Features and Benefits

- **Powerful Templates:** Project teams can start 80 percent faster with new, built-in easy-to-use templates.
- **Microsoft 365® Integration:** Improve efficiency with Microsoft 365® integration.
- **Faster Deployment:** New features and upgrades can be deployed 90 percent faster with new installation scripts and a cloud-native component pack.

## 16. Digital Experience(DX) Platform

- HCL DX is purpose-built to develop, deliver and manage business-critical digital experiences that serve your customers, employees and partners.

### Features and Benefits

- **Improved Business Tools:** Includes design studio rendering, sites (create, update, delete) and enhanced style management.
- **DX Client:** Provides support for virtual portals, PZN rules, CI/CD pipelines for syndication, and WCM library import/export.
- **Continue to Reduce Product TCO:** Includes Helm V to V upgrade (GKE); Helm support for OpenShift, K8s; EKS, AKS. Logging enhancements and Helm Metrics, Container initialization performance enhancements (lazy load)

## 17. Multi-Experience Development Platform (MXDP)

- HCL Volt MX is an industry-leading mobile and multi-experience low-code app-dev platform for professional developers to rapidly deliver consumer-grade digital solutions.

### Features and Benefits

- **Native and Web Frameworks Enhancements:** Include 5G network API support, support for third-party web widgets/component in Iris, embed vector animation capabilities, new Apple sign-in widget, and enhancements including closed captioning, real-world positioning, calendar etc.
- **Multi-Experience:** Haptic feedback Alerts (Apple watches), real-time image recognition with new AR Renderer widget.
- **Complete Solution:** Includes enhanced UX experience with HCL design, new security features, event-triggered work-flow services, improved Iris performance, and identity and fabric backend services.

## 18. Secure DevOps

### HCL Accelerate

- HCL Accelerate is a value stream management platform that integrates with different tools within DevOps tools chain and gathers insights into DevOps processes, identifies bottlenecks, and

automates release processes by bringing all DevOps data together. It also helps visualize and optimize the continuous delivery value stream.

#### Features and Benefits

- **New Relationships and Value Stream Metrics:** Enhances dynamic value stream branching for process mapping and deep dive insights from idea to production.
- **DevOps Automated Governance** and team performance optimization with gating-based policy management and out-of-the-box reports.
- **Enterprise Scale & Insights** with large-scale services leveraging container technology and new plugins.

#### HCL Launch

- HCL Launch automates application deployments across IT environments and provides quick feedback for continuous delivery, while providing the audit trails, versioning, and approvals needed in production.

#### Features and Benefits

- **Prioritized customer needs** with UCD cluster enhancements, improved performance & support of Z/OS platform.
- **Modernization of Continuous Delivery** with external approvals, deployment triggers, and automation-as-code.
- **Architecture for the future** with support for agent relays, HELM 3 and RedHat marketplace.

#### HCL OneTest

- HCL OneTest is a collection of software testing tools supporting DevOps approach. It offers User Interface (UI) Testing, Performance Testing, API Testing, Synthetic Data Generation and Service Virtualization.

#### Features and Benefits

- **Enterprise Ecosystems:** Supports the Microsoft ecosystem with Azure DevOps and Kubernetes on Azure. The OneTest UI desktop agent provides automation and testing of mobile native and hybrid applications, and automation and verification of Microsoft Windows desktop based applications.
- **Technology Integration:** Includes localized install anywhere packaging, service virtualization of HTTP transports on OneTest Server, and support for contract testing.
- **Visualize Testing:** System Models enable users to visualize the system under test and associate testing resources with specific application components.

#### HCL Version Vault

- HCL Version Vault is a secured version control and configuration management software that accesses, tracks and manages changes for all product's artifacts throughout the entire product lifecycle.

#### Features and Benefits

- **Modernization:** Framework to support AWS for cloud deployment.
- **Core-transformation:** Native support for 64-bit on all platforms.
- **Extend Eco-system:** Support for Tomcat as alternative to WebSphere.

#### HCL Compass

- HCL Compass is a low-code / no-code change management software for enterprise level scaling, process customization and control to accelerate project delivery and increase developer productivity.

#### Features and Benefits

- **Scalable Project Governance:** Essential SAFe user experience with Kanban visualization and backlog management.
- **New GUI enhanced with Dynamic Forms and Self-Onboarding:** Includes 3D dashboards and reporting.
- **Cloud Native:** Microsoft Power BI integration, REST APIs for Schema Design and Keycloak integration including LDAP, SSO & Refresh Token.

#### 19. Application Security

- HCL AppScan is a comprehensive solution for application security testing that integrates directly into SDLC tools and DevOps toolchains and processes to continuously identify and remediate vulnerabilities.

#### Features and Benefits

- **Secure DevOps:** Improves scan accuracy and enhanced real-time status of scan.
- **Focus on the Fix:** additional information on XML tags and headers, enhanced correlation report and improved advisories and how to fix and additional third-party exclusions.
- **Enterprise Management:** New licensing, export to CSV or JSON, real-time status of DAST scans, Azure Security Score.

#### 20. Unified Endpoint Management

- HCL BigFix is the world's leading Unified Endpoint Management platform, enabling IT Ops & security teams to fully automate discovery, management and remediation regardless of operating system, location or connectivity.

#### Features and Benefits

- **BigFix Insights™:** Visualize risk as well as costs, while finding endpoint issues for quick responses and improved security posture.
- **Modern Client Management:** MCM 2.0 with BigFix mobile enterprise and BYOD, MDM actions and policies, application management and zero-touch



enrollment. It includes disk encryption and key management. Management of Windows 10 and MacOS endpoints with simple enrollment and policy management which now scales to 300K cloud and mobile devices.

- **Multi-cloud Management:** Provides admin 360-degree visibility, control and compliance of all endpoints (On premise/cloud). It includes support for Mac 12, and Windows 11, as well as defect articles/ security vulnerabilities.
- **IVR:** Insights for vulnerability remediation helps in smarter patching powered by integrations with Tenable and Qualys.
- **Integrations:** ServiceNow data flows.

## 21. IT and Business Process Automation Platform

- HCL Workload Automation (HWA) is a critical component of the digital modern enterprise that ensure business agility and resiliency. Customers orchestrate unattended and event-driven tasks for IT and business processes from legacy to cloud and K8s systems.

### Features and Benefits

- **Orchestrate IT and Business Critical Processes** with 80-plus plugins and dashboards available on the Automation Hub to extend the outreach of automation in different domains (ERP, RPA, File Transfer, Cloud Automation).
- **Run anywhere:** HWA is certified for deployment on Amazon EKS, Azure AKS, RedHat OpenShift, Google Cloud Platform, and available on AWS, Azure, RedHat, SAP and SoFy catalogue/marketplaces.
- Delegate **Business Control** by increasing business agility with folders and customizable dashboards.
- **Optimize file transfer operations** and integrate current managed file transfer tools in workflows for centralized monitoring.

## 22. DRYiCE iAutomate

- DRYiCE iAutomate is an Intelligent Runbook Automation product that brings Artificial Intelligence (AI) and Automation together to simplify and automate enterprise IT operation lifecycle. It leverages Machine Learning (ML) and Natural Language Processing (NLP) to comprehend issues, recommend corrective actions, and initiate automatic resolution, enabling zero-touch automation. By leveraging a repository of over 1500 configurable and reusable runbooks, it provides robust end-to-end incident remediation and task automation across the infrastructure and applications landscape.

### Features and Benefits

- **AI, ML and NLP enabled zero touch remediation** of most common, and recurring issues in any environment across infrastructure and application layers.

- **Runbook Repository:** Extending the coverage of out of the box runbooks to AWS, GCP, Azure, VMware environments as well as in other areas like Security, Storage, Load Balancer Management and Configuration, AD, etc.
- **Availability on Google Cloud marketplace** to help customers fast track the deployment cycle and time to value for zero-touch automation.
- **Performance Optimization** of core services to improve the processing time by up to 40%
- **Integration with HCL Bigfix** with support for 150+ fixlets out of the box for enabling automated remediation
- **Continuous Performance Evaluation** of deployed AI models to govern and optimize the product performance and recommendation accuracy.
- **Integration with BMC Atrium Orchestrator**
- **Scheduled Execution** support for Service Request and Change Request Tasks
- **Reporting Enhancements** to provide more avenues to track and govern product performance.

### Future Action Plan

- To enrich and revamp the Reporting Dashboard for providing more insights into product performance metrics.
- Extend the integration ecosystem with other IT Service Management and Automation tools including Network Automation.
- To introduce runbook chaining and composite runbook capabilities for serving extremely complex use cases.
- To accelerate availability of iAutomate on other cloud marketplaces like Azure.
- To continue to invest in extending the OOB runbook repository for newer technologies and domains.

## 23. DRYiCE Lucy

- DRYiCE Lucy is a conversational AI platform that provides full stack capabilities to develop, train and deploy intelligent assistants, which allow enterprises to automated user self-service for wide variety of use cases by utilizing Natural Language Processing (NLP) & Machine Learning (ML). DRYiCE Lucy mimics human-like interactions to enhance the user experience so that an enterprise's stakeholders, both internal and external, are assisted accurately across all areas of support, enabling increased efficiency and informed decision-making. It comes pre-packaged with over 500 use cases and 30+ one-click connectors for accelerating virtual agent implementations.

## Features and Benefits

- **Advanced NLU (Natural Language Understanding)**
  - o Zero Shot NLP training capabilities with sentiment analysis.
  - o AI, ML and NLP enabled conversation design to take advantage of enterprise grade NLP platforms.
  - o Intuitive Low Code UI for creating programmed agents and managing their lifecycle.
- **Omni-Channel and Multi-lingual: Runbook Repository**
  - o Create superior user experiences across multiple channels in several languages.
- **Pre-Built industry Use Cases**
  - o Create superior user experiences across multiple channels in several languages
- **Knowledge Ingestion and Search**
  - o FAQ Ingestion & Auto Questions and Answer Maker along with Deep Integration with Service Management Platforms
- **Extensive Enterprise Integrations**
  - o 30+ Enterprise Application Integration.
  - o Integrated Code Console for Custom functionalities.
- **Reseller Console to manage** instances, integrations, and administer tenants from a single console.
- **End User Healing**
  - o True Left Shift with End User & End Point Resolution and Healing.
  - o Advanced routing and Chat management capabilities for Service Desk Agents.
- **Infinite Scalability**
  - o Multi & Cross Skill Deployment and Single Platform for all Bots.
  - o Utilize the power of cloud to scale your conversational AI.
- **Orchestration and Assistance**
  - Service Orchestration capabilities by integrating with RPA components.
  - Centralized Service Catalog Consumption.
- **Integration with Bigfix and SCCM** for conversational driven software package deployment.
- **Availability on Google Cloud Marketplace** to help customers fast track the deployment cycle and time to value.

## Future Action Plan

- Transform conversational design and integration builder into a no code / low code areas for better developer experience.
- Create NLU agnostic platform for ability to choose right NLP back-end based.
- Extensive integration suite for empowering conversation driven fulfilment across majority of enterprise tools.
- Cross platform integration with HCL Products & Platforms to accelerate product adoption and native integrations.
- Use of superior state of the art NLP technologies for enhancing end user experience.
- Extensive development on evolving the product into a CX (customer experience) platform for creating end-to-end smart experiences.
- To accelerate availability of Lucy on other cloud marketplaces like Azure & AWS.

## 24. DRYiCE MyCloud

- DRYiCE MyCloud is a hybrid cloud management product that allows enterprises to provision, configure, manage, monitor, and orchestrate cloud services allowing to be cloud agnostic. It provides organizations with a single line of visibility into the compliance, security, utilization, and cost optimization of their cloud infrastructure. It can track usage of resources, providing complete accountability that helps avoid cost leakages.

## Features and Benefits

- **Cloud Cost Calculator:** Enables users to estimate cost of their workloads on private as well as public cloud based on the system desired configuration parameters.
- **Integration with Terraform and Ansible AWX** eases the management of infrastructure and direct execution of AWX playbooks.
- **Managed Kubernetes Services Support:** Allow users to Provision and decommission clusters as well as ease Node pool lifecycle management.
- **Secret Manager:** Enhances security by encrypting storage of credentials which are used for third party enterprise tools authentication
- **Integration with Cisco UCS Director** for automated workflow execution with orchestration to optimize and simplify delivery of DC resources.
- **Blueprint Designer:** A simple drag and drop designer for creating process workflows allowing admins to design workflows in no time.

## Future Action Plan

- Decrease the deployment time by being non-disruptive in customer existing ecosystem as much as possible.

- Enhanced credentials security used for other tools authentication
- Mechanism to test APIs within the platform
- Enable network automation and enhance network security
- Ease the container orchestration beyond the existing capability for rapid application deployment
- Enrich User experience for smoother Day1 / Day2 operations within the platform

## 25. DRYiCE MyXalytics

- DRYiCE MyXalytics, a unified reporting and dashboarding product, provides a simplified bird's eye view of operations by converting data from multiple enterprise tools into intuitive and insightful reports. Its cutting-edge capabilities ensure end-to-end integration, expedited publication of reports, and predictive analytics for ITSM data, helping you make quick and correct decisions.

Further, MyXalytics helps in cloud Financial Management through FinOps module, that offers intelligent insights that helps effectively visualize, manage, and optimize multi-cloud spends, improve governance, and strengthen the multi-cloud security posture. MyXalytics FinOps aims to bring consistency, visibility, and control throughout cloud operations by performing the three iterative stages of FinOps i.e., Inform, Optimize & Govern

### Features and Benefits

- **Pre-configured dashboards & capability to build your own** – There is a rich repository of pre-configured Reports and Dashboards, especially for ITSM reporting along with the flexibility to create custom reports and dashboards.
- **Multi-Cloud Views** – You can now stop switching to 3 different cloud consoles and get individual views for all your multi-cloud costs in a single platform instead.
- **Multi-Account visibility** - Now connect with all your accounts, subscription and projects to get a unified or distributed views of all the expenses incurred.
- **Comparison Views** which help you understand the changing costs of your dynamic infrastructure with a side-by-side comparison of different insights, services, timeframes and much more.
- **Tag Governance** - Select from a pre-defined list of tagging nomenclatures and automate tagging compliance for Cloud services like images, EBS volumes, snapshots, IP addresses etc.
- **Customized Reporting** - Save and download multiple reports and schedule reports on a daily, weekly, monthly, basis. With the right tagging in place, generate reports (on cost, inventory, security and optimization) by application and business unit.
- **Cost Anomaly Detection** - Leverage AI-driven outlier analysis to identify anomalous cloud costs and get alerted via automated notifications using various channels like ITSM, Slack, ChatOps and others.

- **Cost Optimization** - Reduce the amount of time spent on analyzing and optimizing your cloud spends by leveraging various techniques like rightsizing, scheduled instances, reserved / committed usage instances, waste elimination, and others.
- **Cloud Governance** - Ensure continuous security, compliance, and governance across your cloud environments through native advisory and security visibility and insights.
- **Task Allocation & Tracking** - Analyze and Identify problem areas, and assign them to concerned teams for resolution, with continuous tracking and updates.
- **Advanced Filters** - Go beyond account ids, subscription, services etc. And analyze your data at greater depths with filters like resources tags, currency, instances, type etc.
- **Chargeback Views** - Visualize the cost disaggregated into different region, account, IDs, tags and apply filters to break down it at a granular level.

### Future Action Plan

- Enable Self Onboarding Customer Console.
- Private Cloud Cost Model for Resource, Time based and Variable/Fixed cost types.
- Porting of Hybrid BU team calculators for Storage/ Compute/H/W (U4X).
- Creating Show backs and chargebacks based on business mapping
- Provide Private cloud Capacity reclamation recommendation using vROPS/Vcenter/Meterops (ARXSCAN).
- Provide PaaS DB (RDS/Cloud SQL/Spanner/Azure SQL) cost optimization recommendations.
- Provide Storage optimization recommendations - Object (AWS-S3, Azure-Blob, GCP-GCS).
- Kubernetes and Container Cost Allocation along with Quota/Limit/Commitment tracking - See allocated spend across all native Kubernetes concepts, e.g., namespace, k8s label, controller allocation, service allocation.
- Cluster and Pod level Right sizing optimization/scaling recommendations /Savings Recommendations - RI Commitments, Low Disk Utilization ,Abandoned workloads - Wastage elimination ,Unclaimed Volumes, Underutilized nodes – Azure/AWS/GCP.

## 26. DRYiCE MTaaS

- DRYiCE MTaaS (Managed Tools as a Service) is a hosted enterprise management platform powered by the DRYiCE AIOps framework for delivery of IT Management tools. It enables an enterprise to simplify and transform its IT operations and offers a plug-and-play mechanism to consume it on a pay-per-use basis.

## Features and Benefits

- **Plug and play mechanism:** Available for various enterprise tools eliminating the need for the customers to bear the initial cost of tool set-up and licensing.
- **Enterprise-grade security:** Compliant with multiple industry standards for security and governance including ISO 27001:2013, FedRAMP, GDPR, SOC\_1.
- **Pre-configured dashboards, views, and reports:** A rich repository of pre-configured reports and dashboards covering key IT operations KPIs.
- **Self-service catalog-based provisioning:** Provisioning of IaaS and PaaS services in a multi-Cloud environment, through an intuitive self-service catalog.
- **Transparent and flexible pricing:** Usage driven pricing on a pay-as-you-use basis.
- **Business ready hosted platform:** Enterprise tools embedded and built-in multiple layers of an IT ecosystem to operate in tandem with the tools already existing in a customer's environment.
- **Predictive analytics and forecasting:** Insightful reports including trending analytics, SLA breach prediction, change failure prediction, capacity forecasting, resource performance, and multiple other areas.
- **Robust governance model:** Templated world-class governance practices and processes for an IT ecosystem that is efficient, compliant, secure, and ready for audit.
- **Automation diversity:** Intelligent automation across incident remediation, service requests tasks, change requests tasks, scheduled executions, ad-hoc executions, patching, reporting, and many more.
- **Standardization:** Well defined ITSM data taxonomy across processes and CMDB with a multivendor SIAM framework powered by SLAs and OLAs.

## 27. Intelligent Event Correlation Engine (DRYiCE iECE)

- DRYiCE iECE is an Intelligent Event Correlation Engine which leveraged AI and Machine Learning to convert data into insights across your infrastructure, application, and services landscape. It helps in achieving continuous service availability and reliability with automated noise reduction, event correlation, collaboration, and intelligent automation across the incident lifecycle.

## Features and Benefits

- **Real-time full stack observability:** Integrate, Capture and bring data from existing sources of event into its very own Single repository for consolidation, analysis and action.

- Process events stream, **significantly reducing the event noise** and generate viable alerts.
- Provide timeline views for alerts, events to visualize the journey of the actionable with context, for better investigation.
- Provides similar actionable views against the identified probable root cause.
- Recommends related Changes and Problems specific to the problematic entity.
- Enables correlation of the alerts using various methodologies such as **topology rule, correlation rules**, to quickly identify probable root cause **reducing the MTTR**.
- Identify and provide actionable to users and enable and collaboration between the team working on the issue reducing MTTR.

## Future Action Plan

- Extend the integration ecosystem with other monitoring, logging tools to be able to ingest more data for performing improved correlations.
- Development of Deployment of iECE on GCP stack.
- Continuous optimization of AI/ML models and introduction of new models in AI/ML toolkits for consumption.

## 28. AI / ML Toolkit

- AI / ML Toolkit is a platform which provides capability to train AI models for various use cases like Anomaly Detection, Regression, Forecasting, Classification etc. This also helps users to interpret / debug AI models.

## Features and Benefits

- Flexibility to choose from a wide range of AI/ML models for training, testing, and use, depending on the dataset.
- Enables **Comparative views** to visualize the performance of various models against key metrics for various datasets.

## Future Action Plan

- Data Analysis and Visualization to help users in identify the best fit model for their use based on the dataset.
- Model Versioning and Tracking to enable users to develop, manage and select models based on their requirements.

## 29. DRYiCE Orchestration

- R & D in DRYiCE Orchestration is an embedded activity in our product engineering catering to alternate technologies and experimenting with the ideas.



- Research was undertaken for DRYICE Connect concluding the set of GCP services to build the product. This included forced and proactive change in the established technology – like Migration from IBM to alternate cloud, Switch from DB2 to alternate, etc.

### 30. Actian Research and Development (“R&D”)

#### Actian Avalanche Cloud Data Platform

- Vectorized Query Execution
  - The vectorized analytics engine, underlying the Actian Avalanche warehouse, leverages Google Cloud compute infrastructure to deliver record beating performance via scaled-out vectorized query execution. Vectorized query execution is decoupled from Google Cloud Storage, enabling independent scaling of resources to meet changing business needs in real-time.
- Low Code Data Integration
  - Native data integration provides access to hundreds of popular applications and data sources via a low code interface.
- Extensibility framework
  - The Avalanche Platform may be extended to incorporate new data sources, data types and functions delivered via Spark, Python or JavaScript. The Spark extensibility framework also enables the lake-house use case i.e. extending the data warehouse analytics capabilities into the data lake.

#### Benefits Derived

- Delivers unmatched performance and price-performance, solving typical business decision support queries eight times faster than Snowflake and at a fraction the cost.
- The low code data integration interface enables business analysts and citizen data integrators to access, prepare and enrich the data they need to answer business questions and solve business problems.
- The extensibility framework enables platform customization to solve very complex or esoteric business problems.

#### Future Action Plan

- The performance characteristics of the Actian Avalanche Data Platform make it ideally suited to serve the needs of the AI and ML community. High performance means less sampling and more iterations of models. The platform will be extended to incorporate the tooling and integrations required to satisfy the needs of AI and ML developers.
- Extend the Avalanche Data Platform to incorporate data governance capabilities including data privacy, data lineage, data traceability, data sovereignty.

- Deliver the Avalanche 2.0 architecture, available today on Google Cloud, on AWS and Azure as well. This innovative architecture will enable the Avalanche Cloud Platform to be delivered into the customer’s Virtual Private Cloud whether that is carved out of a public cloud or is situated in an on-premises data center.

#### (ii) Expenditure on R&D for the years ended March 31, 2022 and March 31, 2021 are as follows:

(₹ in crores)

Particulars	Year ended	
	March 31, 2022	March 31, 2021
Amount charged to the statement of profit and loss	522	473
R&D expenditure as a percentage of revenues	1.28%	1.33%

#### d) Foreign Exchange Earnings and Outgo

The Company is an export-oriented unit and majority of its business are for certain clients outside India.

Activities relating to exports, initiatives taken to increase the exports, development of new export markets for products and services and export plans.

During the year, a substantial portion of the revenue of the Company was derived from the exports.

The foreign exchange earned and spent by the Company during the year, on accrual basis, is as follows:

(₹ in crores)

Particulars	Year ended	
	March 31, 2022	March 31, 2021
<b>Foreign exchange earnings</b>	<b>35,935</b>	<b>31,907</b>
<b>Foreign exchange outgo</b>		
- Expenditure in foreign currency	6,702	6,922
- CIF value of imports		
Capital goods	107	175
Others	413	348
- Dividend remitted in foreign currency	1,786	510
	<b>9,005</b>	<b>7,955</b>

**For and on behalf of the Board of Directors  
of HCL Technologies Limited**

**ROSHNI NADAR MALHOTRA**  
Chairperson

Place: Noida (U.P), India  
Date: April 21, 2022

## Annexure 5 to the Directors' Report

### Directors' Responsibility Statement as required under Section 134(3)(c) of the Companies Act, 2013

- a) The financial statements have been prepared in accordance with the accounting standards issued by the Institute of Chartered Accountants of India and the requirements of the Companies Act, 2013 to the extent applicable to the Company. There have been no material departures from prescribed accounting standards while preparing these financial statements;
- b) The Board of Directors has selected the accounting policies described in the notes to the accounts, which have been consistently applied, except where otherwise stated. The estimates and judgments relating to the financial statements have been made on a prudent basis, in order that the financial statements reflect in a true and fair manner, the state of affairs of the Company as at March 31, 2022 and the profit of the Company for the year ended on that date;
- c) The Board of Directors has taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- d) The annual accounts have been prepared on a going concern basis;
- e) The Board of Directors has laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and are operating effectively; and
- f) The Board of Directors has devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

**For and on behalf of the Board of Directors  
of HCL Technologies Limited**

**ROSHNI NADAR MALHOTRA**  
Chairperson

Place: Noida (U.P), India  
Date: April 21, 2022

## Annexure 6 to the Directors' Report

### Disclosures pursuant to the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SEBI ESOP Regulations")

**HCL Technologies Limited - Restricted Stock Unit Plan 2021:** Pursuant to the approval of shareholders of the Company through Postal Ballot obtained on November 28, 2021, the Board of Directors of HCL Technologies Limited ("the Company") has been authorized to adopt and implement 'HCL Technologies Limited - Restricted Stock Unit Plan 2021' ("RSU Plan"/ "HCL RSU Plan 2021") to the Eligible Employees of the Company and / or its Subsidiary / Associate Company(ies).

A maximum of 1,11,00,000 (One crore eleven lakhs) Restricted Stock Units ("RSUs") in one or more tranches may be granted under the RSU Plan, which on exercise would entitle not more than 1,11,00,000 (One crore eleven lakhs) equity shares of ₹2/- each (approximately 0.41% of the paid-up equity share capital as on March 31, 2021), with each such RSU conferring a right upon the Grantee to apply for one equity share of the Company, which may be adjusted for any corporate action(s) in terms of the RSU Plan. Further, the RSU Plan grants RSUs to the Eligible Employees, which entitles them to receive equity shares or cash in lieu of equity shares on exercise of the vested RSUs.

The maximum number of RSUs to be granted to an Eligible Employee under the RSU Plan shall not exceed 13,00,000 (Thirteen lakhs) RSUs, which on exercise would entitle not more than 13,00,000 (Thirteen lakhs) equity shares of ₹2/- each of the Company.

The RSU Plan shall be administered and implemented by the Nomination and Remuneration Committee ("NRC") through HCL Technologies Stock Options Trust ("HCL Trust").

The RSU Plan shall be implemented by way of secondary acquisition of equity shares of the Company by the HCL Trust for transferring the same to the Eligible Employees or sell these shares (to the extent permissible under the cashless exercise) on exercise of the vested RSUs by the Eligible Employees. Accordingly, no fresh shares will be issued by the Company either to the HCL Trust or the RSUs Grantees.

A certificate from the Secretarial Auditors of the Company that the RSU Plan has been implemented in accordance with the SEBI ESOP Regulations and in accordance with the resolutions of the Company in the general meeting, will be made available at the Annual General Meeting ("AGM"), electronically.

The disclosures pursuant to Regulation 14 read with Part F of Schedule I of the SEBI ESOP Regulations as on March 31, 2022 are as follows. The below disclosures are also available on the website of the Company at <https://www.hcltech.com/investors/results-reports>:

**1. The Board of Directors in its report shall disclose any material change in the scheme(s) and whether the scheme(s) is / are in compliance with the SEBI ESOP Regulations**

There is no material change to the RSU Plan which was approved by the shareholders and the RSU Plan is in compliance with the SEBI ESOP Regulations.

**2. The following details, *inter alia*, shall be disclosed on the Company's website and a web-link thereto shall be provided in the report of Board of Directors**

**A. Relevant disclosures in terms of the accounting standards prescribed by the Central Government in terms of Section 133 of the Companies Act, 2013 (18 of 2013) including the 'Guidance note on accounting for employee share-based payments' issued in that regard from time to time.**

*The disclosures are provided in the note "3.13" of the notes to standalone financial statements and note "3.12" of the notes to consolidated financial statements of the Company for FY ended March 31, 2022.*

**B. Diluted EPS on issue of shares pursuant to all the schemes covered under the regulations shall be disclosed in accordance with ' Indian Accounting Standard (Ind AS) 33- Earning per share' (Erstwhile 'Accounting Standard 20 - Earnings Per Share') issued by Central Government or any other relevant accounting standards as issued from time to time.**

*The disclosures are provided in the note "3.29" of the notes to standalone financial statements and note "3.27" of the notes to consolidated financial statements of the Company for FY ended March 31, 2022.*

**C. Details related to ESOS**

- (i) A description of each ESOS that existed at any time during the year, including the general terms and conditions of each ESOS, including -** A brief description of the RSU Plan existed in the Company is provided above. Further, the general terms and conditions of such RSU Plan are provided below:

S.No.	Particulars	Details as per HCL RSU Plan 2021
(a)	Date of shareholders' approval	November 28, 2021
(b)	Total number of options approved under ESOS	1,11,00,000 (One crore eleven lakhs)
(c)	Vesting requirements	The RSUs shall vest in the 'Eligible Employees who have been granted RSUs under the RSU Plan' subject to continuing employment with the Company or subsidiary(ies) or associate company(ies) of the Company. The vesting of RSUs shall be in accordance with the schedule and the terms as specified in the Award Agreement (including time and / or performance based conditions for vesting).
(d)	Exercise price or pricing formula	Exercise price will be the price stated in the Award Agreement, which shall not exceed the par value of the underlying shares to be transferred on exercise of vested RSUs, payable by the Grantee in order to exercise the vested RSUs pursuant to the Plan. For sake of clarity the Exercise Price can be zero also, subject to compliance with the applicable laws.
(e)	Maximum term of options granted	The Plan will continue to be in effect for a period of 8 years from the date of approval by the Company's shareholders unless terminated earlier by the NRC. The vesting period of RSU Granted shall not be less than a period of 1 year, and which may extend to a maximum of 5 years, from the date of the Grant, as may be decided by the Administrator and stated in the Award Agreement. However, in case of death or disability, the minimum vesting period of 1 year shall not apply. Further, maximum exercise period from the date of vesting is 6 months.
(f)	Source of shares (primary, secondary or combination)	Secondary
(g)	Variation in terms of options	Not Applicable

**(ii) Method used to account for ESOS - Intrinsic or fair value**

The Company shall use the Fair Value Method for valuation of the RSUs granted, in accordance with the accounting standard on share-based payments including any changes that may be prescribed from time to time.

**(iii) Where the Company opts for expensing of the options using the intrinsic value of the options, the difference between the employee compensation cost so computed and the employee compensation cost that shall have been recognized if it had used the fair value of the options shall be disclosed. The impact of this difference on profits and on EPS of the company shall also be disclosed**

Not Applicable.

**(iv) Option movement during the year (For each ESOS)**

Particulars	Details
Number of options outstanding at the beginning of the period	NA*
Number of options granted during the year	79,56,616
Number of options forfeited / lapsed during the year	1,90,825
Number of options vested during the year	-
Number of options exercised during the year	-
Number of shares arising as a result of exercise of options	-
Money realized by exercise of options (INR), if scheme is implemented directly by the company	-
Loan repaid by the Trust during the year from exercise price received	-
Number of options outstanding at the end of the year	77,65,791
Number of options exercisable at the end of the year	-

\*RSU plan has been implemented during FY 2021-22.

**(v) Weighted-average exercise prices and weighted-average fair values of options shall be disclosed separately for options whose exercise price either equals or exceeds or is less than the market price of the stock**

	Year ended March 31, 2022
Weighted-average exercise price (₹)	2
Weighted-average fair value as on date of grant (₹)	1,046



(vi) Employee wise details (name of employee, designation, number of options granted during the year, exercise price) of options granted to –

Particulars	Name	Designation	Number of RSUs granted during the year (Performance and Tenure Based)	Exercise Price Per RSU (₹)
(a) Senior managerial personnel as defined under Regulation 16(d) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015	C. Vijayakumar	CEO & Managing Director	12,27,355	2
	Prateek Aggarwal	Chief Financial Officer	57,623	2
	Manish Anand	Company Secretary	2,881	2
	Ajay Bahl	Corporate Vice President	64,940	2
	Ajit Krishnankutty Kumar	Chief Information Officer	32,013	2
	Anand Birje	President - Digital Business Services	1,46,113	2
	Anil Ganjoo	Chief Growth Officer	81,175	2
	Anoop Tiwari	Sr. Corporate Vice President – Bserv	48,705	2
	Apparao V V	Chief Human Resource Officer	35,215	2
	Ashish Gupta	Chief Growth Officer – Europe & Africa – Diversified Industries	81,175	2
	B Kalyan Kumar	Chief Technology Officer & Head – Ecosystems	73,057	2
	Harekrishna Sadarahalli	Corporate Vice President	58,445	2
	Jagadeshwar Gattu	President - Digital Foundation Services	97,409	2
	Kevin Mcgee	Corporate Vice President - R & C	19,482	2
	Maninder Singh Narang	Corporate Vice President	23,050	2
	Pankaj Tagra	Corporate Vice President	48,705	2
	Prahlad Rai Bansal	Advisor	25,610	2
	Raghu Kidambi	Corporate Vice President	29,223	2
	Rahul Singh	President - Financial Services & DPO	97,409	2
	Rajeev Nanda	Chief Delivery Officer – Cloud Services	73,057	2
	Rajiv Shesh	Corporate Vice President	38,963	2
	Sanjay Gupta	Corporate Vice President	13,075	2
	Satish Chandrasekaran	Corporate Vice President	29,223	2
	Shrikanth Shetty	Chief Growth Officer - LSH Americas	73,057	2
	Srimathi Shivashankar	Corporate Vice President & Program Director - New Vistas	12,805	2
	Sukamal Banerjee	Corporate Vice President-Head of ISD & IoTWoRKS	48,705	2
	Swapan Johri	President - Growth Markets	25,610	2
	Vijay Anand Guntur	President - Engineering and R&D Services	25,610	2
Vijay Mallya	Corporate Vice President	15,366	2	

Particulars	Name	Designation	Number of RSUs granted during the year (Performance and Tenure Based)	Exercise Price Per RSU (₹)
(b) Any other employee who receives a grant in any one year of option amounting to 5% or more of option granted during that year	C. Vijayakumar	CEO & Managing Director	12,27,355	2
(c) Identified employees who were granted option, during any one year, equal to or exceeding 1% of the issued capital (excluding outstanding warrants and conversions) of the company at the time of grant	Not Applicable			

**(vii) A description of the method and significant assumptions used during the year to estimate the fair value of options including the following information**

Method & Model	The fair value of the awards are determined using the Black-Scholes Model for RSUs with time and non-market performance-based vesting conditions and Monte Carlo simulation model is used for RSUs with market performance based vesting conditions.
<b>Significant assumptions</b>	
The Weighted average values of share price	1,171
Exercise price	2
Expected Volatility	24.8 - 34.4 %
Expected option life	1.3 - 3.8 years
Expected dividend	3.4%
Risk free interest rate	4.2 - 5.4 %
Any other inputs to the model	
The method used and the assumptions made to incorporate the effects of expected early exercise	Early exercise of option is not available.
How expected volatility was determined, including an explanation of the extent to which expected volatility was based on historical volatility.	Expected volatility during the term of the RSUs is based on historical volatility of the observed market prices of the Company's publicly traded equity shares during a period equivalent to the expected term of the RSUs. Expected volatility of the selected industry peers have been modelled based on historical movements in the market prices of their publicly traded equity shares during a period equivalent to the expected term of the RSUs.
Whether and how any other features of the options granted were incorporated into the measurement of fair value, such as a market condition	Correlation coefficient is calculated between each peer entity based on the historical weekly share prices of the companies.

**Disclosures in respect of grants made in three years prior to IPO under each ESOS (Until all options granted in the three years prior to the IPO have been exercised or have lapsed, disclosures of the information specified above in respect of such options shall also be made) –**

Not Applicable.

**D. Details related to Trust**

The following details, *inter alia*, in connection with transactions made by the Trust meant for the purpose of administering the schemes under the regulations are to be disclosed:

(i) **General information on all schemes**

S. No.	Particulars	Details
(a)	Name of the Trust	HCL Technologies Stock Options Trust
(b)	Details of the Trustee(s)	Mr. Puneet Mehra Mr. Raj Walia Mr. Subodh Jain
(c)	Amount of loan disbursed by company / any company in the group, during the year	₹ 818.00 crores
(d)	Amount of loan outstanding (repayable to company / any company in the group) as at the end of the year	₹ 817.33 crores
(e)	Amount of loan, if any, taken from any other source for which company / any company in the group has provided any security or guarantee	Nil
(f)	Any other contribution made to the Trust during the year	Nil

(ii) **Brief details of transactions in shares by the Trust**

S. No.	Particulars	Details
(a)	Number of shares held at the beginning of the year	Nil
(b)	Number of shares acquired during the year through	
	(i) primary issuance	Nil
	(ii) secondary acquisition	
	• Number of shares acquired during the year	63,20,000
	• Percentage of paid up equity capital as at the end of the previous financial year	0.23%
	• Weighted average cost of acquisition per share	₹1271.85
(c)	Number of shares transferred to the employees / sold along with the purpose thereof	Nil
(d)	Number of shares held at the end of the year	63,20,000

(iii) **In case of secondary acquisition of shares by the Trust**

Number of Shares	As a perc entage of paid-up equity share capital at the end of the year (i.e. March 31, 2021) immediately preceding the year in which shareholders' approval was obtained
Held at the beginning of the year	Nil
Acquired during the year	63,20,000 (0.23%)
Sold during the year	Nil
Transferred to the employees during the year	Nil
Held at the end of the year	63,20,000 (0.23%)

For and on behalf of the Board of Directors  
of HCL Technologies Limited

**ROSHNI NADAR MALHOTRA**  
Chairperson

Place: Noida (U.P), India  
Date: April 21, 2022

# CORPORATE GOVERNANCE REPORT

Good governance facilitates efficient, effective and entrepreneurial management that can deliver stakeholder value over long term. It is about commitment to values and ethical business conduct. It is a set of laws, regulations, processes and customs affecting the way a company is directed, administrated, controlled or managed.

Good corporate governance underpins the success and integrity of the organizations, institutions and markets. It is one of the essential pillars for building an efficient and sustainable environment.

Corporate governance is based on the principles of integrity, fairness, equity, transparency, accountability and commitment to values. Good governance practices stem from the culture and mind-set of the organization. The effectiveness of corporate governance in the Company depends on regular review, preferably regular independent review.

HCL Technologies Limited (the “Company”) considers fair and transparent corporate governance as one of its most core management tenets. The Company has adopted a Code of Business Ethics and Conduct for its directors, employees, consultants, vendors and customers and has also adopted a ‘Code of Conduct on Prohibition of Insider Trading’ and a ‘Code of Practices and Procedures for fair disclosure of Unpublished Price Sensitive Information’. Some of the important best practices of corporate governance framework are timely and accurate disclosure of information regarding the financial position, performance, ownership and governance of the Company.

## PHILOSOPHY ON CODE OF GOVERNANCE

The corporate governance philosophy of the Company is based on the following principles:

Follow the spirit and not just the letter of the law. Corporate governance standards should go beyond the law.

Be transparent and maintain high degree of disclosure levels. When in doubt, disclose.

Make a clear distinction between personal convenience and corporate resources.

Communicate externally, in a truthful manner, about how the Company runs internally.

Have a simple and transparent corporate structure driven solely by business needs.

Comply with the laws of all the countries in which the Company operates.

Management is the trustee of shareholders’ capital and not the owner.

Corporate governance is an integral part of the philosophy of the Company in its pursuit of excellence, growth and value creation. In addition to complying with the statutory requirements, effective governance systems and practices towards improving transparency, disclosures, internal control and promotion of ethics at workplace have been institutionalized. The Company recognizes that good governance is a continuing exercise and reiterates its commitment to pursue highest standards of corporate governance in the overall interest of its stakeholders.

## BOARD OF DIRECTORS

The Board of Directors (“Board”) determines the purpose and values of the Company. The primary role of the Board is that of trusteeship so as to protect and enhance stakeholders’ value through the strategic supervision of the Company and its subsidiaries / associates / joint ventures.

The Company is headed by a Board that exercises leadership, integrity and judgment in directing so as to achieve continuing prosperity and to act in the best interest of the Company. The Board plays a critical role in overseeing how the management serves the short-term and long-term interests of shareholders and other stakeholders. This is reflected in the Company’s governance practices, through which it strives to maintain an active, informed and independent Board. The Board ensures that the Company complies with all relevant laws, regulations, governance practices, secretarial, accounting and auditing standards. It identifies key risk areas and key performance indicators of the Company’s business and constantly monitor these factors.

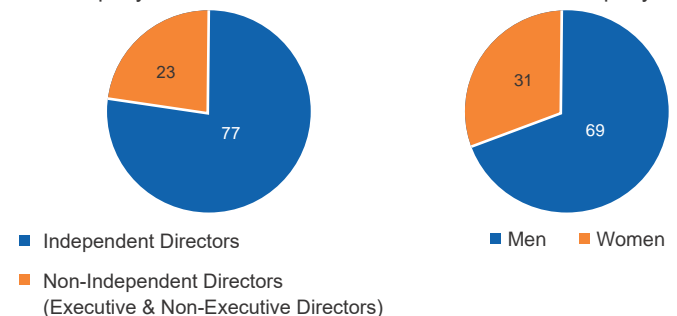
The Board is entrusted with the ultimate responsibility of the management, general affairs direction and performance of the Company and has been vested with the requisite powers, authorities and duties.

## BOARD SIZE AND COMPOSITION

The Board is at the core of the Company’s corporate governance practices and oversees how the management serves and protects the long-term interests of all the stakeholders. The Company believes that an active, well informed and independent Board is necessary to achieve highest standards of corporate governance.

The Board of the Company has an optimum combination of Executive Director, Non-Executive Non-Independent Directors, Independent Directors and Women Directors who have an in-depth knowledge of business, in addition to the expertise in their areas of specialization. During the year under review, 77% of the Board comprised of Independent Directors. Independent Directors play a critical role in imparting balance to the Board processes by bringing independent judgments on issues of strategy, performance, resources, conduct etc.

As on March 31, 2022, the Board of the Company consists of thirteen members, of which four are Women Directors. The Board consists of one Managing Director, two Non-Executive Non-Independent Directors and ten Independent Directors. The Managing Director of the Company is also the Chief Executive Officer of the Company.



## Appointments / Re-appointments during the FY under review

The following appointments / re-appointments of Directors during FY 2021-22 were recommended by the Board of the Company after considering the relevant experience, expertise and integrity of the Directors and were approved by the shareholders with requisite majority:

- Ms. Vanitha Narayanan (DIN - 06488655) was appointed as an Additional Director by the Board of the Company w.e.f. July 19, 2021, to hold office as an Independent Director up to the date of the Twenty-Ninth Annual General Meeting (“AGM”) held on August 27, 2021. At the Twenty-Ninth AGM, she was appointed as an Independent Director not liable to retire by rotation, to hold office for a term of five consecutive years till July 18, 2026.

2. Mr. C. Vijayakumar (DIN - 09244485) was appointed as an Additional Director by the Board of the Company w.e.f. July 20, 2021, to hold office as a Managing Director up to the date of the Twenty-Ninth AGM of the Company held on August 27, 2021. At the Twenty-Ninth AGM, he was appointed as the Director as well as the Managing Director of the Company with the designation of 'CEO & Managing Director', to hold office for a period of five years w.e.f. July 20, 2021 to July 19, 2026 subject to the approval of the Central Government.
3. Ms. Nishi Vasudeva (DIN – 03016991) was re-appointed as an Independent Director of the Company, not liable to retire by rotation, by way of special resolution passed by the members by postal ballot on July 24, 2021, for a second term of five consecutive years, w.e.f. August 1, 2021 till July 31, 2026.
4. Mr. Shikhar Malhotra (DIN - 00779720) was re-appointed as a Director, liable to retire by rotation, at the Twenty-Ninth AGM held on August 27, 2021.
5. Mr. Deepak Kapoor (DIN – 00162957) was re-appointed as an Independent Director of the Company, not liable to retire by rotation, by way of special resolution passed by the members at the Twenty-Ninth AGM of the Company held on August 27, 2021 for a second term of five consecutive years, w.e.f. July 26, 2022 till July 25, 2027.

#### **Re-appointment at the ensuing AGM**

As per the provisions of Section 152(6) of the Companies Act, 2013 ("Act"), Ms. Roshni Nadar Malhotra shall be liable to retire by rotation at the ensuing AGM and being eligible, has offered herself for re-appointment as the Director of the Company liable to retire by rotation.

#### **Composition of the Board and number of Directorship(s) / Committee Membership(s) / Chairmanship(s) held as on March 31, 2022 in the Company and other entities is as follows:**

Name of Director and DIN	Position in the Company	No. of Directorships in Public Limited Companies	No. of Committee memberships in Public Limited Companies <sup>(1)</sup>	No. of Committee Chairmanships in Public Limited Companies <sup>(1)</sup>	No. of shares held of HCL Technologies Limited	Other Listed Companies where the Director is appointed as a Non-Executive Independent Director
Ms. Roshni Nadar Malhotra <sup>(2)</sup> (DIN 02346621)	Chairperson & Non-Executive Non-Independent Director	2	1	-	696	1. HDFC Asset Management Company Limited
Mr. C. Vijayakumar (DIN 09244485)	Chief Executive Officer and Managing Director	1	-	-	4,25,000	-
Mr. Deepak Kapoor (DIN 00162957)	Non-Executive Independent Director	4	5	1	Nil	1. TATA Steel Limited
Mr. S. Madhavan (DIN 06451889)	Non-Executive Independent Director	7	9	4	5,000	1. UFO Moviez India Limited 2. Transport Corporation of India Limited 3. ICICI Bank Limited 4. Sterlite Technologies Limited 5. Procter & Gamble Health Limited
Dr. Mohan Chellappa (DIN 06657830)	Non-Executive Independent Director	1	-	-	Nil	-
Ms. Nishi Vasudeva (DIN 03016991)	Non-Executive Independent Director	6	7	1	50	1. L&T Infra Credit Limited (previously known as L&T Infra Debt Fund Limited) 2. L&T Finance Holdings Limited 3. Hitachi Energy India Limited (previously known as ABB Power Products and Systems India Limited)
Ms. Robin Ann Abrams (DIN 00030840)	Non-Executive Independent Director	1	1	-	Nil	-



Name of Director and DIN	Position in the Company	No. of Directorships in Public Limited Companies	No. of Committee memberships in Public Limited Companies <sup>(1)</sup>	No. of Committee Chairmanships in Public Limited Companies <sup>(1)</sup>	No. of shares held of HCL Technologies Limited	Other Listed Companies where the Director is appointed as a Non-Executive Independent Director
Dr. S. Shankara Sastry (DIN 05331243)	Non-Executive Independent Director	1	-	-	Nil	-
Mr. Shikhar Malhotra <sup>(2)</sup> (DIN 00779720)	Non-Executive Non-Independent Director	1	1	-	Nil	-
Mr. R. Srinivasan (DIN 00575854)	Non-Executive Independent Director	2	-	-	Nil	-
Mr. Simon John England (DIN 08664595)	Non-Executive Independent Director	1	-	-	Nil	-
Mr. Thomas Sieber (DIN 07311191)	Non-Executive Independent Director	1	-	-	Nil	-
Ms. Vanitha Narayanan (DIN 06488655)	Non-Executive Independent Director	1	-	-	Nil	-

**Notes:**

(1) In accordance with the Regulation 26 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, (as amended from time to time) ("Listing Regulations") Membership(s) / Chairpersonship(s) of only Audit Committees and Stakeholders' Relationship Committees in all public limited companies have been considered.

(2) Mr. Shikhar Malhotra and Ms. Roshni Nadar Malhotra are related as Husband and Wife. Except this, no other Director is related to any other Director on the Board.

**BRIEF PROFILE OF THE BOARD MEMBERS**

**Ms. Roshni Nadar Malhotra**

Roshni Nadar Malhotra, aged 40 years, is the CEO of HCL Corporation. She is the Chairperson of HCL Technologies Limited and the Chairperson of its CSR Board Committee.

She is a Trustee of the Shiv Nadar Foundation. Since its inception, the Shiv Nadar Foundation has invested \$988 million in nation building institutions and driving transformational leadership. She is also the Chairperson and driving force behind VidyaGyan, a leadership academy for the economically underprivileged, meritorious, rural students of Uttar Pradesh, and has been working towards nurturing future leaders from rural India who can be catalysts of change for their communities, villages and the nation at large.

Passionate about wildlife and conservation, she established The Habitats Trust in 2018. The Foundation aims to work towards protecting India's natural habitats and its indigenous species with the core mission of creating and conserving sustainable ecosystems through strategic partnerships and collaborations with all stakeholders, at every level.

She is a member of the Dean's Advisory Council at the MIT School of Engineering, USA and also a member of the Kellogg School of Management Executive Board for Asia. She serves on the board of directors of US-India Strategic Partnership Forum ("USISPF") and is an independent director on the board of HDFC Asset Management Company.

In recognition of her outstanding work both in business and in philanthropy, she has received several honors and accolades. Some of these include being featured for the fifth consecutive year in 'The World's 100 Most Powerful Women' list, compiled and released by Forbes in 2021. In 2020, Forbes also featured her among the '25 Most Powerful Businesswomen in Asia'. She was

conferred with Lewis Institute Community Changemaker Award by Babson College in 2017 and was recognized by Horasis, an internationally renowned think tank, as the 'Indian Business Leader of the Year 2019'. She is an alumnus of the Forum of Young Global Leaders (YGL, 2014-19), a unique and diverse community of the world's most outstanding, next-generation leaders, an initiative of the World Economic Forum.

In 2018, She produced a children's film, 'Halkaa', Directed by the National Awardee Nila Madhab Panda. The movie is based on the unique journey of a slum child battling the issue of open defecation. Since 2019, she has also been producing a TV series for the Animal Planet / Discovery based on the most endangered species in India - 'On The Brink'.

She holds a undergraduate degree in Communications from Northwestern University and a MBA from the Kellogg School of Management. At Kellogg, she was awarded the Dean's Distinguished Service Award.

**Mr. C. Vijayakumar**

Mr. C Vijayakumar, aged 53 years is the Chief Executive Officer & Managing Director of the Company. As the Company's CEO & MD, he has spearheaded Company's initiatives to leverage the transformative nexus of forces like Digitalization, Internet of Things, Cloud, Cybersecurity and Artificial Intelligence through a strategic blueprint called 'Mode 1-2-3'. His recent efforts on adding products and platforms to the Company's portfolio have now created a new billion dollar business for the Company. His personal leadership on this journey has been lauded across the industry with leading business magazine, Business Today, rating him as the 'Best CEO of the Year, 2020' in IT/ITES Industry. Previously he has been included in the list of 'Top 10 Disruptive CEOs' by leading analyst group, HFS. He joined HCL nearly three decades back as a member of the core team that designed and implemented India's first ever fully automated trading network at the National Stock Exchange. Previously, as

President of the Company's Infrastructure Services Business, he led its exponential growth and market dominance over the years. As part of the founding team of its wholly owned subsidiary HCL Comnet, he and the team are widely credited with having founded the Remote Infrastructure Management proposition which is today a multi-billion-dollar global industry. Over the years, he has held several technologies, business & operational leadership positions at HCL Tech and is widely recognized in the industry for his strategic thinking and impeccable execution. He is currently member of the World Economic Forum's IT Governor's Community and a Board Member of the US-India Business Council. He is deeply invested in promoting sustainable business practices, efforts which have resulted in HCL Tech being ranked No. 1 in India on ESG metrics in leading investment and financial services group, Edelweiss's annual 'ESG Scorecard & Rating, 2021' and named 'Corporate Citizen of the Year' 2021 by The Economic Times. Known for his hands-on approach, his leadership style has been commended in the business bestseller 'Blueprint to a billion: 7 essentials to achieve exponential growth' by management guru David G. Thomson. He is a graduate in Electrical & Electronics Engineering from P.S.G. College of Technology, Tamil Nadu, India.

#### **Mr. Deepak Kapoor**

Mr. Deepak Kapoor, aged 63 years, is the former Chairman & CEO of PricewaterhouseCoopers India. He took retirement from PricewaterhouseCoopers in March 2017 after having been associated with it for 39 years. During his illustrious career with PwC, he served in various leadership and client service roles in India and overseas. He was also a member of the PwC Global Strategy Council, led the Deals practice for PricewaterhouseCoopers India and was also the leader of Telecom, Entertainment and Media practice. He has extensive experience / expertise in areas relating to financial reporting, audit, mergers and acquisitions, crisis management and corporate advisory work. His experience in India and overseas encompasses multiple sectors including Consumer products, Manufacturing, Telecom, Technology, Healthcare and Entertainment and Media. He is a Fellow member of the Institute of Chartered Accountants of India, a Fellow member of the Institute of Company Secretaries of India and a member of the Certified Fraud Examiners, USA.

#### **Mr. S. Madhavan**

Mr. S Madhavan, aged 65 years, is a fellow member of the Institute of Chartered Accountants of India and also holds a Post Graduate Diploma in Business Management from the Indian Institute of Management, Ahmedabad. He was a Senior Partner and Executive Director in PricewaterhouseCoopers for many years. He held several positions in that organization, ranging from indirect taxes to client delivery and leadership development. He started his career in Hindustan Unilever Limited, India's largest multinational, where he spent several years in 1980s. He has been the past President, Northern Region, Indo American Chamber of Commerce and the past Co-Chairman of the Taxation Committee, ASSOCHAM. He is on the board of several other listed companies such as ICICI Bank, UFO Moviez Limited, Sterlite Technologies Limited and Transport Corporation of India Limited and is the chairman / member of various board committees.

#### **Dr. Mohan Chellappa**

Dr. Mohan Chellappa aged 74 years is currently the President Emeritus, Global Ventures, of Johns Hopkins Medicine International ("JHMI"). A founding member of JHMI, he is involved in the development of international clinical consultancy activities and clinical care programs, implementation of quality systems, and utilization of IT in healthcare. He has been instrumental in securing

and establishing several engagements of Johns Hopkins Medicine globally, including the establishment of Johns Hopkins Aramco Healthcare, a joint venture with Aramco, the world's largest energy company. He also serves on the boards of HCL Healthcare Private Limited and Johns Hopkins Aramco Healthcare. He has a special interest in the effectiveness of corporate boards and completed a program in that area at Harvard Business School. A surgeon by profession, he is a Fellow of the Royal College of Surgeons of Edinburgh and Fellow of the American College of Surgeons. He holds a business degree, has wide surgical experience, having worked in countries such as India, Malaysia, Singapore, the UK, and the USA. He underwent special training in Surgical Gastroenterology at the University of Leeds and Hammersmith Hospital in 1982 and in liver and kidney transplantation at the University of Louvain in Brussels in 1986. He is an avid follower of technology and has been part of the Artificial Intelligence Consortium for Healthcare in Gulf Council country.

#### **Ms. Nishi Vasudeva**

Ms. Nishi Vasudeva, aged 66 years, is the first woman to chair an Oil & Gas company in India, and has extensive management and advisory experience. She is an MBA from the Indian Institute of Management, Calcutta, India and B.A. (Economics) from Lady Sri Ram College, University of Delhi, India. She has expertise in the areas like Corporate Strategy, Enterprise Resource Management, Retail & Marketing, Information Systems, Business Transformation & Margin Management and Regulatory Management. She is well known for her courage and dedication to making a difference, both at a company level and in the lives of employees and customers. Her awards and accomplishments include the prestigious Global 'CEO of the Year' award by Platts Global Energy Awards 2015, Award for 'Excellence & Outstanding contribution to Public Sector Management' under the Individual Leadership category by the Standing Committee on Public Sector Enterprises ("SCOPE"), Government of India, for the year 2013-14, 'Exceptional Woman Achiever Award' from the Federation of Indian Chambers of Commerce and Industry in 2014. She was also ranked one of the top five 'Most Powerful Women in Asia Pacific' by FORTUNE magazine in the year 2014.

#### **Ms. Robin Ann Abrams**

Ms. Robin Ann Abrams, aged 70 years, holds both a Bachelor of Arts and a Juris Doctor degree from the University of Nebraska. She was the interim CEO at ZiLOG. She had been the President of Palm Computing and Senior Vice President at 3Com Corporation. She was formerly the President and CEO at VeriFone and also held a variety of senior management positions with Apple Computer including Vice President and General Manager of the Americas where she oversaw sales and channel management for U.S., Canada and Latin America. Ms. Abrams spent eight years with Unisys in several senior level positions and served on several U.S. public company Boards, the Anita Borg Institute Board and several academic advisory committees.

#### **Dr. S. Shankara Sastry**

Dr. S. Shankara Sastry, aged 65 years, is currently Professor of EECS, Mechanical and Bio-Engineering. He was the Dean at University of California, Berkeley till 2018. He is B.Tech from Indian Institute of Technology, Bombay; M.S. EECS (1979), University of California, Berkeley; M.A. Mathematics (1980), University of California, Berkeley and Ph.D. EECS, University of California, Berkeley (1981). He has served on the faculty of MIT (1981-83) and Harvard (1994). He is currently the Director of the Blum Center for Developing Economies and the co-director of the C3.ai Institute for Digital Transformation. His areas of personal research are embedded control, cybersecurity, autonomous

software for unmanned systems (especially aerial vehicles), computer vision, non-linear and adaptive control, control of hybrid and embedded systems and network embedded systems and software. He has been concerned with cybersecurity and critical infrastructure protection. He has co-authored over 500 technical papers and 9 books. During his career, the positions held by him include Member, Scientific Advisory Board for Singapore National Research Foundation and Member of the UN Scientific Advisory Board (“UNSAB”). He is a member of the National Academy of Engineering and the American Academy of Arts and Sciences. He has honorary doctorates from the Royal Institute of Technology, Stockholm, Sweden, University of Waterloo, Canada and Politecnico di Torino in Italy.

#### **Mr. Shikhar Malhotra**

Shikhar Malhotra, aged 39 years, is a Director of HCL Corporation. He is on the board of HCL Technologies Limited.

He serves as the Vice Chairman & CEO of HCL Healthcare, one of India’s largest corporate health solutions firms, providing end-to-end healthcare solutions with a vision to make corporate India a healthier place. Today, HCL Healthcare is delivering personalized, sustainable and managed care health solutions to organizations across sectors including technology and banking. It has eight world-class corporate health centers across the country serving over 70,000 families.

As a Trustee, he plays multiple roles at the Shiv Nadar Foundation including shaping its vision of nation building through transformational leadership. He is the founding CEO of Shiv Nadar Schools (established in 2012), having led them to become one of the most coveted schools in the National Capital Region of Delhi, and consistently recognized among the top schools in the country. The Shiv Nadar Schools are known to push the benchmarks in education to impart critical life lessons and making students future ready for a complex global environment.

In September 2018, he took over the role of the Pro Chancellor of Shiv Nadar University, India’s youngest university chosen as an Institution of Eminence by the Government of India. Today, SNU is one of the only eight private universities in the country acknowledged for being on an accelerated path to emerge as a world-class research-based, multidisciplinary institution.

Passionate about wildlife and conservation, he co-founded The Habitats Trust in 2018 with his wife Roshni Nadar Malhotra. The Trust is empowering on-ground conservationists to achieve its vision of securing India’s natural habitats and their indigenous species.

He comes from an entrepreneurial family, raised in Kuwait. His early lessons as an entrepreneur were learnt at his family business and were later sharpened at Babson College in the US, with a specialization in entrepreneurship.

#### **Mr. R. Srinivasan**

Mr. R. Srinivasan, aged 75 years, has an Electrical Engineering Degree from Madras University and MBA Degree from Indian Institute of Management, Ahmedabad. He is the Founder of Redington (India) Limited, a Technology Products Supply Chain Solution Company operating in India, Middle East, Africa & Turkey, Sri Lanka, Bangladesh and CIS countries. He has served as the Managing Director from July 1, 2006 to October 17, 2014 and as the Non-Executive Vice Chairman from October 17, 2014 to February 2, 2017 of Redington (India) Limited. Prior to starting Redington in Singapore, he spent three years in Indonesia with a leading Textile company. His experience also includes a number of years with Readers Digest and the Coca-Cola Corporation in India. He has over 30 years of management experience across

the globe. He has been awarded the “Entrepreneur Award 2007” by CII, Tamil Nadu and “Outstanding contribution to the IT Channel Industry” by CRN in 2007.

#### **Mr. Simon John England**

Mr. Simon John England, aged 56 years, has a degree in Engineering from the University of Durham and has over 30 years of experience of leading, transforming and growing organisations across the public and private sector. He has spent much of his career working with UK and Global Insurers, Healthcare providers and with the UK Government. He is a partner in the specialist advisory firm, Garwood Solutions, where he provides independent strategic and business advice to clients in the Professional Services, Financial Services, Health and Technology sectors. He spent 27 years with Accenture and led several of Accenture’s largest businesses and global client relationships, including Managing Director of Accenture’s UK and Ireland Insurance business and, prior to that, the UK Healthcare business. He was the Managing Director of Primary Care Support England (“PCSE”) for Capita where he led the recovery and turnaround of this large, complex and high profile outsourced operation for NHS England. He is accomplished in applying technology to achieve business results - creating digital operations, shaping, planning and leading operational transformation and performance improvement programmes and technology enabled business change at scale, and is experienced in leading on and offshore outsourced operations. He is an expert in complex stakeholder and commercial management, and organisation turnaround. He is involved in the UK Arts sector and led Accenture’s relationship with the Bright Ideas Trust – helping nurture new entrepreneurs from disadvantaged communities. He also worked closely with Whizz-Kidz – an energetic charity that is transforming the delivery and management of wheelchair services, with the NHS, for children across many parts of the UK.

#### **Mr. Thomas Sieber**

Mr. Thomas Sieber, aged 59 years, has a Business Administration degree from the University of St. Gallen, Switzerland. He is serving as the Chairman of Axpo Holding AG which is the largest national energy provider in Switzerland. He is also a member of the Board of Directors at Sierra Wireless, the Global leader in IoT (“Internet of Things”). Formerly, he was the CEO of Orange Switzerland (now Salt Mobile SA) and later on became the Chairman of the Board of Directors. He has an expertise in Leadership, Strategic and International Business Management.

#### **Ms. Vanitha Narayanan**

Ms. Vanitha Narayanan, aged 63 years is a BA from Stella Maris College, Madras, MBA (Marketing & Advertising) from University of Madras and MBA (Management Information Systems & Accounting) from University of Houston. She is a senior Global executive and Board leader with a successful track record spanning three decades in technology and telecommunications. In 2020, she retired after a career spanning three decades at IBM where she held multiple key roles leading large businesses in the United States, Asia-Pacific and India geographies. These roles included serving as Managing Director & Chairperson of IBM India, Vice President for the communications sector across Asia Pacific, Vice President for Global Telecommunications Solutions and finally Managing Director for a strategic telecom client before her retirement. She has a reputation for her deep industry expertise in Telecom, transforming businesses, unwavering client focus and passion for continuous learning. She played a significant role as leader and influencer across industry bodies during her decade in India.

She was the first woman chairperson of AMCHAM India (2015-2016) and served as a member on the National Executive Board from 2014-18. She was on the executive council of National

Association of Software and Services Companies (“NASSCOM”) 2016-18 and on the Catalyst India Advisory Board. She also served as the Chairperson of the Board of Governors for National Institute of Technology (“NIT”), Suratkal (2014-2017) and was a member of the National Council of Confederation of Indian Industry (“CII”) and served as Co-Chair of National Committee for MNCs. She was named one of the ‘Most Powerful Women’ in Business in India by both Fortune India (2016- 2017) and Business India (2014-2017), one of the 12 Global Indian Super Women of 2016 by CXOToday

and conferred with the Degree of Doctor of Letters by the LNM Institute of Information Technology.

She currently serves as an Independent Director on the boards of ReNew Energy Global Plc. and Schlumberger Limited.

She is passionate about mentorship, elevating the presence of women in technology and advising corporations as they strive to hit key growth milestones.

## SUMMARY OF DIRECTORS’ SKILLS / EXPERTISE

In order to effectively discharge their duties, it is necessary that collectively the Directors hold the appropriate balance of skills, experience and expertise. The Board seeks a complementary diversity of skills and experience across its members, ensuring that the Board is in compliance with the highest standards of corporate governance.

The Board’s current Skills Matrix as identified by the Board includes the following attributes:

	Ms. Roshni Nadar Malhotra	Mr. C. Vijayakumar	Mr. Deepak Kapoor	Mr. S. Madhavan	Dr. Mohan Chellappa	Ms. Nishi Vasudeva	Ms. Robin Ann Abrams	Dr. S. Shankara Sastry	Mr. Shikhar Malhotra	Mr. R. Srinivasan	Mr. Simon John England	Mr. Thomas Sieber	Ms. Vanitha Narayanan
<b>Leadership</b> Innate leadership skills including the ability to represent the organization and set appropriate Board and organization culture. Demonstrated strengths in talent development, succession planning and bringing change and long-term future growth.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
<b>Strategic Planning and Analysis</b> Ability to critically identify and assess strategic opportunities and threats and develop effective strategies in the context of long-term objectives and the organizations’ relevant policies and priorities.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
<b>Technology</b> Reasonable knowledge and experience in technology with an ability to foresee technological trends and changes, apply new technology and bring about innovations in business strategies.	Y	Y	-	-	Y	Y	Y	Y	Y	Y	Y	-	Y
<b>Governance</b> Understanding of the various governance and compliance requirements under various applicable laws, supporting a strong Board base and management accountability, transparency, and protection of shareholder interests.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	-	Y

	Ms. Roshni Nadar Malhotra	Mr. C. Vijayakumar	Mr. Deepak Kapoor	Mr. S. Madhavan	Dr. Mohan Chellappa	Ms. Nishi Vasudeva	Ms. Robin Ann Abrams	Dr. S. Shankara Sastry	Mr. Shikhar Malhotra	Mr. R. Srinivasan	Mr. Simon John England	Mr. Thomas Sieber	Ms. Vanitha Narayanan
<b>Financial</b> Wide ranging knowledge and financial skills, oversight for risk management and internal controls and proficiency in financial management and financial reporting processes.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	-	Y
<b>Diversity</b> An appropriate mix of varied cultures, ethnicity, geography, gender, age, philosophies, life experiences and other diversity perspectives that expand the Board's understanding of the needs of diverse stakeholders and a better ability to respond to changes.	Y	Y	-	-	Y	Y	Y	Y	Y	Y	Y	Y	Y
<b>Mergers &amp; Acquisitions</b> Significant experience in mergers and acquisitions and other business combinations, with strong insight of risks and opportunities, valuations and diligence processes, structural impact on the organization, and ability to leverage integration planning.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	-	-	Y
<b>Global Business</b> Understanding of diversified business environments, economic, political, cultural and regulatory framework across the globe, and a broad perspective on global market opportunities.	Y	Y	Y	Y	Y	-	Y	Y	Y	Y	Y	Y	Y
<b>Marketing and Communications</b> Ability to analyze the market and technological impacts, developing strategies for brand awareness and brand building and enhancing market share.	Y	Y	-	-	Y	Y	Y	Y	Y	Y	Y	-	Y



## MEMBERSHIP ON OTHER BOARDS

Executive Director is also allowed to serve on the board / committee of other corporate(s) or government bodies whose interest is germane to the future of software business or on the board of key economic institutions or whose primary objective is benefiting the society.

Non-Executive Directors are expected not to serve on the board / committees of competing companies. Other than this, there is no limitation on the directorships / committee memberships except those imposed by law and good corporate governance.

## DIRECTORS' RESPONSIBILITIES

a) In addition to the duties and responsibilities entrusted on the Directors of the Company as per the provisions of the Companies Act, 2013 ("Act") and Listing Regulations, it is the elementary responsibility of the Board members to oversee the management of the Company and in doing so, serve the best interests of the Company and its stakeholders. This responsibility *inter-alia* shall include:

- Reviewing and approving fundamental operating, financial and other corporate plans, strategies and objectives.
- Evaluating whether the corporate resources are being used only for appropriate business purposes.
- Establishing a corporate environment that promotes timely and effective disclosure (including robust and appropriate controls, procedures and incentives), fiscal responsibility, high ethical standards and compliance with all applicable laws and regulations.
- Evaluating the performance of the Company and its senior executives and taking appropriate action, including removal, where warranted.

- Evaluating the overall effectiveness of the Board and its Committees.
- Attending Board, Committee(s) and Shareholders meetings.

b) **Exercise business judgement:** In discharging their fiduciary duties of care and loyalty, the Directors are expected to exercise their business judgement to act in what they reasonably believe to be in the best interests of the Company and its stakeholders.

c) **Understand the Company and its business:** The Directors have an obligation to remain informed about the Company and its business, including the principal operational and financial objectives, strategies and plans of the Company, relative standing of the business segments within the Company and vis-a-vis the competitors of the Company, factors that determine the Company's success, results of operations and financial condition of the Company and the subsidiaries / associates / joint-ventures and business segments.

d) **Establish effective systems:** The Directors are responsible for determining that effective systems are in place for periodic and timely reporting to the Board on important matters concerning the Company including the following:

- Current business and financial performance, degree of achievement of approved objectives and the need to address forward-planning issues.
- Compliance programs to assure the Company's compliance with laws and corporate policies.
- Material litigation, governmental and regulatory matters.

## BOARD MEETINGS - FUNCTIONING AND PROCEDURE

<b>Calendar</b>	The probable dates of the Board meetings for the forthcoming financial year are decided in advance and published as part of this Annual Report.
<b>Frequency</b>	The Board meets at least once a quarter to review the quarterly financial results and other items of the agenda. Whenever necessary, additional meetings are held. In case of business exigencies or urgency of matters, resolutions are passed by circulation. The Company effectively uses tele-conferencing / video-conferencing facilities to enable the participation of Directors who could not attend the meetings in person due to some emergencies.
<b>Location</b>	The mode of attending the Board meetings is informed well in advance to all the Directors. Each Director is expected to attend the Board meetings.
<b>Matters</b>	All divisions / departments of the Company are advised to schedule their work plans in advance, particularly with regard to matters requiring discussions / approval / decision of the Board and / or its Committee(s). All such matters are communicated to the Company Secretary in advance so that the same can be included in the agenda for the Board / Committee meetings.
<b>Board material / agenda distributed in advance</b>	Meetings are governed by the structured agenda. The agenda for each Board meeting is circulated in advance to the Board members. The agenda items are backed by the comprehensive background information. All material information is incorporated in the agenda facilitating meaningful and focused discussions in the meeting. Where it is not practicable to attach any document in the agenda, the same is tabled before the meeting. Every Board member is free to suggest items for inclusion in the agenda.
<b>Presentations by management</b>	The Board is given presentations covering finance, sales, marketing, performance and updates on major business segments and operations of the Company / subsidiaries / associates / joint-ventures, global business environment including business opportunities, business strategy and the risk management practices, changes in applicable law.

<b>Access to employees</b>	The Directors are provided free access to communicate with the officers and employees of the Company. Management is encouraged to invite the Company personnel to any Board meeting at which their presence and expertise would help the Board to have a full understanding of the matters being considered.
<b>Availability of information to the Board members</b>	The information placed before the Board includes annual operating plans and budgets including operating and capital expenditure budgets, quarterly financial results of the Company both consolidated and standalone basis, financials of each of the subsidiaries and investments made by the subsidiaries, risk assessment and minimization procedures, update on the state of the market for the business as well as on the strategy, minutes of subsidiaries, minutes of all the Board Committees, related party transactions, details of the treasury investments, details of foreign exchange exposure, update on statutory and secretarial compliance reports and reports of non-compliances, if any, information on recruitment / remuneration of senior officers, show cause / demand notices, if any, details of joint ventures or collaboration agreements, significant changes in the accounting policies, significant changes in laws, sale of any material nature, etc.
<b>Post meeting follow-up mechanism</b>	The guidelines for Board and Committee meetings facilitate an effective post meeting follow up review and reporting process for the decisions taken by the Board and Committee(s) thereof. The important decisions taken at the Board / Committee meetings are promptly communicated to the concerned departments / divisions. Action taken report on the decisions of the previous meeting(s) is placed at the subsequent meetings of the Board / Committee(s) for information and review by the Board / Committee(s).

## BOARD MEETINGS AND ATTENDANCE

Six Board Meetings were held during FY 2021-22. These meetings were held on April 21-23, 2021, July 19, 2021, August 27, 2021, October 5, 2021, October 14, 2021 and January 14, 2022. The necessary quorum was present at all the meetings and Independent Directors were also present in such meetings. All board meetings were held through video conferencing. The maximum interval between any two meetings did not exceed 120 days.

The following table gives the attendance of the Directors at the Board Meetings held during FY 2021-22 and at the last AGM:

Name of the Directors	No. of board meetings held during Director's tenure	No. of board meetings attended by Director during his / her tenure	Whether last AGM attended
Ms. Roshni Nadar Malhotra	6	6	Yes
Mr. Shiv Nadar*	2	2	Yes
Mr. C Vijayakumar*	4	4	Yes
Mr. Deepak Kapoor	6	6	Yes
Mr. S. Madhavan	6	6	Yes
Dr. Mohan Chellappa	6	6	Yes
Ms. Nishi Vasudeva	6	6	Yes
Ms. Robin Ann Abrams	6	6	Yes
Dr. S. Shankara Sastry	6	6	Yes
Mr. Shikhar Malhotra	6	6	Yes
Mr. R. Srinivasan	6	6	Yes
Mr. Simon John England	6	6	Yes
Mr. Thomas Sieber	6	5	Yes
Ms. Vanitha Narayanan**	5	5	Yes

\* Mr. Shiv Nadar ceased to be the Director as well as the Managing Director w.e.f. July 19, 2021. Mr. C. Vijayakumar was appointed as the Director as well as the Managing Director w.e.f. July 20, 2021.

\*\*Ms. Vanitha Narayanan was appointed as an Independent Director w.e.f. July 19, 2021.

## DECLARATION BY INDEPENDENT DIRECTORS

Every Independent Director, at the first meeting of the Board in which he participates as a Director and thereafter at the first meeting of the Board in every FY, gives a declaration that he / she meets the criteria of Independence as provided under Section 149(6)

of the Act and applicable rules made thereunder and Regulation 16(1)(b) & 25(8) of the Listing Regulations. The Company has received necessary declarations from each Independent Director that he / she meets the criteria of Independence in terms of the said provisions.

Further in compliance with Rule 6(1) and Rule 6(2) of the Companies (Appointment and Qualification of Directors) Rules, 2014, the Independent Directors have confirmed that they have applied online for inclusion of their name in the data bank of independent directors and have filed an application for renewal, as applicable.

Based on the disclosures received from all the Independent Directors and also in the opinion of the Board, the Independent Directors fulfill the conditions as specified in the Act and the Listing Regulations and are independent of the Management.

## MEETING OF THE INDEPENDENT DIRECTORS

In terms of the provisions of the Act and the Listing Regulations, the Independent Directors of the Company shall meet at least once in a financial year, without the presence of Executive and Non-Independent Directors and members of management. The Independent Directors met on March 14, 2022 *inter-alia* discussed and reviewed the:

- performance of Non-Independent Directors and the Board as a whole;
- performance of the Chairperson of the Company, taking into account the views of the Executive Directors and Non-Executive Directors; and
- quality, quantity and timeliness of flow of information between the Company management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

## FAMILIARISATION PROGRAMME FOR INDEPENDENT DIRECTORS

The Independent Directors are provided with necessary documents, reports and internal policies to enable them to familiarize with the Company's procedures and practices. Further, periodic presentations are made at the Board and Committee meetings, on business and performance updates of the Company, global business environment, business strategy and risks involved. Quarterly updates on relevant statutory changes are provided to the Directors in the Board meetings.

Upon appointment, the Independent Directors are issued a letter of appointment setting out in detail the terms of appointment including their roles, function, responsibilities and their fiduciary duties as a Director of the Company. A draft letter is available on the website of the Company and the weblink for the same has been provided at the end of this report.

The details of such familiarization programme for Independent Directors are posted on the website of the Company and the weblink for the same has been provided at the end of this report.

### BOARD EVALUATION

The Board, pursuant to the provisions of the Act and Regulation 17(10) of the Listing Regulations has carried out an Annual Evaluation of its own performance, performance of the Board Committees and of the individual Directors (including the Independent Directors) on various parameters.

The criteria for the evaluation of the performance of the Board, the Committees of the Board and the individual Directors, including the Chairperson of the Board was approved by the Nomination and Remuneration Committee (“NRC”) of the Company.

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

The performance of the Board Committees was evaluated by the Board after seeking inputs from the Committee members on the basis of criteria such as the composition of Committees, effectiveness of Committee meetings, etc. The performance of the individual Directors (including the Independent Directors) was reviewed by the Board on the basis of the criteria such as the contribution of the individual Director to the Board and Committee meetings, preparedness on the issues to be discussed, meaningful and constructive contribution and inputs in meetings, etc. In addition, the Chairperson of the Board was also evaluated on the key aspects of her role.

In a separate meeting of the Independent Directors, the performance of the Non-Independent Directors, performance of the Board as a whole and performance of the Chairperson was evaluated. The same was discussed in the Board meeting that followed the meeting of the Independent Directors.

### BOARD DIVERSITY

The Company recognizes its obligation to maintain a Board with a diversity of Directors. The Company considers that the concept of diversity incorporates several different aspects such as professional experiences, business perspectives, skills, knowledge, gender, age, cultural and educational background, ethnicity, and length of service.

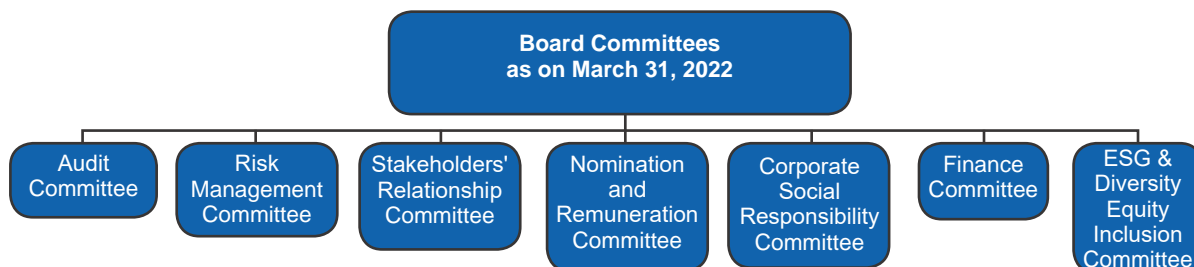
The Company believes that Board diversity enhances decision making capability and a diverse Board is more effective in dealing with organizational changes and less likely to suffer from group thinking.

### BOARD COMMITTEES

The Board Committees play a crucial role in the governance structure of the Company and are being set out to deal with specific areas / activities which concern the Company and need a closer review. They are set up under the formal approval of the Board to carry out their clearly defined roles. The Board supervises the execution of its responsibilities by the committees and is responsible for their actions.

Keeping in view the requirements of the Act as well as the Listing Regulations, the Board has decided the terms of reference of the various committees which set forth the purposes, goals and responsibilities of the Committees. All observations, recommendations and decisions of the Committees are placed before the Board for information and / or for approval.

All the recommendations made by the various Board Committees during FY 2021-22 were accepted by the Board.



### FREQUENCY AND LENGTH OF MEETING OF THE COMMITTEES OF THE BOARD AND AGENDA

The Chairperson of each Committee of the Board, in consultation with the, appropriate members of the management determine

the frequency and length of the meetings of the Committees and develop the Committees agenda. The agenda of the Committee meetings is shared in advance with all the members of the Committee.

**CHAIRMANSHIP/ MEMBERSHIP OF DIRECTORS IN COMMITTEES OF THE BOARD OF DIRECTORS OF THE COMPANY AS ON MARCH 31, 2022**

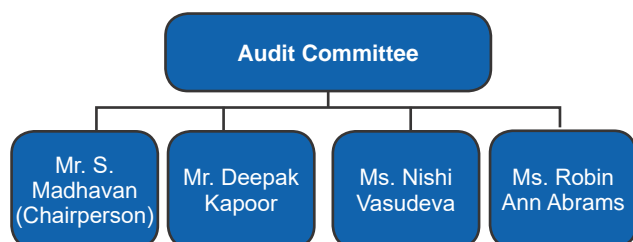
S. No.	Director	Audit Committee	Nomination and Remuneration Committee	Stakeholders' Relationship Committee	Corporate Social Responsibility Committee	Finance Committee	Risk Management Committee	ESG & Diversity Equity Inclusion Committee <sup>[6]</sup>
<b>Executive Director</b>								
1	Mr. C. Vijayakumar <sup>(1)</sup>	NA	NA	NA	NA	NA	NA	NA
<b>Non-Independent Non-Executive Directors</b>								
2	Ms. Roshni Nadar Malhotra	NA	Member	Member	Chairperson	Member	NA	Member
3	Mr. Shikhar Malhotra <sup>(2)</sup>	NA	NA	Member	NA	Member	NA	NA
<b>Independent Non-Executive Directors</b>								
4	Mr. Deepak Kapoor	Member	NA	NA	NA	NA	Member	NA
5	Mr. S. Madhavan	Chairperson	NA	Chairperson	Member	Chairperson	Chairperson	NA
6	Dr. Mohan Chellappa <sup>(3)</sup>	NA	Member	NA	Member	NA	NA	NA
7	Ms. Nishi Vasudeva	Member	NA	NA	NA	NA	Member	NA
8	Ms. Robin Ann Abrams	Member	Member	NA	NA	NA	Member	Chairperson
9	Dr. S. Shankara Sastry	NA	NA	NA	NA	NA	NA	NA
10	Mr. R. Srinivasan	NA	Chairperson	NA	NA	Member	NA	NA
11	Mr. Simon John England <sup>(4)</sup>	NA	NA	NA	NA	NA	NA	Member
12	Mr. Thomas Sieber	NA	NA	NA	NA	Member	NA	NA
13	Ms. Vanitha Narayanan <sup>[5]</sup>	NA	Member	NA	NA	NA	NA	NA

**Notes:**

- (1) Mr. C. Vijayakumar was appointed as the Director as well as the Managing Director w.e.f. July 20, 2021, for a term of five years.
- (2) Mr. Shikhar Malhotra was co-opted as a member of the Stakeholders' Relationship Committee w.e.f. April 1, 2021 and ceased to be a member of the Nomination and Remuneration Committee w.e.f. December 4, 2021.
- (3) Dr. Mohan Chellappa was co-opted as a member of the Nomination and Remuneration Committee and Corporate Social Responsibility Committee w.e.f. April 1, 2021 and April 10, 2021 respectively.
- (4) Mr. Simon John England was co-opted as a member of the ESG & Diversity Equity Inclusion Committee w.e.f. April 1, 2021.
- (5) Ms. Vanitha Narayanan was co-opted as a member of the Nomination and Remuneration Committee w.e.f. December 4, 2021.
- (6) Name of the Diversity Committee was changed to ESG & Diversity Committee w.e.f. June 07, 2021 and thereafter changed to ESG & Diversity Equity Inclusion Committee w.e.f. April 20, 2022.

**1. Audit Committee**

Audit Committee comprises of four Independent Directors namely:



The Company Secretary acts as a Secretary to the Committee.

**Terms of Reference**

The terms of reference of Audit Committee are as under:

**a) Statutory Auditors**

Recommend to the Board the appointment, re-appointment and if required, the replacement or removal of the statutory auditors, including filing of a casual vacancy, fixation of audit fee / remuneration, terms of appointment and also provide prior approval of the appointment of and the fees for any other services rendered by the statutory auditors. Provided that the statutory auditors shall not render services prohibited to them by Section 144 of the Companies Act, 2013 or by professional regulations.

The Committee shall take into consideration the qualifications and experience of the firm proposed to be considered for appointment as auditors as specified under Section 141 of the Companies Act, 2013 and whether these commensurate with the size, nature of business and requirements of the Company and also consider any completed and pending proceedings against the proposed firm of Auditors before the Institute of Chartered Accountants of India or any competent authority or any Court.

The Committee shall recommend to the Board, the name of the audit firm who may replace the incumbent auditor on the expiry of their term.

**b) Review and monitor Independence and Performance of Statutory Auditors and Effectiveness of Audit Process**

In connection with recommending the firm to be retained as the Company's statutory auditors, review and monitor the information provided by the management relating to the independence of such firm and performance and effectiveness of audit process, including, among other things, information relating to the non-audit services provided and expected to be provided by the statutory auditors.

The Committee is also responsible for:

- 1) actively engaging in dialogue with the statutory auditors with respect to any disclosed relationship or services that may impact the objectivity and independence of the statutory auditors, and
- 2) recommending that the Board takes appropriate action in response to the statutory auditors' report to satisfy itself of their independence.

**c) Review Audit Plan**

Review with the statutory auditors their plans for, and the scope of, their annual audit and other examinations.

**d) Conduct of Audit**

Discuss with the statutory auditors the matters required to be discussed for the conduct of the audit.

**e) Review and examination of Audit Results**

Review and examination with the statutory auditors the proposed report on the annual audit, areas of concern, the accompanying management letter, if any, the reports of their reviews of the Company's interim financial statements, and the reports of the results of such other examinations outside of the course of the statutory auditors' normal audit procedures that they may from time to time undertake.

**f) Review and examination of Financial Statements**

Review and examination of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statements are accurate, sufficient and credible and evaluation of internal financial controls and risk management systems, to obtain reasonable assurance based on evidence regarding processes followed and their appropriate testing that such systems are adequate and comprehensive and are working effectively. The Audit Committee shall review with appropriate officers of the Company and the statutory auditors, the annual financial

statements of the Company prior to submission to the Board or public release thereof, focusing primarily on:

- 1) Matters required to be included in the Director's Responsibility Statement to be included in the Board's report in terms of Section 134(5) of the Companies Act 2013;
- 2) Any changes in accounting policies and practices and reasons for the same;
- 3) Major accounting entries based on exercise of judgment by management;
- 4) Qualifications in draft audit report;
- 5) Significant adjustments made in the financial statements arising out of audit;
- 6) The going concern assumption;
- 7) Compliance with accounting standards;
- 8) Compliance with stock exchange and legal requirements concerning financial statements;
- 9) Any related party transactions i.e. transactions of the Company with its subsidiaries, promoters or the management, or their relatives, etc. that may have conflict with the interest of the Company at large;
- 10) Contingent liabilities;
- 11) Status of litigations by or against the Company; and
- 12) Claims against the Company and their effect on the accounts.

*The definition of the term "Financial Statement" shall be the same as under section 2(40) of the Companies Act, 2013.*

**g) Review Quarterly Financial Statements**

Reviewing with the management, the quarterly / interim financial statements before submission to the Board for approval

**h) The Audit Committee shall perform the following Risk Management Functions:**

- 1) Assist the Board in overseeing the responsibilities with regard to the identification, evaluation and mitigation of operational, strategic and external environmental risks;
- 2) Review and approve the Risk management Policy and associated framework, processes and practices;
- 3) Assist the Board in taking appropriate measures to achieve a prudent balance between risk and reward in both ongoing and new business activities;
- 4) Evaluating significant risk exposures including business continuity planning and disaster recovery planning;
- 5) Assessing management's actions in mitigating the risk exposures in a timely manner;
- 6) Promote enterprise-wide Risk Management and obtain comfort based on adequate and appropriate



evidence that the Management of the Company ensures the implementation and effective functioning of the entire risk management process and embedding of a comprehensive risk management culture in the Company at every stage of its operations;

- 7) Assist the Board in maintenance and development of a supportive culture, in relation to the management of risk, appropriately embedded through procedures, training and leadership actions so that all employees are alert to the wider impact on the whole organization of their actions and decisions;
- 8) Maintaining an aggregated view on the risk profile of the Company / Industry in addition to the profile of individual risks;
- 9) Ensure the implementation of and compliance with the objectives set out in the Risk Management Policy;
- 10) Advise the Board on acceptable levels of risk appetite, tolerance and strategy appropriate to the size and nature of business and the complexity and geographic spread of the Company's operations;
- 11) Review and reassess the adequacy of this charter periodically and recommend any proposed changes to the Board for approval from time to time; and
- 12) The Committee shall have access to any internal information necessary to fulfill its oversight role. As and when required the Committee may assign tasks to the Internal Auditor, the Company's internal Risk management team and any external expert advisors considered necessary for any task and they will provide their findings to the Committee.

**i) Review the performance of the Internal and External Auditors**

Review with the management the performance of the statutory and internal auditors and the existence, adequacy and effective functioning of the internal control systems including internal control system over financial reporting, based on appropriate and effective evidence and such other matters as may be required.

**j) Oversight Role**

Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure the financial statements are correct, sufficient and credible.

**k) Review Internal Audit function**

Review the adequacy of the internal audit function, including the structure of the internal audit department, adequate staffing and the qualifications, experience, authority and autonomy of the person heading the department, the reporting structure, coverage and frequency of internal audit.

**l) Review Internal Audit plans**

Review with the senior internal audit executive and appropriate members of the staff of the internal auditing department, the plans for and the scope of their ongoing audit activities and also review and approve the periodicity and programme for conducting the internal audit.

**m) Review Internal Audit reports**

Review with the senior internal auditing executive and appropriate members of the staff of the internal auditing department the periodic reports of the findings of the audit and reports and the necessary follow up and implementation of correction of errors and other necessary actions required. The Audit Committee shall also review the findings of any internal investigations by the internal auditors into the matters where there is suspected fraud or irregularity or a failure of the internal control system of a material nature and ensure that proper corrective action is taken. Any such matters shall be reported to the Board if necessary and appropriate.

**n) Review systems of Internal Financial Controls**

Review with the statutory auditor and the senior internal auditor to the extent deemed appropriate by the Chairperson of the Committee, the adequacy of the Company's internal financial controls as defined in Section 134 of the Companies Act 2013.

**o) Review and ensure the existence, adequacy and effective functioning of a Vigil Mechanism / Whistleblower Policy appropriate to the size, complexity and geographic spread of the Company and its operations**

The Vigil mechanism / Whistleblower Policy shall provide for adequate safeguards against victimization of all persons referring any matter under the mechanism and shall also provide for direct access to the Chairperson of the Audit Committee in appropriate or exceptional cases. Matters referred and the action taken shall be regularly reported to the Committee once a quarter or more frequently. The mechanism and policy shall cover whistleblower and complaint references of all kinds, including alleged fraud by or against the Company, abuse of authority, misbehavior and ill treatment and unfair treatment of all kinds including all allegations and charges of harassment, sexual or otherwise, whether made by a named complainant or anonymously. Complaints which are prima facie frivolous in the view of the Ombudsperson Function or the Whistleblower Committee of the Company or other Committee or group of individuals responsible for investigating complaints and taking suitable action may be closed with appropriate reasons recorded. If any of the members of the Committee have a conflict of interest in a given case, they should recuse themselves and the others on the Committee would deal with the matter on hand.

**p) Review other matters**

Review such other matters in relation to the accounting, auditing and financial reporting practices and procedures of the Company as the Committee may, in its own discretion, deem desirable in connection with the review functions described above.

**q) Reporting to Board**

Report its activities to the Board in such manner and at such times, as it deems appropriate.

**r) Investigation**

The Audit Committee has the authority to investigate any matter in relation to the items specified in Section 177 of the Companies Act 2013 or referred to it by the

Board and for this purpose; it shall have full access to the information contained in the records of the Company. It may also investigate any activity within its term of reference. It has the authority to look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (for non-payment of declared dividends) and creditors, if any and any other instance of a failure of legal compliance.

**s) Seek information / advice**

The Audit Committee may seek information from any employee and may obtain from external independent sources any legal or other professional advice it considers necessary in the performance of its duties. It may also secure attendance of independent professional persons with suitable qualifications and relevant experience in specific matters, if it considers this necessary.

**t) Approval for appointment of Chief Financial Officer**

The Committee shall approve the appointment of the CFO (the whole-time Finance Director or any other person heading the finance function) after assessing the qualifications, experience and background etc. of the candidate.

**u) Review and monitor the Statement of Uses and Application of Funds**

Review and monitor, with the management, the statement of uses / application of funds raised through an issue (public, rights preferential issue etc.), the statement of funds utilized for purposes other than those stated in the offer document/prospectus/notice and the report submitted by the monitoring agency, monitoring the utilization of proceeds of the public issue or rights issue, and make appropriate recommendations to the Board.

**v) Review of other Information**

The Audit Committee shall mandatorily review the following information:

- 1) Management discussion and analysis of financial condition and results of operation;
- 2) Statement of related party transaction submitted by the management;
- 3) Management letters / letters of internal control weaknesses issued by the statutory auditors;
- 4) Internal audit reports relating to internal control weaknesses;
- 5) The appointment, removal and terms of remuneration of the Chief Internal Auditor;
- 6) Inter-corporate loans and investments including review of utilization of loans and/or advances from / investment by the Company in any of its subsidiary exceeding the prescribed limit of the asset size of the subsidiary as provided in SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015;
- 7) Valuation of undertakings and assets of the Company whenever necessary; and
- 8) Internal control system in regard to prevention of insider trading.

**w) Basis of Related Party Transactions**

- 1) The statement in summary form of transactions with related parties in the ordinary course of business shall be placed periodically before the Audit Committee.
- 2) Details of individual transactions with related parties, which are not in the normal course of business, shall be placed before the Audit Committee.
- 3) Details of individual transactions with related parties or others, which are not on arm's length basis shall be placed before the Audit Committee together with the management justification for the selection of the related party and the price and other terms agreed.
- 4) Approval or any subsequent modification of all transactions of the Company with related parties.
- 5) On satisfying itself adequately regarding the reasons for the related party transactions undertaken and the terms and conditions agreed including price and the observation of the arms' length principle, with suitable explanations for any departures, the Committee shall periodically approve the related party transactions.

*Explanation:*

- a) "Related Party Transaction" means a transaction envisaged as a related party transaction defined under the Companies Act, 2013 or under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any amendments thereof).
- b) "Related Party" means a related party as defined under the Companies Act, 2013, rules made thereunder and under applicable accounting standards and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any amendments thereof).

**x) To attend Annual General Meeting**

The Chairman of the Audit Committee shall attend the Annual General Meetings of the Company to provide any clarification on matters relating to its scope sought by the members of the Company.

The statutory auditors of the Company shall be special invitees to the Audit Committee meetings, and they shall participate in discussions related to the audit and reviews of the financial statements of the Company and any other matter that in the opinion of the statutory auditors needs to be brought to the notice of the Committee or any matter in which they are invited by the Committee to participate.

**y) Subsidiary Companies**

The Audit Committee of the holding company shall also review the financial statements, in particular the inter-corporate loans and investments made by or in the subsidiary companies.

**z) Reporting of Fraud by the Auditors**

In case the auditor has sufficient reason to believe that an offence involving fraud is being or has been committed against the Company by officers or employees of the Company, or by the Company the Auditor shall forward his report to the Committee and the Committee shall send its reply or observations to the Auditor and such matters shall be reported to the Board by the Committee.

### aa) Cost Auditor

If the Company is required by the Companies Act, 2013 or other legal provision to appoint a Cost Auditor to have a cost audit conducted, the Committee shall take into consideration the qualifications and experience of the person proposed for appointment as the cost auditor and recommend such appointment to the Board, together with the remuneration to be paid to the cost auditor.

### ab) Review of the Terms of Reference of the Audit Committee

The Committee shall review and reassess the adequacy of the terms of reference of the Audit Committee on a periodical basis, and where necessary obtain the assistance of the Management the Group's external auditors and external legal counsel.

### ac) Registered Valuer

The Audit Committee shall prescribe the terms and conditions and the appointment of a registered valuer having the requisite qualifications and experience.

### ad) Review of scheme of restructuring

The Audit Committee shall review and provide its comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the Company and its shareholders.

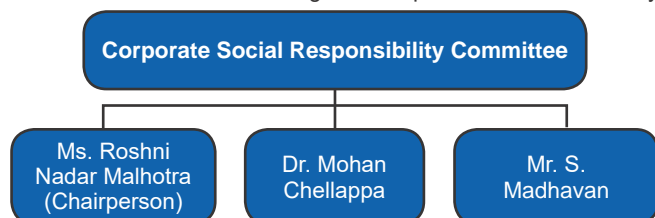
Eight meetings of the Audit Committee were held during FY 2021-22. These meetings were held on April 15, 2021, April 23, 2021, July 19, 2021, August 5, 2021, October 4, 2021, October 14, 2021, January 3, 2022 and January 14, 2022. The necessary quorum was present at all the meetings. Out of these, six meetings were held through video conferencing and in the other two meetings, the quorum was present physically while the other Committee members joined through video conferencing. The maximum interval between any two meetings did not exceed 120 days.

Attendance details of each member at the Audit Committee meetings held during FY 2021-22 are as follows:

Name of the Committee Member	Position	No. of meetings held	No. of meetings attended
Mr. S. Madhavan	Chairperson	8	8
Mr. Deepak Kapoor	Member	8	7
Ms. Nishi Vasudeva	Member	8	8
Ms. Robin Ann Abrams	Member	8	8

## 2. Corporate Social Responsibility Committee

Corporate Social Responsibility ("CSR") Committee comprises of three members including two Independent Director namely:



**Note:** Dr. Mohan Chellappa was co-opted as a member of the CSR Committee and Mr. Shiv Nadar ceased to be the member of the Committee w.e.f. April 10, 2021.

### Terms of Reference

The Terms of Reference of the CSR Committee are as under:

- Formulate and recommend to the Board, a CSR Policy.
- Recommend the amount of expenditure to be incurred on CSR activities.
- Formulate and recommend to the Board the Annual Action Plan, which shall include:
  - the list of CSR projects or programs that are approved to be undertaken in areas or subjects specified in Schedule VII of the Companies Act, 2013;
  - the manner of execution of such projects or programs;
  - the modalities of utilization of funds for the projects or programs;
  - Implementation schedules for the projects or programs;
  - monitoring mechanism for the projects or programs;
  - reporting mechanism for the projects or programs; and
  - details of need and impact assessment, if any, for the projects undertaken by the Company.
- Institute a transparent monitoring mechanism for implementation of CSR projects or programs or activities undertaken by the Company.
- Monitor the Annual Action Plan for the CSR activities of the Company from time to time.
- Monitor the CSR Policy from time to time.
- Recommend to the Board, the treatment of short / excess spending in any financial year, as per the provisions of the Companies Act, 2013 and the Rules made thereunder.
- Review the need for Impact Assessment, if any, for the projects or programmes.

The CSR Policy of the Company is available on the website of the Company and the weblink for the same has been provided at the end of this report.

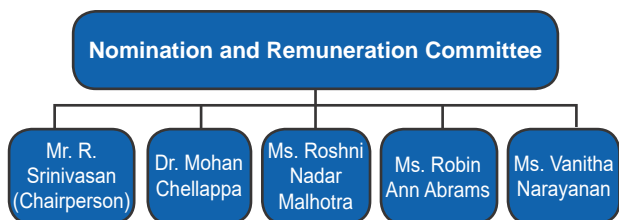
During FY 2021-22, the CSR Committee met two times on April 16, 2021 and October 11, 2021. The necessary quorum was present at all the meetings. Both the meetings were held through video conferencing.

Attendance details of each member at the CSR Committee meetings held during FY 2021-22 are as follows:

Name of the Committee Member	Position	No. of meetings held	No. of meetings attended
Ms. Roshni Nadar Malhotra	Chairperson	2	2
Dr. Mohan Chellappa	Member	2	2
Mr. S. Madhavan	Member	2	2

### 3. Nomination and Remuneration Committee

Nomination and Remuneration Committee ('NRC') comprises of five members, with four of its members as Independent Directors, namely:



#### Terms of Reference

The Terms of Reference of the NRC are as under:

- Succession planning for certain key positions in the Company viz. Directors, Chief Executive Officer ("CEO"), Chief Operating Officer ("COO"), Chief Financial Officer ("CFO") and Senior Management. The Committee to identify, screen and review candidates, inside or outside the Company and provide its recommendations to the Board.
- Review and recommend to the Board the appointment and removal of Directors / Key Managerial Personnel and persons in senior management. "Senior Management" shall mean corporate officers of the Company.
- Review of criteria to carry out the performance evaluation of the Board as a whole and individual Directors.
- Recommend to the Board a policy relating to remuneration of Directors, Key Managerial Personnel and other employees.

The NRC while formulating the aforesaid policy shall ensure that –

- The level and composition of remuneration is reasonable and sufficient to attract, retain and motivate Directors of the quality required to run the Company successfully;
  - Relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and
  - Remuneration to Directors, Key Managerial Personnel and Senior Management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals.
- Formulate the criteria for determining the qualifications, positive attributes and independence of Directors.
  - Devise a Policy on Board Diversity.
  - Review and approve / recommend the remuneration for the Corporate Officers / Whole-Time Directors of the Company.
  - Approve inclusion of senior officers of the Company as Corporate Officers.
  - Approve promotions within the Corporate Officers.
  - Regularly review the Human Resource function of the Company.

- Approve grant of stock options to the employees and / or Directors (excluding Independent Directors and Promoter Directors) of the Company and subsidiary companies and perform such other functions and take such decisions as are required under the various Employees Stock Option Plans of the Company.
- Discharge such other function(s) or exercise such power(s) as may be delegated to the Committee by the Board from time to time.
- Make reports to the Board as appropriate.
- Review and reassess the adequacy of this charter periodically and recommend any proposed changes to the Board for approval from time to time.

During FY 2021-22, the NRC met nine times on April 16, 2021, June 28, 2021, July 18, 2021, July 22, 2021, August 12, 2021, August 18, 2021, September 20, 2021, December 20, 2021 and January 10, 2022. The necessary quorum was present at all the meetings. All the meetings were held through video conferencing.

Attendance details of each member at NRC meetings held during FY 2021-22 are as follows:

Name of the Committee Member	Position	No. of meetings held during Member's tenure	No. of meetings attended during Member's tenure
Mr. R. Srinivasan	Chairperson	9	9
Ms. Roshni Nadar Malhotra	Member	9	9
Dr. Mohan Chellappa	Member	9	9
Ms. Robin Ann Abrams	Member	9	9
Mr. Shikhar Malhotra	Member	7	7
Ms. Vanitha Narayanan	Member	2	2

#### Notes:

1. Dr. Mohan Chellappa was co-opted as a member of the NRC w.e.f. April 1, 2021.

2. Ms. Vanitha Narayanan was co-opted as a member of the NRC and Mr. Shikhar Malhotra ceased to be a member of the NRC w.e.f. December 4, 2021.

#### Remuneration Policy and criteria of making payments to Executive and Non-Executive Directors

The Remuneration Policy of the Company is aimed at rewarding performance, based on a review of achievements on a regular basis and is in consonance with existing industry practices.

The criteria for making payments to Executive and Non-Executive Directors of the Company are as under:

#### Executive Director:

The remuneration of the Executive Director is recommended by the NRC to the Board and after approval by the Board the same is put up for shareholders' approval. Executive Director does not receive any sitting fees for attending the Board and Committee meetings.

In terms of the shareholders' approval for the appointment of Mr. C. Vijayakumar as the Managing Director, the appointment as the Managing Director may be terminated by either party by giving to the other party six months' notice of such termination.



However, the Company will have an option to terminate the services on immediate basis or by a shorter notice by paying remuneration in lieu thereof.

During the financial year, Mr. Shiv Nadar, Managing Director & Chief Strategy Officer stepped down from the position of 'Managing Director & Chief Strategy Officer' as well as Director on the Board of the Company w.e.f. July 19, 2021. Mr. C. Vijayakumar who was the President & Chief Executive Officer was appointed as the Director as well as Managing Director of the Company w.e.f. July 20, 2021 with a designation of 'CEO & Managing Director'.

The remuneration paid to Mr. Shiv Nadar and Mr. C. Vijayakumar for the year ended March 31, 2022 is as under:

Particulars	Mr. Shiv Nadar	Mr. C. Vijayakumar
	(₹ in crores)	(USD Million)
Base Salary	1.13	2.00
Performance linked Incentive	-	2.00
Long term Incentive	-	12.50
Benefits, Perquisites, Allowances, etc.	0.68	0.02
<b>Total</b>	<b>1.81</b>	<b>16.52</b>

**Note:** Mr. C. Vijayakumar, CEO & Managing Director, did not receive any remuneration from the Company. However, he received the above remuneration [including a Long-term Incentive ("LTI")] from HCL America Inc., a step-down wholly owned subsidiary of the Company during FY 2021-22. There has been no change in his remuneration during FY 2021-22 except for receipt of LTI that is paid at fixed intervals (at the end of two years) based on achievement of milestones / parameters fixed by the Board. Accordingly, the payment of above LTI is for two years that ended on March 31, 2021 viz. USD 6.25 million for FY 2019-20 & USD 6.25 million for FY 2020-21.

**During FY 2021-22, he has been granted Restricted Stock ("RSU") under the 'HCL Technologies Limited - Restricted Stock Unit Plan 2021' as under :**

	Performance based RSU	Tenure based RSU
Date of Grant	December 20, 2021	December 20, 2021
No. of RSU	9,00,060	3,27,295
Exercise Price / Per RSU	₹ 2/-	₹ 2/-
Vesting Dates	-	-
July 31, 2023	3,37,523	-
March 31, 2025	-	3,27,295
July 31, 2025	5,62,537	-

#### **Non-Executive Directors:**

During the financial year under review, the Company had paid sitting fees to its Non-Executive Directors for attending the meetings of the Board of Directors, Audit Committee and Finance Committee of the Company. The Company also paid commission to its Non-Executive Directors as per the limits approved by the Board and the shareholders of the Company. The amount of such commission, taken together for all Non-Executive Directors, does not exceed 1% of the net profits of the Company in a financial year. The said

commission is decided each year by the Board of Directors and distributed amongst the Non-Executive Directors based on their attendance and contribution at the Board and certain Committee meetings, as well as the time spent on operational matters other than at meetings.

The sitting fees and commission paid / payable to the Non-Executive Directors for the year ended March 31, 2022 are as under:

Name of the Director	Sitting Fees for the FY 2021-22 (₹ in crore)	Commission for the FY 2021-22 (₹ in crore)
Ms. Roshni Nadar Malhotra	0.02	1.01
Mr. Deepak Kapoor	0.03	0.86
Mr. S. Madhavan	0.03	1.06
Dr. Mohan Chellappa	0.01	0.93
Ms. Nishi Vasudeva	0.03	0.86
Ms. Robin Ann Abrams	0.03	1.10
Dr. S. Shankara Sastry	0.01	0.77
Mr. Shikhar Malhotra	0.02	0.88
Mr. R. Srinivasan	0.02	1.01
Mr. Simon John England	0.01	0.81
Mr. Thomas Sieber	0.01	0.87
Ms. Vanitha Narayanan	0.01	0.58

There were no other pecuniary relationships or transactions of the Non-Executive Directors vis-à-vis the Company.

The Remuneration Policy prepared as per provisions of the Section 178(3) and (4) of the Act and Regulation 19 of the Listing Regulations is provided below. The same is also available on the website of the Company and the weblink for the same has been provided at the end of this report.

#### **Remuneration Policy for Directors, Key Managerial Personnel and other employees**

##### **I. Scope of the Policy**

The Remuneration Policy ("Policy") applies to the Directors and Key Managerial Personnel of the Company and other employees of the Company and its subsidiaries.

##### **II. Background**

A transparent, fair and reasonable process for determining the appropriate remuneration at all career levels and roles as prevalent in the Company is required to ensure that the shareholders remain informed and confident about the management of the Company.

##### **III. Objective**

The objectives of this Policy are:

- To create a transparent system of determining the appropriate level of remuneration throughout all career levels and roles of the Company.
- Motivate the Directors, Key Managerial Personnel and other employees, to perform to their maximum potential.
- To reward performance and meritocracy, based on review of achievements on a regular basis and is in consonance and benchmarked with the existing industry practices.



- d) Allow the Company to compete in each relevant employment market.
- e) Provide consistency in remuneration and benefits throughout the Company.
- f) Align the performance of the business with the performance of key individuals and teams within the Company.

#### IV. Remuneration Policy for Directors

##### (a) Executive Directors

The remuneration of the Executive Directors will be recommended by the Nomination and Remuneration Committee (Committee) to the Board of Directors (Board) and after approval by the Board, the same will be put up for the shareholder's approval.

##### (b) Non-Executive Directors

Non-Executive Directors will be paid commission as approved by the Board within the limits approved by the shareholders of the Company. The amount of such commission, taken together for all Non-Executive Directors, will not exceed 1% of the net profits of the Company in a financial year calculated as per the requirements of Section 198 of the Companies Act, 2013 ("Act"). The said commission shall be decided each year by the Board of Directors and distributed amongst the Non-Executive Directors based on their attendance, contribution at the Board and certain Committee meetings and the time spent on operational matters other than at meetings.

The Company shall reimburse the travelling, hotel and other out-of-pocket expenses incurred by the Directors for attending the meetings and for other work on behalf of the Company.

#### V. Remuneration Policy for Key Managerial Personnel

The Company's Remuneration Policy of Key Managerial Personnel (other than Executive Directors covered above) and other employees is driven by their success and performance of the Company. Through its compensation programme, the Company endeavors to attract, retain, develop and motivate a high performance workforce. The Company follows a compensation mix of fixed pay, performance based variable pay, benefits and perquisites, long term cash incentive plans and equity based reward plans. The Company may grant loans to the employees as per its Employees' Personal Loan Policy. Individual performance pay is determined by business performance and the performance of the individuals measured through periodic appraisal process. The Company will ensure that level and composition of remuneration is reasonable and sufficient to attract, retain and motivate all employees to contribute to their potential and in turn run the Company successfully.

#### VI. Disclosure

The Remuneration Policy shall be disclosed in the Directors' Report, Annual Report and such other places as may be required by the Act and rules framed thereunder, Equity Listing Agreement entered into with the stock exchanges (including any statutory modification(s) or re-enactment thereof) and such other laws for the time being in force.

#### VII. Implementation

This Policy has been approved and adopted by the Board of the Company after the recommendation of the Committee of the Company. Any revisions to the Policy will be submitted to the Board for consideration and approval upon recommendation by the Committee.

The details of remuneration paid to the Key Managerial Personnel of the Company for the year ended March 31, 2022 are as under:

(₹ in crores)

S. No.	Name	Designation	Gross Salary
1.	Mr. Shiv Nadar	Managing Director & Chief Strategy Officer	1.81
2.	Mr. C. Vijayakumar	CEO & Managing Director	-
3.	Mr. Prateek Aggarwal	Chief Financial Officer	5.82
4.	Mr. Manish Anand	Company Secretary	1.56

#### Notes:

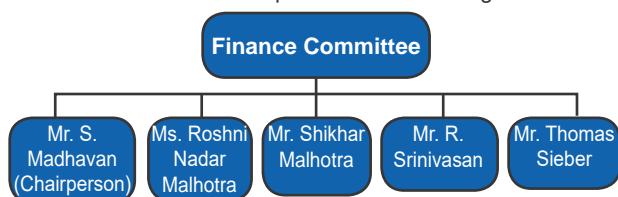
- 1) Mr. Shiv Nadar ceased to be the Director as well as the Managing Director w.e.f. July 19, 2021. There was no change in his remuneration during FY 2021-22.
- 2) Mr. C. Vijayakumar did not receive any remuneration from the Company, however he received remuneration [Including Long-term Incentive ("LTI")] of USD 16.52 million (equivalent ₹ 123.13 crores) from HCL America Inc., a step-down wholly owned subsidiary of the Company. There has been no change in his remuneration during FY 2021-22 except for USD 12.5 million (equivalent ₹ 83.18 crores) LTI that is paid at fixed intervals (at the end of two years) based on achievement of milestones / parameters fixed by the Board. The payment of LTI is for two years that ended on March 31, 2021 viz. USD 6.25 million for FY 2019-20 & USD 6.25 million for FY 2020-21.
- 3) Mr. Prateek Aggarwal, Chief Financial Officer apart from receiving remuneration from the Company, also received USD 0.26 million (equivalent ₹ 1.91 crores) as remuneration from HCL during FY 2021-22.

During FY 2021-22, the details of the RSUs granted to Mr. C. Vijayakumar, Mr. Prateek Aggarwal and Mr. Manish Anand by the Company are as under:

	Mr. C. Vijayakumar	Mr. Prateek Aggarwal	Mr. Manish Anand
Date of Grant	December 20, 2021	December 20, 2021	December 20, 2021
No. of RSU			
Tenure based	3,27,295	15,366	2,881
Performance based	9,00,060	42,257	-
Exercise Price / Per share	₹ 2/-	₹ 2/-	₹ 2/-

#### 4. Finance Committee

Finance Committee comprises of the following members:



**Note:** Mr. Shiv Nadar Ceased to be a member of the Finance Committee w.e.f. April 1, 2021.

##### Terms of Reference

The Terms of Reference of the Finance Committee are as under:

- To review and provide its recommendations to the Board on the proposals regarding capital structure plans including any specific equity / debt financing plans.
- To review on a half yearly basis the actual performance of the Company against the budgets.
- To review and provide its recommendations to the Board on the capital expenditure plans, beyond the limits delegated to the CFO or CEO & MD, as per the DOA.

However, the Committee shall have the power to approve capital expenditure plans involving investment in capital projects up to \$250 million in a financial year.

- To evaluate the performance of and returns on approved capital expenditure.
- To review and approve the proposals for mergers, acquisitions and divestitures and provide its recommendations to the Board.
- To evaluate the performance of acquisitions.
- To review at a conceptual level the broad approach and the elements (including tax) considered for setting up subsidiaries or branches in various geographies.
- To plan and prepare strategies for managing the foreign exchange exposure – the Committee to approve the hedging policy and monitor its performance.
- To approve the investment policy and review the performance thereof.
- To recommend dividend policy to the Board.
- To review and approve the insurance coverage and program for the Company.
- To approve opening / closing of bank accounts of the Company and change in signatories for operating the bank accounts of the Company.

However, this authority will not extend to such activities related to the subsidiaries of the Company and its joint ventures.

- To review the progress/transformation of the Finance function at periodic intervals
- To perform any other activities or responsibilities assigned to the Committee by the Board of Directors from time to time.

- To delegate authorities from time to time to the Executives / Authorised persons to implement the decisions of the Committee within the powers authorised above.

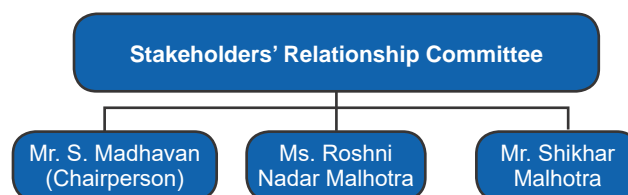
During FY 2021-22, the Committee met two times on October 8, 2021 and December 22, 2021. The necessary quorum was present at all the meetings. All the meetings were held through video conferencing.

Attendance details of each member at the Finance Committee meetings held during FY 2021-22 are as follows:

Name of the Committee Member	Position	No. of meetings held	No. of meetings attended
Mr. S. Madhavan	Chairperson	2	2
Ms. Roshni Nadar Malhotra	Member	2	2
Mr. Shikhar Malhotra	Member	2	2
Mr. R. Srinivasan	Member	2	2
Mr. Thomas Sieber	Member	2	2

#### 5. Stakeholders' Relationship Committee

Stakeholders' Relationship Committee ("SRC") comprises of the following members:



**Note:** Mr. Shikhar Malhotra was co-opted as a member of the Stakeholders' Relationship Committee and Mr. Shiv Nadar ceased to be a member of the Stakeholders' Relationship Committee w.e.f. April 1, 2021.

The Chairperson of the Committee, Mr. S. Madhavan is a Non-Executive Independent Director on the Board of the Company.

##### Terms of Reference

The Stakeholders' Relationship Committee has been formed to undertake the following activities:

- To review and take all necessary actions for redressal of grievances and complaints of security holders as may be required in the interests of the security holders.
- To approve requests of re-materialisation of shares / securities, issuance of split and duplicate shares / security certificates.

During the FY 2021-22, the Committee physically met once on November 12, 2021 where all the members were present. The Committee also approved certain matters through resolutions passed by circulation.

##### Name, Designation and Address of Compliance Officer

Mr. Manish Anand  
Company Secretary  
HCL Technologies Limited  
Plot No. 3A, Sector 126, Noida-201 304, UP, India  
Tel.: +91-120-6125000  
E-mail: [investors@hcl.com](mailto:investors@hcl.com)

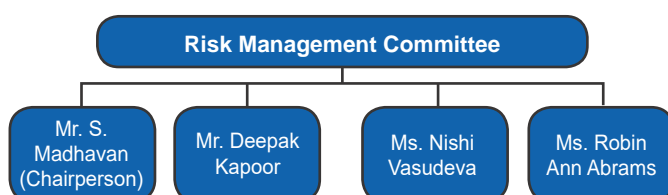
## Investors' Grievances

The following table shows the Shareholders' complaints received during FY 2021-22:

Particulars	No. of Complaints
Investor complaints pending at the beginning of the year	NIL
Investor complaints received during the year	16
Investor complaints disposed off during the year	16
Investor complaints remaining unresolved at the end of the year	NIL

## 6. Risk Management Committee

Risk Management Committee comprises of the following members:



### Terms of Reference

The Terms of Reference of the Risk Management Committee are as under:

- To assist the Board of Directors ("Board") in overseeing the responsibilities with regard to the identification, evaluation, monitoring and mitigation of internal and external risks, in particular including financial, operational, strategic sectoral, sustainability (particularly, ESG related risks), information cyber security risks or any other risk as may be determined by the Risk Management Committee ("Committee").
- To assist the Board in taking appropriate measures to achieve a prudent balance between risk and reward in both ongoing and new business activities.
- To formulate a detailed Risk Management Policy and periodically review and approve it, at least once in two years, including by considering the changing industry dynamics and evolving complexity associated framework, processes and practices.
- To evaluate significant risk exposures including business continuity planning and disaster recovery planning to ensure a Business Continuity Plan ("BCP") is in place for the Company.
- To assess management's actions in mitigating the risk exposures in a timely manner.
- To promote enterprise-wide Risk Management and obtain comfort based on adequate and appropriate evidence that the Management of the Company ensures the implementation and effective functioning of the entire risk management process and embedding of a comprehensive risk management culture in the Company at every stage of its operations.

- To keep the board informed of all its decisions, recommendations and actions to be taken and to assist the Board in maintenance and development of a supportive culture, in relation to the management of risk, appropriately embedded through procedures, training and leadership actions so that all employees are alert to the wider impact on the whole organization of their actions and decisions.
- To maintain an aggregated view on the risk profile of the Company / industry in addition to the profile of individual risks.
- To ensure the implementation of and compliance with the objectives set out in the Risk Management Policy including evaluating the adequacy of risk management - systems.
- To advise the Board on acceptable levels of risk appetite, tolerance and strategy appropriate to the size and nature of business and the complexity and geographic spread of the Company's operations.
- To review and reassess the adequacy of this charter periodically and recommend any proposed changes to the Board for approval from time to time.
- The Committee shall have access to any internal information necessary to fulfill its oversight role. As and when required the Committee may assign tasks to the Internal Auditor, the Company's internal Risk management team, seek necessary information from any Employee and any external expert advisors considered necessary for any task and they will provide their findings to the Committee.
- To review the appointment, removal and terms of remuneration of the Chief Risk Officer (if any).
- To coordinate its activities with other committees, in instances where there is any overlap with activities of such committees, as per the framework laid down by the Board.

During the FY 2021-22, the Committee met four times on April 15, 2021, August 5, 2021, October 4, 2021 and January 3, 2022. The necessary quorum was present at all the meetings. Out of these, three meetings were held through video conferencing and in the other one meeting, the quorum was present physically while the other committee members joined through video conferencing. The maximum interval between any two meetings did not exceed 180 days.

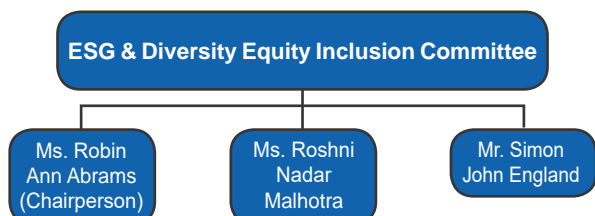
Attendance details of each member at the Risk Management Committee meetings held during FY 2021-22 are as follows:

Name of the Committee Member	Position	No. of board meetings held during Director's tenure	No. of meetings attended
Mr. S. Madhavan	Chairperson	4	4
Mr. Deepak Kapoor	Member	4	3
Ms. Nishi Vasudeva	Member	4	4
Ms. Robin Ann Abrams	Member	4	4

## 7. ESG & Diversity Equity Inclusion Committee

In order to affirm, guide and support the commitment of the Company to drive gender diversity, the Company has in place a Committee of the Board named as Diversity Committee. The name of the Committee was changed to ESG & Diversity Committee w.e.f June 7, 2021 and thereafter changed to ESG & Diversity Equity Inclusion Committee w.e.f April 20, 2022.

The ESG & Diversity Equity Inclusion Committee comprises of the following members:



**Note:** Mr. Simon John England was co-opted as a member of the ESG & Diversity Equity Inclusion Committee and Mr. Shiv Nadar ceased to be a member of the ESG & Diversity Equity Inclusion Committee w.e.f. April 1, 2021.

### Terms of Reference

The Terms of Reference of the ESG & Diversity Equity Inclusion Committee are as under:

#### Matters related to Diversity & Inclusion:

##### Gender Diversity –

1. To support the progression of women into senior roles.
2. To ensure fair representation of women candidates in the hiring process.
3. To ensure fairness in promotion, compensation, rewards and leadership development process.
4. To build the leadership pipeline to achieve balanced gender ratio to all the levels of leadership.
5. To manage bias in talent review and succession planning.

##### Culture and Ethnicity –

1. To measure culture via setting of cultural indicators.
2. To promote inter-cultural competence.
3. To ensure high impact leadership transitions.
4. To create a culturally balanced diverse workforce.
5. To empower people of different ethnicity and diverse cultural backgrounds.

##### Individuals with Disabilities –

1. To ensure non-discrimination and recognition of the diversity of people with disabilities.
2. To ensure that job opportunity announcements contain language emphasizing hiring for individuals with disabilities and accordingly identify the roles/open positions available.
3. To ensure implementation of inclusive global policies.
4. To ensure specialized training is provided to all employees for ensuring accessible workplace.
5. To track and monitor employment of individuals with disabilities (“IWD”) on a quarterly basis.

#### Matters related to ESG:

- a) To review emerging risks and opportunities associated with sustainability/ESG issues relative to the Company that have the potential to impact reputation and business performance including, but not limited to the following:
  - Environment - Nature of core business and impact of business on environment, Emissions / Waste Disposals / Effluents discharge, Climate change, the energy transition, emissions, including Greenhouse Gases (“GHGs”) and emissions reductions technologies, carbon pricing.
  - Social - Impact of company’s product / service on society, Employee relationship, Diversity & Equality, Social impacts such as human rights and stakeholder relations.
  - Governance - Promoters’ track record towards minority shareholders, Capital Allocation track record, Board related metrics, Auditors related metrics, Business & Accounting Disclosures, quality and significant legislative and regulatory changes, including policy proposals and modifications that could materially impact the Company’s business.
- b) To approve the immediate and long-term plans and strategy for sustainability/ESG and satisfy itself that such strategies are integrated into the Company’s strategic plan. The Committee shall also approve the annual sustainability/ESG goals, metrics and targets for the Company and shall assess the performance against the targets, standards, metrics or methodologies from time to time.
- c) To guide the management on the Company’s public disclosures with respect to ESG matters, including any ESG disclosures for inclusion in the Company’s Annual Report, Website and other documents which are intended to be disclosed to the public and/or the Company’s shareholders, and the Company’s engagement with stakeholders, including any proposals, concerns and other ESG issues that shareholders wish to bring to the Company.
- d) To retain such outside counsel, experts and other advisors, as the Committee may deem appropriate in its sole discretion.
- e) To review and assess aforesaid terms periodically and recommend any proposed changes for the Board’s approval.

During the FY 2021-22 the Committee met five times on April 12, 2021, July 14, 2021, October 7, 2021, November 16, 2021 and January 10, 2022. The necessary quorum was present at all the meetings. All the meetings were held through video conferencing.

Name of the Committee Member	Position	No. of board meetings held	No. of meetings attended
Ms. Robin Ann Abrams	Chairperson	5	5
Ms. Roshni Nadar Malhotra	Member	5	5
Mr. Simon John England	Member	5	5



## SUCCESSION PLANNING

Succession Planning aids the Company in identifying and developing internal people with the potential to fill certain key positions in the Company viz. Chief Executive Officer, Chief Operating Officer, Chief Financial Officer and Company Secretary. It increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Succession Planning is a part of the charter of the NRC of the Company. The Committee shall identify, screen and review candidates, inside or outside the Company and provide its recommendations to the Board.

## INDEPENDENCE OF STATUTORY AUDITORS

The Board ensures that the statutory auditors of the Company are independent and have an arm's length relationship with the Company.

## TOTAL FEES PAID TO STATUTORY AUDITORS

### • Fees for Audit Services

For FY 2021-22, a total fee of ₹19 crores was paid / incurred by the Company and its subsidiaries for all audit services availed in India and overseas, on a consolidated basis of which, ₹8 crores were paid / incurred by the Company to the Statutory Auditors, for statutory audit services provided by them; ₹1 crore was paid / incurred by subsidiaries in India to the Statutory Auditors and their network firms; and ₹10 crores was paid / incurred by the Company and its overseas subsidiaries, for review of US GAAP financial statements on a consolidated basis and audit of IFRS financial statements on a consolidated basis, and audit of respective overseas subsidiaries, to the firms which are member firms and / or licensees of the international organization of which the Statutory Auditor of the Company is a sub-licensee.

### • Fees for Non-Audit Services

For FY 2021-22, a total fee of ₹1 crores was paid / incurred by the Company and its subsidiaries for all non-audit services availed (in India and overseas), on a consolidated basis to the Statutory Auditors of the Company, their network firms and to the firms which are member firms and/or licensees of the international organization of which the Statutory Auditor of the Company is a sub-licensee.

## MATERIALLY SIGNIFICANT RELATED PARTY TRANSACTIONS

There have been no materially significant related party transactions, monetary transactions or relationships between the Company and its Directors, management, subsidiary or relatives, except for those disclosed in the financial statements for FY 2021-22. Detailed information on materially significant related party transactions is enclosed in [Annexure 2](#) to the Board Report. A Policy on Related Party Transactions formulated pursuant to the provisions of the Act and the Listing Regulations and as approved by the Board is available on the website of the Company and the weblink for the same has been provided at the end of this report.

## CODE OF BUSINESS ETHICS AND CONDUCT

The Board has prescribed a Code of Business Ethics and Conduct ("COBEC") that provides for transparency, ethical conduct, a gender friendly workplace, legal compliance and protection of Company's property and information. COBEC is a set of guiding principles and covers all directors, employees, third party vendors, consultants and customers across the world. COBEC also includes the duties of Independent Directors as mentioned in Schedule IV of the Act. COBEC is periodically reviewed taking into account the

prevailing business and ethical practices. COBEC is also posted on the website of the Company and the weblink for the same has been provided at the end of this report.

All Board members and senior management personnel have confirmed compliance with COBEC for FY 2021-22. A declaration to this effect signed by the CEO and Managing Director of the Company is provided in this Annual Report .

## CODE FOR PREVENTION OF INSIDER TRADING

The Company has comprehensive codes and polices on prevention of Insider Trading and fair disclosure in line with the SEBI (Prohibition of Insider Trading) Regulations, 2015 (as amended from time to time). The Code of Conduct on Prohibition of Insider Trading ("Insider Trading Code") *inter-alia* prohibits trading in the shares (including derivatives) of the Company by the Designated Persons (as defined under the Insider Trading Code) and their immediate relatives, while in possession of unpublished price sensitive information in relation to the Company and its group companies. The Company, within two trading days of receipt of the information under the initial and continual disclosures from the Designated Persons (as defined under the Insider Trading Code), discloses the same to the extent required, to all the Stock Exchanges, where the shares of the Company are listed.

## ANTI-BRIBERY AND ANTI-CORRUPTION POLICY

To ensure that the Company is conducting its business activities with honesty, integrity and highest possible ethical standards and to demonstrate the Company's commitment towards prevention, deterrence and detection of fraud, bribery and other corrupt business practices, the Company has in place an Anti-Bribery and Anti-Corruption ("ABAC") Policy that applies to the employees at all levels, directors, consultants, agents and other persons associated with the Company, its affiliates and subsidiaries. The Policy covers matters relating to hospitality, offset obligations, employment of relatives, guidance on gifts, political / charitable contributions, extortion / blackmail responses etc. The policy is available on the website of the Company and the weblink for the same has been provided at the end of this report.

The Company has embarked on the journey to align its ABAC framework with the ISO 37001:2016 Anti-Bribery Management Systems ("ABMS") certification. This journey has helped strengthen the ABAC framework to encourage all employees and business associates to understand and embrace the ethical standards and make informed and ethical decisions. The certification agency, the British Standards Institution ("BSI"), has issued the ISO 37001:2016 certificate dated December 17, 2020 to the Company for a period of 3 years till December 16, 2023. On January 21, 2022 BSI completed re-certification audit of the Company .

## PREVENTION AND REDRESSAL OF SEXUAL HARASSMENT AT WORKPLACE POLICY

In order to provide a safe and healthy work environment free of any hassles and all kinds of harassment including sexual harassment and to prevent and redress such harassment complaints, the Company has in place Prevention and Redressal of Sexual Harassment at Workplace Policy. This policy applies to all employees of the Company, its group companies and joint ventures operating out of India like regular, temporary, ad-hoc, daily wagers, contractual staff, vendors, clients, consultants, trainees, probationers, apprentices, contract labor and also all visitors to the Company. Any complaints about harassment shall be treated under this Policy. This Policy is not confined to the actual working place of the employees in the sense of the physical space in which paid work may be performed as per the prescribed duty hours but also includes any place visited by the employee arising out of or during the course of employment. The Company has



constituted a committee for the redressal of all sexual harassment complaints. These matters are also being reported to the Audit Committee. During the year ended March 31, 2022, the Company has received 23 complaints on sexual harassment, which were classified as significant incidents for investigation. During the year, 22 complaints (including 1 complaint that was outstanding as on April 1, 2021) were disposed-off and internal review was in progress as on March 31, 2022 in respect of 2 complaints.

## WHISTLEBLOWER POLICY

The principles of trust through transparency and accountability are at the core of the Company's existence. To ensure strict compliance with ethical and legal standards across the Company, a Whistleblower Policy is in place to provide appropriate avenues to the Directors, employees, contractors, contractors' employees, clients, vendors, internal or external auditors, consultants, law enforcement / regulatory agencies or other third parties to bring to the attention of the management any issues which are perceived to be of unethical behaviour including breach of Company's Code of Conduct to regulate, monitor and report Insider Trading by Designated Persons and their immediate relatives, including any incident involving leak or suspected leak of unpublished price sensitive information, actual

or suspected fraud or violation of the Company's Code of Business Ethics and Conduct. All cases registered under the Whistleblower Policy of the Company are reported to the external Ombudsperson who carries out preliminary investigation.

Complaints received against any EX-band (i.e. Executive Vice Presidents) and "C" Level Officers (CEO/CFO/CHRO/ President/ Corporate Officers) or complaints against any Director or Chairperson of the Company are overseen by the Chairperson of the Audit Committee and disciplinary action is decided by the Audit Committee. Complaints against other employees are investigated by an independent team which is overseen by the Ethics Committee. The Whistleblower has direct access to the Chairperson of the Audit Committee in appropriate or exceptional cases and the Chairperson of the Audit Committee is authorized to prescribe suitable directions in this regard. The identity of the Whistleblower is kept confidential.

The Audit Committee reviews the policy and its implementation on periodic basis and is provided a quarterly update on the status of various complaints received and investigated. The policy is available on the website of the Company and the weblink for the same has been provided at the end of this report.

## GENERAL BODY MEETINGS

The location and time of the AGMs held and details of special resolutions passed thereat during the preceding 3 years are as follows:

Financial Year	Date	Time (IST)	Venue	Details of Special Resolution passed
2020-21	August 27, 2021	11:00 A.M.	Via Video Conferencing	1. Re-appointment of Mr. Deepak Kapoor as an Independent Director of the Company.
2019-20	September 29, 2020	11:00 A.M.	Via Video Conferencing	1. Appointment of Dr. Mohan Chellappa as an Independent Director of the Company. 2. Re-appointment of Mr. Thomas Sieber as an Independent Director of the Company.
2018-19	August 6, 2019	11:00 A.M.	The Stein Auditorium', Habitat World, at India Habitat Centre, Lodhi Road, New Delhi-110003	1. Re-appointment of Mr. R. Srinivasan as an Independent Director of the Company. 2. Re-appointment of Mr. S. Madhavan as an Independent Director of the Company. 3. Re-appointment of Ms. Robin Ann Abrams as an Independent Director of the Company. 4. Re-appointment of Dr. S. Shankara Sastry as an Independent Director of the Company. 5. Payment of commission to Non-Executive Directors.

## DETAILS OF RESOLUTIONS PASSED THROUGH POSTAL BALLOT

During the year under review, the Company has sought approvals of the members by way of special resolutions through postal ballot / remote e-voting facility for following matters:

1. Re-appointment of Ms. Nishi Vasudeva (DIN-03016991) as an Independent Director of the Company, not liable to retire by rotation, for a second term of five consecutive years w.e.f. August 1, 2021 to July 31, 2026.
2. Approval of 'HCL Technologies Limited – Restricted Stock Unit Plan 2021' and Grant of Restricted Stock Units to Eligible Employees of the Company thereunder.
3. Grant of Restricted Stock Units to the Eligible Employees of Subsidiary(ies) and/or Associate Company(ies) of the Company under 'HCL Technologies Limited - Restricted Stock Unit Plan 2021'.
4. Authorization for secondary acquisition of equity shares of the Company by HCL Technologies Stock Options Trust for implementation of 'HCL Technologies Limited - Restricted Stock Unit Plan 2021' and providing financial assistance in this regard.

## Person conducted the Postal Ballot

M/s. Nityanand Singh & Co., Company Secretaries, were appointed as the Scrutinizer for conducting the postal ballot / remote e-voting process in a fair and transparent manner in accordance with the Act and the Companies (Management and Administration) Rules, 2014 ('Management Rules') made thereunder.

## Procedure followed for Postal Ballot / Remote E-voting

The postal ballot was conducted in accordance with the provisions of Sections 108 and 110 and other applicable provisions, if any, of the Act, read with Rule 20 and 22 of the Management Rules and Regulation 44 of the Listing Regulations. Further, pursuant to the circulars issued by the Ministry of Corporate Affairs on account of ongoing COVID-19 pandemic, physical copies of the Notice were not sent to members for this Postal Ballot. Members were requested to provide their assent or dissent through remote e-voting only. The Company availed services of National Securities Depository Limited for the purpose of providing remote e-voting facility.

The postal ballot notices were sent to the shareholders in electronic form to the e-mail addresses registered with the depository / Company's Registrar and Share Transfer Agent. For shareholders

whose e-mail addresses were not registered, the Company also published a notice in the newspaper declaring the details of completion of dispatch through electronic mode and giving an opportunity to those Members who have not registered their e-mail IDs for registering their e-mail IDs in order to obtain the electronic copies of the Notice.

The Company fixed a cut-off date to reckon paid-up value of equity shares registered in the name of shareholders for the purpose of voting. Further, shareholders were advised to cast their votes

through remote e-voting during the voting period fixed for this purpose.

After completion of scrutiny of e-votes, the scrutinizer submitted his report and the results of postal ballot / e-voting to the Chairperson / authorised person for declaration. The results were placed on the website of the Company at [www.hcltech.com](http://www.hcltech.com) besides being intimated to the Stock Exchanges and National Securities Depository Limited. The resolutions were deemed to have been passed on the last date of e-voting.

### Details of Voting Pattern

Based on Scrutinizer's Report, the details of voting pattern in respect of the resolution passed are as under:

Description of the Resolution	Votes in favour of the Resolution			Votes against the Resolution			Invalid Votes	
	Number of Members voted through electronic voting system and through physical ballot form	Number of valid votes cast (shares)	% of total number of valid votes cast	Number of members voted through electronic voting system and through physical ballot form	Number of valid votes cast (shares)	% of total number of valid votes cast	Total Number of members whose votes declared invalid	Total number of invalid votes cast (shares)
Re-appointment of Ms. Nishi Vasudeva (DIN-03016991) as an Independent Director of the Company for second term of five consecutive years	5,823	2,433,541,715	99.22	290	19,163,067	0.78	NA	NA
Approval of 'HCL Technologies Limited - Restricted Stock Unit Plan 2021' and Grant of Restricted Stock Units to Eligible Employees of HCL Technologies Limited (the "Company") thereunder	4,612	2,390,341,168	97.62	494	58,261,383	2.38	NA	NA
Grant of Restricted Stock Units to the Eligible Employees of Subsidiary(ies) and/or Associate Company(ies) of HCL Technologies Limited (the "Company") under 'HCL Technologies Limited - Restricted Stock Unit Plan 2021'	4,569	2,392,712,940	97.72	523	55,888,875	2.28	NA	NA
Authorization for secondary acquisition of equity shares of HCL Technologies Limited (the "Company") by HCL Technologies Stock Options Trust for implementation of 'HCL Technologies Limited - Restricted Stock Unit Plan 2021' and providing financial assistance in this regard	4,666	2,413,377,354	98.56	426	35,224,120	1.44	NA	NA

Further, no resolution is proposed to be passed through postal ballot as on the date of this report.

## SUBSIDIARY COMPANIES AND POLICY ON MATERIAL SUBSIDIARY

The Company has formulated and adopted a Policy for determining Material Subsidiary in line with the requirements of the Listing Regulations. The Policy aims to set out the principles for determining a material subsidiary. The said policy is available on the website of the Company and the weblink for the same has been provided at the end of this report.

During the FY 2021-22, HCL America, Inc. (incorporated in United States of America), HCL Bermuda Limited (incorporated in Bermuda) and HCL Technologies Corporate Services Limited (incorporated in United Kingdom), were the material subsidiaries of the Company as per the criteria given under Regulation 16 of the Listing Regulations.

The Audit Committee of the Company reviews the financial statements in particular the inter-corporate loans and investments made by or in the subsidiary companies. The minutes of the board meetings as well as the statement of significant transactions and arrangements entered into by the unlisted subsidiary companies, if any, are placed before the Board of Directors of the Company from time to time.

## CEO / CFO CERTIFICATION

The Certificate by the Chief Executive Officer & Managing Director and the Chief Financial Officer of the Company on the financial statements for FY 2021-22, as stipulated in Regulation 17(8) of the Listing Regulations read with Part B of Schedule II was placed before the Board. The said Certificate is provided in this Annual Report.

## DISCLOSURES

### a) Related party transactions

During the FY 2021-22, the Company has not entered into any transaction of a material nature with its subsidiaries, promoters, directors, the management, senior management personnel, their relatives, etc., that may have any potential conflict with the interest of the Company. The Company has obtained requisite declarations from all the Directors and senior management personnel in this regard and the same were placed before the Board of Directors.

### b) Compliances by the Company

The Company has complied with the applicable requirements of the Stock Exchanges, SEBI and other statutory authorities on all matters relating to capital markets during the last three years. No penalties or strictures have been imposed on the Company by the Stock Exchanges, SEBI or any other statutory authorities relating to the above during the last three years.

### c) Other Disclosures

1. The Company has in place the Whistleblower Policy which provides the Whistleblower, direct access to the Chairperson of the Audit Committee in appropriate or exceptional cases. Further, no employee has been denied access to the Audit Committee.
2. During the year, the Company did not raise any money through public issue, right issues, preferential issue or qualified institutional placement and there was no unspent money raised through such issues.
3. Maintenance of cost records and requirement of cost audit as prescribed by the Central Government under the provisions of the Section 148(1) of the Act are not

applicable to the business activities carried out by the Company. Accordingly, such cost accounts and records are not maintained by the Company.

4. In terms of the provisions of the Listing Regulations, the Company has in place an "Archival Policy" and a "Policy for Determination of Materiality of Events or Information". Both the policies are available on the website of the Company and the weblinks for the same have been provided at the end of this report.

### 5. Credit Ratings:

- a) ICRA Limited has re-affirmed its long-term rating **[ICRA]AAA (Stable)** and short-term rating **[ICRA] A1+** to the Company in respect of its bank limits during the financial year under review.
- b) S&P Global Ratings ("S&P") has assigned credit rating **A-/Stable/--** to the Company, which is the Guarantor to the USD 500 million senior unsecured notes ("Notes") issued by HCL America Inc., a step-down wholly owned subsidiary of the Company incorporated under the laws of California. S&P has also assigned **"A-" long-term issuer credit rating** to HCL America Inc. with a stable outlook and **"A-" long-term issue rating** to the Notes.
- c) Fitch Ratings Limited ("Fitch") has assigned long-term rating of **A-** with stable outlook. Fitch has also assigned long-term rating of **A-** to the USD 500 million senior unsecured notes issued by HCL America Inc.

## MEANS OF COMMUNICATION

- a) **Financial Results, Newspapers in which results normally published:** The quarterly, half-yearly and annual financial results of the Company are generally published in leading newspapers in India *inter-alia*, in Mint (all editions) and Hindustan Hindi (Delhi Edition). The results are also displayed on the Company's website <https://www.hcltech.com/investors/results-reports>.

- b) **Website:** The Company's corporate website i.e. [www.hcltech.com](http://www.hcltech.com) provides comprehensive information on the Company's portfolio of businesses. The website has an entire section dedicated to Company's profile, its core values, corporate governance, business lines and industry sections. An exclusive section on 'Investors' enables them to access information at their convenience. The entire Annual Report as well as quarterly, half-yearly, annual financial statements, press releases, quarterly shareholding patterns and quarterly corporate governance reports are available in downloadable format as a measure of added convenience to the investors.

- c) **News Releases, Presentations, etc.:** Official news releases, detailed presentations made to media, analysts, institutional investors, etc. are displayed on the Company's website <https://www.hcltech.com/investors>. Official media releases are also sent to the Stock Exchanges.

- d) **Annual Report:** The Annual Report containing, *inter-alia*, the Audited Annual Standalone Financial Statements, Audited Annual Consolidated Financial Statements, Directors' Report, Auditor's Report on Standalone and Consolidated financial statements, Management Discussion and Analysis Report, Corporate Governance Report, Business Responsibility and Sustainability Report and other important information is circulated to members and others entitled thereto as per the provisions of the applicable laws. The Annual Report of the Company for FY 2021-22 shall be available on the Company's website in a user-friendly and downloadable form.

- e) **Intimation to the Stock Exchanges:** The Company intimates to the Stock Exchanges all price sensitive information or such other matters which in its opinion are material and of relevance to the Shareholders.
- f) **NSE Electronic Application Processing System:** As per the mandate received from National Stock Exchange of India Limited (“NSE”), the Company has been uploading its financial information, shareholding pattern, Report on Corporate Governance and press releases on the dedicated website of NSE i.e. <https://neaps.nseindia.com/NEWLISTINGCORP> and <https://digitalexchange.nseindia.com/nse-frontend-navigation/#/landing>
- g) **Online Portal-BSE Corporate Compliance & Listing Centre:** As per the mandate received from BSE Limited (“BSE”), the Company has been uploading its financial information, shareholding pattern, Report on Corporate Governance and press releases on the dedicated website of BSE i.e. <https://listing.bseindia.com/home.htm>
- h) **Online Portal-Singapore Exchange Securities Trading Limited:** As the Unsecured Notes of HCL America Inc., a step-down wholly owned subsidiary of the Company, are listed on the Singapore Exchange Securities Trading Limited (“SGX”), the necessary filings and intimations filed by the Company on NSE and BSE have also been filed on the dedicated website of SGX i.e. [SGX Stargate](https://www.sgx.com.sg)
- i) **Designated exclusive e-mail ID:** The Company has the following designated e-mail ID: [investors@hcl.com](mailto:investors@hcl.com) exclusively for investors servicing.

participants and shareholders holding shares in physical form are requested to register their e-mail addresses with the Registrar & Share Transfer Agent, to ensure electronic delivery of all necessary documents / communication by the Company.

## INVESTOR RELATIONS - ENHANCING INVESTOR DIALOGUE

As a listed entity and a responsible corporate citizen, the Company recognizes the imperative need to maintain continuous dialogue with the investor community. The objective of Investor Relations is to keep investors abreast of significant developments that determine Company’s overall performance while at the same time addressing investor concerns. This translates into disseminating timely, accurate and relevant information that helps investors in making informed investment decisions.

To ensure effective communication, the Investor Relations Division provides comprehensive information in the form of Annual Reports, Quarterly Earnings Reports, Investor Releases on the Company’s Website under ‘Investors’ section at <https://www.hcltech.com/investors>.

Additionally, Conference Calls, Management Interviews, Face to Face Investor Meetings and AGM(s) ensure a direct interaction of market participants with the management team.

The management is committed to build investor relations on the pillars of trust, consistency and transparency. Its proactive approach has enabled the investor community to better understand the nature of the Company’s business, management strategies and operational performance over a period of time.

## GREEN INITIATIVES DRIVE BY THE MINISTRY OF CORPORATE AFFAIRS, GOVERNMENT OF INDIA

The Company, as a corporate entity, is committed to protect and conserve the natural environment in its operations and services. As a responsible corporate citizen, the Company welcomes and supports the ‘Green Initiative’ taken by the Ministry of Corporate Affairs, Government of India, enabling electronic delivery of documents to the shareholders at their e-mail addresses registered with the Depository Participants / Registrar & Share Transfer Agent.

The Annual Report (2021-22) and the Notice of the Thirtieth AGM will be sent to all the members in the manner prescribed or as may be prescribed in the applicable laws. The Shareholder may request for a physical copy of the same.

Shareholders holding shares in demat form are requested to register their e-mail addresses with their respective depository

## CERTIFICATE FROM PRACTICING COMPANY SECRETARY ON NON-DISQUALIFICATION OF DIRECTORS

As required under Regulation 34(3) and Schedule V of the Listing Regulations, certificate dated April 19, 2022 obtained from M/s. Chandrasekaran Associates, Practicing Company Secretaries (also the Secretarial Auditors of the Company) confirming that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as directors of companies by SEBI / Ministry of Corporate Affairs or any such statutory authority, is annexed hereto.

## ANNUAL SECRETARIAL COMPLIANCE REPORT

As required under Regulation 24A of the Listing Regulations, the Annual Secretarial Compliance Report dated April 19, 2022 issued by M/s. Chandrasekaran Associates, Practicing Company Secretaries (also the Secretarial Auditors of the Company), is annexed hereto.

## GENERAL SHAREHOLDER INFORMATION

a)	<b>Annual General Meeting: Date Time Venue</b>	As mentioned in the AGM Notice
b)	<b>Financial Year</b>	April 1, 2021 to March 31, 2022
c)	<b>Date of Book Closure</b>	Book Closure, if any, shall be specified in the AGM Notice
d)	<b>Dividend Payment Date (subject to approval of shareholders)</b>	NA
e)	<b>Listing of Equity Shares on stock exchanges in India at</b>	National Stock Exchange of India Ltd. (NSE) Exchange Plaza, 5 <sup>th</sup> Floor, Plot No. C/1, G Block, Bandra Kurla Complex, Bandra East, Mumbai – 400 051, India Tel.: +91-22-26598236, Fax: +91-22-26598237 BSE Limited (BSE) Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001, India Tel.: +91-22-22721233, Fax: +91-22-22723121

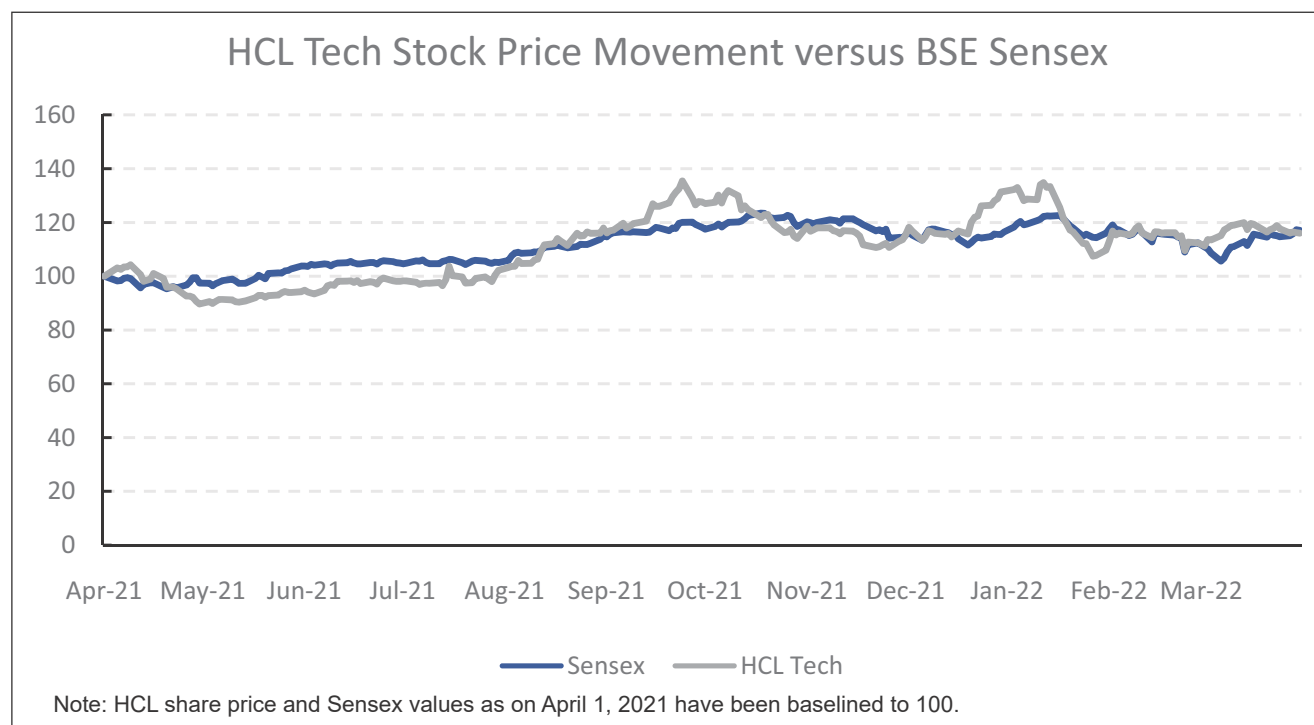
f)	<b>Stock Codes</b>	NSE – HCLTECH BSE – 532281
g)	<b>ISIN for Equity Shares</b>	INE860A01027
h)	<b>Listing of Non-Convertible Debentures on stock exchanges in India at</b>	NA
i)	<b>Debenture Trustee</b>	NA
j)	<b>ISIN for Debentures</b>	NA
k)	<b>Listing Fees</b>	Paid to all Stock Exchanges for the year 2021-22
l)	<b>Corporate Identification Number (CIN) of the Company</b>	L74140DL1991PLC046369
m)	<b>Registered Office</b>	806, Siddharth, 96, Nehru Place, New Delhi – 110 019, India Tel.: +91-11-26436336 Homepage: <a href="http://www.hcltech.com">www.hcltech.com</a>

#### n) Stock Market Data

The details of the monthly high and low prices of the Equity Shares of the Company and its comparison to broad based indices BSE Sensex and NSE Nifty for period April 1, 2021 to March 31, 2022 are as follows:

Month	Share price on BSE		BSE-Sensex	
	High (₹)	Low (₹)	High (₹)	Low (₹)
April 2021	1,054.90	895.75	50,375.77	47,204.50
May 2021	956.50	891.25	52,013.22	48,028.07
June 2021	1,010.00	935.15	53,126.73	51,450.58
July 2021	1,052.25	960.15	53,290.81	51,802.73
August 2021	1,193.15	1,023.10	57,625.26	52,804.08
September 2021	1,377.00	1,153.95	60,412.32	57,263.90
October 2021	1,338.00	1,138.35	62,245.43	58,551.14
November 2021	1,195.00	1,090.00	61,036.56	56,382.93
December 2021	1,329.35	1,131.20	59,203.37	55,132.68
January 2022	1,359.00	1,070.40	61,475.15	56,409.63
February 2022	1,191.80	1,092.45	59,618.51	54,383.20
March 2022	1,215.05	1,109.45	58,890.92	52,260.82

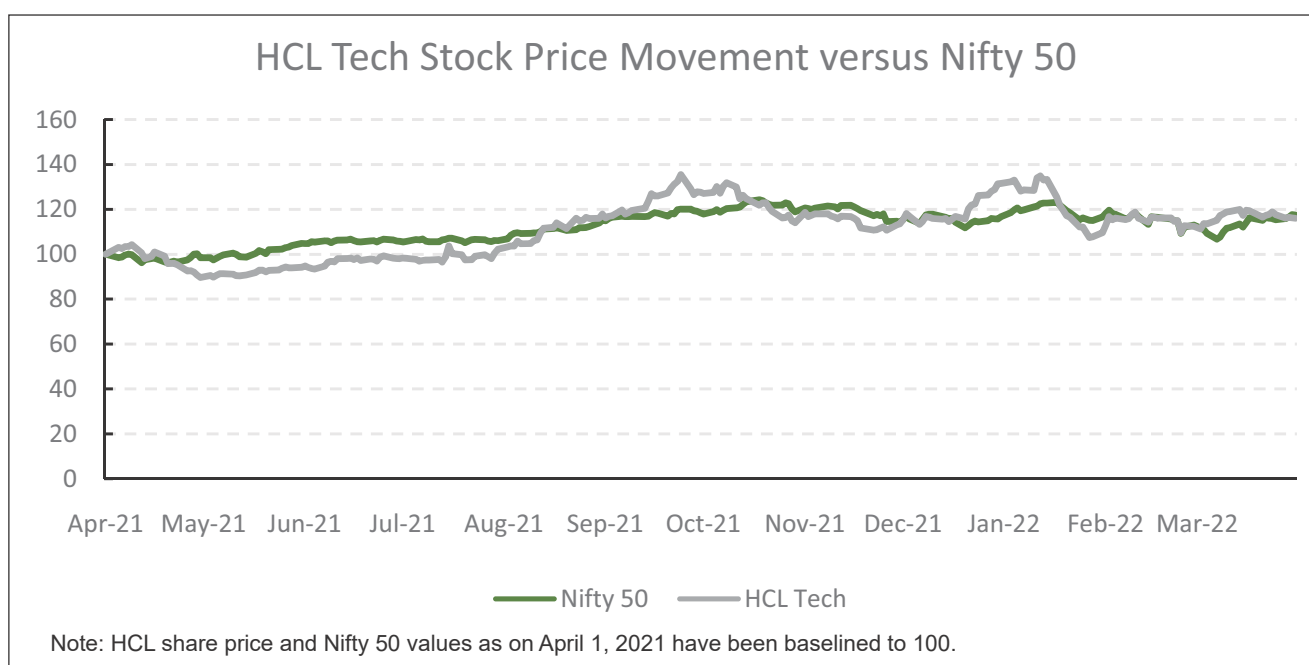
**Source:** This information is compiled from the data available from the website of BSE.





Month	Share Price on NSE		NSE-Nifty	
	High (₹)	Low (₹)	High (₹)	Low (₹)
April 2021	1,054.80	895.40	15,044.35	14,151.40
May 2021	956.90	891.00	15,606.35	14,416.25
June 2021	1,010.00	934.75	15,915.65	15,450.90
July 2021	1,052.50	960.30	15,962.25	15,513.45
August 2021	1,193.40	1,023.05	17,153.50	15,834.65
September 2021	1,377.75	1,154.00	17,947.65	17,055.05
October 2021	1,338.00	1,138.00	18,604.45	17,452.90
November 2021	1,195.10	1,090.00	18,210.15	16,782.40
December 2021	1,329.45	1,131.40	17,639.50	16,410.20
January 2022	1,359.40	1,070.20	18,350.95	16,836.80
February 2022	1,191.90	1,092.00	17,794.60	16,203.25
March 2022	1,215.00	1,109.00	17,559.80	15,671.45

**Source:** This information is compiled from the data available from the website of NSE.



**o) Registrar & Shares Transfer Agent (RTA):**

The details of the RTA are as below -

**M/s Link Intime India Private Limited**

**Unit- HCL Technologies Limited**

C-101, 247 Park, L.B.S. Marg,

Vikhroli (West), Mumbai,

Maharashtra - 400 083

SEBI Registration No.: 1NR000004058

Corporate Identity Number: U67190MH1999PTC118368

Telephone: 022-4918 6270

Fax: 022-4918 6060

E-mail: [rnt\\_helpdesk@linkintime.co.in](mailto:rnt_helpdesk@linkintime.co.in)

**p) Share Transfer System**

99.97% of the equity shares of the Company are in dematerialized form. SEBI has amended the relevant provisions

of the Listing Regulations to disallow the listed companies from accepting requests for transfer of securities which are held in physical form, w.e.f. April 1, 2019. The shareholders who continue to hold shares and / or other types of securities of the listed companies in physical form even after this date, will not be able to lodge requests for transfer of securities with the Company / RTA. Also, SEBI vide its Circular no. SEBI/HO/MIRSD/MIRSD\_RTAMB/P/CIR/2022/8 dated January 25, 2022 from immediate effect mandated that the issuance of securities in pursuant to the requests for Renewal / Exchange of securities, endorsement, sub-division / splitting of share certificates / consolidation of securities / folios, transmission and transposition shall be in dematerialized form. They would be required to first convert the securities in dematerialized form if they wish to effect any transfer. Only the requests for transmission and transposition of securities in physical form will be accepted by the Companies / RTA. This amendment will help in curbing frauds and manipulation of risk in physical transfer of securities by unscrupulous persons. Further, holding of securities in dematerialized form will also improve ease, convenience and safety of transactions for the investors.

Transfer of shares in dematerialized form is done through the depositories with no involvement of the Company.

As per the requirement of Regulation 40(9) of the Listing Regulations, the Company has obtained annual certificate from Practising Company Secretary for due compliance of share transposition and transmission and filed the same with the Stock Exchanges.

As on March 31, 2022, no equity share was pending for transmission or transposition.

#### q) Reconciliation of Share Capital Audit Report

As required under Regulation 76 of the SEBI (Depositories and Participants) Regulations, 2018, the reconciliation of share capital audit report on the total admitted capital with National Securities Depository Limited ("NSDL") and Central Depository Services (India) Limited ("CDSL") and the total issued and listed capital for each of the quarter in FY 2021-22 was carried out. The audit reports confirm that the total issued / paid-up share capital is in agreement with the total number of shares in physical form and the total number of dematerialized shares held with NSDL and CDSL.

#### r) Shareholding as on March 31, 2022

##### i) Distribution of shareholding as on March 31, 2022

Number of Equity Shares held	No. of Shareholders	Shareholders (%)	No. of Shares	Shares (%)
1 – 500	9,10,712	97.02	3,94,77,514	1.45
500 – 1,000	14,354	1.53	1,06,64,427	0.39
1,001 – 2,000	6,110	0.65	89,43,730	0.33
2,001 – 4,000	1,761	0.19	43,67,364	0.16
4,001 – 6,000	923	0.10	32,91,594	0.12
6,001 – 8,000	639	0.07	29,42,776	0.11
8,001 – 10,000	1,328	0.14	95,95,638	0.35
10,001 and above	2,822	0.30	2,63,43,82,053	97.08
<b>Total</b>	<b>9,38,649</b>	<b>100.00</b>	<b>2,71,36,65,096</b>	<b>100.00</b>

##### ii) Categories of equity shareholders as on March 31, 2022

Category	Number of shares held	Voting Strength (%)
Promoters	1,64,76,03,826	60.72
Mutual Funds	26,20,96,258	9.66
Financial Institutions / Banks/ Insurance Companies	13,29,18,348	4.90
Foreign Portfolio Investors / Foreign Institutional Investors / Foreign Banks / Foreign Nationals	51,49,54,193	18.98
Alternate Investment Funds	33,43,409	0.12
Non Institution (any other)	11,55,67,494	4.25
Bodies Corporate	1,14,41,385	0.42
NRIs / OCBs	1,45,69,801	0.54
NBFC's registered with RBI	4,21,615	0.02
Trusts	5,89,198	0.02
Trust (Employees)	63,20,200	0.23
Central Government/State Government(s)/President of India / Investor Education and Protection Fund	6,93,944	0.02
HUF	18,93,385	0.07
Clearing Members	12,52,040	0.05
<b>Grand Total</b>	<b>2,71,36,65,096</b>	<b>100.00</b>

#### s) Dematerialization of Shares and Liquidity

The shares of the Company are under compulsory dematerialization ("Demat") category and consequently, shares of the Company can be traded only in electronic form.

The system for getting the shares dematerialized is as under:

- Share certificate(s) along with Demat Requisition Form ("DRF") is to be submitted by the shareholder to the Depository Participant ("DP") with whom he / she has opened a Depository Account.
- DP processes the DRF and generates a unique number viz. DRN.
- DP forwards the DRF and share certificates to the Company's Registrar & Shares Transfer Agent.
- The Company's Registrar & Shares Transfer Agent after processing the DRF confirms or rejects the request to the Depositories.
- Upon confirmation, the Depository gives the credit to shareholder in his / her depository account maintained with DP.

As on March 31, 2022, about 99.97% of the equity shares issued by the Company are held in dematerialized form.

The Company's equity shares are regularly traded on NSE and BSE, in dematerialized form.

The Company's ISIN in NSDL and CDSL for Equity Shares is INE860A01027.

Since the trading in the shares of the Company can be done only in electronic form, it is advisable that the shareholders who have the shares in physical form get their shares dematerialized.

**t) Outstanding GDRs / ADRs / Warrants or any Convertible Instruments, conversion date and likely impact on equity**

The Company has not issued any GDRs / ADRs / warrants or other instruments, which are pending for conversion.

**u) Commodity price risk or foreign exchange risk and hedging activities**

The Company does not deal in commodities and hence the disclosure pursuant to SEBI Circular dated November 15, 2018 is not required to be given. For details on foreign exchange risk and hedging activities, please refer to Management Discussion and Analysis Report which forms part of this Annual Report.

**v) Transfer of Unpaid / Unclaimed Dividend to Investor Education and Protection Fund (IEPF)**

Pursuant to the provisions of Section 124 of the Act, the dividend amount which have remained unpaid or unclaimed for a period of seven years from the date of transfer to the unpaid dividend account have been transferred by the Company to the Investor Education and Protection Fund ("IEPF") established by the Central Government pursuant to Section 125 of the Act. Shareholders who have not encashed their dividend warrants relating to the dividend specified in table below are requested to immediately send their request for issue of duplicate warrants. Once the unclaimed dividend is transferred to the IEPF, the same can be claimed from the IEPF Authority after following the procedures prescribed in the IEPF Rules.

Year	Dividend Type	Date of Declaration	Dividend Amount/ per share (₹)	Due Date of transfer to IEPF
2014-2015	Interim	April 21, 2015	4.00	May 21, 2022
2015-2016	Interim	August 3, 2015	5.00	September 2, 2022
	Interim	October 19, 2015	5.00	November 18, 2022
	Interim	January 19, 2016	6.00	February 18, 2023
2016-2017	Interim	April 28, 2016	6.00	May 28, 2023
	Interim	August 3, 2016	6.00	September 2, 2023
	Interim	October 21, 2016	6.00	November 20, 2023
	Interim	January 24, 2017	6.00	February 23, 2024
2017-2018	Interim	May 11, 2017	6.00	June 10, 2024
	Interim	July 27, 2017	2.00	August 26, 2024
	Interim	October 25, 2017	2.00	November 24, 2024
	Interim	January 19, 2018	2.00	February 18, 2025
2018-2019	Interim	May 2, 2018	2.00	June 1, 2025
	Interim	July 27, 2018	2.00	August 26, 2025
	Interim	October 23, 2018	2.00	November 22, 2025
	Interim	January 29, 2019	2.00	February 28, 2026
2019-2020	Interim	May 9, 2019	2.00	June 8, 2026
	Interim	August 7, 2019	2.00	September 6, 2026
	Interim	October 23, 2019	2.00	November 22, 2026
	Interim	January 17, 2020	2.00	February 16, 2027
	Final	September 29, 2020	2.00	October 29, 2027
2020-2021	Interim	July 17, 2020	2.00	August 16, 2027
	Interim	October 16, 2020	4.00	November 15, 2027
	Interim	January 15, 2021	4.00	February 14, 2028
2021-2022	Interim	April 23, 2021	16.00	May 23, 2028
	Interim	July 19, 2021	6.00	August 18, 2028
	Interim	October 14, 2021	10.00	November 13, 2028
	Interim	January 14, 2022	10.00	February 13, 2029

The Company sends regular reminders to the shareholders to claim their dividends in order to avoid the transfer of dividends / shares to the IEPF Authority. Notices in this regard are also published in the newspapers and the details of unclaimed dividends and shareholders whose shares are liable to be transferred to the IEPF Authority, are uploaded on the website of the Company and the weblink for the same has been provided at the end of this report.

w) **Financial Calendar (tentative and subject to change)**

Financial reporting for the first quarter ending June 30, 2022	Second week of July, 2022
Financial reporting for the second quarter and half year ending September 30, 2022	Second week of October, 2022
Financial reporting for the third quarter ending December 31, 2022	Second week of January, 2023
Financial reporting for the fourth quarter and year ending March 31, 2023	Third week of April, 2023
AGM for the year ending March 31, 2023	July / August, 2023

x) **Address for Shareholders' correspondence**

The Secretarial Department HCL Technologies Limited 14 <sup>th</sup> Floor, Tower- 6, Plot No.3A, Sector -126, Noida-201 304, U.P., India Tel.: + 91 11 26436336 E-mail ID: <a href="mailto:investors@hcl.com">investors@hcl.com</a>	Link Intime India Private Limited (Unit: HCL Technologies Limited) C-101, 247 Park, L.B.S. Marg, Vikhroli (West), Mumbai, Maharashtra - 400 083 Tel.: + 91 22 49186060, 1800 1020 878 E-mail: <a href="mailto:rnt.helpdesk@linkintime.co.in">rnt.helpdesk@linkintime.co.in</a>
--	--

y) **Compliance Certificate on the Corporate Governance from the Auditors**

The certificate dated April 21, 2022 obtained from the Statutory Auditors of the Company, M/s. B S R & Co. LLP, confirming compliance with the Corporate Governance requirements as stipulated under Schedule V read with Regulation 34(3) of the Listing Regulations, is annexed hereto.

z) **Centres' Locations**

<b>Chennai STPI</b>		
Sterling Technopolis 4/293, Rajiv Gandhi Salai, Old Mahabalipuram Road, Kandanchavadi, Perungundi, Chennai, Tamil Nadu - 600 096 Tel.: +(91) 44 6665 7930	64 & 65, Second Main Road, Ambattur Industrial Estate, Ambattur (AMB-3) Chennai, Tamil Nadu - 600 058 Tel.: +(91) 44 6648 3900	94, South Phase, Ambattur Industrial Estate, Ambattur (AMB-4), Chennai, Tamil Nadu - 600 058 Tel.: +(91) 44 6107 4600
73-74, South Phase, Ambattur Industrial Estate, Ambattur (AMB-5), Chennai Tamil Nadu - 600 058 Tel.: +(91) 44 6107 5000	8, South Phase, MTH Road, Ambattur Industrial Estate, Ambattur (AMB-6), Chennai Tamil Nadu - 600 058 Te.l: +(91) 44 6612 8000	
<b>Chennai SEZ</b>		
ELCOT-SEZ Special Economic Zone, 602 / 3, 138, Medavakkam High Road, Shozhinganallur Village Kancheepuram (District) Chennai, Tamil Nadu - 600 119, Tel.: +(91) 44 6105 0001	Sandhya Infocity Ltd – Special Economic Zone SEZ-I, Block 1, 33, Rajiv Gandhi Salai, Navallur Village and Panchayat, Thiruporur Panchayat Union, Chengalpet Taluk Kanchipuram District, Chennai, Tamil Nadu – 600 119 Tel.: +(91) 44 4746 1000	Platinum Holdings Pvt. Ltd- Special Economic Zone SEZ Unit - 1, 2/1 Abu Garden, Ozone Technopark, 6 <sup>th</sup> Floor, -SEZ, OMR Navalur, Kancheepuram Dist. (Chengalpattu New District) Chennai, Tamil Nadu – 600 130 Tel.: +(91) 44 6156 9000
Statestreet HCL Services India Pvt. Ltd. Sandhya Infocity Ltd. – Special Economic Zone, Block 2 & 3 (Part), 33, Rajiv Gandhi Salai, Navallur Village and Panchayat, Thiruporur Panchayat Union, Chengalpet Taluk, Kanchipuram District, Chennai, Tamil Nadu – 600 119 Tel.: +(91) 44 4746 1000	Statestreet HCL Services India Pvt. Ltd. Platinum Holdings Pvt. Ltd- Special Economic Zone SEZ Unit - 1, 5 <sup>th</sup> Floor, 2/1 Abu Garden, 6 <sup>th</sup> Floor, Ozone Technopark, OMR Navalur, Kancheepuram Dist. (Chengalpattu New District) Chennai, Tamil Nadu – 600 130	
<b>Madurai SEZ</b>		<b>Madurai</b>
ELCOT Special Economic Zone, Survey No: 1/2, 4/2 & 5, Plot No. 5 & 7, Ilandaikulam Village, Madurai, Tamil Nadu – 625 020 Tel.: +(91) 452 666 7201	SPA IT Towers, Survey No. 155/1 and 155/2, 120 Feet Road, Near Preethi Hospital, Opp. Mattuthavani Bus Stand, Madurai, Tamil Nadu – 625 020 Tel.: +(91) 452 402 2600	
<b>Coimbatore</b>		<b>Coimbatore SEZ</b>
Rathinam Tech Zone Campus, Block 2, First floor, Pollachi Main Road, Echanari, Coimbatore, Tamil Nadu – 641 021 Tel.: +(91) 422 664 7502	Statestreet HCL Services India Pvt. Ltd. Cabin No : 7A, 4 <sup>th</sup> Floor, Krisan Business Centre, Mayflower Valencia, 3B, New/ Old 1264B (336/2-21), Avinashi Road, Coimbatore, Tamil Nadu - 641 014	Statestreet HCL Services India Pvt. Ltd. IT Park (Tidel Park Coimbatore Limited) ELCOT IT/ITES SEZ, Vilankurichi, Civil Aerodrome Post, Coimbatore, Tamil Nadu - 641 014

<b>Hyderabad SEZ</b>		<b>Hyderabad</b>
Avinash Hitech City 2 Society, Plot H-01B and H08, Sy. No. 30, 34, 35 & 38, Gachibowli Village, Serilingampally Mandal Ranga Reddy District, Hyderabad, Telangana – 500 081 Tel.: +(91) 40 3090 4000	GAR Corporation Pvt. Ltd. SEZ, 3 <sup>rd</sup> Floor, Tower 8, Laxmi Infobahn, Sy.No 89, Kokapet (V), Gandipet Mandal, Ranga Reddy District, Hyderabad, Telangana - 500 075	C3i Support Services Pvt. Ltd. (A HCL Technologies Limited Company) (STPI), 5 <sup>th</sup> Floor, Orion Building, Plot No. 17, Software Units Layout, Madhapur, Hyderabad, Telangana – 500 081 Tel.: +(91) 40 665 64600 Fax: +(91) 40 665 64599
<b>Bengaluru SEZ</b>		
Special Economic Zone, 129, Jigani Industrial Area, Bommasandra Jigani Link Road, Bangalore, Karnataka – 562 106 Tel.: +(91) 80 6781 0000 Fax: + (91) 80 6631 1111	Manyata Embassy Business Park – SEZ, Block C4(ELM), 1 <sup>st</sup> Floor Wing A & Wing B, Outer Ring Road, Nagavara & Rachenahalli Villages, KR Puram Hobli Bangalore, Karnataka – 560 045	Karle Town Centre Survey Nos. 72, 91/3 and 91/4, Nagavara Village, Kasaba Hobli, North Taluk Bangalore, Karnataka – 560 045 Tel.: + (91) 80 6639 0100
Cessana Business Park- SEZ, Ground & 1 <sup>st</sup> Floor, Building 9 Village, Varthur Hobli, Outer Ring Road, East Taluk, Bangalore, Karnataka - 560 087 Tel.: +(91) 80 6148 5000	Aviator Building, Wing B, 5 <sup>th</sup> Floor, Ascendas ITPL-SEZ, Whitefield Main Road, Bengaluru, Karnataka – 560 066 Tel.: +(91) 80 4851 4643	
<b>Bengaluru STPI</b>		<b>Bengaluru</b>
GR Tech Park, No-137, Ground Floor, Vayu Block, 'B' Wing, Salarpuria Whitefield, Bangalore, Karnataka – 560 066 Tel.: +(91) 80 4921 4600	Sankalp Semiconductor Pvt.Ltd. (A HCL Technologies Limited Company) 401E, B-Wing (East), 4 <sup>th</sup> Floor, RMZ Ecoworld Infrastructure Pvt. Ltd. – SEZ 20 & 21, Devarabeesanahalli, Sarjapura Outer Ring Road, Bengaluru, Karnataka – 560 103 Tel.: +(91) 80 4935 6500	
<b>Noida STPI</b>		
A - 8 & 9, Sector 60, Noida, U.P. – 201 301 Tel.: +(91) 120 438 4000 Fax: +(91) 120 438 4606	A-11, Sector 16, Noida, U.P. -201 301 Tel.: +(91) 120 438 3000 Fax: +(91) 120 251 0713	Lotus Business Park, Plot No. 8, Tower B 1 <sup>st</sup> - 3 <sup>rd</sup> Floor, Sector - 127, Noida, U.P. -201 301 Tel.: +(91) 120 635 1004
A - 9, 10, 11, Sector - 3 Noida, U.P. -201 301 Tel.: +(91) 120 401 3000 Tel.: +(91) 120 438 2800		
<b>Noida SEZ</b>		<b>Lucknow SEZ</b>
Golden Tower Infratech Pvt. Ltd., 4 <sup>th</sup> & 5 <sup>th</sup> Floor, Plot No. 8, Sector - 144, Noida, U.P. – 201 301 Tel.: +(91) 120 733 7200/7300	Noida Technology Hub (SEZ) Plot No: 3A, Sector-126, Noida, U.P. – 201 303 Tel.: +(91)120 612 5002	Village Kanjehara & Mastemau, Chuck Gajaria Farms, Sultanpur Road, Lucknow, U.P. – 262 002 Tel.: +(91) 522 678 8000 Tel.: +(91) 522 714 8000
<b>Gurugram SEZ</b>		<b>Kochi SEZ</b>
HCL Technologies Ltd., SEZ Unit, 1 <sup>st</sup> Floor, Tower 11, M/S Gurgaon Info Space Ltd., Sector 21 Village, Dundaheera, Gurugram, Haryana - 122 016	Athulya Building, SDB Block, Ground Floor, Infopark Kochi PO Phase 1 SEZ, Kakkanad, Kerala – 682 042	<b>Hubli STPI</b>
		Sankalp Semiconductor Pvt. Ltd. (A HCL Technologies Limited Company) Plot No: 9, Survey No 89, Aryabhata Tech Park, Navanagar, Hubli – 580 025, Karnataka, India
<b>Kolkata STPI</b>		
SDF Building, 1 <sup>st</sup> & 3 <sup>rd</sup> Floors, Module Nos. 212-214, 228-230, Block – GP, Sector - V, Salt Lake, Kolkata, West Bengal – 700 091 Tel.: +(91) 33 4030 8200		
<b>Pune STPI</b>		
Plot 6 & 8, Rajiv Gandhi Infotech Park, MIDC Phase 1, Hinjewadi, Pune, Maharashtra – 411 057 Tel.: +(91) 20 4028 4445 / 4444	World Trade Centre, Survey No: 1, Tower-3, 9 <sup>th</sup> Floor, Kharadi, Pune, Maharashtra – 411 014 Tel.: + (91) 20 6712 8800	Quadra - Unit No-3, Plot 1, Sr. No 238 & 239, Hadapsor, Taulka Haveli, Pune, Maharashtra – 411 028 Tel.: +(91) 20 4850 8555



Pune SEZ		
Embassy Tech Zone, Plot No. 3A, 1 <sup>st</sup> and 2 <sup>nd</sup> Floor, Rajiv Gandhi Infotech Park, Phase 2 Hinjewadi, Pune, Maharashtra – 411 057 Tel.: + (91) 20 6193 7012	Tower 7, Level Upper Ground Floor (Wing A & B), Hadapsar Cybercity Magarpatta, SEZ, Pune, Maharashtra – 411 013 Tel.: + (91) 20 6689 6300	Qubix Business Park Pvt. Ltd., SEZ, Survey No. 145/6, Block - IT5, 5 <sup>th</sup> & 6 <sup>th</sup> Floor, Rajiv Gandhi Infotech Park, MIDC, Phase-1, Hinjewadi, Pune, Maharashtra – 411 057 Tel.: + (91) 20 4028 4090
Statestreet HCL Services (India) Pvt. Ltd. Embassy Tech Zone, Plot No. 3A, 3 <sup>rd</sup> to 7 <sup>th</sup> Floor, Rajiv Gandhi Infotech Park, Phase 2 Hinjewadi, Pune, Maharashtra – 411 057 Tel.: + (91) 20 6193 7012		
Mumbai STPI		Nagpur SEZ
Reliable Tech Park, 703, A & B Wing, 7 <sup>th</sup> Floor, Airoli, Mumbai, Maharashtra – 400 708 Tel.: +(91) 22 6705 6556	3 <sup>rd</sup> Floor, Prudential Building, Prudential IT Park, Central Avenue, Powai, Mumbai, Maharashtra - 400 076	Plot No. 5, Sector - 12, Unit-1, MIHAN SEZ, Nagpur, Maharashtra – 441 108 Tel.: +(91) 71 2678 0000
Vijayawada		Vijayawada SEZ
Statestreet HCL Services (India) Pvt. Ltd., SEZ Unit I & II, IT Tower Medha, 3 <sup>rd</sup> & 4 <sup>th</sup> Floor, Ace Urban Hitech City Ltd., Sy. No. 53, Kesarapalli Village, Gannavaram Mandal, Vijayawada, Krishna District, Andhra Pradesh – 521 102	HCL Technologies Limited Skill Development Centre, Rs. No. 20/3, Nh-5, Kesarapalli Village, Ganavaram Mandal, Vijayawada, Krishna District, Andhra Pradesh – 521 102 Tel.: +(91) 86 6458 6999	HCL Technologies Limited (SEZ), SEZ Unit 1, Rs. No. 20/3, Nh-5, Kesarapalli Village, Ganavaram Mandal, Vijayawada, Krishna District, Andhra Pradesh – 521 102 Tel.: +(91) 86 6458 6100

## COMPLIANCE WITH MANDATORY AND NON-MANDATORY REQUIREMENTS

The Listing Regulations provides certain mandatory requirements which have to be fulfilled by the Company. The Company has complied with all the mandatory requirements of the Listing Regulations. Specifically, the Company confirms compliance with corporate governance requirements specified in Regulations 17 to 27 and clauses (b) to (i) of Regulation 46(2) of the Listing Regulations, as applicable.

The Listing Regulations further states certain non-mandatory requirements which may be implemented as per the discretion of the Company. The Company complies with the following non-mandatory requirements:

### 1. Shareholders' Rights

The clause states that half-yearly declaration of financial performance including summary of the significant events in the last six months, may be sent to each shareholder.

The Company communicates with investors regularly through e-mail, telephone and face to face meetings either in investor's conferences, Company visits or on road shows.

The Company leverages the internet in communicating with its investors. After the announcement of the quarterly results, a business television channel in India telecasts discussions with the management. This enables a large number of retail investors in India to understand the Company's operations better. The announcement of quarterly results is followed by media briefing in press conferences and earning conference calls. The earning calls are also webcast live on the internet. Further, transcripts of the earnings calls are posted on the website of the Company and the weblink for the same has been provided at the end of this report.

The quarterly financial results are also published in English and Hindi daily newspapers.

### 2. Audit Qualifications

It is always the Company's endeavour to present unqualified financial statements. There is no audit qualification in the Company's financial statements for FY 2021-22.

### 3. Separate posts of Chairman and CEO

The positions of the Chairperson and the CEO are held by separate individuals. Ms. Roshni Nadar Malhotra, Non-Executive Director is the Chairperson of the Company and Mr. C. Vijayakumar is the CEO and MD of the Company. The Chairperson and the CEO are not related to each other.

## LIST OF WEBLINKS REFERRED TO IN DIRECTORS' REPORT AND CORPORATE GOVERNANCE REPORT

Particulars	Website Link
Investors' Section	<a href="https://www.hcltech.com/investors">https://www.hcltech.com/investors</a>
Financial Results	<a href="https://www.hcltech.com/investors/results-reports">https://www.hcltech.com/investors/results-reports</a>
Financial Statements of Subsidiaries	<a href="https://www.hcltech.com/investors/subsidiaries-financials">https://www.hcltech.com/investors/subsidiaries-financials</a>
Annual Return	<a href="https://www.hcltech.com/investors/results-reports">https://www.hcltech.com/investors/results-reports</a>
Dividend Distribution Policy	<a href="https://www.hcltech.com/investors/governance-policies/ddppdf">https://www.hcltech.com/investors/governance-policies/ddppdf</a>
Code of Practices and Procedures for fair disclosure of Unpublished Price Sensitive Information ('Fair Disclosure Code')	<a href="https://www.hcltech.com/investors/governance-policies/fair-disclosure-codepdf">https://www.hcltech.com/investors/governance-policies/fair-disclosure-codepdf</a>
Letter of Appointment of Independent Director	<a href="https://www.hcltech.com/investors/governance-policies/loadspdf">https://www.hcltech.com/investors/governance-policies/loadspdf</a>
Familiarization Programme for Independent Director	<a href="https://www.hcltech.com/investors/governance-policies/familiarizationprogidpdf">https://www.hcltech.com/investors/governance-policies/familiarizationprogidpdf</a>
Corporate Social Responsibility Policy	<a href="https://www.hcltech.com/investors/governance-policies/csrapolicypdf">https://www.hcltech.com/investors/governance-policies/csrapolicypdf</a>
Remuneration Policy	<a href="https://www.hcltech.com/investors/governance-policies/rempolicypdf">https://www.hcltech.com/investors/governance-policies/rempolicypdf</a>
Policy on Related Party Transactions	<a href="https://www.hcltech.com/investors/governance-policies/rtpolicypdf">https://www.hcltech.com/investors/governance-policies/rtpolicypdf</a>
Code of Business Ethics andconduct	<a href="https://www.hcltech.com/investors/governance-policies/cobecpdf">https://www.hcltech.com/investors/governance-policies/cobecpdf</a>
Anti-Bribery and Anti-CorruptionPolicy	<a href="https://www.hcltech.com/investors/governance-policies/abacpdf">https://www.hcltech.com/investors/governance-policies/abacpdf</a>
Whistleblower Policy	<a href="https://www.hcltech.com/investors/governance-policies/whistleblowerpolicypdf">https://www.hcltech.com/investors/governance-policies/whistleblowerpolicypdf</a>
Policy for determining Material Subsidiary	<a href="https://www.hcltech.com/investors/governance-policies/materialsubsidiarypolicypdf">https://www.hcltech.com/investors/governance-policies/materialsubsidiarypolicypdf</a>
Archival Policy	<a href="https://www.hcltech.com/investors/governance-policies/archival-policypdf">https://www.hcltech.com/investors/governance-policies/archival-policypdf</a>
Policy for Determination of Materiality of Events or Information	<a href="https://www.hcltech.com/investors/governance-policies/determinationofmaterialityofeventspolicypdf">https://www.hcltech.com/investors/governance-policies/determinationofmaterialityofeventspolicypdf</a>
Details of unclaimed dividends and shares liable to be transferred to IEPF	<a href="https://www.hcltech.com/investors/iepf-details">https://www.hcltech.com/investors/iepf-details</a>
Transcripts of Earnings Calls	<a href="https://www.hcltech.com/investors/results-reports">https://www.hcltech.com/investors/results-reports</a>

## CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the  
SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,  
The Members  
**HCL Technologies Limited**  
806, Siddharth, 96, Nehru Place,  
New Delhi-110019

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of HCL Technologies Limited having CIN L74140DL1991PLC046369 and registered office at 806, Siddharth, 96, Nehru Place, New Delhi-110019 (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal ([www.mca.gov.in](http://www.mca.gov.in)) as considered necessary and explanations furnished to us by the Company & its officers, We hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ended 31<sup>st</sup> March, 2022 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory Authority:

S. No.	Name of Director	Director Identification Number	Original Date of Appointment in the Company
1.	Mr. Deepak Kapoor	00162957	26/07/2017
2.	Dr. Mohan Chellappa	06657830	06/08/2019
3.	Ms. Nishi Vasudeva	03016991	01/08/2016
4.	Ms. Robin Ann Abrams	00030840	13/09/1999
5.	Ms. Roshni Nadar Malhotra	02346621	29/07/2013
6.	Mr. Srinivasan Ramanathan	00575854	19/04/2011
7.	Mr. Shikhar Neelkamal Malhotra	00779720	22/10/2019
8.	Dr. Sosale Shankara Sastry	05331243	24/07/2012
9.	Mr. Subramanian Madhavan	06451889	15/01/2013
10.	Mr. Simon John England	08664595	16/01/2020
11.	Mr. Thomas Sieber	07311191	17/10/2015
12.	Ms. Vanitha Narayanan	06488655	19/07/2021
13.	Mr. Vijayakumar Chinnaswamy	09244485	20/07/2021

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **Chandrasekaran Associates**  
Company Secretaries

**Dr. S. Chandrasekaran**  
Senior Partner  
Membership No. FCS 1644  
Certificate of Practice No. 715  
UDIN: F001644D000161243

Date: April 19, 2022

## SECRETARIAL COMPLIANCE REPORT OF HCL TECHNOLOGIES LIMITED FOR THE YEAR ENDED ON 31<sup>ST</sup> MARCH, 2022

To,  
The Board of Directors  
**HCL Technologies Limited**  
806, Siddharth, 96, Nehru Place,  
New Delhi-110019

We M/s. Chandrasekaran Associates have examined:

- (a) All the documents and records made available to us and explanation provided by HCL Technologies Limited (“the listed entity”),
- (b) The filings/ submissions made by the listed entity to the stock exchanges,
- (c) Website of the listed entity,
- (d) Any other document/ filing, as may be relevant, which has been relied upon to make this certification,

for the year ended on 31<sup>st</sup> March, 2022 (“Review Period”) in respect of compliance with the provisions of :

- (a) the Securities and Exchange Board of India Act, 1992 (“SEBI Act”) and the Regulations, circulars, guidelines issued thereunder; and
- (b) the Securities Contracts (Regulation) Act, 1956 (“SCRA”), rules made thereunder and the Regulations, circulars, guidelines issued thereunder by the Securities and Exchange Board of India (“SEBI”);

The specific Regulations, whose provisions and the circulars/ guidelines issued thereunder, have been examined, include:-

- (a) Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 to the extent applicable;
- (b) Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 to the extent applicable;
- (c) Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 to the extent applicable;
- (d) Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; **Not Applicable during the period under review.**
- (e) Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
- (f) Securities and Exchange Board of India (Issue and Listing of convertible Securities) Regulations, 2021; **Not Applicable during the period under review.**
- (g) Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
- (h) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder to the extent of Regulation 76 of Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;
- (i) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993;
- (j) Securities and Exchange Board of India (Investor Protection and Education Fund) Regulations, 2009.

and based on the above examination, We hereby report that, during the Review Period:

- (a) The listed entity has complied with the provisions of the above Regulations and circulars/ guidelines issued thereunder, except in respect of matters specified below:-

Sr. No	Compliance Requirement (Regulations/ circulars / guidelines including specific clause)	Deviations	Observations/ Remarks of the Practicing Company Secretary
	NIL	NIL	NIL

- (b) The listed entity has maintained proper records under the provisions of the above Regulations and circulars/ guidelines issued thereunder insofar as it appears from my/our examination of those records.
- (c) The company has suitably included the conditions as mentioned in Para 6(A) and 6(B) of the SEBI Circular CIR/CFD/CMD1/114/2019, dated October 18, 2019 in the terms of appointment of statutory auditor of the Company.

(d) The following are the details of actions taken against the listed entity/ its promoters/ directors/ material subsidiaries either by SEBI or by Stock Exchanges (including under the Standard Operating Procedures issued by SEBI through various circulars) under the aforesaid Acts/ Regulations and circulars/ guidelines issued thereunder:

Sr. No.	Action taken by	Details of violation	Details of action taken E.g. fines, warning letter, debarment, etc.	Observations/ remarks of the Practicing Company Secretary, if any.
	NIL	NIL	NIL	NIL

(e) The listed entity has taken the following actions to comply with the observations made in previous reports:

Sr. No.	Observations of the Practicing Company Secretary in the previous reports	Observations made in the secretarial compliance report for the year ended	Actions taken by the listed entity, if any	Comments of the Practicing Company Secretary on the actions taken by the listed entity
Not Applicable during the year under review				

For **Chandrasekaran Associates**  
Company Secretaries

**Dr. S. Chandrasekaran**  
Senior Partner  
Membership No. FCS 1644  
Certificate of Practice No. 715  
UDIN: F001644D000161210

Date: April 19, 2022



## INDEPENDENT AUDITORS' CERTIFICATE ON COMPLIANCE WITH THE CORPORATE GOVERNANCE REQUIREMENTS UNDER SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

### TO THE MEMBERS OF HCL Technologies Limited

1. This certificate is issued in accordance with the terms of our engagement letter dated 18 December 2019.
2. We have examined the compliance of conditions of Corporate Governance by HCL Technologies Limited ("the Company"), for the year ended 31 March 2022, as stipulated in regulations 17 to 27, clauses (b) to (i) of regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time ("Listing Regulations") pursuant to the Listing Agreement of the Company with the National Stock Exchange Limited and the BSE Limited (collectively referred to as the 'Stock exchanges') and to be sent to the shareholders of the company.

### Management's Responsibility

3. The compliance of conditions of Corporate Governance as stipulated under the listing regulations is the responsibility of the Company's Management including the preparation and maintenance of all the relevant records and documents. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of Corporate Governance stipulated in the Listing Regulations.

### Auditors' Responsibility

4. Our examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.
5. Pursuant to the requirements of the Listing Regulations, it is our responsibility to provide a reasonable assurance whether the Company has complied with the conditions of Corporate Governance as stipulated in Listing Regulations for the year ended 31 March 2022.
6. We conducted our examination of the above corporate governance compliance by the Company in accordance with the Guidance Note on Reports or Certificates for Special Purposes (Revised 2016) and Guidance Note on Certification of Corporate Governance both issued by the Institute of the Chartered Accountants of India (the "ICAI"), in so far as applicable for the purpose of this certificate. The Guidance Note requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.
7. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

### Opinion

8. In our opinion and to the best of our information and according to the explanations given to us, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned Listing Regulations.
9. We state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

### Restriction on use

10. The certificate is addressed and provided to the Members of the Company solely for the purpose of enabling the Company to comply with the requirement of the Listing Regulations and should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

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

**Rakesh Dewan**  
Partner  
Membership No: 092212  
UDIN:22092212AHNXBW6291

Place: Gurugram  
Date: April 21, 2022

**DECLARATION BY CHIEF EXECUTIVE OFFICER PURSUANT TO REGULATION 34(3) OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015**

We, Roshni Nadar Malhotra, Chairperson and C. Vijayakumar, Chief Executive Officer & Managing Director of HCL Technologies Limited (“the Company”) confirm that the Company has adopted a Code of Business Ethics and Conduct (“Code of Conduct”) for its Board members and senior management personnel and the Code of Conduct is available on the Company’s website.

We, further confirm that the Company has in respect of the financial year ended March 31, 2022, received from its Board members as well as senior management personnel affirmation as to compliance with the Code of Conduct.

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer & Managing Director

Place: Noida (U.P.), India  
Date: April 21, 2022

---

**CERTIFICATE BY CHIEF EXECUTIVE OFFICER (CEO) AND CHIEF FINANCIAL OFFICER (CFO) PURSUANT TO REGULATION 17(8) OF THE SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015**

The Board of Directors  
HCL Technologies Limited  
New Delhi

Dear members of the Board,

1. We have reviewed the financial statements and the cash flow statement of the Company for the year ended March 31, 2022 and to the best of our knowledge and belief –
  - (i) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
  - (ii) these statements together present a true and fair view of the Company’s affairs and are in compliance with existing accounting standards, applicable laws and regulations.
2. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company’s code of conduct.
3. We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting. We have not come across any reportable deficiencies in the design or operation of such internal controls.
4. We have indicated to the Auditors and the Audit Committee –
  - (i) that there are no significant changes in internal control over financial reporting during the year;
  - (ii) that there are no significant changes in accounting policies during the year; and
  - (iii) that there are no instances of significant fraud of which we have become aware and that there is no involvement of the management or employee having a significant role in the Company’s internal control system over financial reporting.

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer & Managing Director

**Prateek Aggarwal**  
Chief Financial Officer

**Goutam Rungta**  
Executive Vice President- Finance

Place: Noida (U.P.), India  
Date: April 21, 2022

# **BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT**

## **Statement from the Chair of the ESG & Diversity Equity Inclusion Committee (“ESG and DEI Committee”)**

Dear Stakeholders,

Our maiden Business Responsibility and Sustainability Report for FY'22 (“BRSR”) is enclosed as part of the Annual Report. We engaged Ernst & Young Associates LLP (“EY”), a third party to perform an independent assurance on the BRSR. The Independent Assurance Statement by EY is also enclosed as part of the Annual Report.

HCL Technologies is built on the values of innovation, entrepreneurship, humanity and a people-centric culture. Aligned to this culture, this year, the Board of Directors decided to have a specific focus on Environmental, Social and Governance (ESG) aspects. Accordingly, the role of the Diversity Committee was widened to overview the ESG related matters. In view of the enhanced role, the name of the Diversity Committee (constituted in the Year 2016) was changed to ESG & Diversity Equity Inclusion Committee (“ESG & DEI Committee”).

Our philosophy has always been about incorporating the right practices to ensure a sustainable present and future. We have taken a holistic approach to Sustainability – we are working to hold ourselves to high standards and we are helping our clients and partners achieve their goals. Our ESG strategy is grounded in three pillars:

**ACT** – We understand that impact starts with us. We will act in a responsible manner and ensure we use every resource efficiently to garner the maximum value.

**PACT** – Our relationships go beyond a formal contract with our stakeholders. Our pact with our stakeholders is to provide the maximum value in the most sustainable manner.

**IMPACT** – We focus on creating sustainable impact through all our initiatives and activities.

Drawing from this philosophy, we have revisited our material ESG topics. Engaging with our stakeholders and using a risk and responsibility lens, we were able to prioritize 12 material ESG topics which you can find listed inside this report. To monitor the progress the Company is making across these material topics, we have also finalized the metrics that will be monitored and tracked. We also see the demand for technology and digitalization in the journey to a sustainable future and in this direction, we are creating solutions along with our partners and clients.

The Board of Directors has approved a set of short-medium and long-term goals and targets on ESG, which are included in this report. We are pleased to confirm that our climate change targets are validated by the Science Based Targets Initiative (SBTi) to be aligned with the 1.5°C pathway.

As global citizens, we have a collective responsibility to the natural ecosystem and society we live in. Creating and sustaining harmony is important for any organization’s growth and encompasses dimensions other than simply generating revenues. The ESG ratings bestowed on us are a validation of our efforts and helps us both benchmark and course correct. During the year, we have received several accolades and recognitions which we consider as encouragement to continue our efforts to create more impact.

We look forward to receiving your feedback.

**Robin Abrams**  
Chairperson – ESG & DEI Committee

## SECTION A: GENERAL DISCLOSURES

### I. Details of the listed entity

1	<b>Corporate Identity Number (CIN) of the Listed Entity</b>	L74140DL1991PLC046369
2	<b>Name of the Listed Entity</b>	HCL Technologies Limited
3	<b>Year of incorporation</b>	1991
4	<b>Registered office address</b>	806, Siddharth, 96, Nehru Place, New Delhi - 110019, India
5	<b>Corporate address</b>	HCL Technology Hub, SEZ, Plot No. 3A, Sector 126, Noida - 201304, U.P., India
6	<b>E-mail</b>	<a href="mailto:investors@hcl.com">investors@hcl.com</a>
7	<b>Telephone</b>	0120-430 6000
8	<b>Website</b>	<a href="http://www.hcltech.com">www.hcltech.com</a>
9	<b>Financial year for which reporting is being done</b>	April 1, 2021 to March 31, 2022
10	<b>Name of the Stock Exchange(s) where shares are listed</b>	National Stock Exchange of India Ltd (“NSE”) and BSE Ltd. (“BSE”)
11	<b>Paid-up Capital</b>	The paid-up equity share capital of HCL Technologies Limited as on March 31, 2022 is ₹ 5,42,73,30,192/- comprising of 2,71,36,65,096 equity shares of face value of ₹ 2/- each.
12	<b>Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report</b>	Mr. Santhosh Jayaram, Global Head- Sustainability; <a href="mailto:santhosh.jayaram@hcl.com">santhosh.jayaram@hcl.com</a>
13	<b>Reporting boundary</b>	The reporting scope and boundary for HCL’s indicators, unless otherwise stated, covers the operations of HCL across all locations. As an IT Company, HCL’s supply chain is limited to procurement of goods and services for the organization’s own operation.

### II. Products / services

#### 14. Details of Business Activities

Table - 1 Details of Business Activities

S. No.	Description of main activity	Description of business activity	% of turnover of the entity
1	Information and Communication	Computer programming, consultancy, and related activities	100%

#### 15. Products / Services sold by the entity

Table - 2 Products / Services Sold by the Entity

S. No.	Product / Service	NIC Code	% of total turnover contributed
1	IT & Business Services (“ITBS”) - ITBS enables global enterprises to transform their business via Digital Foundation, a modernized infrastructure stack built around hybrid cloud, software-defined networks, the digital workplace, and other elements; Digital Business, a combination of application services and consulting capabilities; Digital Operations, a three-pronged setup for modernized and efficient operations at enterprise level.	-	72.1%
2	Engineering and R&D Services (“ERS”) - Engineering services and solutions in all aspects of product development and platform engineering.	-	15.8%
3	Products & Platforms (“P&P”) - Provision of modernized software products to global clients for their technological and industry-specific requirements.	-	12.1%

### III. Operations

#### 16. Number of locations where plants and / or operations / offices of the entity are situated

Table - 3 Plants and Offices Details

Location	Number of plants	Number of offices	Total
National	NA	45	45
International	NA	207	207

## 17. Markets served by the entity

### a. Number of locations

Americas, Europe, Middle East & Africa (EMEA) and Asia Pacific (APAC)

Table - 4 No. of Locations

Locations	Number
National (No. of States)	9
International (No. of Countries)	53

### b. What is the contribution of exports as a percentage of the total turnover of the entity?

The geography wise revenue is as follows:

	Unit	Year ended	
		March 31, 2022	March 31, 2021
America	₹ Crore	48,205	42,468
Europe	₹ Crore	22,972	20,884
India	₹ Crore	3,104	2,297
Rest of the world	₹ Crore	11,370	9,730
<b>Total</b>	<b>₹ Crore</b>	<b>85,651</b>	<b>75,379</b>

### c. A brief on types of customers

HCL has presence across varied sectors that include financial services, life sciences and healthcare, public services, consumer services and manufacturing with geo presence across America, Europe and APAC / MEA. HCL Technologies is a next-generation global technology Company that helps enterprises reimagine their businesses for the digital age.

#### **Financial Services Industry**

HCL has customer presence in **banking, capital markets and insurance sectors**. HCL is helping traditional players providing core banking solution to reposition themselves as technology platform firms with a banking license. Within capital markets, the Company aims to deliver disruptive competitive advantage to investment banks, broker-dealers, wealth managers, asset managers and financial market infrastructure providers ("FMI") through extensive automation, partnerships with industry-leading solution providers, futuristic technologies, and innovative engagement models with the following best-in-class features.

#### **Life Sciences and Healthcare**

For the last 10 years, we have been a 'partner of choice' for leading **life sciences & healthcare companies**. Our clients include 10 of the top 20 pharmaceutical companies and 7 leading medical devices firms.

#### **Public Services**

Within public services, we have customer presence in sectors such as **energy utilities, mining and natural resources, oil and gas, travel, transport, logistics and hospitality sectors**.

#### **Consumer Services**

Within consumer services, we have customer presence in sectors such as **retail, consumer goods, media and entertainment and telecom sectors**. In the last 10 years, we have collaborated with four top-tier publishing companies, two gaming solution giants, three global music conglomerates and two leading casinos. Currently, we are ranked as a leader among publishing IT service providers in India.

#### **Manufacturing**

Within manufacturing, we have customer presence in sectors such as **aerospace and defense, automotive, chemical and process, industries, Hi-Tech and industrial manufacturing**.



#### IV. Employees

##### 18. Details as at the end of financial year

###### a. Employees and workers (including differently abled):

Table - 5 Employees & Worker Details (including differently abled)

S. No	Particulars	Total (A)	Male		Female		Others	
			No. (B)	% (B/A)	No. C	% (C/A)	No. (F)	% (F/A)
<b>EMPLOYEES</b>								
1	Permanent (D)	208,877	150,281	71.95%	58,525	28.02%	71	0.03%
2	Other than Permanent (E)	15,957	11,539	72.31%	4,255	26.67%	163	1.02%
3	<b>Total employees (D + E)</b>	<b>224,834</b>	<b>161,820</b>	<b>71.97%</b>	<b>62,780</b>	<b>27.92%</b>	<b>234</b>	<b>0.11%</b>

###### b. Differently abled Employees and workers:

Table - 6 Differently abled Employees and workers

S. No	Particulars	Total (A)	Male		Female		Others	
			No. (B)	% (B/A)	No. (C)	% (C/A)	No. (C)	% (C/A)
<b>DIFFERENTLY ABLED EMPLOYEES</b>								
1	Permanent (D)	436	344	78.9%	89	20.41%	3	0.6%
2	Other than Permanent (E)				NA			
3	<b>Total employees (D + E)</b>	<b>436</b>	<b>344</b>	<b>78.9%</b>	<b>89</b>	<b>20.41%</b>	<b>3</b>	<b>0.6%</b>

##### 19. Participation / Inclusion / Representation of women

Table - 7 Participation / Inclusion / Representation of Women

Particulars	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	13	4	30.76%
Key Management Personnel	3	0	0.00%

##### 20. Turnover rate for permanent employees and workers

Table – 8 Turnover Rate for Permanent Employees and Workers

Category	FY 2021-22			FY 2020-21			FY 2019-20		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent	21.87%	22.05%	21.92%	9.81%	10.16%	9.90%	15.79%	17.11%	16.27%

Note: This data is Voluntary Attrition % (LTM – IT Services)

#### V. Holding, Subsidiary and Associate Companies (including joint ventures)

##### 21. (a) Names of holding / subsidiary / associate companies / joint ventures

*Details of Holding, Subsidiary and Associate Companies (including joint ventures) are provided in Director's Report (Page 94), which forms part of this Annual Report.*

All the entities indicated participate in the Business Responsibility initiatives of the listed entity.

#### VI. CSR Details

##### 22. (i) Whether CSR is applicable as per Section 135 of Companies Act, 2013: Yes

(ii) Turnover (in ₹): 85,651 Crores

(iii) Net worth (in ₹): 62,006 Crores

## VII. Transparency and Disclosures Compliances

### 23. Complaints / Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Table – 10 Complaints / Grievances under the National Guidelines on Responsible Business Conduct

Stakeholder group from whom complaint is received	Grievance Redressal Mechanisms in place (Yes/ No)	FY 2021-22			FY 2020-21		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes <a href="https://www.hcltech.com/investors/governance-policies">https://www.hcltech.com/investors/governance-policies</a>	-	-	-	-	-	-
Investors other than Shareholders	Yes <a href="https://www.hcltech.com/investors/faqs">https://www.hcltech.com/investors/faqs</a>	-	-	-	-	-	-
Shareholders	Yes <a href="https://www.hcltech.com/investors/faqs">https://www.hcltech.com/investors/faqs</a>	16	-	-	26	-	-
Employees and workers	Yes <a href="https://www.hcltech.com/investors/governance-policies">https://www.hcltech.com/investors/governance-policies</a>	40	14	-	28	6	-
Customers	Yes <a href="https://www.hcltech.com/investors/governance-policies">https://www.hcltech.com/investors/governance-policies</a>	-	-	-	-	-	-
Value Chain Partners	Yes <a href="https://www.hcltech.com/investors/governance-policies">https://www.hcltech.com/investors/governance-policies</a>	-	-	-	2	-	-
Other -anonymous complaints	Yes <a href="https://www.hcltech.com/investors/governance-policies">https://www.hcltech.com/investors/governance-policies</a>	45	14	-	29	10	-

## 24. Overview of the entity's material responsible business conduct issues

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along with its financial implications, as per the following format:

Table - 11 Material Issues, Risks and Opportunities

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Climate change	Risk and Opportunity	Climate change poses both a physical and a policy risk to HCL's business operations.  There is a growing requirement from clients, partners and investors to disclose, commit and work towards reduced emissions. The potential carbon taxes in future either directly or in-directly is also considered by HCL as a risk. However, there is clear opportunity for HCL through climate action. Although the initial investment required to transition to a low carbon economy may pose a risk, that is quickly negated as the transition guarantees a conventional return on investment in many geographies. The biggest opportunity for HCL is through its suit of IT services that can help clients reduce their carbon footprint. HCL treats opportunity lost also as risk.	As a part of our Net-Zero strategy, HCL is committed to limit greenhouse gas emissions aligned to the 1.5°C pathway by 2030 and to achieve net-zero by 2040. A clear road map is planned towards this commitment.  HCL is also investing and developing services that help the clients and partners meet their commitments on climate change.  HCL has also identified projects to work with communities to move towards a climate resilient future.	The financial implication of this risk and opportunity can be classified as increased operation cost due to climate change and lost opportunity cost from a business environment. This is detailed in the TCFD disclosures in the Sustainability report.
2	Eco - efficiency	Risk and Opportunity	Eco-efficiency is an opportunity for HCL to improve process efficiency while minimizing environmental damage. HCL has undertaken various energy efficiency initiatives to reduce the energy consumption, water consumption and waste minimization. Water and waste can also be linked to social licence to operate in the communities we operate our campus.	HCL has a defined monitoring and governance system covering all eco-efficiency parameters. These are reviewed and budgets are allocated for improving performance.	The financial opportunity is the cost saved for operations. The financial risk is any disruption to operations.
3	Human capital	Risk and Opportunity	We at HCL define Human Capital as skills, knowledge, and experience possessed by an employee or a team, that can be value to the organization. Being in the technology fore-front will require constant up-skilling and re-skilling of our employees to ensure we deliver top services to our clients. As the digital technology space is expanding there is a war for talent and improving the human capital of the existing employees will be critical for both the organization and the employee.	HCL has a clear institutional mechanism to map the future skill set requirements and has programs for up-skilling and re-skilling employees. There are measurements used to gauge the performance of the initiative and it is reviewed periodically.	The financial implication is risk related to quality of deliverables and loss of opportunity.
4	Local hiring	Opportunity	Hiring of local talent is not just the right thing to do, but an effective strategy too. It improves talent retention and also signals to the community that you are invested into. It is not easy as it requires investments to develop a talent pool available over a period of time.	As a strategy HCL has expanded its offices to Tier-2 cities and providing a hybrid workspace to further enable people prospects.  Across the globe, in the countries we operate, we are investing in creating the local talent availability.	Financially, the opportunity can be seen as a resultant of improved talent retention and better relations with community and clients.

5	Diversity, Equity and Inclusion (DEI)	Risk and Opportunity	<p>The risk is that we may not be attractive for talented individuals if we do not have strong policies around DEI.</p> <p>To be on top of our innovation culture, we need diversity of thought, ideas and perspectives. There is enough evidence to showcase that DEI creates stronger bonds among individuals and hence stronger organization. Focus on DEI helps create better trust with employees which helps them in turn to perform better.</p>	<p>HCL has clear policies, processes and governance structure to oversee the performance in this aspect. There is a separate committee of the board set up to have a strategic focus. Goals and targets are drawn and it is integrated to the performance evaluation of leaders.</p> <p>There is also a separate office which works on various initiatives to further our commitment.</p>	<p>The opportunity can be evaluated in terms of the outcomes of a more diverse and inclusive workplace. It can be in terms of productivity, innovation of retention of talent.</p>
6	Talent attraction and retention	Risk and Opportunity	<p>Meeting the increasing demand for new talent poses a significant risk and a unique opportunity. The increasing shifts globally towards the adoption of digital solutions have further increased the skilled labour imbalance. However, changes in the way the workplace is being viewed coupled with a reduction in the number of working days for employees globally affords. HCL an opportunity to align its work culture with global trends. This enhances employee loyalty while also increasing their efficiency.</p>	<p>HCL'S strategy is to focus on building the workplace of tomorrow; one which promotes equality, a collaborative and transparent culture, and deploys a robust training strategy designed to meet the development needs of employees at all levels. Additionally, the Company aims to provide employees with progressive career paths through internal opportunities.</p>	<p>The financial implications is lost opportunity to grow and lost opportunity due to lack of talent.</p>
7	Work environment	Risk and Opportunity	<p>An emotionally and physically fit employee means a lot for the organization success.</p> <p>HCL identified work environment as a material topic considering both the emotional and physical aspects of our employees.</p> <p>The physical work environment of good working space, wellness spaces, creches, gyms, etc. is an integral part of offices.</p> <p>It is also important to create an environment that is safe and the employees have the confidence, trust and safety to report on any kind of discrimination or harassment at work place.</p>	<p>We ensure that the offices are designed and planned to ensure the comfort of our employees.</p> <p>We have clear policies and processes to prevent any discrimination and harassment in our workplaces. These are communicated regularly and the employees are encouraged to report on any incidences.</p> <p>There are institutions inside HCL which keep tracking and ensure we take preventive steps. Independent investigation of incidents is also ensured.</p>	<p>The comfort and trust of the employee in a good work environment result in dedicated employees. Hence the financial impact is a resultant of a healthy and safe employee performing to their potential.</p> <p>An incident can also result in reputation loss of the organization and this can result in potential loss of opportunities.</p>
8	Citizenship	Opportunity	<p>Corporate citizenship is not just an opportunity for HCL but rather it is the backbone of the organization. HCL was awarded the 'ET Corporate Citizen of the Year 2021'. The Company leverages its resources to deliver sustainable solutions for society and the environment.</p>	<p>The focus on the topic can be seen in the functioning of HCL foundation and the various employee councils around the world.</p> <p>Apart from the impact to the beneficiaries, the focus also makes HCL a credible name to the community can associate with.</p>	<p>Outcomes resulting from improved trust and credibility in the community can be a potential financial implication for HCL.</p>

			HCL Foundation collaborates and partners with over 35,000 organizations worldwide to implement long term projects under Disaster Risk Reduction & Response, Skills Development and Livelihood, Early Child Care Development, Education, WASH, and the Environment. The last 10 years have been spent in ideating & perfecting these CSR interventions. The next decade will see its fruition.		
9	Sustainable impact on clients	Opportunity	As a leader in IT services, HCL is uniquely positioned to assist its clients to innovate through advanced technology and digitalization while being responsible and respectful in its usage. HCL already works with clients on several sustainable solutions.	HCL believes that any opportunity not capitalized is a risk. Aligned to this, at HCL, there is a dedicated team which works with various sector heads to identify opportunities related to sustainability and create the appropriate solution for our clients.	The direct financial implication will be quantum of new projects with clients. Indirectly, the impact can be the benefits of environmental and social capital.
10	IT security, data protection and system availability	Risk and Opportunity	<p>Security and Privacy – Remote working coupled with an expansion of the Company’s operations increases the risk of data breaches and non-compliance with data privacy, protection, and regulations. Clients also will be looking for enhanced privacy and security, something that HCL can provide given their SME as well as their solution-oriented business model.</p> <p>Business Continuity – The complex and expanding network of services offered and expansion of operations results in a concurrent increase of entropic failure, which would be a collapse of availability or continuity of operations.</p> <p>System Availability – This has direct correlation with our productivity and impact on services offered to our clients.</p>	<p>HCL ensures a globally interconnected oversight framework involving governance, policies, procedures, training and awareness programs, global privacy impact assessments, privacy by design, data mapping, third-party contractual oversight, incident management, and a mechanism for monitoring regulatory compliance for every geography.</p> <p>HCL’s Crisis &amp; Resilience (“CR”) program showcases its focus on integrating resilience as an intrinsic part of its business operating model and seeks to embed resilience by design across the dimensions of work, workforce, workplace, business operations, technology, supply chain, and leadership.</p> <p>Our Information and Cybersecurity program ensures a strong security posture for HCL and its clients. Our security posture has been validated by independent, industry-recognized certifications and attestation standards, including quarterly oversight by the Board. We also have cyber insurance that covers different types of breaches and cyber events.</p>	Any incident has a direct impact on that specific project with the client. It also leads to regulatory implications and resulting reputational challenges. All of which resulting in financial implications.



11	Sustainable procurement	Risk and Opportunity	<p>Sustainable procurement helps HCL understand and evaluate its ESG footprint across its value chain. Through sustainable procurement, HCL capitalizes on value creating opportunities like: Responsible sourcing, collaboration with upstream and downstream partners and improving supply chain governance.</p> <p>Sustainable supply chain also help de-risk the impact from supply chain because some of the ESG risks can create business continuity issues.</p>	<p>HCL is integrating sustainability into its procurement process. The procurement policy is already integrated with sustainability requirements. HCL also has incorporated an ESG Due-Diligence Process for onboarding new vendors.</p>	<p>The financial implications can be a resultant of any business continuity issues of ESG non compliance in the supply chain or reputation challenges resulting in such scenario.</p>
12	Governance and ethics	Risk and Opportunity	<p>Governance and Ethics are the bed rocks of HCL culture. In HCL we structure our governance in a manner to permeate ethical conduct throughout the organization. It is very clear that no organization can navigate sustainably on a long term with our a strong governance and ethical culture.</p> <p>The regulation around governance is also getting stricter with more requirements around accountability, transparency and fairness and it is important for HCL to be not just meeting the regulation but be prepared for future requirements also.</p>	<p>HCL has stipulated policies, processes and systems to ensure ethical conduct and a strong governance. The Code of Business Ethics and Conduct (COBEC) is our principal document that outlines the way HCL and employees should be conducting business.</p> <p>The whistle blowing policy and various other reporting channels helps in identification of any challenges and correcting the same. Through the Audit Committee, the board also reviews this periodically.</p>	<p>Any non-compliance to corporate governance regulations can result in actions against the company which can result in financial implications and loss of reputation.</p> <p>There is also risk resulting from any incidents which may not be regulatory, but still questioning the ethical conduct of business and these can result into reputation damage.</p>

## SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the National Guidelines on Responsible Business Conduct (“NGRBC”) Principles and Core Elements.

Table - 1 Policy and Management Process

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
<b>Policy and management processes</b>									
<b>1. a. Whether your entity’s policy / policies cover each principle and its core elements of the NGRBCs. (Yes / No)</b>	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>b. Has the policy been approved by the Board?</b>	Yes The Policies are approved in accordance with the authorities delegated by the Board.								

<b>c. Weblink of the policies</b>	<b>P1</b>	<a href="https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf">https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf</a> <a href="https://www.hcltech.com/sites/default/files/anti-bribery_anti-corruption_note_from_our_ceo.pdf">https://www.hcltech.com/sites/default/files/anti-bribery_anti-corruption_note_from_our_ceo.pdf</a> <a href="https://www.hcltech.com/sites/default/files/dividend_distribution_policy.pdf">https://www.hcltech.com/sites/default/files/dividend_distribution_policy.pdf</a> <a href="http://www.hcltech.com/sites/default/files/hcl_group_tax_strategy_03122019.pdf">http://www.hcltech.com/sites/default/files/hcl_group_tax_strategy_03122019.pdf</a> <a href="https://www.hcltech.com/sites/default/files/composition_of_various_committees_of_board_of_directors2k1.pdf">https://www.hcltech.com/sites/default/files/composition_of_various_committees_of_board_of_directors2k1.pdf</a>							
	<b>P2</b>	<a href="https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf">https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf</a>							
	<b>P3</b>	<a href="https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf">https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf</a> <a href="https://www.hcltech.com/sites/default/files/documents/sustainability/ohs-policy-2021.pdf">https://www.hcltech.com/sites/default/files/documents/sustainability/ohs-policy-2021.pdf</a> <a href="https://www.hcltech.com/sites/default/files/documents/Whistleblower-Policy-Global.pdf">https://www.hcltech.com/sites/default/files/documents/Whistleblower-Policy-Global.pdf</a>							
	<b>P4</b>	<a href="https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf">https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf</a> <a href="https://www.hcltech.com/sites/default/files/documents/Whistleblower-Policy-Global.pdf">https://www.hcltech.com/sites/default/files/documents/Whistleblower-Policy-Global.pdf</a> <a href="https://www.hcltech.com/sites/default/files/related_party_policy_april_01_2019.pdf">https://www.hcltech.com/sites/default/files/related_party_policy_april_01_2019.pdf</a> <a href="https://www.hcltech.com/sites/default/files/fair_disclosure_code-hcl_technologies_amended_march_16_2020.pdf">https://www.hcltech.com/sites/default/files/fair_disclosure_code-hcl_technologies_amended_march_16_2020.pdf</a> <a href="https://www.hcltech.com/sites/default/files/documents/inline-migration/dividend_distribution_policy.pdf">https://www.hcltech.com/sites/default/files/documents/inline-migration/dividend_distribution_policy.pdf</a>							
	<b>P5</b>	<a href="https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf">https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf</a>							
	<b>P6</b>	<a href="https://www.hcltech.com/sites/default/files/hcl_technologies_csr_policy2k1.pdf">https://www.hcltech.com/sites/default/files/hcl_technologies_csr_policy2k1.pdf</a> <a href="https://www.hcltech.com/sites/default/files/documents/sustainability/enms-policy-2021.pdf">https://www.hcltech.com/sites/default/files/documents/sustainability/enms-policy-2021.pdf</a> <a href="https://www.hcltech.com/sites/default/files/documents/sustainability/ems-policy-2021.pdf">https://www.hcltech.com/sites/default/files/documents/sustainability/ems-policy-2021.pdf</a>							
	<b>P7</b>	<a href="https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf">https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf</a>							
	<b>P8</b>	<a href="https://www.hcltech.com/sites/default/files/remuneration_policy.pdf">https://www.hcltech.com/sites/default/files/remuneration_policy.pdf</a>							
	<b>P9</b>	<a href="https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf">https://www.hcltech.com/sites/default/files/code_of_business_ethics_and_conduct-global.pdf</a>							
<b>2. Whether the entity has translated the policy into procedures (Yes / No)</b>	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-
<b>3. Do the enlisted policies extend to your value chain partners? (Yes / No)</b>	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-
<b>4. Name of the national and international codes / certifications / labels / standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle</b>	<ul style="list-style-type: none"> <li>• ISO 37001:2022</li> <li>• ISO 45001:2018</li> <li>• ISO 14001:2015</li> <li>• ISO 50001:2018</li> <li>• ISO 9001:2015</li> </ul>								
<b>5. Specific commitments, goals, and targets set by the entity with defined timelines, if any</b>	Principle 1: <ul style="list-style-type: none"> <li>• Integrating ESG to Risk management process and internal audit process.</li> </ul> Principle 2: <ul style="list-style-type: none"> <li>• Strengthening the sustainable supply chain process.</li> </ul> Principle 3: <ul style="list-style-type: none"> <li>• Improving the ESG Knowledge and Skills of the employees.</li> <li>• Improving the gender diversity in workforce with 40% Women by 2030.</li> <li>• Increase gender representation in senior leadership levels to 30% by 2030.</li> <li>• Being recognized among the best employers in our key operating geographies.</li> </ul>								

	<p>Principle 5:</p> <ul style="list-style-type: none"> <li>Strengthening the sustainable supply chain process.</li> </ul> <p>Principle 6:</p> <ul style="list-style-type: none"> <li>Achieve Net Zero by 2040.</li> <li>Achieve a reduction of 50% on absolute scope 1 &amp; 2 emissions by 2030 compared to 2020 baseline.</li> <li>Transition to 80% of electricity usage to renewable energy by 2030.</li> <li>Maintain Zero Discharge from all owned facilities.</li> <li>Achieve Zero Waste to Landfill at all owned facilities by 2025.</li> <li>Strengthening the sustainable supply chain process.</li> </ul> <p>Principle 8:</p> <ul style="list-style-type: none"> <li>Strengthening the sustainable supply chain process.</li> </ul> <p>Principle 9:</p> <ul style="list-style-type: none"> <li>Being recognized among industry leader for information security practices and data privacy standards.</li> </ul>
<b>6. Performance of the entity against the specific commitments, goals, and targets along with reasons in case the same are not met</b>	<ul style="list-style-type: none"> <li>Increased the renewable energy portion of our overall energy consumption to 17.7% globally in FY21.</li> <li>64% reduction in per capita scope 1 &amp; 2 GHG emissions in last 10 years.</li> <li>3.7 million lives impacted through HCL Foundation: education, health, skills development, environment, disaster risk reduction &amp; response.</li> <li>844,000+ saplings planted and 105 water bodies rejuvenated.</li> <li>Impacted over 7,000 persons with disabilities, especially women and children.</li> </ul>

**Governance, leadership, and oversight**

**7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievements.**

The Statement is available at the beginning of this report.

**8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy(ies).**

The highest executive authority responsible for implementation of the policies is the CEO.

**9. Does the entity have a specified Committee of the Board / Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.**

At Board level, we have an ESG & DEI Committee to consider and take decisions on sustainability related issues that meets every quarter to review the progress and performance. The members of the ESG & DEI Committee are:

- Ms. Robin Ann Abrams (DIN 00030840)– Independent Director - Chairperson of the Committee
- Ms. Roshni Nadar Malhotra –Non Independent Director - Chairperson HCL Technologies Limited
- Mr. Simon John England (DIN 08664595) - Independent Director

Mr. C. Vijayakumar, Chief Executive Officer & Managing Director, is an invitee to this Committee.

**10. Details of review of the National Guidelines on Responsible Business Conduct (NGRBC)**

Table - 2 NGRBCs Details

Particulars	P1	P2	P3	P4	P5	P6	P7	P8	P9
<b>Indicate whether review was undertaken by Director / Committee of the Board / any other Committee</b>	Yes ESG & DEI Committee reviews								
<b>Frequency (Annually / Half-yearly / Quarterly / Any other – please specify)</b>	Quarterly								
<b>Performance against above policies and follow up action</b>	Yes, the ESG & DEI Committee reviews the performance								
<b>Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances</b>	Yes								

Table - 3 Independent Assessment Details

	P1	P2	P3	P4	P5	P6	P7	P8	P9
11. Has the entity carried out an independent assessment / evaluation of the working of its policies by an external agency? (Yes / No)	Yes								
If yes, provide name of the agency	<ul style="list-style-type: none"> <li>• BSI</li> <li>• Ernst and Young Associates LLP</li> <li>• Intertek</li> </ul>								

12. If answer to question (1) above is “No” i.e. not all Principles are covered by a policy, reasons to be stated:

Not Applicable

## SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

**PRINCIPLE 1:** Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent, and Accountable.

### Essential Indicators:

1. Percentage coverage by training and awareness programmes on any of the principles during the financial year

Table: P-1.1 Training Details

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	% of persons in respective category covered by the awareness programmes
Board of Directors	-	NA	NA
Key Managerial Personnel	1	Business Ethics, Workplace Conduct, Fraud, Bribery & Corruption, Cash, Gifts and Entertainment, Conflict of Interest, Personal Relationship, Government Officials, Anything of Value, Money Laundering, Speaking Up	66.67%
Employees other than BOD and KMPs	1	Business Ethics, Workplace Conduct, Fraud, Bribery & Corruption, Cash, Gifts and Entertainment, Conflict of Interest, Personal Relationship, Government Officials, Anything of Value, Money Laundering, Speaking Up	82%

2. Details of fines / penalties / punishment / award / compounding fees / settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators / law enforcement agencies / judicial institutions, in the financial year.

None.

3. Of the instances disclosed in Question 2 above, details of the appeal/revision preferred in cases where monetary or non-monetary action has been appealed.

Not Applicable.

4. Does the entity have an Anti-corruption or Anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes. The Anti-bribery and Anti-corruption policy applies to all individuals worldwide working for all affiliates and subsidiaries of HCL at all levels and grades. It covers giving and offering of bribes, and bribing of government officials, facilitation payments, Charitable Donation, Political activities. FCPA & UKBA are the governing legislations of this policy.

<https://www.hcltech.com/investors/governance-policies>

5. Number of Directors / KMPs / employees / workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery / corruption.

Table: P-1.3 Details of Disciplinary Actions

	FY 2020-21	FY 2021-22
Directors	-	-
KMPs	-	-
Employees	-	-

6. Details of complaints with regard to conflict of interest.

Table: P-1.4 Details of Complaints

	FY 2020-21		FY 2021-22	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of conflict of interest of directors	-	-	-	-
Number of complaints received in relation to issues of conflict of interest of KMPs	-	-	-	-

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators / law enforcement agencies / judicial institutions, on cases of corruption and conflicts of interest. – Not Applicable

**Leadership Indicators:**

1. Awareness programmes conducted for value chain partners on any of the principles during the financial year.

Table: P-1.5 Details of Awareness Programs Conducted for Supply Chain

Total number of awareness programmes held	Topics / principles covered under the training	% of value chain partners covered (by value of business done with such partners) under the awareness programmes
19 (FY 2020-21)	Ethics, Anti-Bribery & POSH	100% of the major value chain partners engaged in facility management are covered
24 (FY2021-22)	Ethics, Anti-Bribery & POSH	100% of the major value chain partners engaged in facility management are covered

2. Does the entity have processes in place to avoid / manage conflict of interests involving members of the Board? (Yes / No) If yes, provide details of the same.

Yes, the Related Party Policy defines the process and procedure for identifying and dealing with conflicts of interests involving members of the Board. The policy elaborates on the guidance and escalation mechanism in place for board members to address potential conflict of interests that may arise in certain business transactions.

Prior approval of the Audit Committee is taken before entering any transaction with a Related Party. The Audit Committee may grant omnibus approval for certain Related Party Transactions.

While granting the omnibus approval, the Committee may prescribe the maximum mark-up to be given to the related parties in transactions involving purchase of goods and services and the minimum mark up to be charged from the related parties involving the sale of goods and services. Where it is not possible to define the nature of the transaction, the Committee may grant approval to the management to enter transactions with related parties up to a certain defined monetary limit together with the validity period for such approval.

Where any director is interested in any contract or arrangement with a Related Party, such director shall not participate in the meeting during discussions on the subject matter of the resolution relating to such contract or arrangement.



**PRINCIPLE 2:** Businesses should provide goods and services in a manner that is sustainable and safe

**Essential Indicators:**

1. **Percentage of R&D and capital expenditure (Capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

Table: P-2.1 Expenditure Details

Particulars	FY 2020-21	FY 2021-22	Details of improvements in environmental and social impacts
<b>R&amp;D (Million ₹)</b>	14,000	15,260	R&D investments are done to upgrade the effectiveness of our products and services and developing new product and services. Development to legacy codes improves the performance efficiency and thereby ensuring environmental benefits. We also strive to improve our products for better security and privacy.
<b>Capex (Million ₹)</b>	19,040	16,450	Capex is mostly on our infrastructure. Better equipment's and better buildings improve our energy efficiency and accessibility.

2. **a. Does the entity have procedures in place for sustainable sourcing? (Yes / No)**

Yes.

- b. If yes, what percentage of inputs were sourced sustainably?**

The Company has a procedure in place to onboard suppliers' basis sustainable parameters. All new vendor onboarding goes through HCL's Vendor Due Diligence process and will be 100% sourced sustainably as we move forward.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.**

Not Applicable.

4. **Whether Extended Producer Responsibility ("EPR") is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility ("EPR") plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

Not Applicable.

**Leadership Indicators:**

1. **Has the entity conducted Life Cycle Perspective / Assessments ("LCA") for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

Not Applicable.

2. **If there are any significant social or environmental concerns and / or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments ("LCA") or through any other means, briefly describe the same along-with action taken to mitigate the same.**

Not Applicable.

3. **Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).**

Not applicable.

4. **Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format.**

Not Applicable.

5. **Reclaimed products and their packaging materials (as percentage of products sold) for each product category.**

Not Applicable.

**PRINCIPLE 3:** Businesses should respect and promote the well-being of all employees, including those in their value chains

**Essential Indicators:**

**1. Details of measures for the well-being of employees**

Table: P-3.1 Details of Measures for Well-being (% of Employees / workers covered)

Category	% of employees covered by										
	Total (A)	Health insurance**		Accident insurance		Maternity benefits		Paternity Benefits		Day Care facilities	
		Number (B)	% (B / A)	Number (C)	% (C / A)	Number (D)	% (D / A)	Number (E)	% (E / A)	Number (F)	% (F / A)
<b>Permanent Employees</b>											
Male	150,281	150,281	100%	150,281	100%	Not Applicable		150,281	100%	***	
Female	58,525	58,525	100%	58,525	100%	58,525	100%	Not Applicable			
Others	71	71	100%	71	100%	71	100%	71	100%		
<b>Total</b>	<b>208,877</b>	<b>208,877</b>	<b>100%</b>	<b>208,877</b>	<b>100%</b>	<b>58,596</b>	<b>100%</b>	<b>150,352</b>	<b>100%</b>		
<b>Other than Permanent employees: Not Applicable</b>											

\*\* Health insurance includes ESIC coverage.

\*\*\* Day care facilities were not operational during FY 2021-22, due to COVID restrictions.

**2. Details of retirement benefits, for Current FY and Previous FY**

Note: India Headcount has been considered for the table below

Table: P-3.2 Details of Retirement Benefits

	FY 2021-22			FY 2020-21		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	159,895	100	Y	126,700	100	Y
Gratuity	159,895	100	Y	126,700	100	Y
ESI	19,502	12%	Y	20,399	16%	Y
Others – please specify	-	-	-	-	-	-

**3. Accessibility of workplaces**

Are the premises / offices accessible to differently abled employees as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

Yes.

**4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web link to the policy.**

Yes, the Company have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016 and is available on the website of the Company at <https://www.hcltech.com/geo-presence/india#overview>.

**5. Return to work and Retention rates of permanent employees and workers that took parental leave.**

Table: P-3.3 Return to work and retention rates\*

Gender	Permanent employees	
	Return to work rate	Retention rate
Male	NA	NA
Female	99.2%	77.2%
<b>Total</b>	<b>99.2%</b>	<b>77.2%</b>

\* Above data is for maternity leaves. We shall be reporting paternity leave data next year onwards.

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.

Table: P-3.4 Grievances Mechanism

Particulars	Yes/No (If yes, then give details of the mechanism in brief)
Permanent Employees	Yes. HCL has a multi-tiered grievance handling mechanism that includes dedicated channels for addressing harassment, whistle-blower, security incidents, discrimination, general grievances, etc. It applies to all permanent and non-permanent employees.
Other than Permanent Employees	
Permanent Workers	
Other than Permanent Workers	

7. Membership of employees and worker in association(s) or Unions recognised by the listed entity

While HCL does not restrict any employee from being a member of any employee-related association and provides freedom, the company also ensures that it abides by the local laws present across the geographies that it operates in.

Table: P-3.5 Unions or Associations

Category	FY 2021-22			FY 2020-21		
	Total employees / workers in respective category	No. of employees / workers in respective category, who are part of association(s) or Union	% (B/A)	Total employees/ workers in respective category	No. of employees / workers in respective category, who are part of association(s) or Union	% (D/C)
<b>Total Permanent Employees</b>	208,877	729	0.349%	168,977	74	0.0437%
Male	150,281	634	0.421%	122,990	61	0.0495%
Female	58,525	95	0.162%	45,931	13	0.0283%
Others	71	-	-	56	-	-

8. Details of training given to employees and workers

During FY 2021-22, over 1,12,324 employees have availed 5.77 million hours of training to enhance their current skills and learn new skills. Over 44,317 employees were also trained in digital skills during this period.

Training Details- Health and Safety

FY 2021-22			FY 2020-21		
Total Employees (A)	No. of Employees Trained (B)	% of Employees Trained (B/A)	Total Employees (C)	No. of Employees Trained (D)	% of Employees Trained (D/C)
2,08,877	7,635	3.65%	1,68,977	8,308	4.91%

Category	FY 2021-22			FY 2020-21		
	Total (A)	On Skill upgradation		Total (D)	On Skill upgradation	
		No. (C)	% (C / A)		No. (F)	% (F / D)
Employees						
Male	1,50,281	95,491	63.54%	1,22,990	80,098	65.13%
Female	58,525	34,341	58.68%	45,931	26,442	57.57%
Others	71	30	42.25%	56	43	76.79%
<b>Total</b>	<b>2,08,877</b>	<b>129,862</b>	<b>62.17%</b>	<b>1,68,977</b>	<b>1,06,583</b>	<b>63.08%</b>

Note: Training Data is based on unique employees trained on both Generic and DNA skills

9. Details of performance and career development reviews of employees and worker

Table: P-3.7 Performance and Career Development Reviews

Category	FY 2021-22			FY 2020-21		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	1,50,281	1,38,202	92.0%	1,22,990	1,12,292	91.3%
Female	58,525	53,477	91.4%	45,931	41,051	89.4%
Others	71	67	94.4%	56	50	89.3%
<b>Total</b>	<b>2,08,877</b>	<b>1,91,746</b>	<b>91.8%</b>	<b>1,68,977</b>	<b>1,53,393</b>	<b>90.8%</b>

**10. Health and safety management system**

- a. **Whether an Occupational Health and Safety management system (“OH & S”) has been implemented by the entity? (Yes / No). If yes, the coverage such system?**

Yes, 52% of headcount is covered under OH & S management system.

Coverage: SEZ Noida, A - 8 & 9 Sector-60, Noida, N4, N5, A2 Sector- 3 Noida, Manesar, Ambattur-1, Ambattur-3, Ambattur-4, Ambattur-5, Ambattur-6, ETA, SEZ Campus, Pune – Magarpatta, H01B – Hyderabad, H08 – Hyderabad, SEZ Jigani, Surya Sapphire, Manyata Tech Park, Madurai ELCOT.

GEO locations – Belfast, Krakow, Wroclaw, Norway, Finland, South Africa & Philippines.

- b. **What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?**

HCL uses the failure mode effect analysis (“FMEA”) to identify work-related hazards and assess risks on a routine and non-routine basis.

- c. **Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y/N)**

Yes.

- d. **Do the employees have access to non-occupational medical and healthcare services? (Yes / No)**

Yes.

**11. Details of safety-related incidents, in the following format**

Table: P-3.8 Details of safety-related incidents

Safety Incident / Number	Category	FY 2021-22	FY 2020-21
Lost Time Injury Frequency Rate (“LTIFR”) (per one million-person hours worked)	Employees	0.002757	0.006523
	Workers	NA	NA
Total recordable work-related injuries	Employees	1	2
	Workers	NA	NA
No. of fatalities	Employees	0	0
	Workers	NA	NA
High consequence work-related injury or ill-health (excluding fatalities)	Employees	Not being monitored	Not being monitored
	Workers	NA	NA

**12. Describe the measures taken by the entity to ensure a safe and healthy workplace**

HCL Healthcare provides end to end health care solutions to employees and their family members. We also provide added lab services, virtual specialist doctor consultations, eye care solutions and dental services. Our clinics are designed to international standards and are committed to providing comprehensive range of health care solutions to our employees and their families.

HCL sites are certified under the OHS management system and we ensure the required measures are taken as per the standard to provide a safe and healthy workplace. Additionally, HCL sites are certified under PROTEK - POSI (Prevention of spread of infection).

**13. Number of Complaints on the following made by employees and workers**

Table: P-3.9 Number of Complaints

	FY 2021-22			FY 2020-21		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	1	-	-	-	-	-
Health & Safety	-	-	-	1	-	-

#### 14. Assessments for the year

Table: P-3.10 Percentage of Plants and Offices Assessed by Third Parties

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)*
Health and safety practices	52%
Working Conditions	75%

\*As per the global employee count.

#### 15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health and safety practices and working conditions

The corrective measures taken by HCL in the reporting year has been discussed in the table below.

S.No	Corrective Action
1	Automatic fire suppression system has been installed in Hazardous waste storeroom at the Chennai campus.
2	A safety net has been installed over the sewage treatment plant and the general staircase at the Chennai & Jigani campus.
3	Self-contained breathing apparatus has been provided for work carried out in confined spaces at the Chennai & Jigani campus.
4	Arc flash suite has been provided at the Jigani campus.
5	Touchless drinking water dispenser and touchless taps have been installed across all India locations.
6	An evacuation chair for differently abled people has been installed at all HCL locations.

#### Leadership Indicators:

##### 1. Does the entity extend any life insurance or any compensatory package in the event of death of Employees (Y/N)

Yes.

With respect to certain employees in India, the Company contributes towards gratuity liabilities to the Gratuity Fund Trust. Trustees of the Company administer contributions made to the Trust and contributions are invested in a scheme with Life Insurance Corporation of India as permitted by law.

##### 2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

At HCL, all legal compliances are reviewed as part of our vendor audits.

##### 3. Provide the number of employees / workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

No employees have suffered high consequence work-related injury / ill-health / fatalities.

	Total no. of affected employees / workers		No. of employees / workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2021-22	FY 2020-21	FY 2021-22	FY 2020-21
Employees	0	0	0	0

##### 4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes / No)

Yes

##### 5. Details on assessment of value chain partners

Table: P-3.11 Assessment of Value Chain Partners

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	100% of the major value chain partners engaged in facility management are covered.
Working Conditions	100% of the major value chain partners engaged in facility management are covered.

##### 6. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

During FY 2021-22, 634 assessments were carried out. During evaluations, 54 risks related to health and safety were identified and 33 risks have been addressed and the remaining are in the process to address the risk.



**PRINCIPLE 4:** Businesses should respect the interests of and be responsive to all its stakeholders.

**Essential Indicators:**

**1. Describe the processes for identifying key stakeholder groups of the entity.**

The first stage of HCL’s stakeholder relations involves mapping and prioritizing key stakeholders based on relevance, role, and influence. Once the stakeholders have been identified and prioritized, and prioritized, the engagement channels are established. The resultant from the engagement is channelised inside the organization and ensured that the stakeholder gets the right feedback or resolution as the case may be.

Internal Stakeholders of the Company include employees, senior leaders, managers, Board of Directors, members of HCL Foundation. External stakeholders include customers, investors, regulatory bodies, vendors, service providers and media. The stakeholder engagement exercise has helped HCL in identifying our ESG focus areas in line with our underlying philosophy of Act, Pact & Impact.

Stakeholder engagement is a critical aspect of HCL’s ESG strategy.

Stakeholder engagement at HCL is a continuous process and helps us gauge and address the expectations of our stakeholders.

**2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.**

Table: P-4.1 List of Identified Stakeholders

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group	Channels of communication	Frequency of engagement	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	Surveys, Focus Group Discussions and Online Modes of Communication.  Emailers, Newsletters, Volunteering calendars, Rewards & Recognitions.  Employee Passion clubs.  Festivals and other celebrations.  Wellness sessions.  Family sessions.  Employee Resource Groups like Women connect.  Employee connect portal 360-feedback.  Client and HCL leader sessions.	Weekly, Monthly, Quarterly, Annually.	<p><b>Purpose:</b></p> <ul style="list-style-type: none"> <li>• Feedback &amp; Grievance Redressal.</li> <li>• Employee engagement (fun at work / motivation / happiness / passion / wellbeing).</li> <li>• Engagement for self-performance improvement and team productivity improvement.</li> <li>• Diversity and Inclusion.</li> <li>• Career support programs.</li> <li>• Employee Assistant program.</li> <li>• Employee Feedback on policies.</li> <li>• Wellness sessions.</li> <li>• Training programs and learning nuggets – functional and cultural (Eg. Inclusion lab) Maternity support.</li> </ul> <p><b>Concerns raised:</b> Work environment, opportunities for growth, wellbeing, mentorship programs, and accessing idea-sharing platforms.</p> <p><b>Potential Risks:</b> Hybrid workplace experience. Managing workplace experience with increasing headcount based in various locations.</p> <p><b>Awards and Impact created</b> (listed here): <a href="https://www.hcltech.com/diversity-inclusion#womenempowerment">https://www.hcltech.com/diversity-inclusion#womenempowerment</a></p>
Vendors & Suppliers	No	Supplier escalation mailbox system, online surveys, and a dedicated vendor helpdesk.	Quarterly (depends on engagement).  Internal surveys for supplier performance assessment quarterly.	<p><b>Purpose:</b></p> <ul style="list-style-type: none"> <li>• Query Resolution &amp; Grievance Redressal.</li> <li>• Supplier performance assessment.</li> <li>• Vendor due-diligence.</li> <li>• Risk assessment for high risk vendors.</li> <li>• Addressing non-compliance issues.</li> <li>• Breach of contract.</li> </ul>

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group	Channels of communication	Frequency of engagement	Purpose and scope of engagement including key topics and concerns raised during such engagement
			Due-diligence during onboarding the vendor.	<b>Concerns raised:</b> Inquiries pertain to sales, the point of contact & payment-related queries.
Customers	No	Customer Experience Engagement.	Annually	<b>Purpose:</b> <ul style="list-style-type: none"> <li>Resolution of any delivery challenges.</li> <li>Feedback on technology &amp; services being implemented.</li> <li>Discovery of adjacent NN opportunities.</li> <li>Grow footprint and upsell.</li> <li>ABM marketing plans.</li> <li>QBR process.</li> </ul> <b>Concerns raised:</b> <ul style="list-style-type: none"> <li>Contract compliance.</li> <li>Resource management.</li> <li>Payment queries.</li> <li>Delivery challenges or delays.</li> </ul>
Immediate Communities in which we operate	Yes	Surveys, Focus Group Discussions and One on One interviews.  Stakeholder Meetings, Discussion, Information Sharing & Capacity Building, Co-Planning, Creation of Collectives and Role Models.	Bi-annually	<b>Purpose:</b> Need Assessment for CSR Projects & Grievance Redressal.  <b>Concerns raised:</b> Education, WASH, Malnutrition, Skill Development & Employability.
Investors & Shareholders	No	Online Surveys, Focus Group Discussions, One on One interviews, non-deal roadshows, investor events (one-on-one and in groups) and reverse roadshows.  Geo-based Management-level meetings post quarterly results.  Webinars (one-on-one and in groups).	Quarterly	<b>Purpose:</b> To get an overview of HCL's business performance, strengths, environment, demand, future strategy, etc. Additionally, resolve any other queries from investors.  <b>Concerns raised:</b> Clarification on ESG parameters, 3 to 5 year ESG Roadmap, delivery model, fulfilment in WFH format, supply side pressures like attrition rate and hiring rate, sustainability of demand.
Industry Associations (FICCI, CII, NASSCOM, WEF etc.)	No	Conferences, Convergence Meetings, Focus Group Discussions and One on One interviews.	Bi-annually and dependant on the requirement	<b>Purpose:</b> Technology, Regulatory Landscape, ESG Trends and emerging best practices.
Academia	No	Bespoke engagements.	Monthly quarterly, annual	<b>Purpose:</b> <ul style="list-style-type: none"> <li>Strengthen leadership and governance of academic engagement with business schools.</li> <li>Developing future leaders for HCL &amp; customers with specific leadership programmes.</li> <li>Research &amp; development.</li> </ul>
Regulators	No	Compliance with local laws and regulations.	Monthly, annual, quarterly	<b>Purpose:</b> <ul style="list-style-type: none"> <li>Understanding and adherence to local governance.</li> </ul>

#### **Leadership Indicators:**

- 1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

The Executive Directors and Senior Management Personnel do interact with stakeholders like Investors, Employees, Customers etc. These engagements are done on specific occasions planned during the course of the year and the person interacting with

the stakeholders attending these sessions takes the feedback to the Board. But through the regular engagements also significant topics do reach the Board through various channels. Whether it is suggestions, complaints or grievances, there are defined processes and depending on the significance it is taken to the respective Committee of the Board.

2. **Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into the policies and activities of the entity.**

Yes. The stakeholder consultations are one of the key inputs to determining our material topics. We looked at the aspects each stakeholder has brought out during the engagement and prioritised them using a risk and responsibility matrix to arrive at our dozen material topics.

3. **Provide details of instances of engagement with, and actions are taken to, address the concerns of vulnerable / marginalized stakeholder groups.**

Among our stakeholders, stakeholders for our CSR projects specifically feature as vulnerable / marginalized. The design of all our interventions ensure that the beneficiaries of our projects are from the vulnerable / marginalized groups. Our Diversity, Equity and Inclusion activities also include action in support which are explained in the respective section of the report.

**PRINCIPLE 5:** Businesses should respect & promote human rights.

**Essential Indicators:**

1. **Employees and workers who have been provided training on human rights issues and policy(ies) of the entity.**

Table: P-5.1 Training on Human Rights Issues and Policies of the Entity

Category	FY 2021-22			FY 2020-21		
	Total (A)	No. of employees covered (B)	% B/A	Total (C)	No. of employees covered (D)	% D/C
Permanent Employees	208,877	174,020	83.31%	168,977	139,522	82.57%
Other than permanent Employees	15,957	9,856	61.77%	12,942	8,496	65.65%
<b>Total Employees</b>	<b>224,834</b>	<b>183,876</b>	<b>81.78%</b>	<b>181,919</b>	<b>148,018</b>	<b>81.36%</b>

2. **Details of minimum wages paid to employees and workers.**

Table: P-5.2 Details of minimum wages paid to employees and workers

Category	FY 2021-22					FY 2020-21				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% B/A	No. (C)	% C/A		No. (E)	% E/D	No. F	% F/D
<b>Permanent</b>										
Male	150,281	-	0%	150,281	100%	122,990	-	0%	122,990	100%
Female	58,525	-	0%	58,525	100%	45,931	-	0%	45,931	100%
Other	71	-	0%	71	100%	56	-	0%	56	100%

3. **Details of remuneration / salary / wages, in the following format**

Table: P-5.3 Details of Remunerations / Salary / Wages

	Male		Female		Others	
	Number	Median remuneration / salary / wages of respective category	Number	Median remuneration / salary / wages of respective category	Number	Median remuneration / salary / wages of respective category
<b>Board of Directors**</b>	Refer Section 39 of the Directors' Report**					
<b>Key Managerial Personnel</b>						
<b>Employees other than BOD &amp; KMP</b>						

\*\*Section 39 of the Directors' Report includes ratio of remuneration of each director to the median remuneration of the employees and the percentage increase in the median remuneration of employees in the financial year.

4. **Do you have focal point (Individual / Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Y / N)**

Yes.

## 5. Describe the internal mechanisms in place to redress grievances related to human rights issues

Employees and Individuals affected have access to mechanisms to raise concerns and such mechanisms are accessible, equitable and transparent. Any Employee or Individual may report a concern in writing or orally by communicating it to one of the following:

- Their Reporting Manager;
- Human Resources;
- The Whistleblower Committee via [whistleblower.hcl@com](mailto:whistleblower.hcl@com); and / or
- Risk and Compliance team via [risk@hcl.com](mailto:risk@hcl.com).

Employees and Individuals are advised to submit a written complaint narrating the true sequence of the events leading to the violation along with any supporting evidence. Concerns may be reported as confidential or on an anonymous basis. We are committed to keeping the identity of the reporting Employee or Individual confidential to the maximum extent as consistent with the Company's legal obligations but subject to the Company's need to investigate reported violations.

## 6. Number of Complaints on the following made by employees and workers

Table: P-5.4 Number of Complaints

	FY 2021-22			FY 2020-21		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
<b>Sexual Harassment</b>	23	2	Nil	11	1	Nil
<b>Discrimination at workplace</b>	None	NA	NA	None	NA	NA
<b>Child Labour</b>	None	NA	NA	None	NA	NA
<b>Forced Labour / Involuntary Labour</b>	None	NA	NA	None	NA	NA
<b>Wages</b>	None	NA	NA	None	NA	NA
<b>Other human rights related issue</b>	None	NA	NA	None	NA	NA

## 7. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases

The "SECURE" initiative focuses on preventing and addressing grievances of sexual harassment in the workplace in line with HCL's Prevention and Redressal of Sexual Harassment at workplace policy. The policy and processes comply with the prevailing laws, specifically the "The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013" for India-based employees and other relevant regulations in the countries that it operates. In case any employee experiences any form of sexual harassment, they can report the incident by directly writing to [secure@hcl.com](mailto:secure@hcl.com).

The complaints raised via this channel, are investigated, and handled with utmost fairness and confidentiality by the Internal Complaints Committee (ICC). HCL further ensures that standard SLAs as per law are met.

**False Accusation:** Where the ICC arrives at the conclusion that the allegation against the respondent is malicious, or the aggrieved woman or any other person making the complaint has made the complaint knowing it to be false, or the aggrieved woman or any other person making the complaint has produced any forged or misleading document, it may recommend to the employer to take suitable action viz. written apology, warning, reprimand or censure, withholding of promotion, withholding of pay rise or increments, terminating the perpetrator from service or undergoing a counselling session or carrying out community service.

This does not, however, include complaints that are difficult to prove or have been made in good faith.

**Right to appeal:** Any person aggrieved from the recommendations made may prefer an appeal to the court or tribunal, within the stipulated period in accordance with the manner as may be prescribed, without prejudice to provisions contained in any other law for the time being in force.

## 8. Do human rights requirements form part of your business agreements and contracts?

Yes.

**9. Assessments for the year**

Table: P-5.5 Percentage of Plants and Offices Assessed by Third Parties (HR)

	<b>% of your plants &amp; offices that were assessed (by entity or statutory authorities or third parties)*</b>
<b>Child Labour</b>	75%
<b>Forced Involuntary Labour</b>	75%
<b>Sexual harassment</b>	75%
<b>Discrimination at workplace</b>	75%
<b>Wages</b>	75%
<b>Others – please specify</b>	75%

\*As per the global employee count.

**10. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above**

No significant risk/concern identified.

**Leadership Indicators:**

**1. Details of a business process being modified / introduced as a result of addressing human rights grievances / complaints.**

Nil.

HCL has established processes for handling human rights issues through various grievance handling mechanisms.

**2. Details of the scope and coverage of any Human rights due diligence conducted.**

An independent third-party human rights assessment was conducted which covered 75% of our office locations as per employee headcount. We have incorporated human rights aspects into the due diligence process for onboarding any new vendor.

**3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**

Yes.

**4. Details on assessment of value chain partners**

Table: P-5.6 Assessment of Value Chain Partners

	<b>No. of Vender Assessed</b>	<b>% of value chain partners (by value of business done with such partners) that were assessed</b>
<b>Sexual harassment</b>	<ul style="list-style-type: none"> <li>Ensured through incorporation of relevant contractual clauses in the agreement executed with the vendors.</li> <li>Covered as part of every vendor risk assessment done (634 assessments) during FY 2021-22.</li> </ul>	
<b>Discrimination at workplace</b>		
<b>Child Labour</b>		
<b>Forced Involuntary Labour</b>		
<b>Wages</b>		
<b>Others – please specify</b>		

**5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 4 above**

Not available.



**PRINCIPLE 6:** Businesses should respect and make efforts to protect and restore the environment.

**Essential Indicators:**

**1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format**

Table: P-6.1 Detail of Total Energy Consumption (in joules or multiples)

Parameter	Units	FY 2021-22	FY 2020-21
Total electricity consumption (A)	GJ	7,13,135.77	7,44,300.00
Total fuel consumption (B)	GJ	35,445.30	39,050.88
Energy consumption through other sources (C) RE Power	GJ	1,60,563.78	1,64,726.59
Total energy consumption (A+B+C)	GJ	9,09,144.85	9,48,077.47
Energy intensity per rupee of turnover	GJ/Million ₹	1.06	1.26

**Note:** Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? If yes, name of the external agency.

Yes, the independent assessment has been carried out by Ernst & Young Associates LLP.

**2. Does the entity have any sites/facilities identified as Designated Consumers (“DCs”) under the Performance, Achieve and Trade (“PAT”) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**

Not Applicable.

**3. Provide details of the following disclosures related to water.**

Table: P-6.2 Water Consumption

Parameter	Units	FY 2021-22	FY 2020-21
Water withdrawal by source (in kilolitres)			
(i) Surface water	KL		
(ii) Groundwater	KL	311,277	323,825
(iii) Third-party water	KL	231,972	281,954
(iv) Seawater / desalinated water	KL	-	-
(v) Others (Rainwater + Municipality)	KL	156,070.23	124,422
Total volume of water withdrawal (i+ii+iii+iv+v)	KL	699,319	730,201
Total volume of water consumption (in kilolitres)	KL	675,866	699,759
Water intensity per rupee of turnover (water consumed / turnover)	KL/Million ₹	0.79	0.93

**Note:** Indicate if any independent assessment / evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, the independent assessment has been carried out by Ernst & Young Associates LLP.

**4. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.**

82% of HCL's sewage water is treated at HCLs own sewage treatment plants. Furthermore, the treated water is re-used at our campuses. Only 18% of our sewage water is sent to the common STPs run by the local municipalities.

**5. Details of air emissions (other than GHG emissions) by the entity**

This is not material to the business.

**Note:** Indicate if any independent assessment / evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, the independent assessment has been carried out by Ernst & Young Associates LLP.

6. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity

Table: P-6.4 Details of GHG Emissions

Particulars	Units	FY 2021-22	FY 2020-21
Total Scope 1 emissions (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	MT CO <sub>2</sub> e	19,503	19,857
Total Scope 2 emissions (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	MT CO <sub>2</sub> e	136,338	138,953
Total Scope 1 & 2 emissions per rupee of turnover	MT CO <sub>2</sub> e / Million ₹	0.18	0.21

Note: Indicate if any independent assessment / evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, the independent assessment has been carried out by Ernst & Young Associates LLP.

7. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

Yes.

HCL participated in several green projects that included increasing the percentage of renewable energy in its energy mix via power purchase agreements, energy efficiency measures that focused on optimization of chiller, HVAC, Elevator & STP operations. Detailed information is available in the environmental section of HCL's Sustainability Report 2022.

8. Provide details related to waste management by the entity

Table: P-6.5 Details of Waste

Particulars	Units	FY 2021-22	FY 2020-21
<b>Total Waste Generated (in metric tonnes)</b>			
Plastic waste (A)	MT	14.72	18.23
E-waste (B)	MT	127.0	219.3
Bio-medical waste (C)	MT	3.9	2.4
Construction and demolition waste (D)	MT	-	-
Battery waste (E)	MT	392.08	130.61
Used Oil DG (F)	MT	13.16	12.23
Other Hazardous waste. Please specify, if any (G)	MT	2.08	163.79
Other Non-hazardous waste generated. Please specify, if any. (Break-up by composition i.e. By materials relevant to the sector) (H)	MT	521.65	519.87
<b>Total Waste Generated</b>	<b>MT</b>	<b>1,074.59</b>	<b>1,066.43</b>
<b>For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)</b>			
<b>Category of Waste</b>			
Recycled	MT	100 % Recycled for battery, Hazardous waste	100 % Recycled for battery, Hazardous waste
Re-used	MT	-	-
Other recovery operations	MT	-	-
<b>For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)</b>			
<b>Category of Waste</b>			
Incineration	MT	-	-
Landfilling	MT	-	-
Other disposal operations	MT	-	-

Note: Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes, the independent assessment has been carried out by Ernst & Young Associates LLP.

**9. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.**

The details are as mentioned below:

- E-waste – Conventional lights have been replaced with LED lights, thereby reducing the harmful effects of mercury, and reducing health and environmental concerns. Projectors have also been replaced with LEDs, thus contributing significantly to power consumption reduction and simultaneously reducing waste.
- Paper – The campus strives to become a paperless campus and thus, suitable measures like, printer pin deployment, printer on alternate floors, setting up maximum printing limit, double side printing and reduction in font size are encouraged. These measures have resulted in significant conservation of paper.
- Reduce, Recycle, Reuse – The waste management programs are based on the principles of 3R's. All waste generated by HCL is measured and quantified. The waste is categorized according to the source and disposal method. Hazardous waste is disposed in an environment friendly manner and paper waste is recycled and reused. Bio medical waste is disposed in a safe manner. Food remains and garden waste are reused to make manure.
- Plastic - In line with the Central & State Govt. (India) Directives in the year 2018, HCL Technologies Ltd. has made all its campuses in India free from 'Single use plastics' through alternative arrangements from the year 2019.

The following objects have been replaced with alternates:

Previously used articles	Articles relaced with the following alternative measures since January 2019
Plastic Holders	Acrylic Boards
Garbage bags	Bio-degradable bags
Plastic coated cups	Glass cups/ceramic cups
Plastic coated plates	Areca plates/Paper plates
Packaged drinking water bottles	Consumption of Packaged drinking water bottles significantly reduced through introduction of water cube stations/water treatment in-house arrangements. Packaged drinking water bottles are only being used for clients/other exceptions
Plastic stirrers	Stirrers made of wooden material
Standees/flex materials	Plastic standees/flex material now banned
Snacks wrapped with cling film	Now being wrapped with buttle paper
Plastic used in packaging	Our suppliers have been advised not to use plastic packaging unless critical/unavoidable

Besides the above, awareness towards protection of environment is created among the employees/outsourced staff through e-learning training modules hosted on [www.myhcl.com](http://www.myhcl.com), World Environment Day & other routine training sessions.

**10. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details.**

Not Applicable.

**11. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year.**

Not Applicable.

**12. Is the entity compliant with the applicable environmental law / regulations / guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances.**

Yes.

**Leadership Indicators:**

**1. Provide a break-up of the total energy consumed (in Joules or multiples) from renewable and non-renewable sources**

Table: P-6.9 Detail of Renewable and Non-Renewable Energy Consumption (in joules or multiples)

Parameters	Units	FY 2021-22	FY 2020-21
<b>From Non-Renewable Sources</b>			
Total electricity consumption (A)	GJ	7,13,135.77	7,44,300.00
Total fuel consumption (B)	GJ	35,445.30	39,050.88
Energy consumption through other sources (C)	GJ	-	-
<b>Total Energy Consumption from non-renewable sources (A+B+C)</b>	<b>GJ</b>	<b>7,48,581.07</b>	<b>7,83,350.88</b>
<b>From Renewable Sources</b>			
Total electricity consumption (D)	GJ	1,60,563.78	1,64,726.59
Total fuel consumption (E)	GJ	-	-
Energy consumption through other sources (F)	GJ	-	-
<b>Total Energy Consumption (D+E+F)</b>	<b>GJ</b>	<b>1,60,563.78</b>	<b>1,64,726.59</b>

**Note: Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? (Y/N)  
If yes, name of the external agency.**

Yes, the independent assessment has been carried out by Ernst & Young Associates LLP.

**2. Provide details related to water discharged**

Table: P-6.10 Water Discharged Details

Parameter	Detail	Units	FY 2021-22	FY 2020-21
<b>Water discharge by destination and level of treatment</b>				
<b>To Surface Water</b>	No treatment	KL	-	-
	With treatment – please specify level of treatment	KL	-	-
<b>To Groundwater</b>	No treatment	KL	-	-
	With treatment – please specify level of treatment	KL	-	-
<b>To Seawater</b>	No treatment	KL	-	-
	With treatment – please specify level of treatment	KL	-	-
<b>Sent to Third parties</b>	No treatment	KL	23,453.06	30,441.28
	With treatment – please specify level of treatment	KL	-	-
<b>Sewage Water</b>	No treatment	KL	-	-
<b>Others</b>	No treatment	KL	-	-
	With treatment – please specify level of treatment	KL	-	-
<b>Total water discharged (KL)</b>			<b>23,453.06</b>	<b>30,441.28</b>

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)  
If yes, name of the external agency.**

Yes, the independent assessment has been carried out by Ernst & Young Associates LLP.

**3. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):**

Not Applicable.

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)  
If yes, name of the external agency.**

Not Applicable.

4. Please provide details of total Scope 3 emissions & its intensity

Table: P-6.12 Details of Scope 3 GHG Emissions

Particulars	Units	FY 2021-22	FY 2020-21
<b>Total Scope 3 emissions (Break-up of the GHG into CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, if available)</b>	MT CO <sub>2</sub> e	241,117	202,921
<b>Total Scope 3 emissions per rupee of turnover</b>	<b>MT CO<sub>2</sub>e/ Million ₹</b>	<b>0.28</b>	<b>0.27</b>

**Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.**

Yes, the independent assessment has been carried out by Ernst & Young Associates LLP.

5. With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not Applicable.

6. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives:

Table: P-6.13 Details of Initiatives Taken

Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
GHG Reduction Initiatives		GHG Savings (MT CO <sub>2</sub> e)
Renewable Energy	Renewable Power Purchase	19,010
Renewable Energy	Chiller Operational Performances Improvement	404
Energy Efficiency	HVAC Operational Performances Improvement	616
Energy Efficiency	Energy Efficient Lighting & Controls	1,240
Energy Efficiency	Effective utilization of UPS	185
Energy Efficiency	Elevator & STP Operation optimization	36
Energy Efficiency	Solar water Heater	5.5
Water Reduction Initiatives		Water Saving (ML)
Water Management	STP Treated Water use	31.5
Water Management	Water Aerators	0.2
Water Management	Sensor Based water Taps	1.8
Water Management	Water efficient Operational control	3.8

\* Additional details can be found in our Sustainability Report.

7. Does the entity have a business continuity and disaster management plan? Give details in 100 words / web link.

HCL has a dynamic Crisis & Resilience (“CR”) program which is continuously updated to meet the ever-changing market scenario from the perspective of global economics and geopolitics. It is a program that emphasises being future-ready and excels in responding to large-scale global events and the evolving threat landscape.

Additionally, HCL’s Global Shared Services (“GSS”) has the agility to step up to a crisis, whether local or global. The Company is working to leverage GSS towards stability and business continuity.

A corollary of GSS is the use of intelligent automation within IT services. This ensures that non-core back-office tasks can be automated so that the GSS can focus on higher-value tasks and imbue efficiency throughout the system it is monitoring.

Moreover, keeping in mind the COVID pandemic, HCL has established a pandemic response policy and plans to oversee its global response by monitoring pandemic situations in locations where it operates.



8. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

Not Applicable.

9. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts

Table: P-6.14 Assessment of Value Chain Partners

Particular	No. of value chain partners that were assessed	% of value chain partners (by value of business done with such partners) that were assessed	Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.
1	634	We do not monitor percentage of value chain partners by value of business. However, as part of our Vendor Risk Assessment, we undertake assessments based on risks. Once the risk is triggered where there are any EHS hazards associated with the vendor services and/or where nature of work involve generation/disposal of hazardous / e-Waste, we select that vendor for doing assessment.	54 risks relating to EHS practices were identified.

**PRINCIPLE 7:** Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

**Essential Indicators:**

- 1 a. Number of affiliations with trade and industry chambers / associations

39

- b. List the top 10 trade and industry chambers / associations (determined based on the total members of such body) the entity is a member of / affiliated to.

Table: P-7.1 List of trade and industry chambers / associations the entity is a member of/ affiliated to.

S. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	World Economic Forum ("WEF") and WEF Global Parity Alliance	Ever since the Company has joined WEF at Davos, it has always made its presence felt at the global platform of Thought Leadership, Innovation and Technological Dialogues towards the Humanitarian and Socio-Economic World Order. The latest acclaim at WEF witnessed the company launching its Vision 2030 and hosting the Choicest of the Global Leaders at HCL Pavilion. Additionally, HCL is a WEF Global Parity Alliance founding member. Established in collaboration with McKinsey & Company, the Global Parity Alliance seeks to promote diversity, equity & inclusion ("DE&I") best practices that benefit underrepresented groups and are hardwired across business processes – including creating equitable work opportunities, promoting supplier diversity, and launching inclusive products and services.  The Global Parity Alliance's vision is to drive better and faster DE&I improvements by sharing what works, raising each other's aspirations, and elevating DE&I actions across organizations beyond the Alliance. <a href="https://www.wherewomenwork.com/Career/4315/HCL-WEF-Global-Parity-Alliance">https://www.wherewomenwork.com/Career/4315/HCL-WEF-Global-Parity-Alliance</a> .
2	UN Women	Men hold a disproportionate level of power across cultures globally, but they remain largely absent from the gender equality conversation. Similar to other human rights and social justice movements like Black Lives Matter and LGBTQIA+ equality, gender equality requires action and allyship across all of society. A flagship initiative of UN Women, <i>the United Nations entity for Gender Equality</i> , the HeForShe solidarity movement is an international platform that invites and engages men and boys to complement the work of the women's movement and create an equal world for all.

3	UNGC	HCL Technologies supports the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption as a Participant Member. We are committed to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals. HCL Technologies has made a clear statement of this commitment to our stakeholders and the general public.
4	NASSCOM	HCL has been one of the founding members of National Association of Software Services Companies since 1999 and has extended its vitality towards the apex Chamber of Software Service Companies in India as well as across its Global Trade contours.
5	Other Industry Associations	HCL has an active association with most country-specific trade bodies and institutions like CII, FICCI, IGCC, IFCCI, AIMA, Indo-Spanish Chamber of Commerce & Industry, Swiss India Business Hub, Business Sweden, and works very closely with Department of International Trade, Invest India, Sweden Trade and Invest, Invest in Denmark, Australian Trade and Investment Commission (Austrade), Invest in Hessen (“HTAI”), Germany Trade & Invest (“GTAI”), Invest in Bavaria, Invest in Saxony, Invest in Lower Saxony, Invest in Romania, Invest in Spain, British Chambers of Commerce, London & Partners, Portuguese Trade and Investment Agency, Eschborn Economic Development Agency, Frankfurt RheinMain, Netherlands India Chamber of Commerce & Trade, Netherlands Foreign Investment Agency, Invest in Holland, Flanders Investment and Trade, Ireland India Business Association, Industrial Development Agency Ireland, Invest Bulgaria, Business Finland, Singapore Economic Development Board, Indian Embassies across regions where HCL has a presence, Swiss-Indo Chamber of Commerce, Invest Stockholm, Institute for Democracy and Economic Affairs Malaysia.
6	Think-tanks	HCL is a member of leading think tanks such as Chatham House, Friends of Europe (“FoE”).

**2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

There were no incidents pertaining to anti-competitive conduct by the Company.

**Leadership Indicators:**

**1. Details of public policy positions advocated by the entity:**

Yes, the Company believes in the public good and rightly so as part of its responsible socio-economic behaviour that is carried forward towards various platforms, advocacy channels and forums by way of lending company’s ideas, visions expertise and thought leadership. The Company has aligned itself with relevant organizations which work in the larger business / social / environmental and community interests. In addition, the Company also creates and owns innovative pieces of work and solutions.

We have not taken any specific public policy advocacy during the course of this year.

**PRINCIPLE 8:** Businesses should promote inclusive growth and equitable development

**Essential Indicators:**

**1. Details of Social Impact Assessments (“SIA”) of projects undertaken by the entity based on applicable laws, in the current financial year**

Not Applicable.

**2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (“R&R”) is being undertaken by your entity**

Not Applicable.

**3. Describe the mechanisms to receive and redress the grievances of the community**

HCL Foundation (“HCLF”) implements CSR projects either directly or through a partnership/collaboration model. In both models, there is a team which works closely with the communities and connects with the programme participants on a regular basis throughout the project cycle. This makes it relatively easier to establish strong communication lines and swiftly address any grievances through a dedicated SPOC. In addition, regular monitoring visits are conducted by various stakeholders connected with the programme

to ensure no bias and complete fairness. Various structured forums and platforms have also been created to further support its grievance redressal system. All assigned people on ground, are given rigorous training on the code of conduct, ethics, and child protection policies etc. as per the policies of HCLF or the concerned partner organization. Redressal on grievances is carried out as per the nature of the grievance, basis guidelines defined in the organization's policies.

#### 4. Percentage of input material (inputs to total inputs by value) sourced from suppliers

Table: P-8.3 Input Material Sourcing

\* The details reported in table below include material / software / services

Particulars	FY 2021-22 (₹ Million)	FY 2020-21 (₹ Million)
Total input materials sourcing value	2,36,612	2,16,300
Directly sourced from MSMEs/ small producers (in terms of Value)	12,516	9,450
Sourced directly from within the district and neighbouring districts (in terms of value)	2,09,792	1,89,825

#### Leadership Indicators:

##### 1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above)

Not Applicable.

##### 2. Provide information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies

Table: P-8.4 CSR Projects

S. No.	State	Aspirational District	Amount spent (In ₹)
1	Jharkhand	Hazaribagh	25,00,000
2	Jharkhand	West Singhbhum	25,00,000
3	Gujarat	Narmada	2,00,000
4	Gujarat	Dahod	2,00,000
5	West Bengal	Murshidabad	33,00,000
6	Madhya Pradesh	Guna	43,00,000
7	Rajasthan	Karauli	39,00,000
8	Jammu & Kashmir	Kupwara	20,00,000
9	Jammu & Kashmir	Baramulla	20,00,000

##### 3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups?

Yes, the Company has a Procurement Policy which supports the development of, and will give special consideration to small, local, and diverse businesses. The definition of "diverse" is often specific to the country, however, it typically will include local minority, gender, veteran, sexual orientation, disability, economically disadvantaged, and other under-represented segments of a population.

##### (b) From which marginalized /vulnerable groups do you procure?

As per local regulatory requirements, HCL procures from marginalized / vulnerable groups, for example, MBE, WBE, VET, Disabled, LGBTQIA+ and small suppliers.

##### (c) What percentage of total procurement (by value) does it constitute?

Will start reporting from next year.

##### 4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge

Not Applicable.

**5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved**

Not Applicable.

**6. Details of beneficiaries of CSR Projects**

Project-wise details of CSR projects is provided in Directors' Report (page 108).

The total number of beneficiaries is 3.7 Million (in India).

100% of beneficiaries are from vulnerable and marginalized groups.

**PRINCIPLE 9:** Businesses should engage with and provide value to their consumers in a responsible manner

**Essential Indicators:**

**1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

We have a dedicated client-cadence management system that enables periodic client cadences and strengthens trust as well as ensures better leadership engagement leading to higher client satisfaction. Our multi-layered client feedback framework not only captures the voice of the customer during the relationship lifecycle, but also has a well-oiled post feedback mechanism to address actions and client inputs on various dimensions.

Customer feedback is sought at both, project level on continuous basis and account level on annual basis. We reach out to ~4000 clients across 500+ global Accounts for feedback on our services. The survey is administered by an independent third party. The synopsis is shared with respective entities to ensure continuous improvement.

**2. Turnover of products and/ services as a percentage of turnover from all products/service that carry information about**

- Environmental and social parameters relevant to the product
- Safe and responsible usage
- Recycling and/or safe disposal

We offer an integrated portfolio of products, solutions, services, built around Digital, IoT, Cloud, Automation, Cybersecurity, Analytics, Infrastructure Management, and Engineering Services, amongst others. All our services and products are designed to improve the environmental and/or social performance of our customers.

**3. Number of consumer complaints**

Table: P-9.2 Number of consumer complaints

Particulars	FY 2021-22			FY 2020-21		
	Received during the Year	Pending resolution at the end of the Year	Remarks	Received during the Year	Pending resolution at the end of the Year	Remarks
Data privacy	Nil	-	-	Nil	-	-
Advertising	Nil	-	-	Nil	-	-
Cyber-security	Nil	-	-	Nil	-	-
Delivery of essential services	Nil	-	-	Nil	-	-
Restrictive Trade Practices	Nil	-	-	Nil	-	-
Unfair Trade Practices	Nil	-	-	Nil	-	-
Other	Nil	-	-	Nil	-	-

**4. Details of instances of product recalls on account of safety issues**

Not Applicable.

**5. Does the entity have a framework / policy on cyber security and risks related to data privacy? If available, provide a web link to the policy**

Yes. HCL is certified to ISO / IEC 27001:2013 and assessed for SOC 1 & SOC 2, Type II at the entity level and has a well-established Information Security framework based on ISO 27001:2013. Information Security Management System policies, processes and guidelines are established to ensure confidentiality, integrity, and availability of HCL and customer data. These security policies are uploaded at intranet portal and compatible with the strategic direction of the company.

HCL has a documented Global Privacy Policy addressing both data controller and data processor requirements, always approved by Senior Management and accessible to employees through the inter-company portal addressing the risks related to data privacy. Infosec and Privacy policies are reviewed annually.

**6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services**

HCL has a well-defined, approved Information Security Incident Handling Procedure implemented across all projects and departments. Security incidents, including privacy incidents, are reported to the Information Security Incident Handling team, analysed for the root cause, and corrective and preventive action is taken till the issue is closed. Additionally, HCL has developed an online tool for logging security incidents. For the reporting year, all security incidents have been closed as per HCL's HR disciplinary action policy. Security Incident Information is confidential to HCL and its customers, and hence cannot to be disclosed.

**Leadership Indicators:**

**1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

<https://www.hcltech.com/engineering-rd-services>

<https://www.hcltech.com/it-and-business-services>

<https://www.hcltech.com/our-mode-1-2-3-strategy>

<https://www.hcltech.com/ecosystem>

<https://www.hcltech.com/products-platforms>

**2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

Not Applicable.

**3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

Not Applicable.

**4. Does the entity display product information on the product over and above what is mandated as per local laws? Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole?**

Not Applicable.

**5. Provide the following information relating to data breaches:**

a. Number of instances of data breaches along-with impact - 158

b. Percentage of data breaches involving personally identifiable information of customers – 7.5%



## Independent Assurance Statement

### The Management and Board of Directors

HCL Technologies Limited  
NOIDA, India

### Scope

We have been engaged by HCL Technologies Limited to perform independent assurance, as defined by International Standards on Assurance Engagements (ISAE 3000), hereafter referred to as the engagement, to report on HCL Technologies Ltd Business Responsibility and Sustainability Report (BRSR) FY 22 (the "Subject Matter") for the period from 01st April 2021 to 31st March 2022.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

### Criteria applied by HCL Technologies Limited

In preparing the Business Responsibility and Sustainability Report (BRSR) FY 22, HCL Technologies Limited applied the Securities and Exchange Board of India (SEBI) BRSR guidelines. As a result, the subject matter information may not be suitable for another purpose.

### HCL Technologies Limited's Responsibilities

HCL Technologies Limited management is responsible for selecting the Criteria, and for presenting the Business Responsibility and Sustainability Report (BRSR) FY 22 in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

### EY's Responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000'). The terms of reference for this engagement as agreed with HCL Technologies Limited. The Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

### Our Independence and Quality Control

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement

EY also applies International Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

### Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Business Responsibility and Sustainability Report (BRSR) FY 22 and related information and applying analytical and other appropriate procedures

Our procedures included:

- Conducted interviews with select personnel at manufacturing units and corporate teams to understand the process for collecting, collating and reporting the subject matter as per Standards and Securities and Exchange Board of India (SEBI) BRSR guidelines;
- Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria;
- Undertook analytical review procedures to support the reasonableness of the data
- Review of relevant data, on a selective test basis, for the following units/ locations, through consultations with the site team and sustainability team;
  - Noida(Corporate Office)
  - Chennai
  - Bengaluru
- Review of data on a sample basis, at the above-mentioned locations, pertaining to the following disclosures of BRSR guideline
  - Environmental Topics: Energy (P6.1, P6.9), Water (P6.2), Emissions (P6.4, P6.12), Waste ( P6.5);
  - Social Topics: New employee hires and employee turnover (General disclosure), Unions of associations (P3.5), Performance and Career Development Reviews (P3.7), No. of CSR projects in aspirational districts (P8.4), Total beneficiaries of CSR Projects (P8.6)
- Execution of an audit trail of claims and data streams, on a selective test basis, to determine the level of accuracy in collection, transcription and aggregation processes followed;
- Review of the Company's plans, policies and practices, pertaining to their social, environment and sustainable development, so as to be able to make comments on the fairness of Business Responsibility and sustainability reporting.
- Review of the Company's approach towards materiality assessment disclosed in the Report
- to identify relevant issues
- Review of select qualitative statements in various sections of the Business Responsibility and Sustainability Report (BRSR) FY 22.

We also performed such other procedures as we considered necessary in the circumstances

#### **Emphasis of matter**

The assurance scope excludes:

- Data and information outside the defined reporting period (1st April 2021 to 31st March
- 2022)
- Data and information on economic and financial performance of the Company

- Data, statements and claims already available in the public domain through Annual Report, Business Responsibility and Sustainability Report (BRSR) FY 22, or other sources available in the public domain
- The Company's statements that describe the expression of opinion, belief, inference, aspiration, expectation, aim or future intention provided by the Company
- The Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters

#### **Our Conclusion**

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Business Responsibility and Sustainability Report (BRSR) FY 22 for the period from 01<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022, in order for it to be in accordance with the Standards and Securities and Exchange Board of India (SEBI) BRSR guidelines.

**Restricted use** - This report is intended solely for the information and use of HCL Technologies Limited and is not intended to be and should not be used by anyone other than HCL Technologies Limited.

**For and on behalf of Ernst & Young Associates LLP**

**Shailesh Tyagi**

**16<sup>th</sup> June 2022**

**Mumbai, India**

# **Standalone Ind AS Financial Statements**

# INDEPENDENT AUDITORS' REPORT

**To the Members of HCL Technologies Limited**

**Basis for Opinion**

**Report on the Audit of the Standalone Financial Statements**

**Opinion**

We have audited the standalone financial statements of HCL Technologies Limited (the "Company"), which comprise the Standalone Balance Sheet as at 31 March 2022, and the Standalone Statement of Profit and Loss (including other comprehensive income), Standalone Statement of Changes in Equity and Standalone Statement of Cash Flows for the year then ended, and notes to the standalone financial statements, including a summary of significant accounting policies and other explanatory information (hereinafter referred to as 'the standalone financial statements').

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2022, and its profit and other comprehensive income, changes in equity and its cash flows for the year ended on that date.

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the Standalone Financial Statements* section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

**Key Audit Matters**

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

**Description of Key Audit Matters**

The key audit matter	How the matter was addressed in our audit
<b>Revenue Recognition on fixed price contracts (See note 1(f) and 3.21 to the standalone financial statements)</b>	
<p>Revenue and onerous obligation in respect of open fixed price contracts (accounted based on percentage of completion method) as at reporting date, involves critical estimates as there is an inherent and presumed fraud risk involved around the recognition of revenue, given the customized and complex nature of these contracts.</p> <p>Estimation of efforts is a critical estimate to determine revenue and liability for onerous obligations for open fixed price contracts. The estimate has a high inherent uncertainty as it requires consideration of progress of contracts, efforts incurred till date and efforts required to complete the remaining contract performance obligations.</p>	<p>In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence:</p> <ul style="list-style-type: none"> <li>• evaluating the design, implementation and operating effectiveness of internal controls relating to estimation of efforts required and recording of efforts incurred to complete the remaining contract performance obligations.</li> <li>• obtaining an understanding of the systems, processes and controls implemented by management for recording and computing revenue and associated contract assets, and unearned and deferred revenue balances.</li> <li>• involving our Information Technology ('IT') specialists to assess the design, implementation and operating effectiveness of key IT controls over the IT environment in which business systems operate, including IT general controls and application controls pertaining to allocation of resources and budgeting systems which prevents unauthorized changes to recording of costs incurred and controls relating to the estimation of contract costs required to complete the project.</li> <li>• selecting specific/statistical samples of contracts and testing revenue recognition and estimation of onerous obligation, if any, by performing the following procedures.               <ul style="list-style-type: none"> <li>- evaluating identification of performance obligation and allocation of transaction price to each performance obligation;</li> <li>- performing retrospective review of the costs incurred with estimated costs to identify significant variations and verifying that variations have been considered in estimating the remaining costs to complete the contract; and</li> <li>- assessing the appropriateness of work in progress (contract assets) on balance sheet date by verifying the underlying information and identify possible changes in estimated costs to complete the remaining performance obligations.</li> </ul> </li> </ul>



The key audit matter	How the matter was addressed in our audit
<b>Evaluation of tax positions and litigations (See note 1(g) and 3.27 to the standalone financial statements)</b>	
<p>The Company is required to estimate its income tax liabilities in accordance with the tax laws applicable in India. Further, there are matters of interpretation in terms of application of tax laws and related rules to determine current tax provision and deferred taxes.</p> <p>The Company has material tax positions and litigations on a range of tax matters. This requires management to make significant judgments to determine the possible outcome of uncertain tax positions and litigations and their consequent impact on related accounting and disclosures in the standalone financial statements.</p>	<p>In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence:</p> <ul style="list-style-type: none"> <li>• testing the design, implementation and operating effectiveness of the Company's key controls over identifying uncertain tax positions and matters involving litigations/disputes.</li> <li>• obtaining details of tax positions and tax litigations for the year and as at 31 March 2022 and holding discussions with designated management personnel.</li> <li>• assessing and analysing select key correspondences with tax authorities and inspecting external legal opinions obtained by management for key uncertain tax positions and tax litigations.</li> <li>• evaluating underlying evidence and documentation to determine whether the information provides a basis for amounts reserved / not reserved in the books of account.</li> <li>• involving our internal tax specialists and evaluating management's underlying key assumptions in estimating the tax provisions and estimate of the possible outcome of significant tax litigations; and</li> <li>• in respect of tax positions and litigations, assessing the computation of provisions and consequent impact on related accounting and disclosures in the standalone financial statements.</li> </ul>

#### Other Information

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Management's and Board of Directors' Responsibility for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is also responsible for overseeing the Company's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with

reference to standalone financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone 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 Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

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

### Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143 (11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
2. (A) As required by Section 143(3) of the Act, we report that:
  - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
  - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
  - (c) The Standalone Balance Sheet, the Standalone Statement of Profit and Loss (including other comprehensive income), the Standalone Statement of

Changes in Equity and the Standalone Statement of Cash Flows dealt with by this Report are in agreement with the books of account.

- (d) In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.
  - (e) On the basis of the written representations received from the directors as on 31 March 2022 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2022 from being appointed as a director in terms of Section 164(2) of the Act.
  - (f) With respect to the adequacy of the internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".
- (B) With respect to the other matters to be included in the 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:
- (a) The Company has disclosed the impact of pending litigations as at 31 March 2022 on its financial position in its standalone financial statements - Refer Note 3.35 to the standalone financial statements.
  - (b) The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
  - (c) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.
  - (d) (i) The management has represented that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall:
    - directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Company or
    - provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.
  - (ii) The management has represented, that, to the best of its knowledge and belief, no funds have been received by the Company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall:
    - directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Funding Party or
    - provide any guarantee, security or the

like from or on behalf of the Ultimate Beneficiaries.

- (iii) Based on such audit procedures as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (d) (i) and (d) (ii) contain any material mis-statement.
- e) The dividend declared or paid during the year by the Company is in compliance with Section 123 of the Act.
- (C) With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in

accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

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

**Rakesh Dewan**  
Partner  
Membership No.: 092212  
ICAI UDIN.: 22092212AHMJRF5087

Place: Gurugram, India  
Date: 21 April 2022

**Annexure A to the Independent Auditor's report on the standalone financial statements of HCL Technologies Limited for the year ended 31 March 2022**

**(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)**

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative detail and situation of Property, Plant and Equipment.
- (B) The Company has maintained proper records showing full particulars of intangible assets.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of 3 years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. As informed to us, no material discrepancies were noticed on such verification.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the standalone financial statements are held in the name of the Company.
- (d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets during the year.
- (e) According to information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- (ii) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the inventory has been physically verified by the management during the year. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. As informed to us, no discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been sanctioned any working capital limits in excess of five crore rupees in aggregate from banks and financial institutions on the basis of security of current assets at any point of time of the year. Accordingly, clause 3(ii) (b) of the Order is not applicable to the Company.
- (iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not provided any guarantee or security or granted advances in the nature of loans, secured or unsecured to companies, firms, limited liability partnership or any other parties during the year. The Company has made investments in one Company and has granted loans in the nature of intercorporate deposits in respect of which the requisite information is stated in sub-clause (a) below. The Company has not made any investments in firms, limited liability partnership or any other parties.
- (a) (A) Based on the audit procedures carried on by us and as per the information and explanations given

to us, the Company has not granted any loans to subsidiaries.

- (B) Based on the audit procedures carried on by us and as per the information and explanations given to us, the Company has granted loans in the nature of intercorporate deposits to parties other than subsidiaries as below:

Particulars	Amount in INR
Aggregate amount during the year - Others	INR 5,478 crores
Balance outstanding as at balance sheet date - Others	INR 3,208 crores

- (b) According to the information and explanations given to us and based on the audit procedures conducted by us, we are of the opinion that the investment made and the terms and conditions of the grant of loans in the nature of intercorporate deposits are, prima facie, not prejudicial to the interest of the company.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given in the nature of intercorporate deposits, the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular. Further, the Company has not given any advance in the nature of loan to any party during the year.
- (d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given in the nature of intercorporate deposits. Further, the Company has not given any advances in the nature of loans to any party during the year.
- (e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no loan in the nature of intercompany deposits falling due during the year, which has been renewed or extended or fresh loans in the nature of intercompany deposits granted to settle the overdues of existing loans given in the nature of intercompany deposits to same parties.
- (f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment.
- (iv) According to the information and explanations given to us and on the basis of our examination of records, the Company has not given any loans, or provided guarantees or securities, as specified under section 185 of the Companies Act, 2013. Further, the Company has complied with the provisions of Section 186 of the Companies Act, 2013 in relation to investments made, loans in the nature of intercorporate deposits and guarantees given. The Company has not provided security as specified under section 186 of the Companies Act, 2013.
- (v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.
- (vi) According to the information and explanations given to us, the Central Government has not prescribed the maintenance of cost records under Section 148(1) of the Companies Act, 2013 for any of the services rendered by the company. Accordingly, clause 3(vi) of the Order is not applicable.
- (vii) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective 1 July 2017, these statutory dues has been subsumed into Goods and Services Tax ('GST').



- (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, amounts deducted / accrued in the books of account in respect of undisputed statutory dues including GST, Provident fund, Employees' State Insurance, Income-Tax, Duty of Customs, Cess, and other statutory dues have generally been regularly deposited with the appropriate authorities, though there have been slight delays in payment of duty of customs.

According to the information and explanations given to us, no undisputed amounts payable in respect of GST, Provident fund, Employees' State Insurance, Income Tax, Duty of Customs, Cess and other statutory dues were in arrears as at 31 March 2022 for a period of more than six months from the date they became payable.

- (b) According to the information and explanations given to us, statutory dues relating to Goods and Service Tax, Provident Fund, Employees State Insurance, Income Tax, Duty of Customs or Cess or other statutory dues which have not been deposited on account of any dispute as at 31 March 2022 are as follows:

Name of the Statute	Nature of the dues	INR (in crores)*	Period to which amount relates	Forum where dispute is pending
Income Tax Act, 1961	Income Tax	2,922.42**	Financial Year 2003-04, 2011-12 to 2016-17, 2017-18, 2018-19	Commissioner of Income Tax (Appeals)
Income Tax Act, 1961	Income Tax	358.45	Financial Year 2003-04, 2005-06, 2006-07, 2008-09 to 2010-11	Income Tax Appellate Tribunal-Delhi
Income Tax Act, 1961	Income Tax	14.70	Financial Year 2006-07	Income Tax Appellate Tribunal-Mumbai
Income Tax Act, 1961	Income Tax	1.15	Financial year 2002-03, 2003-04	High Court of Delhi
Income Tax Act, 1961	Income Tax	1.60	Financial Year 2006-07	High Court of Karnataka
Income Tax Act, 1961	Income Tax	0.62	Financial Year 2008-09	High Court of Allahabad
Income Tax Act, 1961	Income Tax	11.30	Financial Year 2002-03 to 2004-05	Hon'ble Supreme Court of India
Bombay Sales Tax Act, 1959	Value Added Tax	0.62	Financial Year 2004-05	Joint Commissioner (Appeals), Mumbai
Maharashtra VAT Act, 2002	Value Added Tax	0.48	Financial Year 2009-10 and 2011-12	Joint Commissioner (Appeals), Mumbai
Central Sales Tax, 1956	Sales Tax	0.05	Financial Year 2012-13	Joint Commissioner (Appeals)
Central Sales Tax, 1956	Sales Tax	0.31	Financial Year 2014-15	Joint Commissioner (Appeals), Maharashtra
UP VAT Act 2008	Value Added Tax	0.11	Financial Year 2010-11	Joint Commissioner (Appeals), Noida
Maharashtra VAT Act, 2002	Value Added Tax	7.94	Financial Year 2012-13	Joint Commissioner (Appeals), Large Tax Payer Unit, Mumbai
Maharashtra VAT Act, 2002	Value Added Tax	1.24	Financial Year 2014-15	Joint Commissioner (Appeals), Large Tax Payer Unit, Mumbai
Goods and Service Tax Act, 2017	Goods and Service Tax	4.35	1 October 2017 to 1 September 2018	Additional Commissioner (appeals) of Goods and Service Tax
Goods and Service Tax Act, 2017	Goods and Service Tax	5.35	1 October 2018 to 31 December 2019	Additional Commissioner (appeals) of Goods and Service Tax

Name of the Statute	Nature of the dues	INR (in crores)*	Period to which amount relates	Forum where dispute is pending
Customs Act, 1962	Duty to Customs	0.27	Financial Year 2006-07	Common Adjudicating Authority (Directorate of Revenue Intelligence)
Customs Act, 1962	Duty to Customs	2.21	Financial Year 1997-98 to 1999-00	Office of Assistant Commissioner of Customs
Customs Act, 1962	Duty to Customs	0.59	Financial Year 2007-08, 2009-10 to 2013-14	Customs, Excise, Service Tax Appellant Tribunal, Maharashtra
Finance Act 1994, read with Service Tax Rules, 1994	Service Tax	0.79	Financial Year 2006-07	High Court of Allahabad
Finance Act 1994, read with Service Tax Rules, 1994	Service Tax	0.63	Financial Year 2006-07	Commissioner
Finance Act 1994, read with Service Tax Rules, 1994	Service Tax	23.57	Financial Year 2006-07 to 2011-12	Customs, Excise, Service Tax Appellant Tribunal, Allahabad
Finance Act 1994, read with Service Tax Rules, 1994	Service Tax	0.63	Financial Year 2011-12	Customs, Excise, Service Tax Appellant Tribunal, Chennai
Finance Act 1994, read with Service Tax Rules, 1994	Service Tax	0.37	Financial Year 2013-14	Customs, Excise, Service Tax Appellant Tribunal
Finance Act 1994, read with Service tax rules, 1994	Service Tax	1.36	Financial Year 2013-14	Commissioner (Appeals)
Finance Act 1994, read with Service tax rules, 1994	Service Tax	1.18	Financial Year 2007-10	High Court
Finance Act 1994, read with Service tax rules, 1994	Service Tax	15.56	1 April 2012 to 30 September 2012	Customs, Excise, Service Tax Appellant Tribunal, Allahabad
Finance Act 1994, read with Service tax rules, 1994	Service Tax	2.06	1 April 2011 to 31 August 2014	Customs, Excise, Service Tax Appellant Tribunal, Allahabad
Finance Act 1994, read with Service tax rules, 1994	Service Tax	1.53	1 October 2011 to 30 September 2012	Commissioner Appeals

\*Total amount deposited under protest / adjusted against refunds in respect of Income tax is INR 233.15 Crores and guarantee given under protest is INR 845 crores.

\*\*In respect of financial year 2012-13, this amount also includes tax demand of INR 1,136 Crores in respect of which the company has also filed rectification application under section 154 of Income Tax Act, 1961 with income tax authorities.

- (viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

- (ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in repayment of loans and borrowing or in the payment of interest thereon to banks during the year. Further, the Company did not have any outstanding loans or borrowings from financial institutions or any other lender during the year.



- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.
- (c) In our opinion and according to the information and explanations given to us by the management, term loans were applied for the purpose for which the loans were obtained.
- (d) According to the information and explanations given to us and on an overall examination of the balance sheet of the company, we report that no funds raised on short-term basis have been used for long-term purposes by the company.
- (e) According to the information and explanations given to us and on an overall examination of the financial statements of the company, we report that the company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries or associate company as defined under Companies Act, 2013. The company has no joint ventures.
- (f) According to the information and explanations given to us and procedures performed by us, we report that the company has not raised loans during the year on the pledge of securities held in its subsidiaries or associate company (as defined under Companies Act, 2013). The company has no joint ventures.
- (x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments) Accordingly, clause 3(x)(a) of the Order is not applicable.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.
- (xi) (a) Based on examination of the books and records of the Company and according to the information and explanations given to us, considering the principles of materiality outlined in Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the course of the audit.
- (b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Companies Act, 2013 has been filed by the auditors in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.
- (c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.
- (xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.
- (xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Companies Act, 2013, where applicable, and the details of the related party transactions have been disclosed in the notes to the standalone financial statements as required by the applicable accounting standards.
- (xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.
- (b) We have considered the internal audit reports of the Company issued till date for the period under audit.
- (xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Companies Act, 2013 are not applicable to the Company.
- (xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.
- (b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.
- (c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.
- (d) According to the information and explanations provided to us during the course of audit, the Group does not have any CIC. Accordingly, the requirements of clause 3(xvi)(d) are not applicable.
- (xvii) According to the information and explanation given to us, the Company has not incurred cash losses in the current and in the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.
- (xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the company as and when they fall due.
- (xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of section 135 of the Companies Act, 2013 pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

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

**Rakesh Dewan**  
Partner  
Membership No.: 092212  
ICAI UDIN.: 22092212AHMJRF5087

Place: Gurugram, India  
Date: 21 April 2022

**Annexure B to the Independent Auditor's report on the standalone financial statements of HCL Technologies Limited for the year ended 31 March 2022**

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

**(Referred to in paragraph 2(A)(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)**

**Opinion**

We have audited the internal financial controls with reference to standalone financial statements of HCL Technologies Limited ("the Company") as of 31 March 2022 in conjunction with our audit of the standalone financial statements of the Company as at and for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to standalone financial statements and such internal financial controls with reference to standalone financial statements were operating effectively as at 31 March 2022, based on the internal financial controls with reference to standalone financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

**Management's Responsibility for Internal Financial Controls**

The Company's management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to standalone financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013 (hereinafter referred to as "the Act").

**Auditors' Responsibility**

Our responsibility is to express an opinion on the Company's internal financial controls with reference to standalone 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 standalone 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 standalone financial statements were established and maintained and whether such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference

to standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to standalone financial statements.

**Meaning of Internal Financial controls with Reference to Standalone Financial Statements**

A company's internal financial controls with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of standalone financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to standalone financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of standalone 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 standalone financial statements.

**Inherent Limitations of Internal Financial controls with Reference to Standalone Financial Statements**

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

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

**Rakesh Dewan**  
Partner  
Membership No.: 092212  
ICAI UDIN.: 22092212AHMJRF5087

Place: Gurugram, India  
Date: 21 April 2022

## Standalone Balance Sheet

(All amounts in crores of ₹, except share data and as stated otherwise)

	Note No.	As at	
		31 March 2022	31 March 2021
<b>I ASSETS</b>			
<b>(1) Non-current assets</b>			
(a) Property, plant and equipment	3.1	3,894	3,608
(b) Capital work in progress	3.2	79	245
(c) Right-of-use assets	3.30	875	894
(d) Goodwill	3.3	6,550	6,549
(e) Other intangible assets	3.4	8,205	9,854
(f) Financial assets			
(i) Investments	3.5	5,057	5,041
(ii) Trade receivables - unbilled	3.6 (a)	57	47
(iii) Loans	3.7	200	-
(iv) Others	3.8	502	312
(g) Deferred tax assets (net)	3.27	736	668
(h) Other non-current assets	3.9	381	429
<b>Total non-current assets</b>		<b>26,536</b>	<b>27,647</b>
<b>(2) Current assets</b>			
(a) Inventories	3.10	23	18
(b) Financial assets			
(i) Investments	3.5	6,039	6,605
(ii) Trade receivables			
Billed	3.6 (b)	4,604	5,217
Unbilled	3.6 (b)	6,543	4,502
(iii) Cash and cash equivalents	3.11(a)	2,907	2,876
(iv) Other bank balances	3.11(b)	1,942	2,180
(v) Loans	3.7	3,008	4,841
(vi) Others	3.8	726	792
(c) Current tax assets (net)		1	1
(d) Other current assets	3.12	1,094	682
<b>Total current assets</b>		<b>26,887</b>	<b>27,714</b>
<b>TOTAL ASSETS</b>		<b>53,423</b>	<b>55,361</b>
<b>II EQUITY</b>			
(a) Equity share capital	3.13	543	543
(b) Other equity		42,048	43,010
<b>TOTAL EQUITY</b>		<b>42,591</b>	<b>43,553</b>

## Standalone Balance Sheet

(All amounts in crores of ₹, except share data and as stated otherwise)

III	LIABILITIES	Note No.	As at	
			31 March 2022	31 March 2021
	<b>(1) Non - current liabilities</b>			
	(a) Financial liabilities			
	(i) Borrowings	3.14	164	207
	(ii) Lease liabilities	3.30	491	574
	(iii) Others	3.16	25	3
	(b) Contract liabilities	3.17	119	110
	(c) Provisions	3.18	958	866
	(d) Other non-current liabilities	3.19	32	29
	<b>Total non-current liabilities</b>		<b>1,789</b>	<b>1,789</b>
	<b>(2) Current liabilities</b>			
	(a) Financial liabilities			
	(i) Borrowings	3.14	62	18
	(ii) Lease liabilities	3.30	163	144
	(iii) Trade payables	3.15		
	Billed			
	1. Dues of micro enterprises and small enterprises		11	5
	2. Dues of creditors other than micro enterprises and small enterprises		874	2,702
	Unbilled and accruals		1,328	1,819
	(iv) Others	3.16	1,898	1,622
	(b) Contract liabilities	3.17	3,254	2,432
	(c) Other current liabilities	3.20	308	261
	(d) Provisions	3.18	240	227
	(e) Current tax liabilities (net)		905	789
	<b>Total current liabilities</b>		<b>9,043</b>	<b>10,019</b>
	<b>TOTAL LIABILITIES</b>		<b>10,832</b>	<b>11,808</b>
	<b>TOTAL EQUITY AND LIABILITIES</b>		<b>53,423</b>	<b>55,361</b>
	<b>Summary of significant accounting policies</b>	1		

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date attached

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

Firm's Registration No. : 101248W/W-100022

**Rakesh Dewan**  
Partner  
Membership Number: 092212

**For and on behalf of the Board of Directors of HCL Technologies Limited**

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer  
and Managing Director

**S. Madhavan**  
Director

**Prateek Aggarwal**  
Chief Financial Officer

**Goutam Rungta**  
Executive Vice President - Finance

**Manish Anand**  
Company Secretary

Gurugram, India  
21 April 2022

Noida (UP), India  
21 April 2022

## Standalone Statement of Profit and Loss

(All amounts in crores of ₹, except share data and as stated otherwise)

	Note No.	Year ended	
		31 March 2022	31 March 2021
<b>I Revenue</b>			
Revenue from operations	3.21	40,638	35,673
Other income	3.22	880	965
<b>Total income</b>		<b>41,518</b>	<b>36,638</b>
<b>II Expenses</b>			
Purchase of stock-in-trade		155	142
Changes in inventories of stock-in-trade	3.23	(5)	(3)
Employee benefits expense	3.24	15,872	11,749
Outsourcing costs		7,277	7,515
Finance costs	3.25	109	177
Depreciation, amortization and impairment expense		2,615	2,813
Other expenses	3.26	2,227	1,835
<b>Total expenses</b>		<b>28,250</b>	<b>24,228</b>
<b>III Profit before tax</b>		<b>13,268</b>	<b>12,410</b>
<b>IV Tax expense</b>	3.27		
Current tax		2,464	2,480
Deferred tax (credit) charge		(70)	1,187
<b>Total tax expense</b>		<b>2,394</b>	<b>3,667</b>
<b>V Profit for the year</b>		<b>10,874</b>	<b>8,743</b>
<b>VI Other comprehensive income</b>	3.28		
(A) (i) Items that will not be reclassified to statement of profit and loss		36	43
(ii) Income tax on items that will not be reclassified to statement of profit and loss		(13)	(11)
(B) (i) Items that will be reclassified to statement of profit and loss		243	652
(ii) Income tax on items that will be reclassified to statement of profit and loss		11	(164)
<b>Total other comprehensive income</b>		<b>277</b>	<b>520</b>
<b>VII Total comprehensive income for the year</b>		<b>11,151</b>	<b>9,263</b>
<b>Earnings per equity share of ₹ 2 each</b>	3.29		
Basic (in ₹)		40.10	32.22
Diluted (in ₹)		40.09	32.22
<b>Summary of significant accounting policies</b>	1		

The accompanying notes are an integral part of the standalone financial statements  
As per our report of even date attached

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

**For and on behalf of the Board of Directors of HCL Technologies Limited**

**Rakesh Dewan**  
Partner  
Membership Number: 092212

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer  
and Managing Director

**S. Madhavan**  
Director

**Prateek Aggarwal**  
Chief Financial Officer

**Goutam Rungta**  
Executive Vice President - Finance

**Manish Anand**  
Company Secretary

Gurugram, India  
21 April 2022

Noida (UP), India  
21 April 2022



## Standalone Statement of Changes in Equity

(All amounts in crores of ₹, except share data and as stated otherwise)

	Equity share capital		Other equity										Total Equity			
	Number of Shares*	Share capital	Reserves and Surplus					Other comprehensive income						Total other equity		
			Retained earnings	Remeasurement of defined benefit plans	Treasury share reserve	Securities premium	Capital reserve	Capital redemption reserve	Common control transaction capital reserve	Share based payment reserve	Special economic zone re-investment reserve	Foreign currency translation reserve			Cash flow hedging reserve	Debt instruments through other comprehensive income
<b>Balance as at 1 April 2020</b>	2,713,665,096	543	36,411	(20)	-	7	120	14	14	-	726	(1)	(267)	(1)	37,003	37,546
Profit for the year	-	-	8,743	-	-	-	-	-	-	-	-	-	-	-	8,743	8,743
Other comprehensive income (refer note 3.28)	-	-	-	32	-	-	-	-	-	-	-	16	450	23	521	521
<b>Total comprehensive income for the year</b>	-	-	<b>8,743</b>	<b>32</b>	-	-	-	-	-	-	-	<b>16</b>	<b>450</b>	<b>23</b>	<b>9,264</b>	<b>9,264</b>
Final dividend of ₹ 2 per share	-	-	(543)	-	-	-	-	-	-	-	-	-	-	-	(543)	(543)
Interim dividend of ₹ 10 per share	-	-	(2,714)	-	-	-	-	-	-	-	-	-	-	-	(2,714)	(2,714)
Transfer to special economic zone re-investment reserve	-	-	(1,500)	-	-	-	-	-	-	-	1,500	-	-	-	-	-
Transfer from special economic zone re-investment reserve	-	-	531	-	-	-	-	-	-	-	(531)	-	-	-	-	-
<b>Balance as at 31 March 2021</b>	<b>2,713,665,096</b>	<b>543</b>	<b>40,928</b>	<b>12</b>	-	<b>7</b>	<b>120</b>	<b>14</b>	<b>14</b>	-	<b>1,695</b>	<b>15</b>	<b>183</b>	<b>22</b>	<b>43,010</b>	<b>43,553</b>
<b>Balance as at 1 April 2021</b>	<b>2,713,665,096</b>	<b>543</b>	<b>40,928</b>	<b>12</b>	-	<b>7</b>	<b>120</b>	<b>14</b>	<b>14</b>	-	<b>1,695</b>	<b>15</b>	<b>183</b>	<b>22</b>	<b>43,010</b>	<b>43,553</b>
Profit for the year	-	-	10,874	-	-	-	-	-	-	-	-	-	-	-	10,874	10,874
Other comprehensive income (refer note 3.28)	-	-	-	23	-	-	-	-	-	-	-	(11)	283	(18)	277	277
<b>Total comprehensive income for the year</b>	-	-	<b>10,874</b>	<b>23</b>	-	-	-	-	-	-	-	<b>(11)</b>	<b>283</b>	<b>(18)</b>	<b>11,151</b>	<b>11,151</b>
Interim dividend of ₹ 42 per share	-	-	(11,391)	-	-	-	-	-	-	-	-	-	-	-	(11,391)	(11,391)
Transfer to special economic zone re-investment reserve	-	-	(2,021)	-	-	-	-	-	-	-	2,021	-	-	-	-	-
Transfer from special economic zone re-investment reserve	-	-	922	-	-	-	-	-	-	-	(922)	-	-	-	-	-
Acquisition of treasury shares	-	-	-	(804)	-	-	-	-	-	-	-	-	-	-	(804)	(804)
Share based payments to employees	-	-	-	-	-	-	-	-	-	-	82	-	-	-	82	82
<b>Balance as at 31 March 2022</b>	<b>2,713,665,096</b>	<b>543</b>	<b>39,312</b>	<b>35</b>	<b>(804)</b>	<b>7</b>	<b>120</b>	<b>14</b>	<b>14</b>	<b>82</b>	<b>2,794</b>	<b>4</b>	<b>466</b>	<b>4</b>	<b>42,048</b>	<b>42,591</b>

\* Includes treasury shares held by the controlled trust (refer note 3.13)

Refer note 1 for summary of significant accounting policies

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date attached

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

Firm's Registration No. : 101248WW/100022

**Rakesh Dewan**  
Partner

Membership Number: 092212

**For and on behalf of the Board of Directors of HCL Technologies Limited**

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer  
and Managing Director

**S. Madhavan**  
Director

**Prateek Aggarwal**  
Chief Financial Officer

**Goutam Rungta**  
Executive Vice President - Finance

**Manish Anand**  
Company Secretary

Gurugram, India  
21 April 2022

Noida (UP), India  
21 April 2022

## Standalone Statement of Cash flows

(All amounts in crores of ₹, except share data and as stated otherwise)

		Year ended	
		31 March 2022	31 March 2021
<b>A</b>	<b>Cash flows from operating activities</b>		
	Profit before tax	13,268	12,410
	<b>Adjustment for:</b>		
	Depreciation, amortization and impairment expense	2,615	2,813
	Interest income	(492)	(551)
	Dividend income from subsidiaries	(84)	(63)
	Provision for doubtful debts / bad debts (written back) written off, net	4	(12)
	Income on investments carried at fair value through profit and loss	(88)	(88)
	Profit on sale of investments carried at fair value through other comprehensive income	(10)	(3)
	Profit on sale of investment in subsidiary carried at cost	-	(1)
	Interest expense	97	113
	Profit on sale of property, plant and equipment (net)	(21)	(109)
	Share based payments to employees	17	-
	Other non cash charges (net)	10	76
		<b>15,316</b>	<b>14,585</b>
	<b>Net change in</b>		
	Trade receivables	(1,414)	178
	Inventories	16	(1)
	Other financial assets and other assets	(262)	1,171
	Trade payables	(2,319)	1,049
	Other financial liabilities, contract liabilities, provisions and other liabilities	1,536	1,133
	<b>Cash generated from operations</b>	<b>12,873</b>	<b>18,115</b>
	Income taxes paid (net of refunds)	(2,282)	(2,350)
	<b>Net cash flow from operating activities (A)</b>	<b>10,591</b>	<b>15,765</b>
<b>B</b>	<b>Cash flows from investing activities</b>		
	Investments in bank deposits	(2,162)	(2,180)
	Proceeds from bank deposits on maturity	2,399	-
	Purchase of investments in securities	(32,048)	(20,320)
	Proceeds from sale/maturity of investments in securities	32,685	20,728
	Deposits placed with body corporates	(5,478)	(6,641)
	Proceeds from maturity of deposits placed with body corporates	7,111	5,219
	Payments for business acquisitions, net of cash acquired	-	(367)
	Purchase of property, plant and equipment and intangibles	(780)	(817)
	Proceeds from sale of property, plant and equipment	33	132
	Investment in the subsidiaries	(16)	(887)
	Proceeds from sale of investment in subsidiary	-	1
	Proceeds from loans extended to subsidiaries	-	26
	Dividend received from subsidiaries	84	63
	Interest received	504	585
	Income taxes paid	(100)	(90)
	<b>Net cash flow from (used in) investing activities (B)</b>	<b>2,232</b>	<b>(4,548)</b>
<b>C</b>	<b>Cash flows from financing activities</b>		
	Proceeds from long term borrowings	25	68
	Repayment of long term borrowings	(24)	(24)
	Proceeds from short term borrowings	52	75
	Repayment of short term borrowings	(52)	(75)
	Payments for deferred consideration on business acquisitions	(371)	(6,216)
	Acquisition of treasury shares	(804)	-
	Dividend paid	(11,389)	(3,256)
	Interest paid	(5)	(4)
	Payment of lease liabilities including interest	(207)	(217)
	<b>Net cash flow used in financing activities (C)</b>	<b>(12,775)</b>	<b>(9,649)</b>
	Net increase in cash and cash equivalents (A+B+C)	48	1,568
	Effect of exchange differences on cash and cash equivalents held in foreign currency	(17)	14
	Cash and cash equivalents at the beginning of the year	2,876	1,294
	<b>Cash and cash equivalents at the end of the year as per note 3.11 (a)</b>	<b>2,907</b>	<b>2,876</b>

## Standalone Statement of Cash flows

(All amounts in crores of ₹, except share data and as stated otherwise)

### Notes:

1. Reconciliation of liabilities arising from financing activities

Particulars	Deferred and contingent consideration
<b>Balance as at 1 April 2020</b>	<b>6,560</b>
Cash flows	(6,216)
Non cash changes	
Exchange differences (net)	(29)
Recognized in profit and loss	48
<b>Balance as at 31 March 2021</b>	<b>363</b>
<b>Balance as at 1 April 2021</b>	<b>363</b>
Cash flows	(371)
Non cash changes	
Exchange differences (net)	5
Recognized in profit and loss	3
<b>Balance as at 31 March 2022</b>	<b>-</b>

2. The total amount of income taxes paid is ₹ 2,382 crores (Previous year, ₹ 2,440 crores).
3. Cash and cash equivalents include Investor education and protection fund-unclaimed dividend of ₹ 8 crores (Previous year, ₹ 6 crores).
4. Refer note 3.39 for amount spent during the years ended 31 March 2022 and 2021 on construction / acquisition of any asset and other purposes relating to CSR.

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date attached

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

Firm's Registration No. : 101248W/W-100022

**Rakesh Dewan**  
**Partner**

Membership Number: 092212

**For and on behalf of the Board of Directors of HCL Technologies Limited**

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer  
and Managing Director

**S. Madhavan**  
Director

**Prateek Aggarwal**  
Chief Financial Officer

**Goutam Rungta**  
Executive Vice President - Finance

**Manish Anand**  
Company Secretary

Gurugram, India  
21 April 2022

Noida (UP), India  
21 April 2022

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### ORGANIZATION AND NATURE OF OPERATIONS

HCL Technologies Limited (hereinafter referred to as “the Company”) is primarily engaged in providing a range of IT and business services, engineering and R&D services and products & platforms. The Company was incorporated under the provisions of the Companies Act applicable in India in November 1991, having its registered office at 806, Siddharth, 96, Nehru Place, New Delhi- 110019. The Company leverages its global technology workforce and intellectual properties to deliver solutions across following verticals - Financial Services, Manufacturing, Life Sciences & Healthcare, Public Services, Retail & CPG, Technology & Services and Telecom, Media, Publishing and Entertainment.

The standalone financial statements for the year ended 31 March 2022 were approved and authorized for issue by the Board of Directors on 21 April 2022.

#### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

##### (a) Basis of preparation

These standalone financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) prescribed under section 133 of the Companies Act, 2013 read with the Companies (Indian Accounting Standards) Rules as amended from time to time and presentation requirements of Schedule III (Division II) to the Companies Act, 2013, as applicable to the standalone financial statements.

These standalone financial statements have been prepared under the historical cost convention on an accrual and going concern basis except for the following assets and liabilities which have been measured at fair value:

- (a) Derivative financial instruments,
- (b) Certain financial assets and liabilities (refer accounting policy regarding financial instruments),
- (c) Defined benefit plans

The accounting policies adopted in the preparation of these standalone financial statements are consistent with those of the previous year except where a newly issued accounting standard is initially adopted or a revision to an existing accounting standard requires a change in the accounting policy.

During the previous year, The Hon'ble National Company Law Tribunal of New Delhi and Bengaluru had approved the Scheme of Amalgamation providing for the merger of four direct /step-down wholly-owned subsidiaries engaged in providing IT and IT related services viz. HCL Eagle Limited, HCL Comnet Limited, HCL Technologies Solutions Limited and Concept2Silicon Systems Private Limited (the “Transferor companies”) with and into HCL Technologies Limited (the “Transferee Company”) with effect from 01 April 2019, the appointed date. The scheme was effective on 13 July 2020 on filing of the certified true copy of the Orders of the Delhi and the Bengaluru NCLT with the Registrar of Companies on 13 March 2020 and 13 July 2020 respectively.

The impact of the scheme was accounted for and is not material on the standalone financial statement of the Company.

All assets and liabilities have been classified as current and non-current as per the Company's normal operating cycle of 12 months. The statement of cash flows has been prepared under indirect method.

The Company uses the Indian rupee (₹) as its reporting currency.

##### (b) Use of estimates and judgements

The preparation of standalone financial statements in conformity with Ind AS requires the management to make estimates and judgements that affect the reported amounts of assets, liabilities, revenue, expenses and other comprehensive income (OCI) that are reported and disclosed in the financial statements and accompanying notes. These estimates are based on the management's best knowledge of current events, historical experience, actions that the Company may undertake in the future and on various other assumptions that are believed to be reasonable under the circumstances. Actual results could differ from those estimates. Changes in estimates are reflected in the standalone financial statements in the year in which the changes are made.

Significant estimates and assumptions are used for, but not limited to,

- (i) Accounting for costs expected to be incurred to complete performance under fixed price projects and determination of stand-alone selling prices for each distinct performance obligation in contracts involving multiple performance obligations, refer note 1(f).
- (ii) Allowance for uncollectible accounts receivables, refer note 1(r)(i).

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

- (iii) Fair value of the consideration transferred (including contingent consideration) and fair value of the assets acquired and liabilities assumed, measured on a provisional basis in case of business combination, refer note 1(c)
- (iv) Recognition of income and deferred taxes, refer note 1(g) and note 3.27
- (v) Key actuarial assumptions for measurement of future obligations under employee benefit plans, refer note 1(p) and note 3.32
- (vi) Estimated forfeitures in share-based compensation expenses, refer note 1(q)
- (vii) Useful lives of property, plant and equipment, refer note 1(h)
- (viii) Lives of intangible assets, refer note 1(i)
- (ix) Key assumptions used for impairment of goodwill, refer note 1(n) and note 3.3
- (x) Identification of leases and measurement of lease liabilities and right of use assets, refer note 1(l)
- (xi) Provisions and contingent liabilities, refer note 1(o) and note 3.35

In view of pandemic relating to COVID -19, the Company has considered and taken into account internal and external information and has performed sensitivity analysis based on current estimates in assessing the recoverability of receivables, goodwill, intangible assets, other assets, impact on revenues and costs, impact on leases and effectiveness of its hedging relationships, including but not limited to the assessment of liquidity and going concern assumption and believes that the impact of COVID-19 is not material to these standalone financial statements. However, the actual impact of COVID-19 on the Company's standalone financial statements may differ from that estimated and the Company will continue to closely monitor any material changes to future economic conditions.

### (c) Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is the aggregate of the consideration transferred measured at fair value at the acquisition date. Acquisition related costs are expensed as incurred.

Any contingent consideration to be transferred by the acquirer is recognized at fair value at the acquisition date. Contingent consideration classified as financial liability is measured at fair value with changes in fair value recognized in the statement of profit and loss.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the excess is recognized as capital reserve after reassessing the fair values of the net assets.

### (d) Foreign currency and translation

The financial statements are presented in Indian Rupee (₹), which is also the Company's functional currency. For each foreign operation, the Company determines the functional currency which is its respective local currency.

Transactions in foreign currencies are initially recorded by the Company at their respective functional currency spot rates at the date of the transaction. Foreign-currency denominated monetary assets and liabilities are translated to the relevant functional currency at exchange rates in effect at the balance sheet date. Exchange differences arising on settlement or translation of monetary items are recognized in the statement of profit and loss. Non-monetary assets and non-monetary liabilities denominated in a foreign currency and measured at historical cost are translated at the exchange rate prevalent at the date of initial transaction. Non-monetary assets and non-monetary liabilities denominated in a foreign currency and measured at fair value are translated at the exchange rate prevalent at the date when the fair value was determined.

Transaction gains or losses realized upon settlement of foreign currency transactions are included in determining net profit for the year. Revenue, expenses and cash-flow items denominated in foreign currencies are translated into the relevant functional currencies using the exchange rate in effect on the date of the transaction.

The translation of foreign operations from respective functional currency into INR (the reporting currency) for assets and liabilities is performed using the exchange rates in effect at the balance sheet date, and for revenue, expenses and cash flows is performed using an appropriate daily weighted average exchange rate for the respective years. The exchange differences arising on translation are reported as a component of 'other comprehensive income (loss)'. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is recognized in the statement of profit and loss.



## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### (e) Fair value measurement

The Company records certain financial assets and liabilities at fair value on a recurring basis. The Company determines fair values based on the price it would receive to sell an asset or pay to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or most advantageous market for that asset or liability.

The Company holds certain fixed income securities, equity securities and derivatives, which must be measured using the guidance for fair value hierarchy and related valuation methodologies. The guidance specifies a hierarchy of valuation techniques based on whether the inputs to each measurement are observable or unobservable. Observable inputs reflect market data obtained from independent sources, while unobservable inputs reflect the Company's assumptions about current market conditions. The fair value hierarchy also requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The prescribed fair value hierarchy and related valuation methodologies are as follows:

Level 1 - Quoted inputs that reflect quoted prices (unadjusted) for identical assets or liabilities in active markets.

Level 2 - Quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active and model-derived valuations, in which all significant inputs are directly or indirectly observable in active markets.

Level 3 - Valuations derived from valuation techniques, in which one or more significant inputs are unobservable inputs which are supported by little or no market activity.

In accordance with Ind AS 113, assets and liabilities at fair value are measured based on the following valuation techniques:

- (a) Market approach – Prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities.
- (b) Income approach – Converting the future amounts based on market expectations to its present value using the discounting method.
- (c) Cost approach – Replacement cost method.

Certain assets are measured at fair value on a non-recurring basis. These assets consist primarily of non-financial assets such as goodwill and intangible assets. Goodwill and intangible assets recognized in business combinations are measured at fair value initially and subsequently when there is an indicator of impairment, the impairment is recognized.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant who would use the asset in its highest and best use.

### (f) Revenue recognition

#### *Contracts involving provision of services and material*

Revenue is recognized when, or as, control of a promised service or good transfers to a customer, in an amount that reflects the consideration to which the Company expects to be entitled in exchange for transferring those products or services. To recognize revenues, the following five step approach is applied: (1) identify the contract with a customer, (2) identify the performance obligations in the contract, (3) determine the transaction price, (4) allocate the transaction price to the performance obligations in the contract, and (5) recognize revenues when a performance obligation is satisfied. A contract is accounted when it is legally enforceable through executory contracts, approval and commitment from all parties, the rights of the parties are identified, payment terms are defined, the contract has commercial substance and collectability of consideration is probable.

#### *Time-and-material / Volume based / Transaction based contracts*

Revenue with respect to time-and-material, volume based and transaction based contracts is recognized as the related services are performed through efforts expended, volume serviced transactions are processed etc. that correspond with value transferred to customer till date which is related to the right to invoice for services performed.

#### *Fixed Price contracts*

Revenue related to fixed price contracts where performance obligations and control are satisfied over a period of time like technology integration, complex network building contracts, system implementations and application development are recognized based on progress towards completion of the performance obligation using a cost-to-cost measure of progress (i.e., percentage-of-completion (POC) method of accounting). Revenue is recognized based on the costs incurred to date as a percentage of the total estimated costs to fulfill the contract. Any revision in cost to complete would result in increase or decrease in revenue and such changes are recorded in the period in which they are identified. Provisions for estimated losses, if any, on contracts-in-

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

progress are recorded in the period in which such losses become probable based on the current contract estimates. Contract losses are determined to be the amount by which the estimated incremental cost to complete exceeds the estimated future revenues that will be generated by the contract and are included in cost of revenues.

Revenue related to other fixed price contracts providing maintenance and support services, are recognized based on the right to invoice for services performed for contracts in which the invoicing is representative of the value being delivered. If invoicing is not consistent with value delivered, revenues are recognized as the service is performed based on the cost to cost method described above.

In arrangements involving sharing of customer revenues, revenue is recognized when the right to receive is established.

Revenue from product sales are shown net of applicable taxes, discounts and allowances. Revenue related to product with installation services that are critical to the product is recognized when installation of product at customer site is completed and accepted by the customer. If the revenue for a delivered item is not recognized for non-receipt of acceptance from the customer, the cost of the delivered item continues to be in inventory.

### *Proprietary Software Products*

Revenue from distinct proprietary perpetual license software is recognized at a point in time at the inception of the arrangement when control transfers to the client. Revenue from proprietary term license software is recognized at a point in time for the committed term of the contract. In case of renewals of proprietary term licenses with existing customers, revenue from term license is recognized at a point in time when the renewal is agreed on signing of contracts. Revenue from support and subscription (S&S) is recognized over the contract term on a straight-line basis as the Company is providing a service of standing ready to provide support, when-and-if needed, and is providing unspecified software upgrades on a when-and-if available basis over the contract term. In case software are bundled with support and subscription either for perpetual or term based license, such support and subscription contracts are generally priced as a percentage of the net fees paid by the customer to purchase the license and are generally recognized as revenues ratably over the contractual period that the support services are provided. Revenue from these proprietary software products is classified under sale of services.

### *Multiple performance obligation*

When a sales arrangement contains multiple performance obligation, such as services, hardware and licensed IPs (software) or combinations of each of them revenue for each element is based on a five step approach as defined above. To the extent a contract includes multiple promised deliverables, judgment is applied to determine whether promised deliverables are capable of being distinct and are distinct in the context of the contract. If these criteria are not met, the promised deliverables are accounted for as a combined performance obligation. For arrangements with multiple distinct performance obligations or series of distinct performance obligations, consideration is allocated among the performance obligations based on their relative standalone selling price. Standalone selling price is the price at which Company would sell a promised good or service separately to the customer. When not directly observable, we estimate standalone selling price by using the expected cost plus a margin approach. We establish a standalone selling price range for our deliverables, which is reassessed on a periodic basis or when facts and circumstances change. If the arrangement contains obligations related to License of Intellectual property (Software) or Lease deliverable, the arrangement consideration allocated to the Software deliverables, lease deliverable as a group is then allocated to each software obligation and lease deliverable.

Revenue recognition for delivered elements is limited to the amount that is not contingent on the future delivery of products or services, future performance obligations or subject to customer-specified return or refund privileges.

Revenue from certain activities in transition services in outsourcing arrangements are not capable of being distinct or represent separate performance obligation. Revenues relating to such transition activities are classified as Contract liabilities and subsequently recognized over the period of the arrangement. Direct and incremental costs in relation to such transition activities which are expected to be recoverable under the contract and generate or enhance resources of the Company that will be used in satisfying the performance obligation in the future are considered as contract fulfillment costs classified as Deferred contract cost and recognized over the period of arrangement. Certain upfront non-recurring incremental contract acquisition costs and other upfront fee paid to customer are deferred and classified as Deferred contract cost and amortized to revenue or cost, usually on a straight line basis, over the term of the contract unless revenues are earned and obligations are fulfilled in a different pattern. The undiscounted future cash flows from the arrangement are periodically estimated and compared with the unamortized costs. If the unamortized costs exceed the undiscounted cash flow, a loss is recognized.

In instances when revenue is derived from sales of third-party vendor services, material or licenses, revenue is recorded on a gross basis when the Company is a principal to the transaction and net of costs when the Company is acting as an agent between the customer and the vendor. Several factors are considered to determine whether the Company is a principal or an agent, most notably being company controls the goods or service before it is transferred to customer, latitude in deciding the price being charged to customer. Revenue is recognized net of discounts and allowances, value-added and service taxes, and includes reimbursement of out-of-pocket expenses, with the corresponding out-of-pocket expenses included in cost of revenues.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Volume discounts, or any other form of variable consideration is estimated using either the sum of probability weighted amounts in a range of possible consideration amounts (expected value), or the single most likely amount in a range of possible consideration amounts (most likely amount), depending on which method better predicts the amount of consideration realizable. Transaction price includes variable consideration only to the extent it is probable that a significant reversal of revenues recognized will not occur when the uncertainty associated with the variable consideration is resolved. Our estimates of variable consideration and determination of whether to include estimated amounts in the transaction price may involve judgment and are based largely on an assessment of our anticipated performance and all information that is reasonably available to us.

Revenue recognized but not billed to customers is classified either as contract assets or unbilled receivables in the standalone balance sheet. Contract assets primarily relate to unbilled amounts on those contracts utilizing the cost to cost method of revenue recognition and right to consideration is not unconditional. Contract assets are recognized where there is excess of revenue over the billings. Unbilled receivables represent contracts where right to consideration is unconditional (i.e. only the passage of time is required before the payment is due). A contract liability arises when there is excess billing over the revenue recognized.

Revenue from sales-type leases is recognized when risk of loss has been transferred to the client and there are no unfulfilled obligations that affect the final acceptance of the arrangement by the client. Interest attributable to sales-type leases and direct financing leases included therein is recognized on an accrual basis using the effective interest method and is recognized as other income.

### *Interest income*

Interest income for all financial instruments measured at amortized cost is recorded using the effective interest rate (EIR). EIR is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the gross carrying amount of the financial asset or to the amortized cost of a financial liability. When calculating the EIR, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument but does not consider the expected credit losses. Interest income is included in other income in the statement of profit and loss.

### **(g) Income taxes**

*Income tax expense comprises current and deferred income tax.*

Income tax expense is recognized in the statement of profit and loss except to the extent that it relates to items recognized directly in equity, in which case it is recognized in equity. Current income tax for current and prior periods is recognized at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Provision for income tax includes the impact of provisions established for uncertain income tax positions.

Deferred income tax assets and liabilities recognized for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax assets and liabilities are recognized for those temporary differences which originate during the tax holiday period and are reversed after the tax holiday period. For this purpose, reversal of timing differences is determined using first in first out method.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Deferred income tax assets and liabilities are measured using tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

The effect of changes in tax rates on deferred income tax assets and liabilities is recognized as income or expense in the year that includes the enactment or the substantive enactment date. A deferred income tax asset is recognized to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilized. Deferred income taxes are not provided on the undistributed earnings of branches where it is expected that the earnings of the branch will not be distributed in the foreseeable future.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognized subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognized in the statement of profit and loss.

### **(h) Property, plant and equipment**

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses if any. Cost comprises the purchase price and directly attributable cost of bringing the asset to its working condition for its intended use. Any trade

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

discounts and rebates are deducted in arriving at the purchase price. The Company identifies and determines separate useful lives for each major component of the property, plant and equipment, if they have a useful life that is materially different from that of the asset as a whole.

Expenses on existing property, plant and equipment, including day-to-day repairs, maintenance expenditure and cost of replacing parts, are charged to the statement of profit and loss for the year during which such expenses are incurred.

Gains or losses arising from derecognition of assets are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of profit and loss when the asset is derecognized.

Property, plant and equipment under construction and cost of assets not ready for use at the year-end are disclosed as capital work-in-progress.

Depreciation on property, plant and equipment is provided on the straight-line method over their estimated useful lives, as determined by the management. Depreciation is charged on a pro-rata basis for assets purchased/sold during the year.

The management's estimates of the useful lives of various assets for computing depreciation are as follows:

Asset description	Asset life (in years)
Buildings	20
Plant and equipment (including air conditioners, electrical installations)	10
Office equipment	5
Computers and networking equipment	4-5
Furniture and fixtures	7
Vehicles	5

The useful lives as given above best represent the period over which the management expects to use these assets, based on technical assessment. The estimated useful lives for these assets are therefore different from the useful lives prescribed under Part C of Schedule II of the Companies Act 2013.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

### (i) Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is measured at their fair value at the date of acquisition. Subsequently, following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses.

Intangible assets are amortized over the useful life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting year. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortization period or method, as appropriate, and are treated as changes in accounting estimates. The amortization expense on intangible assets with finite lives is recognized in the statement of profit and loss.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of profit and loss when the asset is derecognized.

The intangible assets are amortized over the estimated useful life of the assets as mentioned below except certain Licensed IPRs which include the right to modify, enhance or exploit are amortized in proportion to the expected benefits over the useful life which could range up to 15 years:

Asset description	Asset life (in years)
Software	3
Licensed IPRs	5 to 15
Customer relationships	1 to 8
Customer contracts	1 to 3
Technology	1 to 8
Others (Includes intellectual property rights and non-compete agreements)	4 to 6

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### (j) Research and development costs

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

- The technical feasibility of completing the intangible asset so that it will be available for use or sale
- Its intention to complete and its ability and intention to use or sell the asset
- How the asset will generate future economic benefits
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

Subsequently, following initial recognition of the development expenditure as an asset, the cost model is applied requiring the asset to be carried at cost less any accumulated amortization and accumulated impairment losses. Amortization of the asset begins when development is complete and the asset is available for use. It is amortized over the period of expected future benefit. Amortization expense is recognized in the statement of profit and loss. During the period of development, the asset is tested for impairment annually.

### (k) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use are capitalized as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur.

Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

### (i) Leases

A lease is a contract that contains right to control the use of an identified asset for a period of time in exchange for consideration.

#### *Company as a lessee*

Company is lessee in case of leasehold land, office space, accommodation for its employees & IT equipment. These leases are evaluated to determine whether it contains lease based on principles for the recognition, measurement, presentation and disclosure of leases for both lessees and lessors as defined in Ind AS 116.

Right-of-use asset represents the Company's right to control the underlying assets under lease and the lease liability is the obligation to make the lease payments related to the underlying asset under lease. Right-of-use asset is measured initially based on the lease liability adjusted for any initial direct costs, prepaid rent, and lease incentives. Right-of-use asset is depreciated based on straight line method over the lease term or useful life of right-of-use asset, whichever is less. Subsequently, right-of-use asset is measured at cost less any accumulated depreciation, accumulated impairment losses, if any and adjusted for any remeasurement of lease liability.

The lease liability is measured at the lease commencement date and determined using the present value of the minimum lease payments not yet paid and the Company's incremental borrowing rate, which approximates the rate at which the Company would borrow, in the country where the lease was executed. The Company has used a single discount rate for a portfolio of leases with reasonably similar characteristics. The lease payment comprises fixed payment less any lease incentives, variable lease payment that depends on an index or a rate, exercise price of a purchase option if the Company is reasonably certain to exercise the option and payment of penalties for terminating the lease, if the lease term reflects the Company exercising an option to terminate the lease. Lease liability is subsequently measured by increase the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payment made and remeasuring the carrying amount to reflect any reassessment or modification, if any.

The Company has elected to not recognize leases with a lease term of 12 months or less in the balance sheet, including those acquired in a business combination, and lease costs for those short-term leases are recognized on a straight-line basis over the lease term in the statement of profit and loss. For all asset classes, the Company has elected the lessee practical expedient to combine lease and non-lease components and account for the combined unit as a single lease component in case there is no separate payment defined under the contract.

#### *Company as a lessor*

Leases in which the Company does not transfer substantially all the risks and benefits of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the year in which they are earned or contingency is resolved.



## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Leases in which the Company transfers substantially all the risk and benefits of ownership of the asset are classified as finance leases. Assets given under finance lease are recognized as a receivables at an amount equal to the present value of lease receivables. After initial recognition, the Company apportions lease rentals between the principal repayment and interest income so as to achieve a constant periodic rate of return on the net investment outstanding in respect of the finance leases. The interest income is recognized in the statement of profit and loss. Initial direct costs such as legal cost, brokerage cost etc. are recognized immediately in the statement of profit and loss.

When arrangements include multiple performance obligations, the Company allocates the consideration in the contract between the lease components and the non-lease components on a relative standalone selling price basis.

### (m) Inventories

Stock-in-trade, stores and spares are valued at the lower of the cost or net realizable value. Cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale.

Cost of stock-in-trade procured for specific projects is assigned by identifying individual costs of each item. Cost of stock in trade, that are interchangeable and not specific to any project and cost of stores and spare parts are determined using the weighted average cost formula.

### (n) Impairment of non-financial assets

#### *Goodwill*

Goodwill is tested annually on March 31, for impairment, or sooner whenever there is an indication that goodwill may be impaired, relying on a number of factors including operating results, business plans and future cash flows. For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the Company's cash generating units (CGU) expected to benefit from the synergies arising from the business combination. A CGU is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or group of assets. Impairment occurs when the carrying amount of a CGU including the goodwill, exceeds the estimated recoverable amount of the CGU. The recoverable amount of a CGU is the higher of its fair value less cost to sell and its value-in-use. Value-in-use is the present value of future cash flows expected to be derived from the CGU. Total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU, pro-rata on the basis of the carrying amount of each asset in the CGU.

An impairment loss on goodwill recognized in the statement of profit and loss is not reversed in the subsequent period.

#### *Intangible assets and property, plant and equipment*

Intangible assets and property, plant and equipment are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the CGU to which the asset belongs. If such assets are considered to be impaired, the impairment to be recognized in the statement of profit and loss is measured by the amount by which the carrying value of the asset exceeds the estimated recoverable amount of the asset.

### (o) Provisions and contingent liabilities

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows.

The Company uses significant judgement to disclose contingent liabilities. Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made. Contingent assets are neither recognized nor disclosed in the financial statements.

### (p) Retirement and other employee benefits

- (i) Provident fund: Employees of the Company receive benefits under the provident fund, a defined benefit plan. The employee and employer each make monthly contributions to the plan. A portion of the contribution is made to the provident fund trust managed by the Company or Government administered provident fund; while the balance contribution is made to

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

the Government administered pension fund, a defined contribution plan. For the contribution made by the Company to the provident fund trust managed by the Company, the Company has an obligation to fund any shortfall on the yield of the Trust's investments over the administered interest rates. The liability is actuarially determined (using the projected unit credit method) at the end of the year. The funds contributed to the Trust are invested in specific securities as mandated by law and generally consist of federal and state government bonds, debt instruments of government-owned corporations and, equity other eligible market securities.

- (ii) In respect of superannuation, a defined contribution plan for applicable employees, the Company contributes to a scheme administered on its behalf by appointed fund managers and such contributions for each year of service rendered by the employees are charged to the statement of profit and loss. The Company has no further obligations to the superannuation plan beyond its contributions.
- (iii) **Gratuity liability:** The Company provide for gratuity, a defined benefit plan (the "Gratuity Plan") covering eligible employees. The Gratuity Plan provides a lump sum payment to vested employees at retirement, death, incapacitation or termination of employment, of an amount based on the respective employee's base salary and the tenure of employment (subject to a maximum of ₹ 20 lacs per employee). The liability is actuarially determined (using the projected unit credit method) at the end of each year. Actuarial gains/losses are recognized immediately in the balance sheet with a corresponding debit or credit to other comprehensive income in the year in which they occur.

In respect to certain employees in India, the Company contributes towards gratuity liabilities to the Gratuity Fund Trust. Trustees of the Company administer contributions made to the Trust and contributions are invested in a scheme with Life Insurance Corporation of India as permitted by law.

- (iv) **Compensated absences:** The employees of the Company are entitled to compensated absences which are both accumulating and non-accumulating in nature. The employees can carry forward up to the specified portion of the unutilized accumulated compensated absences and utilize it in future periods or receive cash at retirement or termination of employment. The expected cost of accumulating compensated absences is determined by actuarial valuation (using the projected unit credit method) based on the additional amount expected to be paid as a result of the unused entitlement that has accumulated at the balance sheet date. The expense on non-accumulating compensated absences is recognized in the statement of profit and loss in the year in which the absences occur. Actuarial gains/losses are immediately taken to the statement of profit and loss and are not deferred.
- (v) **State Plan:** The contribution to State Plans in India, a defined contribution plan namely Employee State Insurance Fund is charged to the statement of profit and loss as and when employees render related services.
- (vi) Contributions to other defined contribution plans in branches outside India are recognized as expense when employees have rendered services entitling them to such benefits.

### (q) **Equity settled share based compensation**

Share-based compensation represents the cost related to share-based awards granted to employees. The Company measures share-based compensation cost at grant date, based on the estimated fair value of the award and recognizes the cost on a straight line basis (net of estimated forfeitures) over the employee's requisite service period for an award with only service condition and for an award with both service and performance condition on a straight-line basis over the requisite service period for each separately vesting portion of the award, as if award was in substance, multiple awards. The Company estimates the fair value of stock options using option pricing model. The cost of share based payment awards granted to employees of the Company is recorded under the head employee benefit expense in the Standalone statement of profit or loss with corresponding increase in "Share Based Payment Reserve". The grant date fair value of share-based payment awards granted to employees of subsidiaries is recognised as receivable from subsidiaries, with a corresponding increase in "share based payment reserve", as a separate component in equity over the vesting period that the employees become entitled to the awards.

### (r) **Financial Instruments**

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

#### i. **Financial assets**

All financial assets are recognized initially at fair value. Transaction costs that are directly attributable to the acquisition of financial assets (other than financial assets at fair value through profit or loss) are added to the fair value measured on initial recognition of financial asset. Purchase and sale of financial assets are accounted for at trade date.

#### **Cash and cash equivalents**

Cash and cash equivalents in the balance sheet comprise cash in banks and short-term deposits and investments with an original maturity of three months or less, which are subject to an insignificant risk of changes in value. For the purposes of the cash flow statement, cash and cash equivalents are considered net of outstanding bank overdrafts that are repayable

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

on demand and are considered part of the Company's cash management system. In the standalone balance sheet, bank overdrafts are presented under borrowings within current liabilities.

### **Financial assets at amortized cost**

A financial asset is measured at the amortized cost if both the following conditions are met:

- (a) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- (b) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest rate (EIR) method. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in other income in the statement of profit and loss. The losses arising from impairment are recognized in the statement of profit and loss. This category includes cash and bank balances, loans, unbilled receivables, trade and other receivables.

### **Financial assets at Fair Value through Other Comprehensive Income (OCI)**

A financial asset is classified and measured at fair value through OCI if both of the following criteria are met:

- (a) The objective of the business model is achieved both by collecting contractual cash flows and selling the financial assets, and
- (b) The asset's contractual cash flows represent solely payments of principal and interest.

Financial asset included within the OCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognized in OCI. Interest income is recognized in statement of profit and loss for debt instruments. On derecognition of the asset, cumulative gain or loss previously recognized in OCI is reclassified from OCI to statement of profit and loss.

### **Financial assets at Fair Value through Profit and Loss**

Any financial asset, which does not meet the criteria for categorization at amortized cost or at fair value through other comprehensive income, is classified at fair value through profit and loss. Financial assets included at the fair value through profit and loss category are measured at fair value with all changes recognized in the statement of profit and loss.

### **Equity investments**

Equity investments in subsidiaries are measured at cost less impairment if any.

### **Derecognition of financial assets**

A financial asset is primarily derecognized when the rights to receive cash flows from the asset have expired, or the Company has transferred its rights to receive cash flows from the asset.

### **Impairment of financial assets**

The Company recognizes loss allowances using the expected credit loss (ECL) model for the financial assets which are not fair valued through profit and loss. Lifetime ECL allowance is recognized for trade receivables with no significant financing component. For all other financial assets, expected credit losses are measured at an amount equal to the 12-month ECL, unless there has been a significant increase in credit risk from initial recognition in which case they are measured at lifetime ECL. The amount of expected credit losses (or reversal) that is required to adjust the loss allowance at the reporting date is recognized in statement of profit and loss.

## ii. Financial liabilities

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

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

### **Financial liabilities at fair value through profit or loss**

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated as such at the initial date of recognition, and only if the criteria in Ind AS 109 are satisfied. Changes in fair value of such liability are recognized in the statement of profit or loss.

### **Financial liabilities at amortized cost**

The Company's financial liabilities at amortized cost are initially recognized at net of transaction costs and includes trade payables, borrowings including bank overdrafts and other payables.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

After initial recognition, financial liabilities are subsequently measured at amortized cost using the effective interest rate (EIR) method except for deferred consideration recognized in a business combination which is subsequently measured at fair value through profit and loss. Gains and losses are recognized in the statement of profit and loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the statement of profit and loss.

### **Derecognition**

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires.

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

Foreign exchange forward contracts and options are purchased to mitigate the risk of changes in foreign exchange rates associated with forecast transactions denominated in certain foreign currencies.

The Company recognizes all derivatives as assets or liabilities measured at their fair value. Changes in fair value for derivatives not designated in a hedge accounting relationship are marked to market at each reporting date and the related gains (losses) are recognized in the statement of profit and loss as 'foreign exchange gains (losses)'.

The foreign exchange forward contracts and options in respect of forecasted transactions which meet the hedging criteria are designated as cash flow hedges. Changes in the fair value of derivatives (net of tax) that are designated as effective cash flow hedges are deferred and recorded in the hedging reserve account as a component of accumulated 'other comprehensive income (loss)' until the hedged transaction occurs and are then recognized in the statement of profit and loss. The ineffective portion of hedging derivatives is immediately recognized in other income in the statement of profit and loss.

In respect of derivatives designated as hedges, the Company formally documents all relationships between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Company also formally assesses both at the inception of the hedge and on an ongoing basis, whether each derivative is highly effective in offsetting changes in fair values or cash flows of the hedged item. The Company determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows.

Hedge accounting is discontinued prospectively from the last testing date when (1) it is determined that the derivative financial instrument is no longer effective in offsetting changes in the fair value or cash flows of the underlying exposure being hedged; (2) the derivative financial instrument matures or is sold, terminated or exercised; or (3) it is determined that designating the derivative financial instrument as a hedge is no longer appropriate. When hedge accounting is discontinued the deferred gains or losses on the cash flow hedge remain in 'other comprehensive income (loss)' until the forecast transaction occurs. Any further change in the fair value of the derivative financial instrument is recognized in current year earnings.

### **Offsetting of financial instruments**

Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis to realize the assets and settle the liabilities simultaneously.

### **(s) Dividend**

Final dividend proposed by the Board of Directors is recognized upon approval by the shareholders who have the right to decrease but not increase the amount of dividend recommended by the Board of Directors. Interim dividends are recognized on declaration by the Board of Directors. Final and interim dividend excludes dividend on treasury shares.

### **(t) Earnings per share (EPS)**

Basic EPS amounts are computed by dividing the net profit attributable to the equity holders of the Company by the weighted average number of equity shares outstanding during the year adjusted for treasury shares held.

Diluted EPS amounts are computed by dividing the net profit attributable to the equity holders of the Company by the weighted average number of equity shares considered for deriving basic earnings per share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. The diluted potential equity shares are adjusted for the proceeds receivable had the shares been actually issued at fair value (i.e. the average market value of the outstanding shares). Performance based stock unit awards are included in dilutive potential shares when they become contingently issuable and have a dilutive impact and are excluded when they are not contingently issuable. Dilutive potential equity shares are deemed converted as at the beginning of the year, unless issued at a later date. Dilutive potential equity shares are determined independently for each year presented.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The number of shares and potentially dilutive equity shares are adjusted retrospectively for all periods presented for bonus shares.

### (u) Nature and purpose of reserves

#### Remeasurement of defined benefit plans

The Company recognizes actuarial gains/losses on defined benefit plans in the balance sheet with a corresponding debit or credit to other comprehensive income in the period in which they occur.

#### Treasury share reserve

The Company's equity shares held by a trust, which is consolidated as a part of the Company, are classified as Treasury shares. Treasury shares are carried at acquisition cost and presented as a deduction from total equity as "Treasury share reserve". As and when treasury shares are transferred to employees on exercise after satisfaction of the vesting conditions, the amount received is recognized as an increase in equity, and the balance lying in "Treasury share reserve" is transferred to "Securities premium".

#### Securities premium

Securities premium is used to record the premium on issue of shares. The reserve can be utilized only for limited purposes such as issuance of bonus shares and buyback of shares in accordance with the provisions of the Companies Act, 2013.

#### Capital redemption reserve

The Company recognizes cancellation of the Company's own equity instruments to capital redemption reserve.

#### Share based payment reserve

The share-based payment reserve is recognised over the vesting period at the grant date fair value of units issued to employees of the Company and its subsidiaries under the Company's restricted stock unit plan.

#### Special economic zone re-investment reserve

The Company has created special economic zone (SEZ) re-investment reserve out of profits of the eligible SEZ Units in terms of the specific provisions of Section 10AA(1) of the Income Tax Act, 1961 ("the Act"). The said reserve needs to be utilized by the Company for acquiring plant and machinery for the purposes of its business in the terms of Section 10AA (2) of the Act for availing tax benefit. Further, during the year ended 31 March 2022, utilization also includes additional acquisition of plant and machinery in the business of the Company which was not considered as utilization earlier due to an uncertain tax position which has been settled.

#### Foreign currency translation reserve

Exchange differences arising on translation of the foreign operations are recognized in other comprehensive income as described in the accounting policy and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit or loss when the net investment is disposed-off.

#### Cash flow hedging reserve

For hedging foreign currency risk, the Company uses foreign currency forward and option contracts. To the extent these hedges are effective, the change in fair value of the hedging instrument is recognized in the cash flow hedging reserve. Amounts recognized in the cash flow hedging reserve is reclassified to the statement of profit or loss when the hedged item affects profit or loss.

#### Debt instruments through other comprehensive income

The Company recognizes changes in the fair value of debt instruments held with business objective of collect and sell in other comprehensive income. The Company transfers amounts from this reserve to the statement of profit and loss when the debt instrument is sold.

#### Common control transaction capital reserve

The Company has created Common Control Transaction Capital Reserve in accordance with the guidance under Appendix C of IND AS 103 "Business Combinations". This reserve is not freely available for distribution.

### (v) Recently issued accounting pronouncements

On 23 March 2022, the Ministry of Corporate Affairs (MCA), notified Companies (Indian Accounting Standards) Amendment Rules, 2022 effective from 1 April 2022. Following is key amended provision which may have an impact on the standalone financial statements of the Company:

#### Onerous Contracts – Cost of Fulfilling a Contract (Amendment to Ind AS 37)

The amendments clarifies that the 'costs of fulfilling a contract' comprise both the incremental costs and allocation of other direct costs. The Company does not expect the adoption of this update to have a material impact on its standalone financial statements.



## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 2. ACQUISITIONS

#### (a) Acquisition in the previous year

##### Acquisition of Cisco SON Product

On 29 May 2020, the Company had signed a definitive agreement to acquire Cisco Self-Optimizing Network (SON) products and associated business from Cisco System, Inc., a California based Company for a consideration of ₹ 367 crores.

The Cisco SON technology is a powerful platform that uses machine learning and a set of applications to automate the Radio Access Network (RAN). SON is a multi-vendor multi-technology (MVMT) solution that optimizes the Radio Access Networks (RAN) for 2G-5G.

Acquisition was consummated effective 25 October 2020. The Company paid ₹ 358 crores on acquisition date and balance ₹ 9 crores was paid subsequently during the year ended 31 March 2021.

Total purchase consideration of ₹ 367 crores was allocated based on management estimates to the acquired assets and liabilities as follows:

	Amount
Recoverable from Cisco (against contract liabilities)	73
Contract liabilities	(66)
Other recoverable from Cisco	25
Property plant and equipment	1
Intangible assets	
Technology	92
Customer relationships	89
Customer contracts	15
Non-compete agreements	7
Goodwill	131
<b>Total purchase consideration</b>	<b>367</b>

The resultant goodwill was considered tax deductible on the date of acquisition and was allocated to the Products & Platforms segment. This goodwill is attributable mainly to Company's ability to enhance the sale of products to customers in existing business of the Company and targeting new customers.

The table below shows the values and lives of intangible assets recognized on acquisition:

	Amount	Life (Years)	Basis of amortization
Technology	92	8	On straight line basis
Customer relationships	89	8	In proportion of estimated revenue
Customer contracts	15	3	In proportion of estimated revenue
Non-compete agreements	7	4	On straight line basis
<b>Total intangible assets</b>	<b>203</b>		

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3. Notes to financial statements

#### 3.1 Property, plant and equipment

The changes in the carrying value for the year ended 31 March 2022

	Freehold land	Buildings	Plant and equipment	Office equipment	Computers and networking equipment	Furniture and fixtures	Vehicles#	Total
<b>Gross block as at 1 April 2021</b>	57	3,155	1,433	279	1,791	487	141	7,343
Additions	-	208	70	26	649	14	38	1,005
Disposals	1	3	22	18	56	47	40	187
Translation exchange differences	-	-	-	-	2	-	-	2
<b>Gross block as at 31 March 2022</b>	56	3,360	1,481	287	2,386	454	139	8,163
<b>Accumulated depreciation as at 1 April 2021</b>	-	1,069	963	217	1,021	395	70	3,735
Depreciation	-	161	106	25	341	26	27	686
Disposals/other adjustments	-	3	20	18	35	45	32	153
Translation exchange differences	-	-	-	-	1	-	-	1
<b>Accumulated depreciation as at 31 March 2022</b>	-	1,227	1,049	224	1,328	376	65	4,269
<b>Net block as at 31 March 2022</b>	56	2,133	432	63	1,058	78	74	3,894

# Also refer footnote 1 of note 3.14

The changes in the carrying value for the year ended 31 March 2021

	Freehold land	Buildings	Plant and equipment	Office equipment	Computers and networking equipment	Furniture and fixtures	Vehicles#	Total
<b>Gross block as at 1 April 2020</b>	67	3,049	1,416	276	1,716	489	140	7,153
Additions	-	106	81	15	429	36	28	695
Acquired through business combinations	-	-	-	-	1	-	-	1
Disposals	10	-	64	12	356	38	27	507
Translation exchange differences	-	-	-	-	1	-	-	1
<b>Gross block as at 31 March 2021</b>	57	3,155	1,433	279	1,791	487	141	7,343
<b>Accumulated depreciation as at 1 April 2020</b>	-	914	923	204	1,096	400	67	3,604
Depreciation	-	155	102	25	275	31	26	614
Disposals/other adjustments	-	-	62	12	351	36	23	484
Translation exchange differences	-	-	-	-	1	-	-	1
<b>Accumulated depreciation as at 31 March 2021</b>	-	1,069	963	217	1,021	395	70	3,735
<b>Net block as at 31 March 2021</b>	57	2,086	470	62	770	92	71	3,608
<b>Net block as at 1 April 2020</b>	67	2,135	493	72	620	89	73	3,549

# Also refer footnote 1 of note 3.14

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.2 Capital work in progress (CWIP)

The following table presents the ageing schedule for Capital-work-in progress:

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
<b>As at 31 March 2022</b>					
Projects in progress	79	-	-	-	79
	<b>79</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>79</b>
<b>As at 31 March 2021</b>					
Projects in progress	185	60	-	-	245
	<b>185</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>245</b>

The following table presents completion schedule of overdue project :

Particulars	To be completed in			
	Less than 1 year	1-2 years	2-3 years	More than 3 years
<b>As at 31 March 2022</b>				
Project 1 - Campus construction	47	-	-	-
	<b>47</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>As at 31 March 2021</b>				
Project 1 - Campus construction	163	-	-	-
	<b>163</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 3.3 Goodwill

The following table presents the changes in carrying value of goodwill based on identified CGUs for the year ended 31 March 2022.

	IT and Business Services	Engineering and R&D services	Products and Platforms	Total
<b>Opening balance as at 1 April 2021</b>	344	214	5,991	6,549
Translation exchange differences	-	-	1	1
<b>Closing balance as at 31 March 2022</b>	<b>344</b>	<b>214</b>	<b>5,992</b>	<b>6,550</b>

The following table presents the changes in the carrying value of goodwill based on identified CGUs for the year ended 31 March 2021.

	IT and Business Services	Engineering and R&D services	Products and Platforms	Total
<b>Opening balance as at 1 April 2020</b>	344	214	5,860	6,418
Acquired through business combinations	-	-	131	131
<b>Closing balance as at 31 March 2021</b>	<b>344</b>	<b>214</b>	<b>5,991</b>	<b>6,549</b>

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the CGU, which benefit from the synergies of the acquisition.

Goodwill is tested annually on March 31, for impairment, or sooner whenever there is an indication that goodwill may be impaired. Impairment is recognized, when the carrying amount of a CGU including the goodwill, exceeds the estimated recoverable amount of the CGU. The estimated value-in-use of the CGU is based on the future cash flow forecasts for 5 to 7 years and then on perpetuity on the basis of certain assumptions which include revenue growth, earnings before interest and taxes, taxes, capital outflow and working capital requirement. The assumptions are taken on the basis of past trends and management estimates and judgement. Future cash flows are discounted with "Weighted Average Cost of Capital". The key assumptions are as follows:

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

	As at	
	31 March 2022	31 March 2021
Average revenue growth rate (average of next 5 to 8 years) (%)	(2.3) to 9.6	(3.0) to 6.0
Terminal revenue growth rate (%)	(5.0) to 2.0	(4.2) to 2.0
Pre tax discount rate (%)	9.9 to 14.0	11.2 to 14.9

As at 31 March 2022 and 31 March 2021 the estimated recoverable amount of each CGU exceeded the carrying amount and accordingly, no impairment was recognized. An analysis of the sensitivity of the computation to a change in key assumptions based on reasonable probability did not identify any probable scenario in which the recoverable amount of the CGUs would decrease below the carrying amount.

### 3.4 Other intangible assets

#### The changes in the carrying value for the year ended 31 March 2022

	Software	Licensed IPRs	Customer relationships	Customer contracts	Technology	Others	Total
<b>Gross block as at 1 April 2021</b>	<b>424</b>	<b>4,871</b>	<b>6,392</b>	<b>35</b>	<b>2,520</b>	<b>14</b>	<b>14,256</b>
Additions	40	69	-	-	-	-	109
Disposals	45	-	-	-	-	-	45
<b>Gross block as at 31 March 2022</b>	<b>419</b>	<b>4,940</b>	<b>6,392</b>	<b>35</b>	<b>2,520</b>	<b>14</b>	<b>14,320</b>
<b>Accumulated amortization and impairment as at 1 April 2021</b>	<b>368</b>	<b>1,851</b>	<b>1,629</b>	<b>23</b>	<b>525</b>	<b>6</b>	<b>4,402</b>
Amortization (including impairment)	44	437	961	5	308	3	1,758
Disposals/other adjustments	45	-	-	-	-	-	45
<b>Accumulated amortization and impairment as at 31 March 2022</b>	<b>367</b>	<b>2,288</b>	<b>2,590</b>	<b>28</b>	<b>833</b>	<b>9</b>	<b>6,115</b>
<b>Net block as at 31 March 2022</b>	<b>52</b>	<b>2,652</b>	<b>3,802</b>	<b>7</b>	<b>1,687</b>	<b>5</b>	<b>8,205</b>
Estimated remaining useful life (in years)	3	11	7	2	7	3	

#### The changes in the carrying value for the year ended 31 March 2021

	Software	Licensed IPRs	Customer relationships	Customer contracts	Technology	Others	Total
<b>Gross block as at 1 April 2020</b>	<b>737</b>	<b>4,871</b>	<b>6,303</b>	<b>20</b>	<b>2,428</b>	<b>7</b>	<b>14,366</b>
Additions	30	-	-	-	-	-	30
Acquired through business combinations	-	-	89	15	92	7	203
Disposals	343	-	-	-	-	-	343
<b>Gross block as at 31 March 2021</b>	<b>424</b>	<b>4,871</b>	<b>6,392</b>	<b>35</b>	<b>2,520</b>	<b>14</b>	<b>14,256</b>
<b>Accumulated amortization as at 1 April 2020</b>	<b>651</b>	<b>1,281</b>	<b>547</b>	<b>20</b>	<b>223</b>	<b>4</b>	<b>2,726</b>
Amortization (including impairment)	60	570	1,082	3	302	2	2,019
Disposals/other adjustments	343	-	-	-	-	-	343
<b>Accumulated amortization and impairment as at 31 March 2021</b>	<b>368</b>	<b>1,851</b>	<b>1,629</b>	<b>23</b>	<b>525</b>	<b>6</b>	<b>4,402</b>
<b>Net block as at 31 March 2021</b>	<b>56</b>	<b>3,020</b>	<b>4,763</b>	<b>12</b>	<b>1,995</b>	<b>8</b>	<b>9,854</b>
<b>Net block as at 1 April 2020</b>	<b>86</b>	<b>3,590</b>	<b>5,756</b>	<b>-</b>	<b>2,205</b>	<b>3</b>	<b>11,640</b>
Estimated remaining useful life (in years)	3	12	8	3	8	4	

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.5 Investments

	As at	
	31 March 2022	31 March 2021
<b>Financial assets</b>		
<b>Non-current</b>		
<b>Unquoted Investment</b>		
Equity investment in subsidiary companies carried at cost (fully paid up)		
459,759,520 (31 March 2021, 459,759,520) equity shares of USD 1 each in HCL Bermuda Limited, Bermuda *	4,294	4,294
1,280 (31 March 2021, 1,280) equity shares of ₹ 10,000 each, in HCL Comnet Systems & Services Limited	11	11
HCL Technologies (Shanghai) Limited (issued & registered capital)	10	10
1,033,384 (31 March 2021, 1,033,384) equity shares of SGD 1 each, in HCL Singapore Pte. Limited	5	5
30,000,000 (31 March 2021, 30,000,000) equity shares of GBP 1 each fully paid up, in HCL EAS Limited	225	225
Nil (31 March 2021, 50,000) equity shares of ₹ 10 each in HCL Software Limited (Formerly known as HCL Foundation)**	-	-
1,751,301 (31 March 2021, 1,751,301) equity shares of ₹ 10 each in HCL Training & Staffing Services Private Limited	2	2
100,000 (31 March 2021, 100,000) equity shares of SGD 1 each, in HCL Asia Pacific Pte. Ltd. (Formerly known as Geometric Asia Pacific Pte. Ltd., Singapore)	17	17
Euro 14.05 million (31 March 2021, 14.05 million) invested in equity share capital of Geometric Europe GmbH, Germany	67	67
1,432 (31 March 2021, 1,432) non assessable shares of USD 1 each, in Geometric Americas, Inc., U.S.A	224	224
7,589,107 (31 March 2021, 7,589,107) equity shares of ₹ 2 each in Sankalp Semiconductor Private Limited	185	185
47,580,000 (31 March 2021, 3,602,000) ordinary shares of Sri Lankan Rupees 10 each in H C L Technologies Lanka (Private) Limited	17	1
	<b>5,057</b>	<b>5,041</b>
<b>Current</b>		
<b>Quoted investments</b>		
Carried at fair value through other comprehensive income		
Investment in debt securities	3,783	5,749
<b>Unquoted Investments</b>		
Carried at fair value through profit and loss		
Investment in mutual funds	2,256	856
	<b>6,039</b>	<b>6,605</b>
<b>Total investments - financial assets</b>	<b>11,096</b>	<b>11,646</b>
Aggregate amount of quoted investments	3,783	5,749
Aggregate amount of unquoted investments	7,313	5,897
Market value of quoted investments	3,783	5,749
Equity instruments carried at cost	5,057	5,041
Investment carried at fair value through other comprehensive income	3,783	5,749
Investment carried at fair value through profit and loss	2,256	856

#### Note:-

\* The Company had applied for 10,733,452 equity shares of USD 1 each which are yet to be allotted.

\*\* Represent value less than ₹ 0.50 crore.



## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.6 Trade receivables

#### (a) Non-current

	As at	
	31 March 2022	31 March 2021
Unbilled receivables	57	47
	<b>57</b>	<b>47</b>

#### (b) Current

	As at	
	31 March 2022	31 March 2021
Billed		
Unsecured, considered good (refer note below)	4,775	5,402
Trade receivables - credit impaired	25	32
	<b>4,800</b>	<b>5,434</b>
Impairment allowance for bad and doubtful debts (refer note 3.31(c))	(196)	(217)
	<b>4,604</b>	<b>5,217</b>
Unbilled receivables (refer note below)	6,543	4,502
	<b>11,147</b>	<b>9,719</b>

**Note:** Includes receivables from related parties amounting to ₹ 6,717 crores (31 March 2021, ₹ 5,248 crores).

Trade receivables - current	Not Due	Outstanding as at 31 March 2022 from the due date of payment					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed - considered good	2,650	1,522	191	152	100	160	4,775
Undisputed - credit impaired	-	-	-	-	4	-	4
Disputed - credit impaired	-	-	-	-	-	21	21
	2,650	1,522	191	152	104	181	4,800
Impairment allowance for bad and doubtful debts							(196)
							4,604
Unbilled receivables							6,543
							<b>11,147</b>

Trade receivables - current	Not Due	Outstanding as at 31 March 2021 from the due date of payment					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed - considered good	2,646	2,237	173	140	48	158	5,402
Undisputed - credit impaired	-	-	1	11	-	-	12
Disputed - credit impaired	-	-	-	-	-	20	20
	2,646	2,237	174	151	48	178	5,434
Impairment allowance for bad and doubtful debts							(217)
							5,217
Unbilled receivables							4,502
							<b>9,719</b>

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.7 Loans

	As at	
	31 March 2022	31 March 2021
<b>Non - current</b>		
<b>Carried at amortized cost</b>		
Unsecured, considered good		
Inter corporate deposits	200	-
	<b>200</b>	<b>-</b>
<b>Current</b>		
<b>Carried at amortized cost</b>		
Unsecured, considered good		
Inter corporate deposits	3,008	4,841
	<b>3,008</b>	<b>4,841</b>

### 3.8 Other financial assets

	As at	
	31 March 2022	31 March 2021
<b>Non - current</b>		
<b>Carried at amortized cost</b>		
Finance lease receivables [refer note 3.30(b)]	70	113
Security deposits	63	57
Security deposits - related parties (refer note 3.33)	15	17
Bank deposits with more than 12 months maturity (refer note 1 below)	1	-
Other receivables - related parties (refer note 3.33) (refer note 2 below)	65	-
	<b>214</b>	<b>187</b>
<b>Carried at fair value through other comprehensive income</b>		
Unrealized gain on derivative financial instruments [refer note 3.31(a)]	288	125
	<b>502</b>	<b>312</b>
<b>Current</b>		
<b>Carried at amortized cost</b>		
Interest receivable	208	222
Finance lease receivables [refer note 3.30(b)]	94	117
Security deposits	19	34
Security deposits - related parties (refer note 3.33)	8	4
Other receivables	103	226
	<b>432</b>	<b>603</b>
<b>Carried at fair value through other comprehensive income</b>		
Unrealized gain on derivative financial instruments [refer note 3.31(a)]	287	177
<b>Carried at fair value through profit and loss</b>		
Unrealized gain on derivative financial instruments [refer note 3.31(a)]	7	12
	<b>726</b>	<b>792</b>

#### Notes:

1. Pledged with banks as security for guarantees ₹ 1 crores (31 March 2021, ₹ Nil crores).
2. Amount recoverable from subsidiaries againsts RSUs awarded to the employees of the subsidiaries.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.9 Other non-current assets

	As at	
	31 March 2022	31 March 2021
<b>Unsecured, considered good</b>		
Capital advances	20	83
Advances other than capital advances		
Security deposits	32	33
Others		
Prepaid expenses	31	43
Deferred contract cost (refer note 3.21)	298	270
	<b>381</b>	<b>429</b>

### 3.10 Inventories

	As at	
	31 March 2022	31 March 2021
Stock-in-trade	23	18
	<b>23</b>	<b>18</b>

### 3.11 Cash and bank balances

	As at	
	31 March 2022	31 March 2021
<b>(a) Cash and cash equivalents</b>		
Balance with banks	398	162
Deposits with original maturity of less than 3 months (including deposits with corporations and financial institutions)	2,501	2,708
Unclaimed dividend account	8	6
	<b>2,907</b>	<b>2,876</b>
<b>(b) Other bank balances</b>		
Deposits with remaining maturity up to 12 months	1,942	2,180
	<b>4,849</b>	<b>5,056</b>

### 3.12 Other current assets

	As at	
	31 March 2022	31 March 2021
<b>Unsecured, considered good</b>		
Advances other than capital advances		
Security deposits	34	29
Advances to supplier-related parties (refer note 3.33)	23	23
Advances to employees	12	21
Advances to suppliers	39	17
Others		
Prepaid expenses	412	271
Prepaid expenses - related parties (refer note 3.33)	-	2
Deferred contract cost (refer note 3.21)	203	173
Deferred contract cost-related parties (refer note 3.33)	-	1
Contract assets	122	25
Other advances	249	120
	<b>1,094</b>	<b>682</b>

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

	As at	
	31 March 2022	31 March 2021
<b>Unsecured, considered doubtful</b>		
Advances other than capital advances		
Advances to employees	27	25
Other advances	23	25
Less: Provision for doubtful advances	(50)	(50)
	-	-
	<b>1,094</b>	<b>682</b>

### 3.13 Equity share capital

	As at	
	31 March 2022	31 March 2021
<b>Authorized</b>		
3,017,000,000 (31 March 2021, 3,017,000,000) equity shares of ₹ 2 each	603	603
<b>Issued, subscribed and fully paid up</b>		
2,713,665,096 (31 March 2021, 2,713,665,096) equity shares of ₹ 2 each	543	543

#### Terms / rights attached to equity shares

The Company has only one class of shares referred to as equity shares having a par value of ₹ 2/-. Each holder of equity shares is entitled to one vote per share.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive the remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

#### Reconciliation of the number of shares outstanding at the beginning and at the end of the financial year

	As at			
	31 March 2022		31 March 2021	
	No. of shares	₹ in Crores	No. of shares	₹ in Crores
Number of shares at the beginning	2,713,665,096	543	2,713,665,096	543
Number of shares at the end	2,713,665,096	543	2,713,665,096	543

The Company does not have any holding/ ultimate holding company.

#### Reconciliation of the number of treasury shares held by controlled trust at the end of the financial year

	As at	
	31 March 2022	31 March 2021
	No. of shares	No. of shares
Number of shares at the beginning	-	-
Add: Acquisition of shares by the Trust	6,320,000	-
Number of shares at the end	6,320,000	-

#### Details of shareholders holding more than 5 % shares in the company

Name of the shareholder	As at			
	31 March 2022		31 March 2021	
	No. of shares	% holding in the class	No. of shares	% holding in the class
<b>Equity shares of ₹ 2 each fully paid</b>				
Vama Sundari Investments (Delhi) Private Limited	1,191,720,742	43.92%	1,177,357,190	43.39%
HCL Holdings Private Limited	446,662,032	16.46%	446,662,032	16.46%

As per the records of the Company, including its register of shareholders/members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownership of shares.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### Details of promoters holding in the company is as follows

Promoter name	31 March 2022		31 March 2021		% change during the year
	No. of Shares	% of total shares	No. of Shares	% of total shares	
Vama Sundari Investments (Delhi) Pvt. Ltd.	1,191,720,742	43.92%	1,177,357,190	43.39%	0.53%
HCL Holdings Pvt. Ltd.	446,662,032	16.46%	446,662,032	16.46%	0.00%
HCL Avitas Pvt. Ltd.	-	0.00%	8,081,914	0.30%	-0.30%
HCL Corporation Pvt. Ltd.	4,593,104	0.17%	4,593,104	0.17%	0.00%
Kiran Nadar Museum of Art	4,131,914	0.15%	-	0.00%	0.15%
Mrs. Kiran Nadar	494,602	0.02%	494,602	0.02%	0.00%
Mr. Shiv Nadar	736	0.00%	736	0.00%	0.00%
Mrs. Roshni Nadar Malhotra	696	0.00%	696	0.00%	0.00%
	<b>1,647,603,826</b>	<b>60.72%</b>	<b>1,637,190,274</b>	<b>60.34%</b>	<b>0.38%</b>

Aggregate number of bonus shares issued, shares issued for consideration other than cash and shares bought back during the period of five years immediately preceding the reporting date:

	As at	
	31 March 2022	31 March 2021
Aggregate number and class of shares allotted as fully paid up pursuant to contract(s) without payment being received in cash	Nil	15,563,430 Equity shares
Aggregate number and class of shares allotted as fully paid up by way of bonus shares	1,356,832,548 Equity shares	1,356,832,548 Equity shares
Aggregate number and class of shares bought back	71,363,636 Equity shares	71,363,636 Equity shares

### Change in authorised equity share capital

During the previous year, pursuant to the Scheme of amalgamation effective 13 July 2020 between the Company and its four wholly owned subsidiaries, the authorised shares of the erstwhile transferor companies were clubbed with the authorised shares of the Company. Consequently, as of 31 March 2021, the authorised share capital of the Company increased to 3,017,000,000 equity shares of face value of ₹ 2 each.

### Capital management

The primary objective of the Company's capital management is to support business continuity and growth of the company while maximizing the shareholder value. The Company has been declaring quarterly dividend for last 19 years. The Company determines the capital requirement based on annual operating plans and long-term and other strategic investment plans. The funding requirements have been generally met through operating cash flows generated.

### Restricted Stock Unit Plan 2021 ("RSU 2021" or "Plan")

In November 2021, the Company instituted the Restricted Stock Unit Plan 2021 to provide equity-based incentives to all eligible employees of the Company and its subsidiaries. The Plan is administered by the Nomination and Remuneration Committee (NRC) of the Company through a controlled Trust. A maximum of 11,100,000 Restricted stock units (RSU) may be granted under the Plan. Each RSU granted under the plan entitles the holder to one equity share of the Company at an exercise price, which is approved by the Nomination and Remuneration Committee.

On 20 December 2021, NRC has granted RSUs to the eligible employees of the Company and its subsidiaries under the Plan. Subsequent to this grant, the Trust acquired 6,320,000 shares from secondary market for the purpose of implementation of the Plan.

### A summary of the general terms of grants under RSU 2021 plan is as below:

	RSU Plan 2021
Maximum number of RSUs under the plan	11,100,000
Method of settlement (cash / equity)	Equity
Vesting period (maximum)	5 years
Exercise period from the date of vesting (maximum)	6 months



## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Each RSU granted under the above plan entitles the holder to one equity share of the Company at an exercise price of ₹ 2.

The details of activity under the plan has been summarized below:

	Year ended			
	31 March 2022		31 March 2021	
	No. of RSUs	Weighted average exercise price (₹)	No. wof RSUs	Weighted average exercise price (₹)
Outstanding at the beginning of the year	-	-	-	-
Add: Granted during the year	7,956,616	2	-	-
Less: Forfeited during the year	190,825	-	-	-
RSUs outstanding at the end of the year	7,765,791	2	-	-
RSUs exercisable at the end of the year	-	-	-	-

Total number of RSUs granted include 1,476,879 (Nil as on 31 March 2021) performance based RSUs, including those linked to relative performance parameters against select industry peers, given to certain senior employees. Number of shares expected to vest will be based on actual performance for each of the performance parameters. All other RSUs will vest if the employee continues to be in service on the roles of the Company or its subsidiaries on the vesting date.

Outstanding performance based RSUs includes 356,383 (Nil as on 31 March 2021) RSUs granted for which performance targets will be finalized and communicated in subsequent years. Cost for these RSUs will be accounted from date of finalization of performance targets.

The details of exercise price for RSUs outstanding at the end of the year 31 March 2022 is as below:

Name of the plan	Exercise price (₹)	Number of RSUs outstanding	Weighted average remaining contractual life of RSUs (in years)
Restricted Stock Unit Plan 2021	2	7,765,791	2.3

The fair value of the awards are determined using the Black-Scholes Model for RSUs with time and non-market performance-based vesting conditions and Monte Carlo simulation model is used for RSUs with market performance based vesting conditions. The inputs to the model include the share price at date of grant, exercise price, expected volatility, expected dividends, expected term and the risk-free rate of interest. Expected volatility during the term of the RSUs is based on historical volatility of the observed market prices of the Company's publicly traded equity shares during a period equivalent to the expected term of the RSUs. Expected volatility of the selected industry peers have been modelled based on historical movements in the market prices of their publicly traded equity shares during a period equivalent to the expected term of the RSUs. Correlation coefficient is calculated between each peer entity based on the historical weekly share prices of the companies.

The fair value of each equity-settled award granted during the year is estimated on the date of grant using the following assumptions:

	Year ended	
	31 March 2022	31 March 2021
Weighted average fair value (₹)	1,046	-
Weighted average share price (₹)	1,171	-
Exercise Price (₹)	2	-
Expected Volatility (%)	24.8 - 34.4	-
Life of the options granted (vesting and exercise period) in years	1.3 - 3.8	-
Expected dividends (%)	3.4%	-
Average risk-free interest rate (%)	4.2 - 5.4	-

The expected life of the RSU is estimated based on the vesting term and contractual term of the RSU, as well as expected exercise behavior of the employee who receives the RSU.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.14 Borrowings

	Non-current		Current	
	As at		As at	
	31 March 2022	31 March 2021	31 March 2022	31 March 2021
<b>Long term borrowings</b>				
<b>Secured</b>				
Term loan from banks (refer note 1 below)	33	31	17	18
<b>Unsecured</b>				
Term loans from banks (refer note 2 below)	131	176	45	-
	<b>164</b>	<b>207</b>	<b>62</b>	<b>18</b>
Less: Current maturities of long term borrowings	-	-	(62)	(18)
	<b>164</b>	<b>207</b>	-	-
<b>Short term borrowings</b>				
Current maturities of long term borrowings	-	-	62	18
	-	-	<b>62</b>	<b>18</b>

#### Note:

- The Company has availed term loans of ₹ 50 crores (31 March 2021, ₹ 49 crores) secured against gross block of vehicles of ₹ 127 crores (31 March 2021, ₹ 129 crores) at interest rate ranging from 7.70% p.a. to 9.15% p.a. The loans are repayable over a period of 3 to 5 years on a monthly basis.
- An unsecured long term loan of ₹ 176 crores (31 March 2021, ₹ 176 crores) borrowed from banks at interest rate of 7.00% p.a. The scheduled principal repayments of loans are as follows:

	As at	
	31 March 2022	31 March 2021
Within one year	45	-
One to two years	121	45
Two to three years	10	121
Three to five years	-	10
	<b>176</b>	<b>176</b>

### 3.15 Trade payables - current

	As at	
	31 March 2022	31 March 2021
Trade payables	272	230
Trade payables-related parties (refer note 3.33)	613	2,477
	<b>885</b>	<b>2,707</b>
Unbilled and accruals	612	669
Unbilled and accruals-related parties (refer note 3.33)	716	1,150
	<b>1,328</b>	<b>1,819</b>
	<b>2,213</b>	<b>4,526</b>

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Particulars	Not Due	Outstanding as at 31 March 2022 from the due date of payment				
		Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	10	1	-	-	-	11
(ii) Others	248	615	7	1	3	874
(iii) Disputed dues - others	-	-	-	-	-	-
	258	616	7	1	3	885
Unbilled and accruals						1,328
						<b>2,213</b>

Particulars	Not Due	Outstanding as at 31 March 2021 from the due date of payment				
		Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	4	1	-	-	-	5
(ii) Others	187	2,487	20	3	3	2,700
(iii) Disputed dues - others	-	2	-	-	-	2
	191	2,490	20	3	3	2,707
Unbilled and accruals						1,819
						<b>4,526</b>

### Relationship with Struck off companies

Name of the struck off Company	Nature of Transactions	Relationship	Year ended			
			31-Mar-22		31-Mar-21	
			Transaction	Balance outstanding	Transaction	Balance outstanding
Divine Right Elevators Pvt Ltd	Payables	Vendor	-*	-*	-	-*
Techphilic Private Limited	Payables	Vendor	-*	-	-	-

\* amounts are less than 0.50 crores

### 3.16 Other financial liabilities

	As at	
	31 March 2022	31 March 2021
<b>Non - current</b>		
<b>Carried at amortized cost</b>		
Employee bonuses accrued	1	3
Capital accounts payables	24	-
	<b>25</b>	<b>3</b>
<b>Current</b>		
<b>Carried at amortized cost</b>		
Interest accrued but not due on borrowings	1	1
Unclaimed dividends	8	6
Deferred consideration	-	363
Accrued salaries and benefits		
Employee bonuses accrued	931	694
Other employee costs	583	362

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

	As at	
	31 March 2022	31 March 2021
Others		
Liabilities towards customer contracts	68	42
Capital accounts payables	276	133
Capital accounts payables-related parties (refer note 3.33)	1	-
Other payables	22	17
Other payables -related parties (refer note 3.33)	-	4
	<b>1,890</b>	<b>1,622</b>
<b>Carried at fair value through profit and loss</b>		
Unrealized loss on derivative financial instruments [refer note 3.31(a)]	8	-
	<b>1,898</b>	<b>1,622</b>

### 3.17 Contract liabilities

	As at	
	31 March 2022	31 March 2021
<b>Non - Current</b>		
Contract liabilities (refer note 3.21)	118	110
Contract liabilities - related parties (refer note 3.21 and 3.33)	1	-
	<b>119</b>	<b>110</b>
<b>Current</b>		
Contract liabilities (refer note 3.21)	1,102	1,026
Contract liabilities - related parties (refer note 3.21 and 3.33)	2,152	1,406
	<b>3,254</b>	<b>2,432</b>

### 3.18 Provisions

	As at	
	31 March 2022	31 March 2021
<b>Non - Current</b>		
Provision for employee benefits		
Provision for gratuity (refer note 3.32)	675	606
Provision for leave benefits	283	257
Provision for provident fund liabilities (refer note 3.32)	-	3
	<b>958</b>	<b>866</b>
<b>Current</b>		
Provision for employee benefits		
Provision for gratuity (refer note 3.32)	114	103
Provision for leave benefits	126	124
	<b>240</b>	<b>227</b>

### 3.19 Other non-current liabilities

	As at	
	31 March 2022	31 March 2021
Others deposits	32	29
	<b>32</b>	<b>29</b>

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.20 Other current liabilities

	As at	
	31 March 2022	31 March 2021
Advances received from customers	58	57
Withholding and other taxes payable	250	204
	<b>308</b>	<b>261</b>

### 3.21 Revenue from operations

	Year ended	
	31 March 2022	31 March 2021
Sale of services	40,461	35,465
Sale of hardware and software	177	208
	<b>40,638</b>	<b>35,673</b>

### Disaggregate Revenue Information

The disaggregated revenue from contracts with the customers is as follow:

	Year ended	
	31 March 2022	31 March 2021
<b>Contract type</b>		
Fixed price	27,441	25,365
Time and material	13,197	10,308
<b>Total</b>	<b>40,638</b>	<b>35,673</b>
<b>Geography wise</b>		
America	13,574	13,918
Europe	18,594	15,204
India*	3,236	2,223
Rest of world	5,234	4,328
	<b>40,638</b>	<b>35,673</b>

\* includes revenue billed to India based captive of global customers

### Remaining performance obligations

Remaining performance obligations are subject to variability due to several factors such as terminations, changes in scope of contracts, periodic revaluations of the estimates, economic factors (changes in currency rates, tax laws etc). As at 31 March 2022, the aggregate amount of transaction price allocated to remaining performance obligation as per the requirements of Ind AS 115 was ₹ 39,747 crores (31 March 2021, ₹ 32,656 crores) out of which, approximately 42% (31 March 2021, 40%) is expected to be recognized as revenues within one year and the balance beyond one year. These amounts are not adjusted for variable consideration allocated to remaining performance obligation, which are not probable. These amounts also exclude contracts for which we recognize revenues based on the right to invoice for services performed and contracts where consideration in the form of a sales-based or usage-based royalty promised in exchange for a license of intellectual property.

### Contract balances

**Contract assets** : Out of ₹ 122 crores of contract assets as on 31 March 2022, 100 % pertain to current year.



**Notes to standalone financial statements for the year ended 31 March 2022***(All amounts in crores of ₹, except share data and as stated otherwise)***Contract liabilities :**

The below table discloses the movement in the balance of contract liabilities :

	Year ended	
	31 March 2022	31 March 2021
Balance as at beginning of the year	2,542	1,682
Additional amounts billed but not recognized as revenue	1,670	1,893
Deduction on account of revenues recognized during the year	(843)	(1,098)
Addition on account of acquisitions	-	66
Translation exchange differences	4	(1)
<b>Balance as at end of the year</b>	<b>3,373</b>	<b>2,542</b>

**Deferred contract cost:** Deferred contract cost primarily represents the contract fulfilment cost and cost for obtaining the contract.

The below table discloses the significant movement in deferred contract cost :

	Year ended	
	31 March 2022	31 March 2021
Balance as at beginning of the year	444	532
Additional cost capitalised during the year	193	110
Deduction on account of cost amortised during the year	(136)	(198)
<b>Balance as at end of the year</b>	<b>501</b>	<b>444</b>

Reconciliation of revenue recognised with the contracted price is as follows:

	Year ended	
	31 March 2022	31 March 2021
Contract price	40,805	35,787
Reduction towards variable consideration components	(167)	(114)
<b>Revenue recognised</b>	<b>40,638</b>	<b>35,673</b>

The reduction towards variable consideration comprises of volume discounts, service level credits, etc.

**3.22 Other income**

	Year ended	
	31 March 2022	31 March 2021
Interest income		
- On investments carried at fair value through other comprehensive income	190	190
- On others financial instruments carried at amortized cost	300	360
- On income tax refund	1	1
- On others	1	-
Profit on sale of investments carried at fair value through other comprehensive income	10	3
Profit on sale of investment in subsidiary carried at cost	-	1
Income on investments carried at fair value through profit and loss		
- Unrealized gains (loss) on fair value changes on mutual funds	1	(18)
- Profit on sale of mutual funds	87	106
Dividends from subsidiary companies	84	63
Profit on sale of property, plant and equipment (net) (refer note below)	21	109
Provision for doubtful debts/bad debts written back	-	12
Exchange differences (net)	157	131
Miscellaneous income	28	7
	<b>880</b>	<b>965</b>

**Note:** Net of loss on sale of property, plant & equipment ₹ 3 crores (previous year, ₹ 5 crore).

**Notes to standalone financial statements for the year ended 31 March 2022***(All amounts in crores of ₹, except share data and as stated otherwise)***3.23 Changes in inventories of stock-in-trade**

	Year ended	
	31 March 2022	31 March 2021
Opening stock	18	15
Less : Closing stock	23	18
	<b>(5)</b>	<b>(3)</b>

**3.24 Employee benefits expense**

	Year ended	
	31 March 2022	31 March 2021
Salaries, wages and bonus (refer note below)	15,128	11,197
Contribution to provident fund and other employee funds	623	446
Share based payments to employees	17	-
Staff welfare expenses	104	106
	<b>15,872</b>	<b>11,749</b>

**Note :** Employee benefit expenses for the year ended 31 March 2021 include one-time special bonus of ₹ 243 crores paid to employees in recognition of the Group achieving the \$10 Billion revenue mark.

**3.25 Finance cost**

	Year ended	
	31 March 2022	31 March 2021
Interest		
-on loans from banks	5	4
-on lease liabilities	49	59
-on direct taxes	43	50
-others	6	62
Bank charges	6	2
	<b>109</b>	<b>177</b>

**3.26 Other expenses**

	Year ended	
	31 March 2022	31 March 2021
Rent (refer note 3.30)	16	14
Power and fuel	168	170
Insurance	62	65
Repairs and maintenance		
- Plant and equipment	47	40
- Buildings	74	51
- Others	216	235
Communication costs	118	106
Travel and conveyance	219	152
Legal and professional charges	146	183
Software license fee	460	360
Rates and taxes	18	18
Recruitment, training and development	256	94
Expenditure toward corporate social responsibility activities (refer note 3.39)	216	194
Provision for doubtful debts/bad debts written off	4	-
Miscellaneous expenses	207	153
	<b>2,227</b>	<b>1,835</b>

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.27 Income taxes

	Year ended	
	31 March 2022	31 March 2021
<b>Income tax charged to statement of profit and loss</b>		
Current income tax charge	2,464	2,480
Deferred tax (credit) charge	(70)	1,187
	<b>2,394</b>	<b>3,667</b>
<b>Income tax charged to other comprehensive income</b>		
Expense (benefit) on re-measurements of defined benefit plans	13	11
Expense (benefit) on revaluation of cash flow hedges	(2)	151
Expense (benefit) on unrealized gain on debt instruments	(9)	13
	<b>2</b>	<b>175</b>

The reconciliation between the Company's provision for income tax and amount computed by applying the statutory income tax rate in India is as follows:

	Year ended	
	31 March 2022	31 March 2021
Profit before income tax	13,268	12,410
Statutory tax rate in India	34.94%	34.94%
<b>Expected tax expense</b>	<b>4,636</b>	<b>4,336</b>
<b>Tax effect of adjustments to reconcile expected tax expense to reported tax expense</b>		
Non-taxable export income	(1,679)	(1,633)
Non-taxable other income	(40)	(42)
Reversal of certain tax positions on judicial pronouncement	-	(223)
Reversal due to settlement of uncertain tax positions and prior period provisions	(509)	(43)
Deferred tax liability on Goodwill which ceased to be tax amortizable pursuant to amendments in the Finance Act, 2021*	-	1,222
Others (net)	(14)	50
<b>Total taxes</b>	<b>2,394</b>	<b>3,667</b>
Effective income tax rate	<b>18.04%</b>	<b>29.55%</b>

\* In previous year, pursuant to a tax law amendment in India (enacted on 28 March 2021), the tax amortizable goodwill has become non-tax amortizable from financial year ended 31 March 2021. The amended law states that goodwill of a business or profession will not be considered as a depreciable asset and no depreciation on goodwill will be allowed from 1 April 2020.

The company has benefited from certain tax incentives that the Government of India has provided for the units situated in Special Economic Zones (SEZs) under the Special Economic Zone Act, 2005, which began providing services on or after April 1, 2005. The eligible units are eligible for a deduction of 100% of profits or gains derived from the export of services for the first five years from the year of commencement of operations and 50% of such profits and gains for next five years. Certain tax benefits are also available for a further period of five years subject to meeting reinvestment conditions. The aforesaid tax benefits will not be available to units setup after 31 March 2021.

The Company is subject to Minimum Alternate Tax (MAT) on its book profits, which gives rise to future economic benefits in the form of adjustment of future income tax liability. MAT paid for a year can be set-off against the normal tax liability within fifteen subsequent years, expiring between the years 2023 to 2035.

Corporate taxpayers can opt for a specified lower tax rate in lieu of current applicable tax rate subject to taxpayers not claiming any specified tax incentives including tax incentives available to special economic zone units and carryover of unutilized MAT credit ('new tax regime'). The Company will opt for new tax regime in the year new tax regime is beneficial to the Company.

The tax returns are subject to examination by the tax authorities in the jurisdictions where the Company conducts business. The tax examination is open for annual year beginning 1 April 2017 onwards. There is significant intercompany transactions between India and USA. The Company has also filed for bilateral advance pricing agreements in these jurisdictions starting from 1 April 2017 for which the resolutions are yet to be reached. These may result in assessment of additional taxes that may need to be resolved with the authorities or through legal proceedings. Resolution of these matters involves some degree of uncertainty; accordingly, the Company recognizes income tax liability that it believes will ultimately result from the proceedings.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Components of deferred tax assets and liabilities as on 31 March 2022

	Opening balance	Recognized in profit and loss	Recognised in / reclassified from OCI	Closing balance
<b>Deferred tax assets</b>				
MAT credit entitlement	2,204	154	-	2,358
Provision for doubtful debts	93	(5)	-	88
Accrued employee costs	373	46	(13)	406
Others	210	(26)	-	184
<b>Gross deferred tax assets (A)</b>	<b>2,880</b>	<b>169</b>	<b>(13)</b>	<b>3,036</b>
<b>Deferred tax liabilities</b>				
Property, plant and equipment	80	16	-	96
Intangibles and goodwill	2,021	83	-	2,104
Unrealized gain on derivative financial instruments	98	-	(2)	96
Others	13	-	(9)	4
<b>Gross deferred tax liabilities (B)</b>	<b>2,212</b>	<b>99</b>	<b>(11)</b>	<b>2,300</b>
<b>Net deferred tax assets (A-B)</b>	<b>668</b>	<b>70</b>	<b>(2)</b>	<b>736</b>

Components of deferred tax assets and liabilities as on 31 March 2021

	Opening balance	Recognized in profit and loss	Recognised in / reclassified from OCI	Closing balance
<b>Deferred tax assets</b>				
MAT credit entitlement	2,293	(89)	-	2,204
Provision for doubtful debts	89	4	-	93
Accrued employee costs	244	140	(11)	373
Unrealized loss on derivative financial instruments	53	-	(53)	-
Property, plant and equipment	30	(30)	-	-
Others	68	142	-	210
<b>Gross deferred tax assets (A)</b>	<b>2,777</b>	<b>167</b>	<b>(64)</b>	<b>2,880</b>
<b>Deferred tax liabilities</b>				
Property, plant and equipment	54	26	-	80
Intangibles and goodwill	686	1,335	-	2,021
Unrealized gain on derivative financial instruments	-	-	98	98
Others	7	(7)	13	13
<b>Gross deferred tax liabilities (B)</b>	<b>747</b>	<b>1,354</b>	<b>111</b>	<b>2,212</b>
<b>Net deferred tax assets (A-B)</b>	<b>2,030</b>	<b>(1,187)</b>	<b>(175)</b>	<b>668</b>

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.28 Components of other comprehensive income

		Year ended	
		31 March 2022	31 March 2021
<b>A</b>	<b>Items that will not be reclassified to statement of profit and loss</b>		
	<b>Remeasurement of defined benefit plans</b>		
	Opening balance (net of tax)	12	(20)
	Actuarial gains or loss	36	43
	Income tax expense	(13)	(11)
	Closing balance (net of tax)	<b>35</b>	<b>12</b>
<b>B</b>	<b>Items that will be reclassified subsequently to statement of profit and loss</b>		
	<b>Foreign currency translation reserve</b>		
	Opening balance	15	(1)
	Foreign currency translation	(11)	16
	Closing balance	<b>4</b>	<b>15</b>
	<b>Cash flow hedging reserve</b>		
	Opening balance (net of tax)	183	(267)
	Unrealized gains (losses)	531	590
	Net (gain) loss reclassified into revenue on occurrence of hedged transactions	(250)	11
	Income tax benefit (expense)	2	(151)
	Closing balance (net of tax)	<b>466</b>	<b>183</b>
	<b>Unrealized gain debt instruments</b>		
	Opening balance (net of tax)	22	(1)
	Unrealized gains (losses)	(27)	36
	Income tax benefit (expense)	9	(13)
	Closing Balance (net of tax)	<b>4</b>	<b>22</b>
	<b>TOTAL (B)</b>	<b>474</b>	<b>220</b>

### 3.29 Earnings per share (EPS)

The computation of earnings per equity share is as follows:

	Year ended	
	31 March 2022	31 March 2021
Net profit as per statement of profit and loss for computation of EPS	10,874	8,743
Weighted average number of equity shares outstanding in calculating basic EPS	2,712,044,398	2,713,665,096
Dilutive effect of Restricted stock units outstanding	383,404	-
Weighted average number of equity shares outstanding in calculating diluted EPS	2,712,427,802	2,713,665,096
Nominal value of equity shares (in ₹)	2	2
Earnings per equity share (in ₹)		
- Basic	40.10	32.22
- Diluted	40.09	32.22



## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.30 Leases

#### (a) Company as a lessee

The Company's significant leasing arrangements are in respect of leases for office spaces, leasehold land and IT equipments. The details of the right-of-use assets held by the Company is as follows:

	Leasehold land	Buildings	Computers and networking equipments	Total
<b>Balance as at 1 April 2020</b>	<b>281</b>	<b>755</b>	-	<b>1,036</b>
Depreciation	(4)	(176)	-	(180)
Additions	-	52	-	52
Derecognition	-	(16)	-	(16)
Translation exchange differences	-	2	-	2
<b>Balance as at 31 March 2021</b>	<b>277</b>	<b>617</b>	-	<b>894</b>
<b>Balance as at 1 April 2021</b>	<b>277</b>	<b>617</b>	-	<b>894</b>
Depreciation	(6)	(165)	-	(171)
Additions	65	106	2	173
Derecognition	-	(20)	-	(20)
Translation exchange differences	-	(1)	-	(1)
<b>Balance as at 31 March 2022</b>	<b>336</b>	<b>537</b>	<b>2</b>	<b>875</b>

The reconciliation of lease liabilities is as follows:

	Year ended	
	31 March 2022	31 March 2021
<b>Balance as at beginning of the year</b>	<b>718</b>	<b>837</b>
Additions	114	56
Amounts recognized in statement of profit and loss as interest expense	49	59
Payment of lease liabilities	(207)	(217)
Derecognition	(20)	(18)
Translation exchange differences	-	1
<b>Balance as at end of the year</b>	<b>654</b>	<b>718</b>

The lease rental expense relating to short-term leases recognized in the statement of profit and loss for the year amounted to ₹ 16 crores (Previous year, ₹ 14 crores).

The following table presents a maturity analysis of expected undiscounted cash flows for lease liabilities :

	As at	As at
	31 March 2022	31 March 2021
Within one year	204	194
One to two years	174	180
Two to three years	125	148
Three to five years	187	198
Thereafter	81	152
<b>Total lease payments</b>	<b>771</b>	<b>872</b>
Imputed interest	(117)	(154)
<b>Total lease liabilities</b>	<b>654</b>	<b>718</b>

Certain lease agreements include options to terminate or extend the leases. The lease agreements do not contain any material residual value guarantees or material restrictive covenants.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### (b) Company as a lessor

The Company has given IT equipments to its customers on a finance lease basis. The future lease receivables in respect of assets given on finance lease are as follows:

	Total minimum lease payments receivable	Interest included in minimum lease payments receivable	Present value of minimum lease payments receivable
<b>As at 31 March 2022</b>			
Not later than one year	97	3	94
Later than one year and not later than 5 years	72	2	70
	<b>169</b>	<b>5</b>	<b>164</b>
<b>As at 31 March 2021</b>			
Not later than one year	123	6	117
Later than one year and not later than 5 years	117	4	113
	<b>240</b>	<b>10</b>	<b>230</b>

### 3.31 Financial instruments

#### (a) Derivatives

The Company is exposed to foreign currency fluctuations on assets / liabilities and forecast cash flows denominated in foreign currency. The use of derivatives to hedge the risk is governed by the Company's strategy, which provides principles on the use of such forward contracts and currency options consistent with the Company's Risk Management Policy. The counterparty in these derivative instruments is a bank and the Company considers the risks of nonperformance by the counterparty as insignificant. The Company has entered into a series of foreign exchange forward contracts and options that are designated as cash flow hedges and the related forecasted transactions extend through March 2027. The Company does not use these derivative instruments for speculative purposes.

The following table presents the aggregate notional principal amounts of the outstanding derivative instruments which have been designated as cash flow hedges:

Foreign exchange forward denominated in	Notional currency	Notional principal amounts (amount in million)		Balance sheet exposure Asset (Liability) (₹)	
		31 March 2022	31 March 2021	31 March 2022	31 March 2021
<b>Forward contracts (Sell covers)</b>					
USD / INR	USD	1,461	867	299	160
GBP / INR	GBP	60	56	33	(5)
EUR / INR	EUR	117	117	103	44
CHF / INR	CHF	46	25	15	12
SEK / INR	SEK	585	550	56	9
AUD / INR	AUD	103	79	7	(10)
NOK / INR	NOK	105	110	1	(4)
CAD / INR	CAD	31	22	1	(2)
JPY / INR	JPY	1,945	2,075	15	13
<b>Range Forward (Sell covers)</b>					
USD / INR	USD	305	577	23	83
GBP / INR	GBP	-	12	-	-
EUR / INR	EUR	29	14	22	3
				<b>575</b>	<b>303</b>

The Company has entered into derivatives instrument not designated as hedging relationship by way of foreign exchange forward, currency options and futures contracts. As at 31 March 2022 and 2021, the notional principal amount of outstanding contracts aggregated to ₹ 4,240 crores and ₹ 1,862 crores, respectively and the respective balance sheet exposure of these contracts have a net (loss) of ₹(1) crores and net gain of ₹ 10 crores.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The notional amount is a key element of derivative financial instrument agreements. However, notional amounts do not represent the amount exchanged by counterparties and do not measure the Company's exposure to credit risk as these contracts are settled at their fair values at the maturity date.

The balance sheet exposure denotes the fair values of these contracts at the reporting date and is presented in ₹ crores. The Company presents its foreign exchange derivative instruments on a net basis in the financial statements due to the right of offset by its individual counterparties under master netting agreements.

The fair value of the derivative instruments presented on a gross basis as at each date indicated below is as follows:

	As at 31 March 2022				
	Financial assets		Financial liabilities		Total fair value
	Current	Non current	Current	Non current	
<b>Derivatives designated as hedging instruments</b>					
Foreign exchange contracts in an asset position	291	290	4	2	587
Foreign exchange contracts in a liability position	(4)	(2)	(4)	(2)	(12)
Net asset (liability)	<b>287</b>	<b>288</b>	-	-	<b>575</b>
<b>Derivatives not designated as hedging instruments</b>					
Foreign exchange contracts in an asset position	14	-	7	-	21
Foreign exchange contracts in a liability position	(7)	-	(15)	-	(22)
Net asset (liability)	<b>7</b>	-	<b>(8)</b>	-	<b>(1)</b>
<b>Total derivatives at fair value</b>	<b>294</b>	<b>288</b>	<b>(8)</b>	-	<b>574</b>

	As at 31 March 2021				
	Financial assets		Financial liabilities		Total fair value
	Current	Non current	Current	Non current	
<b>Derivatives designated as hedging instruments</b>					
Foreign exchange contracts in an asset position	196	139	19	14	368
Foreign exchange contracts in a liability position	(19)	(14)	(19)	(14)	(66)
Net asset (liability)	<b>177</b>	<b>125</b>	-	-	<b>302</b>
<b>Derivatives not designated as hedging instruments</b>					
Foreign exchange contracts in an asset position	14	-	2	-	16
Foreign exchange contracts in a liability position	(2)	-	(2)	-	(4)
Net asset (liability)	<b>12</b>	-	-	-	<b>12</b>
<b>Total derivatives at fair value</b>	<b>189</b>	<b>125</b>	-	-	<b>314</b>

The following tables set forth the fair value of derivative instruments included in the balance sheets as at each date indicated:

	As at	
	31 March 2022	31 March 2021
<b>Derivatives designated as hedging instruments</b>		
Unrealized gain on financial instruments classified under current assets	287	177
Unrealized gain on financial instruments classified under non-current assets	288	125
Unrealized loss on financial instruments classified under current liabilities	-	-
Unrealized loss on financial instruments classified under non-current liabilities	-	-
	<b>575</b>	<b>302</b>
<b>Derivatives not designated as hedging instruments</b>		
Unrealized gain on financial instruments classified under current assets	7	12
Unrealized loss on financial instruments classified under current liabilities	(8)	-
	<b>(1)</b>	<b>12</b>

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The following table summarizes the activities in the statement of profit and loss and other comprehensive income:

	Year ended	
	31 March 2022	31 March 2021
<b>Derivatives in hedging relationships</b>		
Effective portion of gain recognized in OCI on derivatives	531	590
Effective portion of gain or (loss) reclassified from OCI into statement of profit and loss as "revenue"	250	(11)
<b>Derivatives not in hedging relationships</b>		
Gain recognized into statement of profit and loss as "exchange differences"	83	240

The following table summarizes the activity in the accumulated 'Other comprehensive income' within equity related to all derivatives classified as cash flow hedges:

	Year ended	
	31 March 2022	31 March 2021
Gain (loss) as at the beginning of the year	281	(320)
Unrealized gain on cash flow hedging derivatives during the year	531	590
Net (gain) loss reclassified into revenue on occurrence of hedged transactions	(250)	11
Gain as at the end of the year	562	281
Deferred tax liability	(96)	(98)
Cash flow hedging reserve (net of tax)	<b>466</b>	<b>183</b>

The estimated net amount of existing gain that is expected to be reclassified into the statement of profit and loss within the next twelve months is of ₹ 274 crores (31 March 2021, loss of ₹ 158 crores).

### (b) Financial assets and liabilities

The carrying value of financial instruments by categories as at 31 March 2022 is as follows:

	Fair value through profit and loss	Fair value through other comprehensive income	Amortized cost	Total carrying value
<b>Financial assets</b>				
Investments (other than in subsidiaries)	2,256	3,783	-	6,039
Trade receivables (including unbilled)	-	-	11,204	11,204
Cash and cash equivalents	-	-	2,907	2,907
Other bank balances	-	-	1,942	1,942
Loans	-	-	3,208	3,208
Others	7	575	646	1,228
<b>Total</b>	<b>2,263</b>	<b>4,358</b>	<b>19,907</b>	<b>26,528</b>
<b>Financial liabilities</b>				
Borrowings	-	-	226	226
Lease liabilities	-	-	654	654
Trade payables (including unbilled and accruals)	-	-	2,213	2,213
Others	-	583	1,923	2,506
<b>Total</b>	<b>-</b>	<b>583</b>	<b>5,016</b>	<b>5,599</b>

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The carrying value of financial instruments by categories as at 31 March 2021 is as follows:

	Fair value through profit and loss	Fair value through other comprehensive income	Amortized cost	Total carrying value
<b>Financial assets</b>				
Investments (other than in subsidiaries)	856	5,749	-	6,605
Trade receivables (including unbilled)	-	-	9,766	9,766
Cash and cash equivalents	-	-	2,876	2,876
Other bank balances	-	-	2,180	2,180
Loans	-	-	4,841	4,841
Others	12	302	790	1,104
<b>Total</b>	<b>868</b>	<b>6,051</b>	<b>20,453</b>	<b>27,372</b>
<b>Financial liabilities</b>				
Borrowings	-	-	225	225
Lease liabilities	-	-	718	718
Trade payables (including unbilled and accruals)	-	-	4,526	4,526
Others (refer note 3.16)	-	-	1,625	1,625
<b>Total</b>	<b>-</b>	<b>-</b>	<b>7,094</b>	<b>7,094</b>

### Transfer of financial assets

The Company in the normal course of business sells certain accounts receivables to banks. Under the terms of arrangements, the Company surrenders control over these assets and transfer is on a non-recourse basis.

During the year ended 31 March 2022 and 2021, the Company has sold certain accounts receivables on non-recourse basis. Gains or losses on the sales are recorded at the time of transfers of these receivables and are immaterial.

### Fair value hierarchy

The assets and liabilities measured at fair value on a recurring basis as at 31 March 2022 and the basis for that measurement is as below:

	Fair value	Level 1 inputs	Level 2 inputs	Level 3 inputs
<b>Assets</b>				
Investments carried at fair value through profit and loss	2,256	2,256	-	-
Investments carried at fair value through other comprehensive income	3,783	-	3,783	-
Unrealized gain on derivative financial instruments	582	-	582	-
<b>Liabilities</b>				
Unrealized loss on derivative financial instruments	583	-	583	-

The following table discloses the assets and liabilities measured at fair value on a recurring basis as at 31 March 2021 and the basis for that measurement:

	Fair value	Level 1 inputs	Level 2 inputs	Level 3 inputs
<b>Assets</b>				
Investments carried at fair value through profit and loss	856	856	-	-
Investments carried at fair value through other comprehensive income	5,749	-	5,749	-
Unrealized gain on derivative financial instruments	314	-	314	-
<b>Liabilities</b>				
Unrealized loss on derivative financial instruments	-	-	-	-

There have been no transfers between Level 1 and Level 2 during the current and previous year.

### Valuation methodologies

**Investments:** The Company's investments consist of investment in debt linked mutual funds which are determined using quoted prices or identical quoted prices of assets or liabilities in active markets and are classified as Level 1. Fair value of corporate debt securities is determined using observable markets' inputs and is classified as Level 2.



## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

**Derivative financial instruments:** The Company's derivative financial instruments consist of foreign currency forward exchange contracts and options. Fair values for derivative financial instruments are based on counter party quotations and are classified as Level 2.

The Company assessed that fair value of cash and cash equivalents and short-term deposits, trade receivables, trade payables, bank overdrafts and other current financial liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

### (c) Financial risk management

The Company is exposed to market risk, credit risk and liquidity risk which may impact the fair value of its financial instruments. The Company has a risk management policy to manage and mitigate these risks.

The Company's risk management policy aims to reduce volatility in financial statements while maintaining balance between providing predictability in the Company's business plan along with reasonable participation in market movement.

#### Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of currency risk and interest rate risk. The Company is primarily exposed to fluctuation in foreign currency exchange rates.

#### (i) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in exchange rates. The Company's exposure to the risk of changes in exchange rates relates primarily to the Company's operations and the Company's net investments in foreign branches.

The exchange rate risk primarily arises from assets and liabilities denominated in currencies other than the functional currency of the respective branches and foreign currency forecasted revenue and cash flows. A significant portion of the Company revenue is in US Dollar, Pound Sterling (GBP) and Euro while a large portion of costs are in Indian rupees. The fluctuation in exchange rates in respect to the Indian rupee may have potential impact on the statement of profit and loss and other comprehensive income and equity.

To mitigate the foreign currency risk the Company uses derivatives as governed by the Company's strategy, which provides principles on the use of such forward contracts and currency options consistent with the Company's Risk Management Policy.

Appreciation/depreciation of 1% in respective foreign currencies with respect to functional currency of the Company and its branches would result in increase/decrease in the Company's profit before tax by approximately ₹ 70 crores for the year ended 31 March 2022.

The rate sensitivity is calculated by aggregation of the net foreign exchange rate exposure and a simultaneous parallel foreign exchange rates shift of all the currencies by 1% against the respective functional currencies of the Company and its branches. The sensitivity analysis presented above may not be representative of the actual change.

Non-derivative foreign currency exposure as of 31 March 2022 and 31 March 2021 in major currencies is as below:

	Financial assets		Financial liabilities	
	31 March 2022	31 March 2021	31 March 2022	31 March 2021
USD / INR	6,711	3,549	1,395	964
GBP / INR	540	421	34	130
EURO / INR	948	1,096	129	176

#### (ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's investments are primarily in fixed rate interest bearing investments. Hence the Company is not significantly exposed to interest rate risk.

#### Credit risk

Financial instruments that potentially subject the Company to concentration of credit risk consist principally of cash and bank balances, inter-corporate deposits, trade receivables, finance lease receivables, investment securities and derivative instruments. The cash resources of the Company are invested with mutual funds, banks, financial institutions and corporations after an evaluation of the credit risk. By their nature, all such financial instruments involve risks, including the credit risk of non-performance by counterparties.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The customers of the Company are primarily corporations based in the United States of America and Europe and accordingly, trade receivables, unbilled receivables and finance lease receivables are concentrated in the respective countries. The Company periodically assesses the financial reliability of customers, taking into account the financial condition, current economic trends, analysis of historical bad debts and ageing of trade receivables, contract assets unbilled receivables and finance lease receivables. The Company also outsourced selected client related credit risks to financial markets through “ Non-recourse assignment” of receivables.

The allowance for lifetime expected credit loss on customer balances is as below:

	As at	
	31 March 2022	31 March 2021
Balance at the beginning of the year	217	245
Additional provision during the year	35	57
Deductions on account of write offs and collections	(57)	(85)
Translation exchange differences	1	-
Balance at the end of the year	<b>196</b>	<b>217</b>

### Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting its obligations associated with financial liabilities. The investment philosophy of the Company is capital preservation and liquidity in preference to returns. The Company consistently generates sufficient cash flows from operations and has access to multiple sources of funding to meet the financial obligations and maintain adequate liquidity for use.

Maturity profile of the Company's financial liabilities based on contractual payments is as below:

	Year 1 (Current)	Year 2	Year 3	Year 4-5 and thereafter	Total
<b>As at 31 March 2022</b>					
Borrowings	77	141	22	9	249
Lease liabilities	204	174	125	268	771
Trade payables (including unbilled and accruals)	2,213	-	-	-	2,213
Derivative financial liabilities	8	-	-	-	8
Other financial liabilities	-	14	13	-	27
<b>Total</b>	<b>2,502</b>	<b>329</b>	<b>160</b>	<b>277</b>	<b>3,268</b>
<b>As at 31 March 2021</b>					
Borrowings	33	72	136	19	260
Lease liabilities	194	180	148	350	872
Trade payables (including unbilled and accruals)	4,526	-	-	-	4,526
Deferred consideration	363	-	-	-	363
Derivative financial liabilities	-	-	-	-	-
Other financial liabilities	1,258	2	1	-	1,261
<b>Total</b>	<b>6,374</b>	<b>254</b>	<b>285</b>	<b>369</b>	<b>7,282</b>

**Notes to standalone financial statements for the year ended 31 March 2022***(All amounts in crores of ₹, except share data and as stated otherwise)***3.32 Employee benefits**

The Company has calculated the various benefits provided to employees as shown below:

**(A) Defined contribution plans and state plans**

Superannuation Fund

Employer's contribution to Employees State Insurance

Employer's contribution to Employee Pension Scheme

During the year the Company has recognized the following amounts in the statement of profit and loss :-

	Year ended	
	31 March 2022	31 March 2021
Superannuation Fund	12	9
Employer's contribution to Employees State Insurance	10	9
Employer's contribution to Employee's Pension Scheme	154	138
<b>Total</b>	<b>176</b>	<b>156</b>

The Company has contributed ₹ 47 crores (previous year, ₹ 29 crores) towards other defined contribution plans of branches outside India.

**(B) Defined benefit plans**

(a) Gratuity

(b) Employer's contribution to provident fund

**Gratuity**

The following table sets out the status of the gratuity plan :

**Statement of profit and loss**

	Year ended	
	31 March 2022	31 March 2021
Current Service cost	155	121
Interest cost (net)	42	35
<b>Net benefit expense</b>	<b>197</b>	<b>156</b>

**Balance Sheet**

	As at	
	31 March 2022	31 March 2021
Defined benefit obligations	807	728
Fair value of plan assets	18	19
<b>Net plan liability</b>	<b>789</b>	<b>709</b>
Current defined benefit obligations	114	103
Non-current defined benefit obligations	675	606

**Changes in present value of the defined benefit obligations are as follows:**

	Year ended	
	31 March 2022	31 March 2021
Opening defined benefit obligations	728	605
Current service cost	155	121
Interest cost	43	36
Re-measurement gains (losses) in OCI		
Actuarial changes arising from changes in financial assumptions	(15)	8
Experience adjustments	(19)	(14)
Benefits paid	(85)	(28)
<b>Closing defined benefit obligations</b>	<b>807</b>	<b>728</b>

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### Changes in fair value of the plan assets are as follows:

	Year ended	
	31 March 2022	31 March 2021
Opening fair value of plan assets	19	18
Interest income	1	1
Contributions	82	28
Re-measurement gains (losses) in OCI		
Return on plan assets, excluding amount recognized in interest income	-	(1)
Benefits paid	(84)	(27)
<b>Closing fair value of plan assets</b>	<b>18</b>	<b>19</b>

The overall expected rate of return on assets is determined based on the market prices prevailing on that date, applicable to the period over which the obligation is to be settled.

### The principal assumptions used in determining gratuity for the Company's plans are shown below:

	As at	
	31 March 2022	31 March 2021
Discount rate	6.75%	6.45%
Estimated Rate of salary increases	8.00%	8.00%
Employee Turnover	24.00%	24.00%
Expected rate of return on assets	6.75%	6.45%

The estimates of future salary increases, considered in the actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market. Inherent risk exists for the Company that any adverse salary growth or demographic experience or inadequate returns on underlying plan assets can result in an increase in cost of providing these benefits to employees in future. Since the benefits are lump sum in nature the plan is not subject to any longevity risks.

Discount rate and future salary escalation rate are the key actuarial assumptions to which the defined benefit obligation are particularly sensitive. The following table summarizes the impact on defined benefit obligation as at 31 March 2022 arising due to an increase/decrease in key actuarial assumptions by 50 basis points:

	Discount rate	Salary escalation rate
Impact of increase	(26)	26
Impact of decrease	27	(25)

The sensitivity analysis presented may not be representative of the actual change in the defined benefit obligations as sensitivities have been calculated to show the movement in defined benefit obligations in isolation and assuming there are no other changes in market conditions. There have been no changes from the previous years in the methods and assumptions used in preparing the sensitivity analysis.

The defined benefit obligations are expected to mature after 31 March 2022 as follows:

Year ending 31 March	Cash flows
- 2023	111
- 2024	122
- 2025	137
- 2026	174
- 2027	204
- Thereafter	4,165

The weighted average duration of the payment of these cash flows is 6.73 years.

### Employer's contribution to provident fund

The actuary has provided a valuation for provident fund liabilities on the basis of guidance issued by Actuarial Society of India based on the assumption mentioned below.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The details of the fund and plan asset position are given below:-

	31 March 2022	31 March 2021
Fair value of plan assets at the year end	5,566	4,876
Present value of benefit obligation at year end	5,566	4,879
<b>Net liability recognized in balance sheet (refer note 3.18)</b>	-	<b>(3)</b>

The amount of net liability as at 31 March 2021 has been recognized in the other comprehensive income.

Assumptions used in determining the present value obligation of the interest rate guarantee under the Deterministic Approach:

	31 March 2022	31 March 2021
Government of India (GOI) bond yield	6.75%	6.45%
Remaining term of maturity	7.60 years	7.08 years
Expected guaranteed interest rate	8.10%	8.50%

During the year ended 31 March 2022, the Company has contributed ₹ 331 crores (previous year, ₹ 202 crores) towards employer's contribution to provident fund.

### 3.33 Related party transactions

#### (a) Related parties where control exists

List of subsidiaries as at 31 March 2022 and 31 March 2021 is as below:

S. No.	Name of the Subsidiaries	Country of Incorporation	Percentage holding as at	
			31 March 2022	31 March 2021
<b>Direct subsidiaries</b>				
1	HCL Comnet Systems & Services Limited	India	100%	100%
2	HCL Bermuda Limited	Bermuda	100%	100%
3	HCL Technologies (Shanghai) Limited	China	100%	100%
4	HCL Software Limited (Formerly "HCL Foundation") !	India	-	100%
5	HCL Singapore Pte. Limited	Singapore	100%	100%
6	HCL Training & Staffing Services Private Limited	India	100%	100%
7	Geometric Americas, Inc.	USA	100%	100%
8	HCL Asia Pacific Pte Ltd.	Singapore	100%	100%
9	Geometric Europe GmbH	Germany	100%	100%
10	Sankalp Semiconductor Private Limited	India	100%	100%
11	H C L Technologies Lanka (Private) Limited	Sri Lanka	100%	100%
<b>Step down subsidiaries of direct subsidiaries</b>				
12	HCL Great Britain Limited	UK	100%	100%
13	HCL GmbH \$	Germany	-	100%
14	HCL Australia Services Pty. Limited	Australia	100%	100%
15	HCL (New Zealand) Limited	New Zealand	100%	100%
16	HCL Hong Kong SAR Limited	Hong Kong	100%	100%
17	HCL Japan Limited	Japan	100%	100%
18	HCL America Inc.	USA	100%	100%
19	HCL Technologies Austria GmbH	Austria	100%	100%
20	HCL Software Products Limited	India	100%	100%
21	HCL Poland Sp.z.o.o	Poland	100%	100%
22	HCL EAS Limited	UK	100%	100%
23	HCL Insurance BPO Services Limited	UK	100%	100%
24	Axon Group Limited	UK	100%	100%
25	HCL Canada Inc.	Canada	100%	100%



## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

S. No.	Name of the Subsidiaries	Country of Incorporation	Percentage holding as at	
			31 March 2022	31 March 2021
26	HCL Technologies Solutions GmbH	Switzerland	100%	100%
27	Axon Solutions Pty. Limited	Australia	100%	100%
28	Axon Solutions Limited	UK	100%	100%
29	HCL Technologies Malaysia Sdn. Bhd.	Malaysia	100%	100%
30	Axon Solutions (Shanghai) Co. Limited	China	100%	100%
31	HCL Technologies (Proprietary) Ltd %	South Africa	48%	48%
32	HCL Argentina s.a.	Argentina	100%	100%
33	HCL Mexico S. de R.L.	Mexico	100%	100%
34	HCL Technologies Romania s.r.l.	Romania	100%	100%
35	HCL Hungary Kft	Hungary	100%	100%
36	HCL Latin America Holding LLC	USA	100%	100%
37	HCL (Brazil) Tecnologia da informacao EIRELI	Brazil	100%	100%
38	HCL Technologies Denmark Aps	Denmark	100%	100%
39	HCL Technologies Norway AS	Norway	100%	100%
40	PT. HCL Technologies Indonesia Limited	Indonesia	100%	100%
41	HCL Technologies Philippines Inc.	Philippines	100%	100%
42	HCL Technologies South Africa (Proprietary) Limited %	South Africa	36%	36%
43	HCL Arabia LLC	Saudi Arabia	100%	100%
44	HCL Technologies France SAS	France	100%	100%
45	Filial Espanola De HCL Technologies S.L	Spain	100%	100%
46	Anzospan Investments Pty Limited %	South Africa	70%	70%
47	HCL Investments (UK) Limited	UK	100%	100%
48	Statestreet HCL Holding UK Limited **	UK	100%	100%
49	Statestreet HCL Services (Philippines) Inc. **	Philippines	100%	100%
50	Statestreet HCL Services (India) Private Limited **	India	100%	100%
51	HCL America Solutions Inc.	USA	100%	100%
52	HCL Technologies Chile Spa	Chile	100%	100%
53	HCL Technologies UK Limited	UK	100%	100%
54	HCL Technologies B.V.	Netherlands	100%	100%
55	HCL (Ireland) Information Systems Limited	Ireland	100%	100%
56	HCL Technologies Germany GmbH	Germany	100%	100%
57	HCL Technologies Belgium BV (Formerly "HCL Technologies Belgium BVBA")	Belgium	100%	100%
58	HCL Technologies Sweden AB	Sweden	100%	100%
59	HCL Technologies Finland Oy	Finland	100%	100%
60	HCL Technologies Italy S.P.A	Italy	100%	100%
61	HCL Technologies Columbia S.A.S	Columbia	100%	100%
62	HCL Technologies Middle East FZ-LLC	UAE	100%	100%
63	HCL Istanbul Bilisim Teknolojileri Limited Sirketi	Turkey	100%	100%
64	HCL Technologies Greece Single Member P.C	Greece	100%	100%
65	HCL Technologies S.A.	Venezuela	100%	100%
66	HCL Technologies Beijing Co., Ltd	China	100%	100%
67	HCL Technologies Luxembourg S.a r.l	Luxembourg	100%	100%
68	HCL Technologies Egypt Limited	Egypt	100%	100%
69	HCL Technologies Estonia OÜ	Estonia	100%	100%

**Notes to standalone financial statements for the year ended 31 March 2022**
*(All amounts in crores of ₹, except share data and as stated otherwise)*

S. No.	Name of the Subsidiaries	Country of Incorporation	Percentage holding as at	
			31 March 2022	31 March 2021
70	HCL Technologies (Thailand) Ltd.	Thailand	100%	100%
71	HCL Technologies Czech Republic s.r.o.	Czech Republic	100%	100%
72	HCL Muscat Technologies L.L.C.	Oman	100%	100%
73	Point to Point Limited @	UK	100%	100%
74	Point to Point Products Limited ~	UK	100%	100%
75	HCL Technologies Lithuania UAB	Lithuania	100%	100%
76	HCL Technologies (Taiwan) Ltd.	China	100%	100%
77	Geometric China, Inc.	China	100%	100%
78	Geometric SRL *	Romania	-	100%
79	Butler America Aerospace LLC	USA	100%	100%
80	HCL Lending Solutions, LLC (Formerly "Urban Fulfillment Services LLC")	USA	100%	100%
81	Datawave (An HCL Technologies Company) Limited	Scotland	100%	100%
82	HCL Technologies Corporate Services Limited	UK	100%	100%
83	C3i Support Services Private Limited	India	100%	100%
84	Telerx Marketing Inc.	USA	100%	100%
85	C3i Europe Eood	Bulgaria	100%	100%
86	C3i (UK) Limited !	UK	-	100%
87	C3i Japan GK	Japan	100%	100%
88	C3i Services & Technologies (Dalian) Co., Ltd	China	100%	100%
89	HCL Technologies SEP Holdings Inc	USA	100%	80%
90	Action Corporation	USA	100%	80%
91	Action Australia Pty Ltd	Australia	100%	80%
92	Action Europe Limited	UK	100%	80%
93	Action France	France	100%	80%
94	Action Germany GmbH	Germany	100%	80%
95	Action International, Inc.	USA	100%	80%
96	Action Netherlands B.V.	Netherlands	100%	80%
97	Action Technology Private Limited	India	100%	80%
98	Pervasive Software, Inc. *	USA	-	80%
99	Versant GmbH	Germany	100%	80%
100	Versant India Private Limited	India	100%	80%
101	Versant Software LLC *	USA	-	80%
102	Honisgberg & Duvel Datentchnik GMBH \$\$	Germany	-	100%
103	H&D Business Services GmbH \$\$	Germany	-	100%
104	H&D IT Solutions GmbH \$\$	Germany	-	100%
105	H&D Training und Consulting GmbH \$\$	Germany	-	100%
106	H&D International GmbH \$\$	Germany	-	100%
107	H&D IT Professional Services GmbH \$\$	Germany	-	100%
108	qmo-it GmbH \$\$	Germany	-	100%
109	H&D Services for Engineering GmbH \$\$	Germany	-	100%
110	CATIS GmbH \$\$	Germany	-	100%
111	H&D IT Automotive Services GmbH \$\$	Germany	-	100%
112	CA Management Services GmbH \$\$	Germany	-	100%
113	H&D ITAS Infrastructure Services GmbH \$\$	Germany	-	100%

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

S. No.	Name of the Subsidiaries	Country of Incorporation	Percentage holding as at	
			31 March 2022	31 March 2021
114	H&D ITAS Application Services GmbH \$\$	Germany	-	100%
115	H&D ITAS Client Services GmbH \$\$	Germany	-	100%
116	H&D ITAS Süd GmbH \$\$	Germany	-	100%
117	HCL Technologies Vietnam Company Limited	Vietnam	100%	100%
118	HCL Guatemala, Sociedad Anonima	Guatemala	100%	100%
119	Sankguj Semiconductor Private Limited	India	100%	100%
120	Sankalp Semiconductor Inc.	Canada	100%	100%
121	Sankalp USA Inc.	USA	100%	100%
122	Sankalp Semiconductor GmbH.	Germany	100%	100%
123	Sankalp Semiconductor SDN.BHD.	Malaysia	100%	100%
124	HCL Technologies Trinidad And Tobago Limited	Trinidad and Tobago	100%	100%
125	HCL Technologies Azerbaijan Limited Liability Company	Azerbaijan	100%	100%
126	HCL Technologies Bulgaria EOOD	Bulgaria	100%	100%
127	HCL Vietnam Company Limited(Formerly known as HCL Technologies (Vietnam) Company Limited)	Vietnam	100%	100%
128	HCL Technologies Angola (SU), LDA	Angola	100%	100%
129	DWS Pty Limited (Formely "DWS Limited")	Australia	100%	100%
130	DWS (New Zealand) Ltd	New Zealand	100%	100%
131	Phoenix IT & T Consulting Pty Ltd	Australia	100%	100%
132	Wallis Nominees (Computing) Pty Ltd	Australia	100%	100%
133	DWS (NSW) Pty Ltd	Australia	100%	100%
134	Symplicit Pty Ltd	Australia	100%	100%
135	Projects Assured Pty Ltd	Australia	100%	100%
136	DWS Product Solutions Pty Ltd	Australia	100%	100%
137	Graeme V Jones & Associates Pty Ltd	Australia	100%	100%
138	Strategic Data Management Pty Ltd	Australia	100%	100%
139	SDM Sales Pty Ltd	Australia	100%	100%
140	HCL Technologies S.A.C.	Peru	100%	100%
141	HCL Technologies Costa Rica Sociedad De Responsabilidad Limitada ^	Costa Rica	100%	-
142	gbs-Gesellschaft für Bankssysteme GmbH #	Germany	51%	-
143	HCL Technologies Slovakia s. r. o. ^	Slovakia	100%	-
144	HCL Technologies Bahrain W.L.L ^	Bahrain	100%	-
145	HCL Technologies Morocco Limited ^	Morocco	100%	-

^ Incorporated during the year

# Acquired during the year

! Closed during the year

\* Merged during the year

\$ Merger order received on 6 April 2021 however order effective from 1 April 2020.

\$\$ Merger order received on 1 April 2021 however order effective from 1 January 2020.

@ Dissolved on 5 April 2022.

~ Filed for strike off on 22 March 2022.

%The Group has majority composition of board of directors and management control.

\*\* The Group has equity interest of 49% and 100% dividend rights and control.

**Notes to standalone financial statements for the year ended 31 March 2022***(All amounts in crores of ₹, except share data and as stated otherwise)*

<b>Employee benefit trusts - incorporated in India</b>
Hindustan Instruments Limited Employees Provident Fund Trust
HCL Consulting Limited Employees Superannuation Scheme
HCL Comnet System and Services Limited Employees Provident Fund Trust
HCL Technologies Employees Group Gratuity Trust
HCL Technologies Stock Options Trust
C3i Support Services Employees Gratuity Trust
Sankalp Stock Trust
Sankalp Semiconductor Private Limited Employees Group Gratuity Trust

**(b) Related parties with whom transactions have taken place**

<b>Key Management Personnel</b>
Mr. Shiv Nadar – Chief Strategy Officer (ceased to be Managing Director w.e.f. 19 July 2021)
Mr. C. Vijayakumar – Chief Executive Officer and Managing director (appointed Managing Director w.e.f. 20 July 2021)
Mr. Prateek Aggarwal – Chief Financial Officer
Mr. Manish Anand – Company Secretary

<b>Non-Executive &amp; Independent Directors</b>
Mr. Ramanathan Srinivasan
Ms. Robin Ann Abrams
Dr. Sosale Shankara Sastry
Mr. Subramanian Madhavan
Mr. Thomas Sieber
Ms. Nishi Vasudeva
Mr. Deepak Kapoor
Mr. Mohan Chellappa
Mr. Simon John England
Ms. Vanitha Narayanan ( appointed w.e.f. 19 July 2021)

<b>Non-Executive &amp; Non-Independent Directors</b>
Ms. Roshni Nadar Malhotra, Chairperson
Mr. Shikhar Neelkamal Malhotra

<b>Others (Significant influence)</b>	
Mr. Shiv Nadar (ceased to be Managing Director w.e.f. 19 July 2021)	Ms. Kiran Nadar
HCL Infosystems Limited	SSN Trust *
HCL Avitas Private Limited	HCL IT City Lucknow Private Limited
Vama Sundari Investments (Delhi) Private Limited	HCL Infotech Limited
HCL Corporation Private Limited	Shiv Nadar University
SSN Investments (Pondi) Private Limited	HCL Holding Private Limited
Naksha Enterprises Private Limited	Shiv Nadar Foundation*
Kiran Nadar Musuem of Art*	

\* Public Charitable Trusts in which Mr. Shiv Nadar or his family members are managing trustees.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Transactions with related parties during the normal course of business	Subsidiaries		Significant influence	
	Year ended		Year ended	
	31 March 2022	31 March 2021	31 March 2022	31 March 2021
Revenues from operations	22,119	16,929	3	4
Interest income	-	1	2	2
Dividend income	84	63	-	-
Profit on sale of investment	-	1	-	-
Other expenses (refer below note)	6,405	6,672	69	102
Interim dividend	-	-	6,878	1,636
Final dividend	-	-	-	327
Corporate guarantee fees	12	1	-	-
Investments	16	887	-	-
Depreciation charge on right-of-use assets	-	-	32	31
Interest expense on the lease liability	-	-	5	8
Guarantee given	-	3,838	-	-
Proceeds from loan extended	-	26	-	-

**Note:** Other expenses include staff welfare, outsourcing cost and cost of goods sold also.

### Material related party transactions during the year 31 March 2022

	Year ended
	31 March 2022
Revenues from operations	
HCL Technologies Corporate Services Limited	9,658
Other expenses	
HCL Technologies Corporate Services Limited	28
Interim dividend paid	
Vama Sundari Investments (Delhi) Private Limited	4,949
HCL Holding Private Limited	1,876

### Material related party transactions during the year 31 March 2021

	Year ended
	31 March 2021
Revenues from operations	
HCL America Inc.	1,328
Corporate guarantee fees	
HCL America Inc.	1
Other expenses	
HCL America Inc.	3,778
Guarantee given	
HCL America Inc.	3,838
Interim dividend paid	
Vama Sundari Investments (Delhi) Private Limited	1,174
HCL Holding Private Limited	447
Final dividend paid	
Vama Sundari Investments (Delhi) Private Limited	235
HCL Holding Private Limited	89



## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Transactions with Key Managerial personnel during the year (on accrual basis)	Year ended	
	31 March 2022	31 March 2021
Compensation		
- Short-term employee benefits from company	5	8
- Other long term benefits from company	4	4

Other Long term employee benefits include expense of ₹ 1 crores (previous year, NIL) recorded by the Company on account of share-based payment.

Above does not include post-employment based on actuarial valuation as this is done for the company as a whole.

Transactions with Directors during the year	Year ended	
	31 March 2022	31 March 2021
Commission & other benefits to Directors (includes sitting fees)	10	10

Outstanding balances	Subsidiaries		Significant influence	
	As at		As at	
	31 March 2022	31 March 2021	31 March 2022	31 March 2021
Trade receivables, other financial assets and other assets	6,804	5,268	24	27
Trade payables, other financial liabilities and other liabilities	3,465	5,022	18	15
Guarantee outstanding	4,365	4,228	-	-
Employee and other payables	-	-	16	12
Lease liabilities	-	-	69	85
Right-of-use assets	-	-	61	79

### Material related party balances as at 31 March 2022

	As at
	31 March 2022
<b>HCL Technologies Corporate Services Limited</b>	
Trade receivables, other financial assets and other assets	2,473
Trade payables, other financial liabilities and other liabilities	251

### Material related party balances as at 31 March 2021

	As at
	31 March 2021
<b>HCL America Inc.</b>	
Trade receivables, other financial assets and other assets	469
Trade payables, other financial liabilities and other liabilities	1,784
Guarantee outstanding	3,875

All transactions entered by the Company with related parties are at arm's length and in ordinary course of business.

### 3.34 Research and development expenditure

	Year ended	
	31 March 2022	31 March 2021
Amount charged to statement of profit and loss	522	473
	<b>522</b>	<b>473</b>

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.35 Commitments and contingent liabilities

		As at	
		31 March 2022	31 March 2021
(i)	<b>Capital and other commitments</b>		
	<b>Capital commitments</b>		
	Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	305	200
(ii)	<b>Contingent liabilities</b>		
	Others	-	-
		<b>305</b>	<b>200</b>

- (a) The Indian Parliament has approved the Code on Social Security, 2020 which would impact the contributions by the Company towards Provident Fund and Gratuity. The effective date from which the changes are applicable is yet to be notified and the final rules are yet to be framed. The Company will carry out an evaluation of the impact and record the same in the financial statements in the period in which the Code becomes effective and the related rules are published.
- (b) The Company is involved in various lawsuits, claims and proceedings that arise in the ordinary course of business, the outcome of which is inherently uncertain. Some of these matters include speculative and frivolous claims for substantial or indeterminate amounts of damages. The Company records a liability when it is both probable that a loss has been incurred and the amount can be reasonably estimated. Significant judgment is required to determine both probability and the estimated amount. The Company reviews these provisions at least quarterly and adjusts these provisions accordingly to reflect the impact of negotiations, settlements, rulings, advice of legal counsel, and updated information. The Company believes that the amount or estimable range of reasonably possible loss, will not, either individually or in the aggregate, have a material adverse effect on its business, financial position, results of the Company, or cash flows with respect to loss contingencies for legal and other contingencies as at 31 March 2022.
- (c) Guarantees have been given by the Company on behalf of various subsidiaries against credit facilities, financial assistance and office premises taken on lease amounting to ₹ 4,365 crores (USD 530 million and GBP 35 million) (31 March 2021, ₹ 4,228 crores (USD 530 million and GBP 35 million)). These guarantees have been given in the normal course of the Company's operations and are not expected to result in any loss to the Company, on the basis of the beneficiaries fulfilling their ordinary commercial obligations.

### 3.36 Payment to auditors

	Year ended	
	31 March 2022	31 March 2021
Audit fees	7	7
Other services (Tax audit fees, certification and out of pocket expenses)	1	1
Other non audit tax services	-*	-*
	<b>8</b>	<b>9</b>

\*Amount less than ₹ 0.50 crores

### 3.37 Ratio

Ratio	Numerator	Denominator	Units	Year ended		% Variance
				31 March 2022	31 March 2021	
Current ratio	Current assets	Current liabilities	Times	3.0	2.8	7%
Debt equity ratio	Total debts (refer note 1 below)	Total equity	Times	0.0	0.0	-
Debt service coverage ratio	Earning availables for debt service (refer note 2 below)	Debt service (refer note 3 below)	Times	47.3	36.9	28%
Return on equity ratio	Profit for the year	Average total equity	%	25.2	21.6	17%
Inventory turnover ratio	Cost of good sold (refer note 4 below)	Average inventories	Times	7.3	8.4	(13%)

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Ratio	Numerator	Denominator	Units	Year ended		% Variance
				31 March 2022	31 March 2021	
Trade receivables turnover ratio	Revenue from operations	Average trade receivables	Times	3.9	3.6	8%
Trade payables turnover ratio	Net credit purchases (refer note below 5)	Average trade payables	Times	2.9	2.4	21%
Net capital turnover ratio	Revenue from operations	Working capital (refer note below 6)	Times	2.3	2.0	15%
Net profit ratio	Profit for the year	Revenue from operations	%	26.8	24.5	9%
Return on capital employed	Earning before interest and taxes	Capital employed (refer note 7 below)	%	30.1	27.5	9%
Return on investment						
Unquoted	Income generated from invested funds	Time weighted average investments	%	4.2	4.9	(14%)
Quoted	Income generated from invested funds	Time weighted average investments	%	5.3	5.9	(10%)

### Notes :

- Total debts consists of borrowings and lease liabilities
- Earning available for debt services = Profit for the year + depreciation, amortisation and impairment + interest + loss on sale of property, plant and equipments + Provision for doubtful debts + share based payment to employees + non cash charges
- Debt service = Interest + payment for lease liabilities + principal repayments
- Cost of goods sold includes purchase of stock in trade and change in inventories of stock in trade
- Net credit purchase includes purchase of stock-in-trade, change in inventories of stock-in-trade, outsourcing costs and other expenses
- Working capital = current assets - current liabilities
- Capital employed = Tangible net worth includes acquired goodwill and other intangibles assets + total debt - deferred tax assets
- Average is calculated based on simple average of opening and closing balances.

### Explanation where change in the ratio is more than 25%

#### Debt service coverage ratio

Debt service coverage ratio has improved due to increase in profit for the year.

### 3.38 Micro and small enterprises

As per information available with the management, the dues payable to enterprises covered under "The Micro, Small and Medium Enterprises Development Act, 2006" are as follows:

	For the year ended 31 March 2022		For the year ended 31 March 2021	
	Principal	Interest	Principal	Interest
Amount due to vendors (Including capital account payables)	9		5	-
Principal amount paid beyond the appointed date	-	-	-	-
Interest under normal credit terms -				
Accrued and unpaid during the year	-	-	-	-
Total interest payable -				
Accrued and unpaid during the year	-	-	-	-

This has been determined on the basis of responses received from vendors on specific confirmation sought by the Company.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.39 Corporate social responsibility

	Year ended	
	31 March 2022	31 March 2021
(i) amount required to be spent by the company during the year,	216	194
(ii) amount of expenditure incurred,		
(a) Construction/acquisition of any assets	-	-
(b) On purpose other than (a.) above	216	194
(iii) shortfall at the end of the year,	-	-
(iv) total of previous years shortfall,	-	-
(v) reason for shortfall,	NA	NA
(vi) nature of CSR activities,	Refer note below	
(vii) details of related party transactions, e.g., contribution to a trust controlled by the company in relation to CSR expenditure as per relevant Accounting Standard,	NA	NA
(viii) where a provision is made with respect to a liability incurred by entering into a contractual obligation, the movements in the provision during the year shall be shown separately.	-	-

**Note :** CSR activities includes Education, Environment, Skill Development & Livelihood, Water & Sanitation, Promoting sustainable health, nutrition and hygiene interventions, Gender & Inclusion, Early Childhood Care & Development, Disaster relief.

### 3.40 Segment Reporting

As per Ind AS 108 'Operating Segments', the Company has disclosed the segment information only as part of the consolidated financial statement.

### 3.41 Change in classification

- (1) Pursuant to amendment in Schedule III to the Companies Act, 2013, effective from 1 April 2021, the Company has modified the classification of certain assets and liabilities. Comparative amounts in the notes to the standalone financial statements were reclassified for consistency.

	As earlier reported	Revised classification	Difference
Assets			
Financial assets			
Trade receivables - unbilled (current and non- current)	-	4,549	4,549
Others (current and non- current)	5,653	1,104	(4,549)
Financial liabilities			
Borrowings	-	18	18
Trade payable - unbilled and accruals	-	1,819	1,819
Others	3,459	1,622	(1,837)

- (2) During the year ended 31 March 2022, the Company revised the presentation of 'contract liabilities' from 'other liabilities' to face of the standalone balance sheet for better presentation. Comparative amounts in the notes to the standalone financial statements were reclassified for consistency.
- (3) During the year ended 31 March 2022, the Company has revised the presentation of certain notes to the standalone financial statements for better presentation. Comparative amounts in the notes to the standalone financial statements were reclassified for consistency.

## Notes to standalone financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.42 Subsequent events

The Board of Directors at its meeting held on 21 April 2022 has declared an interim dividend of ₹ 18 per share.

---

As per our report of even date attached

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

Firm's Registration No. : 101248W/W-100022

**Rakesh Dewan**  
**Partner**

Membership Number: 092212

**For and on behalf of the Board of Directors of HCL Technologies Limited**

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer  
and Managing Director

**S. Madhavan**  
Director

**Prateek Aggarwal**  
Chief Financial Officer

**Goutam Rungta**  
Executive Vice President - Finance

**Manish Anand**  
Company Secretary

Gurugram, India  
21 April 2022

Noida (UP), India  
21 April 2022



# **Consolidated Ind AS Financial Statements**

# INDEPENDENT AUDITORS' REPORT

**To the Members of HCL Technologies Limited**

**Report on the Audit of Consolidated Financial Statements**

## Opinion

We have audited the consolidated financial statements of HCL Technologies Limited (hereinafter referred to as the "Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group") and its associate, which comprise the Consolidated Balance Sheet as at 31 March 2022, 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, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group and its associate as at 31 March 2022, of its consolidated profit and

other comprehensive income, consolidated changes in equity and consolidated cash flows for the year then ended.

## Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group and its associate 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 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 Matters

The key audit matter	How the matter was addressed in our audit
<b>Revenue Recognition on fixed price contracts (See note 1(g) and 3.19 to the consolidated financial statements)</b>	
<p>Revenue and onerous obligation in respect of open fixed price contracts (accounted based on percentage of completion method) as at reporting date, involves critical estimates as there is an inherent and presumed fraud risk involved around the recognition of revenue, given the customized and complex nature of these contracts.</p> <p>Estimation of efforts is a critical estimate to determine revenue and liability for onerous obligations for open fixed price contracts. The estimate has a high inherent uncertainty as it requires consideration of progress of contracts, efforts incurred till date and efforts required to complete the remaining contract performance obligations.</p>	<p>In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence:</p> <ul style="list-style-type: none"> <li>• evaluating the design, implementation and operating effectiveness of internal controls relating to estimation of efforts required and recording of efforts incurred to complete the remaining contract performance obligations.</li> <li>• obtaining an understanding of the systems, processes and controls implemented by management for recording and computing revenue and associated contract assets, and unearned and deferred revenue balances.</li> <li>• involving our Information Technology ('IT') specialists to assess the design, implementation and operating effectiveness of key IT controls over the IT environment in which business systems operate, including IT general controls and application controls pertaining to allocation of resources and budgeting systems which prevents unauthorized changes to recording of costs incurred and controls relating to the estimation of contract costs required to complete the project.</li> <li>• selecting specific/statistical samples of contracts and testing revenue recognition and estimation of onerous obligation, if any, by performing the following procedures. <ul style="list-style-type: none"> <li>- evaluating identification of performance obligation and allocation of transaction price to each performance obligation.</li> <li>- performing retrospective review of the costs incurred with estimated costs to identify significant variations and verifying that variations have been considered in estimating the remaining costs to complete the contract; and</li> <li>- assessing the appropriateness of work in progress (contract assets) on balance sheet date by verifying the underlying information and identify possible changes in estimated costs to complete the remaining performance obligations.</li> </ul> </li> </ul>

The key audit matter	How the matter was addressed in our audit
<b>Evaluation of tax positions and litigations (See note 1(h) and 3.25 to the consolidated financial statements)</b>	
<p>The Group operates in multiple global jurisdictions which requires it to estimate its income tax liabilities according to the tax laws of the respective tax jurisdictions. Further, there are matters of interpretation in terms of application of tax laws and related rules to determine current tax provision and deferred taxes.</p> <p>The Group has material tax positions and litigations on a range of tax matters primarily in India. This requires management to make significant judgments to determine the possible outcome of uncertain tax positions and litigations and their consequent impact on related accounting and disclosures in the consolidated financial statements.</p>	<p>In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence:</p> <ul style="list-style-type: none"> <li>• testing the design, implementation and operating effectiveness of the Group's key controls over identifying uncertain tax positions and matters involving litigations/disputes.</li> <li>• obtaining details of tax positions and tax litigations for the year and as at 31 March 2022 and holding discussions with designated management personnel.</li> <li>• assessing and analysing select key correspondences with tax authorities and inspecting external legal opinions obtained by management for key uncertain tax positions and tax litigations.</li> <li>• evaluating underlying evidence and documentation to determine whether the information provides a basis for amounts reserved/not reserved in the books of account.</li> <li>• involving our internal tax specialists and evaluating management's underlying key assumptions in estimating the tax provisions and estimate of the possible outcome of significant tax litigations; and</li> <li>• in respect of tax positions and litigations, assessing the computation of provisions and consequent impact on related accounting and disclosures in the consolidated financial statements.</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 auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether 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, 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 terms 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 associate 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 entities included in the Group and of its associate are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the

assets of each entity 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 Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the entities included in the Group and of its associate are responsible for assessing the ability of each entity 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 entity or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the entities included in the Group and of its associate are responsible for overseeing the financial reporting process of each entity.

## Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence

the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to consolidated financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting 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 associate 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.

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 auditor's report unless law or regulation precludes public disclosure about the matter or when,

in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

#### Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143 (11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
2. (A) As required by Section 143(3) of the Act, based on our audit, we report, to the extent applicable, that:
  - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.
  - (b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books.
  - (c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss (including other comprehensive income), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.
  - (d) In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.
  - (e) On the basis of the written representations received from the directors of the Holding Company as on 31 March 2022 taken on record by the Board of Directors of the Holding Company and on the basis of written representations received by the management from directors of its subsidiaries incorporated in India, as on 31 March 2022, none of the directors of the Group companies incorporated in India is disqualified as on 31 March 2022 from being appointed as a director in terms of Section 164(2) of the Act.
  - (f) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements of the Holding Company and its subsidiary companies incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".
- (B) With respect to the other matters to be included in the 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:
  - (a) The consolidated financial statements disclose the impact of pending litigations as at 31 March 2022 on the consolidated financial position of the Group and its associate. Refer Note 3.34 to the consolidated financial statements.
  - (b) The Group and its associate did not have any material foreseeable losses on long-term contracts

including derivative contracts during the year ended 31 March 2022.

(c) There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company and its subsidiary companies incorporated in India during the year ended 31 March 2022.

(d) (i) The management has represented that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or its subsidiary companies incorporated in India to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall:

- directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Holding Company or its subsidiary companies incorporated in India or
- provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(ii) The management has represented, that, to the best of its knowledge and belief, no funds have been received by the Holding Company or its subsidiary companies incorporated in India from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or its subsidiary companies incorporated in India shall:

- directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Funding Parties or

- provide any guarantee, security or the like from or on behalf of the Ultimate Beneficiaries.

(iii) Based on such audit procedures as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (d) (i) and (d) (ii) contain any material mis-statement.

e) The dividend declared or paid during the year by the Holding Company and its subsidiary companies incorporated in India is in compliance with Section 123 of the Act.

(C) With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid during the current year by the Holding Company and its subsidiary companies which are incorporated in India to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Holding Company and its subsidiary companies which are incorporated in India, 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) of the Act which are required to be commented upon by us.

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

**Rakesh Dewan**  
Partner  
Membership No.: 092212  
ICAI UDIN.: 22092212AHMJPL7483

Date: 21 April 2022  
Place: Gurugram, India

**Annexure A to the Independent Auditor's report on the consolidated financial statements of HCL Technologies Limited for the year ended 31 March 2022**

**(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)**

(xxi) The Companies (Auditor's Report) Order (CARO) of the holding company did not include any unfavourable answers or qualifications or adverse remarks.

According to the information and explanations given to us, in respect of the following companies incorporated in India and included in the consolidated financial statements, the CARO report relating to them has not been issued by their auditors till the date of this audit report:

Name of the entities	CIN	Subsidiary/ JV/ Associate
Statstreet Services (India) Private Limited	U72900DL2012FTC229698	Subsidiary
HCL Software Products Limited	U72300DL1995PLC069891	Subsidiary

Name of the entities	CIN	Subsidiary/ JV/ Associate
Sankguj Semiconductor Private Limited	U72900GJ2017PTC100075	Subsidiary
HCL Comnet Systems and Services Limited	U74899DL1993PLC056665	Subsidiary
HCL Training & Staffing Services Pvt. Ltd.	U74140DL2015PTC281555	Subsidiary
Sankalp Semiconductor Private Limited	U72100KA2005PTC037574	Subsidiary
C3i Support Services Private Limited	U72200TG2003PTC041797	Subsidiary

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

**Rakesh Dewan**  
Partner  
Membership No.: 092212  
ICAI UDIN.: 22092212AHMJPL7483

Date: 21 April 2022  
Place: Gurugram, India



**Annexure B to the Independent Auditor's report on the consolidated financial statements of HCL Technologies Limited for the year ended 31 March 2022**

**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 2A(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 HCL Technologies Limited (hereinafter referred to as "the Holding Company") as of and for the year ended 31 March 2022, we have audited the internal financial controls with reference to consolidated financial statements of the Holding Company and such companies incorporated in India under the Companies Act, 2013 which are its subsidiary companies, as of that date.

In our opinion, the Holding Company and such companies incorporated in India which are its subsidiary companies, have, in all material respects, adequate internal financial controls with reference to the consolidated financial statements and such internal financial controls were operating effectively as at 31 March 2022, 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 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 consolidated 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 consolidated 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 consolidated 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.

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

**Rakesh Dewan**  
Partner  
Membership No.: 092212  
ICAI UDIN.: 22092212AHMJPL7483

Date: 21 April 2022  
Place: Gurugram, India

## Consolidated Balance Sheet

(All amounts in crores of ₹, except share data and as stated otherwise)

		Note No.	As at	
			31 March 2022	31 March 2021
<b>I</b>	<b>ASSETS</b>			
	<b>(1) Non-current assets</b>			
	(a) Property, plant and equipment	3.1	5,612	5,642
	(b) Capital work in progress		129	312
	(c) Right-of-use assets	3.28	2,305	2,410
	(d) Goodwill	3.2	17,417	17,192
	(e) Other intangible assets	3.3	9,743	11,901
	(f) Investments accounted for using the equity method	3.4(a)	9	-
	(g) Financial assets			
	(i) Investments	3.4(b)	103	89
	(ii) Trade receivables - unbilled	3.5(a)	1,072	1,110
	(iii) Loans	3.6	200	-
	(iv) Others	3.7	1,220	1,459
	(h) Deferred tax assets (net)	3.25	1,176	1,181
	(i) Other non-current assets	3.9	2,006	1,847
	<b>Total non-current assets</b>		<b>40,992</b>	<b>43,143</b>
	<b>(2) Current assets</b>			
	(a) Inventories	3.8	161	94
	(b) Financial assets			
	(i) Investments	3.4(b)	6,239	6,773
	(ii) Trade receivables			
	Billed	3.5(b)	15,476	13,663
	Unbilled	3.5(b)	5,195	3,862
	(iii) Cash and cash equivalents	3.10(a)	10,510	6,521
	(iv) Other bank balances	3.10(b)	2,126	2,367
	(v) Loans	3.6	3,008	4,841
	(vi) Others	3.7	1,520	2,027
	(c) Current tax assets (net)		234	131
	(d) Other current assets	3.11	3,572	2,772
	<b>Total current assets</b>		<b>48,041</b>	<b>43,051</b>
	<b>TOTAL ASSETS</b>		<b>89,033</b>	<b>86,194</b>
<b>II</b>	<b>EQUITY</b>			
	(a) Equity share capital	3.12	543	543
	(b) Other equity		61,371	59,370
	Equity attributable to shareholders of the Company		61,914	59,913
	Non-controlling interest		92	169
	<b>TOTAL EQUITY</b>		<b>62,006</b>	<b>60,082</b>

## Consolidated Balance Sheet

(All amounts in crores of ₹, except share data and as stated otherwise)

	Note No.	As at	
		31 March 2022	31 March 2021
<b>III LIABILITIES</b>			
<b>(1) Non-current liabilities</b>			
(a) Financial liabilities			
(i) Borrowings	3.13	3,923	3,828
(ii) Lease liabilities	3.28	1,659	1,903
(iii) Others	3.15	452	973
(b) Contract liabilities		658	516
(c) Provisions	3.16	1,415	1,333
(d) Deferred tax liabilities (net)	3.25	112	147
(e) Other non-current liabilities	3.17	33	29
<b>Total non-current liabilities</b>		<b>8,252</b>	<b>8,729</b>
<b>(2) Current liabilities</b>			
(a) Financial liabilities			
(i) Borrowings	3.13	62	79
(ii) Lease liabilities	3.28	699	691
(iii) Trade payables			
Billed	3.14	2,297	1,726
Unbilled and accruals	3.14	3,981	3,731
(iv) Others	3.15	4,796	4,611
(b) Contract liabilities		3,380	3,078
(c) Other current liabilities	3.18	1,267	1,221
(d) Provisions	3.16	955	963
(e) Current tax liabilities (net)		1,338	1,283
<b>Total current liabilities</b>		<b>18,775</b>	<b>17,383</b>
<b>TOTAL LIABILITIES</b>		<b>27,027</b>	<b>26,112</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>89,033</b>	<b>86,194</b>
<b>Summary of significant accounting policies</b>	1		

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date attached

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

Firm's Registration No. : 101248W/W-100022

**For and on behalf of the Board of Directors of HCL Technologies Limited**

**Rakesh Dewan**  
Partner

Membership Number: 092212

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer  
and Managing Director

**S. Madhavan**  
Director

**Prateek Aggarwal**  
Chief Financial Officer

**Goutam Rungta**  
Executive Vice President - Finance

**Manish Anand**  
Company Secretary

Gurugram, India  
21 April 2022

Noida (UP), India  
21 April 2022

## Consolidated Statement of Profit and Loss

(All amounts in crores of ₹, except share data and as stated otherwise)

		Note No.	Year ended	
			31 March 2022	31 March 2021
<b>I</b>	<b>Revenue</b>			
	Revenue from operations	3.19	85,651	75,379
	Other income	3.20	1,067	927
	<b>Total income</b>		<b>86,718</b>	<b>76,306</b>
<b>II</b>	<b>Expenses</b>			
	Purchase of stock-in-trade		1,473	1,698
	Changes in inventories of stock-in-trade	3.21	(67)	(3)
	Employee benefits expense	3.22	46,130	38,853
	Outsourcing costs		12,515	10,158
	Finance costs	3.23	319	511
	Depreciation, amortization and impairment expense		4,326	4,611
	Other expenses	3.24	5,070	4,625
	<b>Total expenses</b>		<b>69,766</b>	<b>60,453</b>
<b>III</b>	<b>Profit before share of loss of associate and tax</b>		<b>16,952</b>	<b>15,853</b>
<b>IV</b>	<b>Share of loss of an associate</b>		<b>(1)</b>	<b>-</b>
<b>V</b>	<b>Profit before tax</b>		<b>16,951</b>	<b>15,853</b>
<b>VI</b>	<b>Tax expense</b>	3.25		
	Current tax		3,442	3,719
	Deferred tax charge (credit)		(14)	965
	<b>Total tax expense</b>		<b>3,428</b>	<b>4,684</b>
<b>VII</b>	<b>Profit for the year</b>		<b>13,523</b>	<b>11,169</b>
<b>VIII</b>	<b>Other comprehensive income (loss)</b>	3.26		
(A)	(i) Items that will not be reclassified to statement of profit and loss		50	33
	(ii) Income tax relating to items that will not be reclassified to statement of profit and loss		(13)	(10)
(B)	(i) Items that will be reclassified statement of profit and loss		709	913
	(ii) Income tax relating to items that will be reclassified to statement of profit and loss		11	(178)
	<b>Total other comprehensive income</b>		<b>757</b>	<b>758</b>
<b>IX</b>	<b>Total comprehensive income for the year</b>		<b>14,280</b>	<b>11,927</b>

## Consolidated Statement of Profit and Loss

(All amounts in crores of ₹, except share data and as stated otherwise)

	Note No.	Year ended	
		31 March 2022	31 March 2021
<b>Profit for the year attributable to</b>			
Shareholders of the Company		13,499	11,145
Non-controlling interest		24	24
		13,523	11,169
<b>Other comprehensive income (loss) for the year attributable to</b>			
Shareholders of the Company		752	763
Non-controlling interest		5	(5)
		757	758
<b>Total comprehensive income for the year attributable to</b>			
Shareholders of the Company		14,251	11,908
Non-controlling interest		29	19
		14,280	11,927
<b>Earnings per equity share of ₹ 2 each</b>	3.27		
Basic (in ₹)		49.77	41.07
Diluted (in ₹)		49.77	41.07
<b>Summary of significant accounting policies</b>	1		

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date attached

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

Firm's Registration No. : 101248W/W-100022

**For and on behalf of the Board of Directors of HCL Technologies Limited**

**Rakesh Dewan**  
Partner

Membership Number: 092212

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer  
and Managing Director

**S. Madhavan**  
Director

**Prateek Aggarwal**  
Chief Financial Officer

**Goutam Rungta**  
Executive Vice President - Finance

**Manish Anand**  
Company Secretary

Gurugram, India  
21 April 2022

Noida (UP), India  
21 April 2022



**Consolidated Statement of Changes in Equity**  
(All amounts in crores of ₹, except share data and as stated otherwise)

	Equity share capital										Other equity										Non Controlling Interests	Total Equity
	Number of shares*	Share capital	Reserves and Surplus							Other comprehensive income												
			Retained earnings	Remeasurement of defined benefit plans	Treasury share reserve	Securities premium	Capital redemption reserve	Share based payment reserve	Special economic zone re-investment reserve	Foreign currency translation reserve	Cash flow hedging reserve	Debt instruments through other comprehensive income	Total other equity									
<b>Balance as at 1 April 2020</b>	2,713,665,096	543	47,801	(29)	-	7	14	-	726	2,513	(307)	(1)	50,724	154	51,421							
Profit for the year	-	-	11,145	-	-	-	-	-	-	-	-	-	11,145	24	11,169							
Other comprehensive income (refer note 3.26)	-	-	23	-	-	-	-	-	-	227	490	23	763	(5)	758							
<b>Total comprehensive income for the year</b>	-	-	<b>11,145</b>	<b>23</b>	-	-	-	-	-	<b>227</b>	<b>490</b>	<b>23</b>	<b>11,908</b>	<b>19</b>	<b>11,927</b>							
Final dividend of ₹ 2 per share	-	-	(543)	-	-	-	-	-	-	-	-	-	(543)	-	(543)							
Interim dividend of 10 per share	-	-	(2,714)	-	-	-	-	-	-	-	-	-	(2,714)	-	(2,714)							
Transfer to special economic zone re-investment reserve	-	-	(1,500)	-	-	-	-	-	1,500	-	-	-	-	-	-							
Transfer from special economic zone re-investment reserve	-	-	531	-	-	-	-	-	(531)	-	-	-	-	-	-							
Purchase of non-controlling interest	-	-	(5)	-	-	-	-	-	-	-	-	-	(5)	(7)	(12)							
Change in non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-	-	3	3							
<b>Balance as at 31 March 2021</b>	<b>2,713,665,096</b>	<b>543</b>	<b>54,715</b>	<b>(6)</b>	-	<b>7</b>	<b>14</b>	-	<b>1,695</b>	<b>2,740</b>	<b>183</b>	<b>22</b>	<b>59,370</b>	<b>169</b>	<b>60,082</b>							
<b>Balance as at 1 April 2021</b>	2,713,665,096	543	54,715	(6)	-	7	14	-	1,695	2,740	183	22	59,370	169	60,082							
Profit for the year	-	-	13,499	-	-	-	-	-	-	-	-	-	13,499	24	13,523							
Other comprehensive income (refer note 3.26)	-	-	37	-	-	-	-	-	-	450	283	(18)	752	5	757							
<b>Total comprehensive income for the year</b>	-	-	<b>13,499</b>	<b>37</b>	-	-	-	-	-	<b>450</b>	<b>283</b>	<b>(18)</b>	<b>14,251</b>	<b>29</b>	<b>14,280</b>							
Interim dividend of ₹ 42 per share	-	-	(11,391)	-	-	-	-	-	-	-	-	-	(11,391)	-	(11,391)							
Transfer to special economic zone re-investment reserve	-	-	(2,021)	-	-	-	-	-	2,021	-	-	-	-	-	-							
Transfer from special economic zone re-investment reserve	-	-	922	-	-	-	-	-	(922)	-	-	-	-	-	-							
Acquisition of treasury shares	-	-	(804)	-	-	-	-	-	-	-	-	-	(804)	-	(804)							
Share based payments to employees	-	-	-	-	-	-	-	82	-	-	-	-	82	-	82							
Purchase of non-controlling interest (refer note 2(a)(i))	-	-	(137)	-	-	-	-	-	-	-	-	-	(137)	(105)	(242)							
Dividend to non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-	-	(2)	(2)							
Change in non-controlling interest (refer note 2(a)(ii))	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1							
<b>Balance as at 31 March 2022</b>	<b>2,713,665,096</b>	<b>543</b>	<b>55,587</b>	<b>31</b>	<b>(804)</b>	<b>7</b>	<b>14</b>	<b>82</b>	<b>2,794</b>	<b>3,190</b>	<b>466</b>	<b>4</b>	<b>61,371</b>	<b>92</b>	<b>62,006</b>							

\* Includes treasury shares held by the controlled trust (refer note 3.12)

Refer note 1 for summary of significant accounting policies

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date attached

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

Firm's Registration No. : 101248W/W-100022

**Rakesh Dewan**  
Partner  
Membership Number: 092212

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer  
and Managing Director

**S. Madhavan**  
Director

Gurugram, India  
21 April 2022

**Prateek Aggarwal**  
Chief Financial Officer  
Noida (UP), India  
21 April 2022

**Goutam Rungta**  
Executive Vice President - Finance

**Manish Anand**  
Company Secretary

**For and on behalf of the Board of Directors of HCL Technologies Limited**

## Consolidated Statement of Cash flows

(All amounts in crores of ₹, except share data and as stated otherwise)

		Year ended	
		31 March 2022	31 March 2021
<b>A</b>	<b>Cash flows from operating activities</b>		
	Profit before tax	16,951	15,853
	<b>Adjustment for:</b>		
	Depreciation, amortization and impairment expense	4,326	4,611
	Interest income	(583)	(645)
	Provision for doubtful debts / bad debts written off (net)	21	19
	Income on investments carried at fair value through profit and loss	(104)	(97)
	Profit on sale of investments carried at fair value through other comprehensive income	(10)	(3)
	Interest expense	225	298
	Profit on sale of property, plant and equipment (net)	(15)	(102)
	Share based payments to employees	81	-
	Share of loss of an associate	1	-
	Other non-cash charges (net)	(1)	88
		<b>20,892</b>	<b>20,022</b>
	<b>Net change in</b>		
	Trade receivables	(2,809)	585
	Inventories	207	72
	Other financial assets and other assets	219	392
	Trade payables	718	608
	Other financial liabilities, contract liabilities, provisions and other liabilities	1,116	1,384
	<b>Cash generated from operations</b>	<b>20,343</b>	<b>23,063</b>
	Income taxes paid (net of refunds)	(3,443)	(3,445)
	<b>Net cash flow from operating activities (A)</b>	<b>16,900</b>	<b>19,618</b>
<b>B</b>	<b>Cash flows from investing activities</b>		
	Investments in bank deposits	(2,625)	(2,427)
	Proceeds from bank deposits on maturity	2,866	188
	Purchase of investments in securities	(32,574)	(20,792)
	Proceeds from sale/maturity of investments in securities	33,215	21,109
	Investment in equity instruments	(1)	(3)
	Deposits placed with body corporates	(5,478)	(6,641)
	Proceeds from maturity of deposits placed with body corporates	7,111	5,219
	Payments for business acquisitions, net of cash acquired	-	(1,211)
	Net cash acquired on business acquisition (refer note 2(a)(ii))	40	-
	Investment in limited liability partnership	(2)	(4)
	Purchase of property, plant and equipment and intangibles	(1,645)	(1,904)
	Proceeds from sale of property, plant and equipment	90	151
	Investment in associate	(9)	-
	Interest received	590	676
	Income taxes paid	(101)	(91)
	<b>Net cash flow from (used) in investing activities (B)</b>	<b>1,477</b>	<b>(5,730)</b>
<b>C</b>	<b>Cash flows from financing activities</b>		
	Proceeds from long term borrowings	25	3,752
	Repayment of long term borrowings	(85)	(3,262)
	Proceeds from short term borrowings	52	815
	Repayment of short term borrowings	(52)	(1,556)
	Payments for deferred and contingent consideration on business acquisitions	(371)	(6,518)
	Purchase of non-controlling interest	(746)	(12)
	Acquisition of treasury shares	(804)	-
	Dividend paid	(11,389)	(3,256)
	Dividend paid to non-controlling interests	(2)	-
	Interest paid	(69)	(139)
	Payment of lease liabilities including interest	(1,067)	(1,016)
	<b>Net cash flow used in financing activities (C)</b>	<b>(14,508)</b>	<b>(11,192)</b>
	Net increase in cash and cash equivalents (A+B+C)	3,869	2,696
	<b>Effect of exchange differences on cash and cash equivalents held in foreign currency</b>	<b>120</b>	<b>65</b>
	Cash and cash equivalents at the beginning of the year	6,521	3,760
	<b>Cash and cash equivalents at the end of the year as per note 3.10(a)</b>	<b>10,510</b>	<b>6,521</b>

## Consolidated Statement of Cash flows

(All amounts in crores of ₹, except share data and as stated otherwise)

### Notes:

1. Reconciliation of liabilities arising from financing activities

	Long term borrowings (including current maturities)	Short term borrowings (excluding bank overdraft)	Deferred and contingent consideration
<b>Balance as at 1 April 2020</b>	<b>3,247</b>	<b>757</b>	<b>6,857</b>
Cash flows	490	(741)	(6,518)
Non cash changes			
Business combination	217	-	-
Exchange differences (net)	-	-	(33)
Translation exchange differences	(47)	(16)	7
Recognized in profit and loss	-	-	50
<b>Balance as at 31 March 2021</b>	<b>3,907</b>	<b>-</b>	<b>363</b>
<b>Balance as at 1 April 2021</b>	<b>3,907</b>	<b>-</b>	<b>363</b>
Cash flows	(60)	-	(371)
Non cash changes			
Exchange differences (net)	-	-	5
Translation exchange differences	131	-	-
Recognized in profit and loss	7	-	3
<b>Balance as at 31 March 2022</b>	<b>3,985</b>	<b>-</b>	<b>-</b>

2. The total amount of income taxes paid is ₹ 3,544 crores (previous year, ₹ 3,536 crores).
3. Cash and cash equivalents includes investor education and protection fund-unclaimed dividend of ₹ 8 crores (previous year, ₹ 6 crores).

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date attached

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

Firm's Registration No. : 101248W/W-100022

**For and on behalf of the Board of Directors of HCL Technologies Limited**

**Rakesh Dewan**

**Partner**

Membership Number: 092212

**Roshni Nadar Malhotra**

Chairperson

**C. Vijayakumar**

Chief Executive Officer  
and Managing Director

**S. Madhavan**

Director

**Prateek Aggarwal**

Chief Financial Officer

**Goutam Rungta**

Executive Vice President - Finance

**Manish Anand**

Company Secretary

Gurugram, India

21 April 2022

Noida (UP), India

21 April 2022

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### ORGANIZATION AND NATURE OF OPERATIONS

HCL Technologies Limited (hereinafter referred to as “the Company” or “the Parent Company”) and its subsidiaries (hereinafter collectively referred to as “the Group”) are primarily engaged in providing a range of IT and business services, engineering and R&D services and products & platforms. The Company was incorporated under the provisions of the Companies Act applicable in India in November 1991, having its registered office at 806, Siddharth, 96, Nehru Place, New Delhi- 110019. The Group leverages its global technology workforce and intellectual properties to deliver solutions across following verticals - Financial Services, Manufacturing, Life Sciences & Healthcare, Public Services, Retail & CPG, Technology & Services and Telecom, Media, Publishing and Entertainment.

The consolidated financial statements for the year ended 31 March 2022 were approved and authorized for issue by the Board of Directors on 21 April 2022.

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) Basis of preparation

These consolidated financial statements of the Group have been prepared in accordance with Indian Accounting Standards (Ind AS) prescribed under section 133 of the Companies Act, 2013 read with the Companies (Indian Accounting Standards) Rules as amended from time to time and presentation requirements of Schedule III (Division II) to the Companies Act, 2013, as applicable to the consolidated financial statements.

These consolidated financial statements have been prepared under the historical cost convention on an accrual and going concern basis, except for the following assets and liabilities which have been measured at fair value:

- (a) Derivative financial instruments,
- (b) Certain financial assets and liabilities (refer accounting policy regarding financial instruments),
- (c) Defined benefit plans

The accounting policies adopted in the preparation of these consolidated financial statements are consistent with those of the previous year except where a newly issued accounting standard is initially adopted or a revision to an existing accounting standard requires a change in the accounting policy.

All assets and liabilities have been classified as current and non-current as per the Group’s normal operating cycle of 12 months. The statement of cash flows has been prepared under indirect method.

The Group uses the Indian rupee (‘₹’) as its reporting currency.

#### (b) Basis of Consolidation

The consolidated financial statements comprise the financial statements of HCL Technologies Limited, the Parent Company, and its subsidiaries. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary.

The Group controls an investee if and only if the Group has:

- (a) Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee),
- (b) Exposure, or rights, to variable returns from its involvement with the investee, and
- (c) The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (a) The contractual arrangement with the other vote holders of the investee
- (b) Rights arising from other contractual arrangements
- (c) The Group’s voting rights and potential voting rights

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The financial statements of the subsidiaries in the Group are added on a line-by-line basis and inter-company balances and transactions including unrealized gain/loss from such transactions, are eliminated upon consolidation. The consolidated financial statements are prepared by applying uniform accounting policies in use by the Group.

An associate is an entity over which the Group has significant influence, but not control or joint control over financial and operating policies. Investments in associates are accounted for using the equity method of accounting, after initially being recognized at cost. The aggregate of the Group's share of profit and loss of an associate is shown on the face of the consolidated statement of profit and loss.

### (c) Use of estimates and judgements

The preparation of consolidated financial statements in conformity with Ind AS requires the management to make estimates and judgements that affect the reported amounts of assets, liabilities, revenue, expenses and other comprehensive income (OCI) that are reported and disclosed in the consolidated financial statements and accompanying notes. These estimates are based on the management's best knowledge of current events, historical experience, actions that the Group may undertake in the future and on various other assumptions that are believed to be reasonable under the circumstances. Actual results could differ from those estimates. Changes in estimates are reflected in the consolidated financial statements in the year in which the changes are made.

Significant estimates and assumptions are used for, but not limited to,

- (i) Accounting for costs expected to be incurred to complete performance under fixed price projects and determination of stand-alone selling prices for each distinct performance obligation in contracts involving multiple performance obligations, refer note 1(g)
- (ii) Allowance for uncollectible accounts receivables, refer note 1(s)(i)
- (iii) Fair value of the consideration transferred (including contingent consideration) and fair value of the assets acquired and liabilities assumed, measured on a provisional basis in case of business combination, refer note 1(d)
- (iv) Recognition of income and deferred taxes, refer note 1(h) and note 3.25
- (v) Key actuarial assumptions for measurement of future obligations under employee benefit plans, refer note 1(q) and note 3.31
- (vi) Estimated forfeitures in share-based compensation expense, refer note 1(r)
- (vii) Useful lives of property, plant and equipment, refer note 1(i)
- (viii) Lives of intangible assets, refer note 1(j)
- (ix) Key assumptions used for impairment of goodwill, refer note 1(o) and note 3.2
- (x) Identification of leases and measurement of lease liabilities and right of use assets, refer note 1(m)
- (xi) Provisions and contingent liabilities, refer note 1(p) and note 3.34

In view of pandemic relating to COVID -19, the Group has considered and taken into account internal and external information and has performed sensitivity analysis based on current estimates in assessing the recoverability of receivables, goodwill, intangible assets, other assets, impact on revenues and costs, impact on leases and effectiveness of its hedging relationships, including but not limited to the assessment of liquidity and going concern assumption and believes that the impact of COVID-19 is not material to these consolidated financial statements. However, the actual impact of COVID-19 on the Group's consolidated financial statements may differ from that estimated and the Group will continue to closely monitor any material changes to future economic conditions.

### (d) Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is the aggregate of the consideration transferred measured at fair value at the acquisition date and the amount of any non-controlling interest in the acquiree. For each business combination, the Group measures the non-controlling interest in the acquiree at fair value. Acquisition related costs are expensed as incurred.

Any contingent consideration to be transferred by the acquirer is recognized at fair value at the acquisition date. Contingent consideration classified as financial liability is measured at fair value with changes in fair value recognized in the statement of profit and loss.



## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interest, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the excess is recognized as capital reserve after reassessing the fair values of the net assets.

### (e) Foreign currency and translation

The Group's consolidated financial statements are presented in Indian Rupee (₹), which is also the Parent Company's functional currency. For each entity, the Group determines the functional currency, and items included in the financial statements of each entity are measured using that functional currency. The Group uses the direct method of consolidation and on disposal of a foreign operation the gain or loss that is reclassified to the statement of profit and loss reflects the amount that arises from using this method.

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date of the transaction. Foreign currency denominated monetary assets and liabilities are translated to the relevant functional currency at exchange rates in effect at the balance sheet date. Exchange differences arising on settlement or translation of monetary items are recognized in the statement of profit and loss. Non-monetary assets and non-monetary liabilities denominated in a foreign currency and measured at historical cost are translated at the exchange rate prevalent at the date of initial transaction. Non-monetary assets and non-monetary liabilities denominated in a foreign currency and measured at fair value are translated at the exchange rate prevalent at the date when the fair value was determined.

Transaction gains or losses realized upon settlement of foreign currency transactions are included in determining net profit for the year. Revenue, expenses and cash-flow items denominated in foreign currencies are translated into the relevant functional currencies using the exchange rate in effect on the date of the transaction.

The translation of foreign operations from respective functional currency into INR (the reporting currency) for assets and liabilities is performed using the exchange rates in effect at the balance sheet date, and for revenue, expenses and cash flows is performed using an appropriate daily weighted average exchange rate for the respective years. The exchange differences arising on translation for consolidation are reported as a component of 'other comprehensive income (loss)'. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is recognized in the statement of profit and loss.

### (f) Fair value measurement

The Group records certain financial assets and liabilities at fair value on a recurring basis. The Group determines fair values based on the price it would receive to sell an asset or pay to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or most advantageous market for that asset or liability.

The Group holds certain fixed income securities, equity securities and derivatives, which must be measured using the guidance for fair value hierarchy and related valuation methodologies. The guidance specifies a hierarchy of valuation techniques based on whether the inputs to each measurement are observable or unobservable. Observable inputs reflect market data obtained from independent sources, while unobservable inputs reflect the Group's assumptions about current market conditions. The fair value hierarchy also requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The prescribed fair value hierarchy and related valuation methodologies are as follows:

Level 1 - Quoted inputs that reflect quoted prices (unadjusted) for identical assets or liabilities in active markets.

Level 2 - Quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active and model-derived valuations, in which all significant inputs are directly or indirectly observable in active markets.

Level 3 - Valuations derived from valuation techniques, in which one or more significant inputs are unobservable inputs which are supported by little or no market activity.

In accordance with Ind AS 113, assets and liabilities at fair value are measured based on the following valuation techniques:

- (a) Market approach – Prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities.
- (b) Income approach – Converting the future amounts based on market expectations to its present value using the discounting method.
- (c) Cost approach – Replacement cost method.

Certain assets are measured at fair value on a non-recurring basis. These assets consist primarily of non-financial assets such as goodwill and intangible assets. Goodwill and intangible assets recognized in business combinations are measured at fair value initially and subsequently when there is an indicator of impairment, the impairment is recognized.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant who would use the asset in its highest and best use.

### (g) Revenue recognition

#### *Contracts involving provision of services and material*

Revenue is recognized when, or as, control of a promised service or good transfers to a customer, in an amount that reflects the consideration to which the Group expects to be entitled in exchange for transferring those products or services. To recognize revenues, the following five step approach is applied: (1) identify the contract with a customer, (2) identify the performance obligations in the contract, (3) determine the transaction price, (4) allocate the transaction price to the performance obligations in the contract, and (5) recognize revenues when a performance obligation is satisfied. A contract is accounted when it is legally enforceable through executory contracts, approval and commitment from all parties, the rights of the parties are identified, payment terms are defined, the contract has commercial substance and collectability of consideration is probable.

#### *Time-and-material / Volume based / Transaction based contracts*

Revenue with respect to time-and-material, volume based and transaction based contracts is recognized as the related services are performed through efforts expended, volume serviced transactions are processed etc. that correspond with value transferred to customer till date which is related to the right to invoice for services performed.

#### *Fixed Price contracts*

Revenue related to fixed price contracts where performance obligations and control are satisfied over a period of time like technology integration, complex network building contracts, system implementations and application development are recognized based on progress towards completion of the performance obligation using a cost-to-cost measure of progress (i.e., percentage-of-completion (POC) method of accounting). Revenue is recognized based on the costs incurred to date as a percentage of the total estimated costs to fulfill the contract. Any revision in cost to complete would result in increase or decrease in revenue and such changes are recorded in the period in which they are identified. Provisions for estimated losses, if any, on contracts-in-progress are recorded in the period in which such losses become probable based on the current contract estimates. Contract losses are determined to be the amount by which the estimated incremental cost to complete exceeds the estimated future revenues that will be generated by the contract and are included in cost of revenues.

Revenue related to other fixed price contracts providing maintenance and support services, are recognized based on the right to invoice for services performed for contracts in which the invoicing is representative of the value being delivered. If invoicing is not consistent with value delivered, revenues are recognized as the service is performed based on the cost to cost method described above.

In arrangements involving sharing of customer revenues, revenue is recognized when the right to receive is established.

Revenue from product sales are shown net of applicable taxes, discounts and allowances. Revenue related to product with installation services that are critical to the product is recognized when installation of product at customer site is completed and accepted by the customer. If the revenue for a delivered item is not recognized for non-receipt of acceptance from the customer, the cost of the delivered item continues to be in inventory.

#### *Proprietary Software Products*

Revenue from distinct proprietary perpetual license software is recognized at a point in time at the inception of the arrangement when control transfers to the client. Revenue from proprietary term license software is recognized at a point in time for the committed term of the contract. In case of renewals of proprietary term licenses with existing customers, revenue from term license is recognized at a point in time when the renewal is agreed on signing of contracts. Revenue from support and subscription (S&S) is recognized over the contract term on a straight-line basis as the Company is providing a service of standing ready to provide support, when-and-if needed, and is providing unspecified software upgrades on a when-and-if available basis over the contract term. In case software are bundled with support and subscription either for perpetual or term based license, such support and subscription contracts are generally priced as a percentage of the net fees paid by the customer to purchase the license and are generally recognized as revenues ratably over the contractual period that the support services are provided. Revenue from these proprietary software products is classified under sale of services.

#### *Multiple performance obligation*

When a sales arrangement contains multiple performance obligation, such as services, hardware and licensed IPs (software) or combinations of each of them, revenue for each element is based on a five step approach as defined above. To the extent a contract includes multiple promised deliverables, judgment is applied to determine whether promised deliverables are capable of being distinct and are distinct in the context of the contract. If these criteria are not met, the promised deliverables are accounted for as a combined performance obligation. For arrangements with multiple distinct performance obligations or series of distinct

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

performance obligations, consideration is allocated among the performance obligations based on their relative standalone selling price. Standalone selling price is the price at which the Group would sell a promised good or service separately to the customer. When not directly observable, we estimate standalone selling price by using the expected cost plus a margin approach. We establish a standalone selling price range for our deliverables, which is reassessed on a periodic basis or when facts and circumstances change. If the arrangement contains obligations related to License of Intellectual property (Software) or Lease deliverable, the arrangement consideration allocated to the Software deliverables, lease deliverable as a group is then allocated to each software obligation and lease deliverable.

Revenue recognition for delivered elements is limited to the amount that is not contingent on the future delivery of products or services, future performance obligations or subject to customer-specified return or refund privileges.

Revenue from certain activities in transition services in outsourcing arrangements are not capable of being distinct or represent separate performance obligation. Revenues relating to such transition activities are classified as Contract liabilities and subsequently recognized over the period of the arrangement. Direct and incremental costs in relation to such transition activities which are expected to be recoverable under the contract and generate or enhance resources of the Company that will be used in satisfying the performance obligation in the future are considered as contract fulfillment costs classified as Deferred contract cost and recognized over the period of arrangement. Certain upfront non-recurring incremental contract acquisition costs and other upfront fee paid to customer are deferred and classified as Deferred contract cost and amortized to revenue or cost, usually on a straight line basis, over the term of the contract unless revenues are earned and obligations are fulfilled in a different pattern. The undiscounted future cash flows from the arrangement are periodically estimated and compared with the unamortized costs. If the unamortized costs exceed the undiscounted cash flow, a loss is recognized.

In instances when revenue is derived from sales of third-party vendor services, material or licenses, revenue is recorded on a gross basis when the Group is a principal to the transaction and net of costs when the Group is acting as an agent between the customer and the vendor. Several factors are considered to determine whether the Group is a principal or an agent, most notably being group controls the goods or service before it is transferred to customer, latitude in deciding the price being charged to customer. Revenue is recognized net of discounts and allowances, value-added and service taxes, and includes reimbursement of out-of-pocket expenses, with the corresponding out-of-pocket expenses included in cost of revenues.

Volume discounts, or any other form of variable consideration is estimated using either the sum of probability weighted amounts in a range of possible consideration amounts (expected value), or the single most likely amount in a range of possible consideration amounts (most likely amount), depending on which method better predicts the amount of consideration realizable. Transaction price includes variable consideration only to the extent it is probable that a significant reversal of revenues recognized will not occur when the uncertainty associated with the variable consideration is resolved. Our estimates of variable consideration and determination of whether to include estimated amounts in the transaction price may involve judgment and are based largely on an assessment of our anticipated performance and all information that is reasonably available to us.

Revenue recognized but not billed to customers is classified either as contract assets or unbilled receivables in the consolidated balance sheet. Contract assets primarily relate to unbilled amounts on those contracts utilizing the cost to cost method of revenue recognition and right to consideration is not unconditional. Contract assets are recognized where there is excess of revenue over the billings. Unbilled receivables represent contracts where right to consideration is unconditional (i.e. only the passage of time is required before the payment is due). A contract liability arises when there is excess billing over the revenue recognized.

Revenue from sales-type leases is recognized when risk of loss has been transferred to the client and there are no unfulfilled obligations that affect the final acceptance of the arrangement by the client.

Interest attributable to sales-type leases and direct financing leases included therein is recognized on an accrual basis using the effective interest method and is recognized as other income.

### *Interest income*

Interest income for all financial instruments measured at amortized cost is recorded using the effective interest rate (EIR). EIR is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the gross carrying amount of the financial asset or to the amortized cost of a financial liability. When calculating the EIR, the Group estimates the expected cash flows by considering all the contractual terms of the financial instrument but does not consider the expected credit losses. Interest income is included in other income in the statement of profit and loss.

### **(h) Income taxes**

Income tax expense comprises current and deferred income tax.

Income tax expense is recognized in the statement of profit and loss except to the extent that it relates to items recognized directly in equity, in which case it is recognized in equity. Current income tax for current and prior periods is recognized at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

or substantively enacted by the balance sheet date. Provision for income tax includes the impact of provisions established for uncertain income tax positions.

Deferred income tax assets and liabilities recognized for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax assets and liabilities are recognized for those temporary differences which originate during the tax holiday period and are reversed after the tax holiday period. For this purpose, reversal of timing differences is determined using first-in-first-out method.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Deferred income tax assets and liabilities are measured using tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

The effect of changes in tax rates on deferred income tax assets and liabilities is recognized as income or expense in the year that includes the enactment or the substantive enactment date. A deferred income tax asset is recognized to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilized. Deferred income taxes are not provided on the undistributed earnings of subsidiaries and branches where it is expected that the earnings of the subsidiary or branch will not be distributed in the foreseeable future.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognized subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognized in the statement of profit and loss.

In some tax jurisdictions, the amount of tax deductions on share based payments to employees are different from the related cumulative remuneration expenses. If the amount of the tax deduction (or estimated future tax deduction) exceeds the amount of the related cumulative remuneration expense, such excess amount of tax deduction and the associated tax benefit is recognized directly in retained earnings.

### (i) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses, if any. Cost comprises the purchase price and directly attributable cost of bringing the asset to its working condition for its intended use. Any trade discounts and rebates are deducted in arriving at the purchase price. The Group identifies and determines separate useful lives for each major component of the property, plant and equipment, if they have a useful life that is materially different from that of the asset as a whole.

Expenses on existing property, plant and equipment, including day-to-day repairs, maintenance expenditure and cost of replacing parts, are charged to the statement of profit and loss for the year during which such expenses are incurred.

Gains or losses arising from derecognition of assets are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of profit and loss when the asset is derecognized.

Property, plant and equipment under construction and cost of assets not ready for use at the year-end are disclosed as capital work-in-progress.

Depreciation on property, plant and equipment is provided on the straight-line method over their estimated useful lives, as determined by the management. Depreciation is charged on a pro-rata basis for assets purchased/sold during the year.

The management's estimates of the useful lives of various assets for computing depreciation are as follows:

Asset description	Asset life (in years)
Buildings	20
Plant and equipment (including air conditioners, electrical installations)	10
Office equipment	5
Computers and networking equipment	4-5
Furniture and fixtures	7
Vehicles	5

The useful lives as given above best represent the period over which the management expects to use these assets, based on technical assessment. The estimated useful lives for these assets are therefore different from the useful lives prescribed under Part C of Schedule II of the Companies Act 2013.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year-end and adjusted prospectively, if appropriate.

### (j) Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is measured at their fair value at the date of acquisition. Subsequently, following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses.

Intangible assets are amortized over the useful life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting year. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortization period or method, as appropriate, and are treated as changes in accounting estimates. The amortization expense on intangible assets with finite lives is recognized in the statement of profit and loss.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of profit and loss when the asset is derecognized.

The intangible assets are amortized over the estimated useful life of the assets as mentioned below except certain Licensed IPRs which include the right to modify, enhance or exploit are amortized in proportion to the expected benefits over the useful life which could range up to 15 years:

Asset description	Asset life (in years)
Software	3
Licensed IPRs	5 to 15
Customer relationships	1 to 10
Customer contracts	0.5 to 3
Technology	5 to 15
Others (includes intellectual property rights, brand and non-compete agreements)	2 to 6

### (k) Research and development costs

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

- The technical feasibility of completing the intangible asset so that it will be available for use or sale
- Its intention to complete and its ability and intention to use or sell the asset
- How the asset will generate future economic benefits
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

Subsequently, following initial recognition of the development expenditure as an asset, the cost model is applied requiring the asset to be carried at cost less any accumulated amortization and accumulated impairment losses. Amortization of the asset begins when development is complete and the asset is available for use. It is amortized over the period of expected future benefit. Amortization expense is recognized in the statement of profit and loss. During the period of development, the asset is tested for impairment annually.

### (l) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use are capitalized as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur.

Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

### (m) Leases

A lease is a contract that contains right to control the use of an identified asset for a period of time in exchange for consideration.

#### Group as a lessee

Group is lessee in case of leasehold land, office space, accommodation for its employees & IT equipment. These leases are evaluated to determine whether it contains lease based on principles for the recognition, measurement, presentation and disclosure of leases for both lessees and lessors as defined in Ind AS 116.



## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Right-of-use asset represents the Group's right to control the underlying assets under lease and the lease liability is the obligation to make the lease payments related to the underlying asset under lease. Right-of-use asset is measured initially based on the lease liability adjusted for any initial direct costs, prepaid rent, and lease incentives. Right-of-use asset is depreciated based on straight line method over the lease term or useful life of right-of-use asset, whichever is less. Subsequently, right-of-use asset is measured at cost less any accumulated depreciation, accumulated impairment losses, if any and adjusted for any remeasurement of lease liability.

The lease liability is measured at the lease commencement date and determined using the present value of the minimum lease payments not yet paid and the Group's incremental borrowing rate, which approximates the rate at which the Group would borrow, in the country where the lease was executed. The Group has used a single discount rate for a portfolio of leases with reasonably similar characteristics. The lease payment comprises fixed payment less any lease incentives, variable lease payment that depends on an index or a rate, exercise price of a purchase option if the Group is reasonably certain to exercise the option and payment of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate the lease. Lease liability is subsequently measured by increase the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payment made and remeasuring the carrying amount to reflect any reassessment or modification, if any.

The Group has elected to not recognize leases with a lease term of 12 months or less in the consolidated balance sheet, including those acquired in a business combination, and lease costs for those short-term leases are recognized on a straight-line basis over the lease term in the consolidated statement of profit and loss. For all asset classes, the Group has elected the lessee practical expedient to combine lease and non-lease components and account for the combined unit as a single lease component in case there is no separate payment defined under the contract.

### *Group as a lessor*

Leases in which the Group does not transfer substantially all the risks and benefits of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the year in which they are earned or contingency is resolved.

Leases in which the Group transfers substantially all the risk and benefits of ownership of the asset are classified as finance leases. Assets given under finance lease are recognized as a receivables at an amount equal to the present value of lease receivables. After initial recognition, the Group apportions lease rentals between the principal repayment and interest income so as to achieve a constant periodic rate of return on the net investment outstanding in respect of the finance leases. The interest income is recognized in the consolidated statement of profit and loss. Initial direct costs such as legal cost, brokerage cost etc. are recognized immediately in the statement of profit and loss.

When arrangements include multiple performance obligations, the Group allocates the consideration in the contract between the lease components and the non-lease components on a relative standalone selling price basis.

### **(n) Inventories**

Stock-in-trade, stores and spares are valued at the lower of the cost or net realizable value. Cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale.

Cost of stock-in-trade procured for specific projects is assigned by identifying individual costs of each item. Cost of stock-in-trade, that are interchangeable and not specific to any project and cost of stores and spare parts are determined using the weighted average cost formula.

### **(o) Impairment of non-financial assets**

#### *Goodwill*

Goodwill is tested annually on March 31, for impairment, or sooner whenever there is an indication that goodwill may be impaired, relying on a number of factors including operating results, business plans and future cash flows. For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the Group's cash generating units (CGU) expected to benefit from the synergies arising from the business combination. A CGU is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or group of assets. Impairment occurs when the carrying amount of a CGU including the goodwill, exceeds the estimated recoverable amount of the CGU. The recoverable amount of a CGU is the higher of its fair value less cost to sell and its value-in-use. Value-in-use is the present value of future cash flows expected to be derived from the CGU. Total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU, pro-rata on the basis of the carrying amount of each asset in the CGU.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

An impairment loss on goodwill recognized in the statement of profit and loss is not reversed in the subsequent period.

### *Intangible assets and property, plant and equipment*

Intangible assets and property, plant and equipment are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the CGU to which the asset belongs. If such assets are considered to be impaired, the impairment to be recognized in the statement of profit and loss is measured by the amount by which the carrying value of the asset exceeds the estimated recoverable amount of the asset.

### **(p) Provisions and contingent liabilities**

A provision is recognized if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows.

The Group uses significant judgement to disclose contingent liabilities. Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made. Contingent assets are neither recognized nor disclosed in the financial statements.

### **(q) Retirement and other employee benefits**

- (i) **Provident fund:** Employees of the Company and its subsidiaries in India receive benefits under the provident fund, a defined benefit plan. The employee and employer each make monthly contributions to the plan. A portion of the contribution is made to the provident fund trust managed by the Group or Government administered provident fund; while the balance contribution is made to the Government administered pension fund, a defined contribution plan. For the contribution made by the Company and its subsidiaries in India to the provident fund trust managed by the Group, the Company has an obligation to fund any shortfall on the yield of the Trust's investments over the administered interest rates. The liability is actuarially determined (using the projected unit credit method) at the end of the year. The funds contributed to the Trust are invested in specific securities as mandated by law and generally consist of federal and state government bonds, debt instruments of government-owned corporations and, equity other eligible market securities.
- (ii) In respect of superannuation, a defined contribution plan for applicable employees, the Company contributes to a scheme administered on its behalf by appointed fund managers and such contributions for each year of service rendered by the employees are charged to the statement of profit and loss. The Company has no further obligations to the superannuation plan beyond its contributions.
- (iii) **Gratuity liability:** The Company and its subsidiaries in India provide for gratuity, a defined benefit plan (the "Gratuity Plan") covering eligible employees. The Gratuity Plan provides a lump sum payment to vested employees at retirement, death, incapacitation or termination of employment, of an amount based on the respective employee's base salary and the tenure of employment (subject to a maximum of ₹ 20 lacs per employee). The liability is actuarially determined (using the projected unit credit method) at the end of each year. Actuarial gains/losses are recognized immediately in the balance sheet with a corresponding debit or credit to other comprehensive income in the year in which they occur.

In respect to certain employees in India, the Company contributes towards gratuity liabilities to the Gratuity Fund Trust. Trustees of the Company administer contributions made to the Trust and contributions are invested in a scheme with Life Insurance Corporation of India as permitted by law.

- (iv) **Compensated absences:** The employees of the Group are entitled to compensated absences which are both accumulating and non-accumulating in nature. The employees can carry forward up to the specified portion of the unutilized accumulated compensated absences and utilize it in future periods or receive cash at retirement or termination of employment. The expected cost of accumulating compensated absences is determined by actuarial valuation (using the projected unit credit method) based on the additional amount expected to be paid as a result of the unused entitlement that has accumulated at the balance sheet date. The expense on non-accumulating compensated absences is recognized in the statement of profit and loss in the year in which the absences occur. Actuarial gains/losses are immediately taken to the statement of profit and loss and are not deferred.
- (v) **State Plan:** The contribution to State Plans in India, a defined contribution plan namely Employee State Insurance Fund is charged to the statement of profit and loss as and when employees render related services.
- (vi) Contributions to other defined contribution plans in subsidiaries outside India are recognized as expense when employees have rendered services entitling them to such benefits.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

- (vii) In certain subsidiaries outside India, the Group provide retirement benefit pension plans in accordance with the local laws. The liability is actuarially determined (using the projected unit credit method) at the end of each year.

### (r) **Equity settled share based compensation**

Share-based compensation represents the cost related to share-based awards granted to employees. The Company measures share-based compensation cost at grant date, based on the estimated fair value of the award and recognizes the cost on a straight line basis (net of estimated forfeitures) over the employee's requisite service period for an award with only service condition and for an award with both service and performance condition on a straight line basis over the requisite service period for each separately vesting portion of the award, as if award was in substance, multiple awards. The Company estimates the fair value of stock options using option pricing model. The cost is recorded under the head employee benefit expense in the consolidated statement of profit or loss with corresponding increase in "Share Based Payment Reserve".

### (s) **Financial Instruments**

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

#### i. **Financial assets**

All financial assets are recognized initially at fair value. Transaction costs that are directly attributable to the acquisition of financial assets (other than financial assets at fair value through profit or loss) are added to the fair value measured on initial recognition of financial asset. Purchase and sale of financial assets are accounted for at trade date.

##### **Cash and cash equivalents**

Cash and cash equivalents in the balance sheet comprise cash in banks and short-term deposits and investments with an original maturity of three months or less, which are subject to an insignificant risk of changes in value. For the purposes of the cash flow statement, cash and cash equivalents are considered net of outstanding bank overdrafts that are repayable on demand and are considered part of the Group's cash management system. In the consolidated balance sheet, bank overdrafts are presented under borrowings within current liabilities.

##### **Financial assets at amortized cost**

A financial asset is measured at the amortized cost if both the following conditions are met:

- (a) The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- (b) Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest rate (EIR) method. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in other income in the statement of profit and loss. The losses arising from impairment are recognized in the statement of profit and loss. This category includes cash and bank balances, loans, unbilled receivables, trade and other receivables.

##### **Financial assets at Fair Value through Other Comprehensive Income (OCI)**

A financial asset is classified and measured at fair value through OCI if both of the following criteria are met:

- (i) The objective of the business model is achieved both by collecting contractual cash flows and selling the financial assets, and
- (ii) The asset's contractual cash flows represent solely payments of principal and interest.

Financial asset included within the OCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognized in OCI. Interest income is recognized in statement of profit and loss for debt instruments. On derecognition of the asset, cumulative gain or loss previously recognized in OCI is reclassified from OCI to statement of profit and loss.

##### **Financial assets at Fair Value through Profit and Loss**

Any financial asset, which does not meet the criteria for categorization at amortized cost or at fair value through other comprehensive income, is classified at fair value through profit and loss. Financial assets included at the fair value through profit and loss category are measured at fair value with all changes recognized in the statement of profit and loss.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### **Equity investments**

All equity instruments are initially measured at fair value and are subsequently re-measured with all changes recognized in the statement of profit and loss. In limited circumstances, investments, for which sufficient, more recent information to measure fair value is not available cost represents the best estimate of fair value within that range.

### **Derecognition of financial assets**

A financial asset is primarily derecognized when the rights to receive cash flows from the asset have expired, or the Group has transferred its rights to receive cash flows from the asset.

### **Impairment of financial assets**

The Group recognizes loss allowances using the expected credit loss (ECL) model for the financial assets which are not fair valued through profit and loss. Lifetime ECL allowance is recognized for trade receivables with no significant financing component. For all other financial assets, expected credit losses are measured at an amount equal to the 12-month ECL, unless there has been a significant increase in credit risk from initial recognition in which case they are measured at lifetime ECL. The amount of expected credit losses (or reversal) that is required to adjust the loss allowance at the reporting date is recognized in statement of profit and loss.

## **ii. Financial liabilities**

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

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

### **Financial liabilities at fair value through profit or loss**

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated as such at the initial date of recognition, and only if the criteria in Ind AS 109 are satisfied. Changes in fair value of such liability are recognized in the statement of profit or loss.

### **Financial liabilities at amortized cost**

The Group's financial liabilities at amortized cost, are initially recognized at net of transaction costs and includes trade payables, borrowings including bank overdrafts and other payables.

After initial recognition, financial liabilities are subsequently measured at amortized cost using the effective interest rate (EIR) method except for deferred consideration recognized in a business combination which is subsequently measured at fair value through profit and loss. Gains and losses are recognized in the statement of profit and loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the statement of profit and loss.

### **Derecognition**

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires.

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

Foreign exchange forward contracts and options are purchased to mitigate the risk of changes in foreign exchange rates associated with forecast transactions denominated in certain foreign currencies are entered to mitigate interest rate fluctuation risk on indebtedness.

The Group recognizes all derivatives as assets or liabilities measured at their fair value. Changes in fair value for derivatives not designated in a hedge accounting relationship are marked to market at each reporting date and the related gains (losses) are recognized in the statement of profit and loss as 'foreign exchange gains (losses)' and 'finance costs' as applicable.

The foreign exchange forward contracts and options in respect of forecasted transactions which meet the hedging criteria are designated as cash flow hedges. Changes in the fair value of derivatives (net of tax) that are designated as effective cash flow hedges are deferred and recorded in the hedging reserve account as a component of accumulated 'other comprehensive income (loss)' until the hedged transaction occurs and are then recognized in the statement of profit and loss. The ineffective portion of hedging derivatives is immediately recognized in other income in the statement of profit and loss.

In respect of derivatives designated as hedges, the Group formally documents all relationships between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Group also formally assesses both at the inception of the hedge and on an ongoing basis, whether each derivative is highly effective in offsetting changes in fair values or cash flows of the hedged item. The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Hedge accounting is discontinued prospectively from the last testing date when (1) it is determined that the derivative financial instrument is no longer effective in offsetting changes in the fair value or cash flows of the underlying exposure being hedged; (2) the derivative financial instrument matures or is sold, terminated or exercised; or (3) it is determined that designating the derivative financial instrument as a hedge is no longer appropriate. When hedge accounting is discontinued the deferred gains or losses on the cash flow hedge remain in 'other comprehensive income (loss)' until the forecast transaction occurs. Any further change in the fair value of the derivative financial instrument is recognized in current year earnings.

### **Offsetting of financial instruments**

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated balance sheet if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis to realize the assets and settle the liabilities simultaneously.

### **(t) Dividend**

Final dividend proposed by the Board of Directors is recognized upon approval by the shareholders who have the right to decrease but not increase the amount of dividend recommended by the Board of Directors. Interim dividends are recognized on declaration by the Board of Directors. Final and interim dividend excludes dividend on treasury shares.

### **(u) Earnings per share (EPS)**

Basic EPS amounts are computed by dividing the net profit attributable to the equity holders of the Parent Company by the weighted average number of equity shares outstanding during the year adjusted for treasury shares held.

Diluted EPS amounts are computed by dividing the net profit attributable to the equity holders of the Parent Company by the weighted average number of equity shares considered for deriving basic earnings per share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. The diluted potential equity shares are adjusted for the proceeds receivable had the shares been actually issued at fair value (i.e. the average market value of the outstanding shares). Performance based stock unit awards are included in dilutive potential shares when they become contingently issuable and have a dilutive impact and are excluded when they are not contingently issuable. Dilutive potential equity shares are deemed converted as at the beginning of the year, unless issued at a later date. Dilutive potential equity shares are determined independently for each year presented.

The number of shares and potentially dilutive equity shares are adjusted retrospectively for all periods presented for bonus shares.

### **(v) Nature and purpose of reserves**

#### **Remeasurement of defined benefit plans**

The Group recognizes actuarial gains/losses on defined benefit plans in the balance sheet with a corresponding debit or credit to other comprehensive income in the period in which they occur.

#### **Treasury share reserve**

The Company's equity shares held by a trust, which is consolidated as a part of the Group, are classified as Treasury shares. Treasury shares are carried at acquisition cost and presented as a deduction from total equity as "Treasury share reserve". As and when treasury shares are transferred to employees on exercise after satisfaction of the vesting conditions, the amount received is recognized as an increase in equity, and the balance lying in "Treasury share reserve" is transferred to "Securities premium".

#### **Securities premium**

Securities premium is used to record the premium on issue of shares. The reserve can be utilized only for limited purposes such as issuance of bonus shares and buyback of shares in accordance with the provisions of the Companies Act, 2013.

#### **Capital redemption reserve**

The Group recognizes cancellation of the Group's own equity instruments to capital redemption reserve.

#### **Share based payment reserve**

The share-based payment reserve is recognized over the vesting period at the grant date fair value of units issued to employees of the Company and its subsidiaries under the Company's restricted stock unit plan.

#### **Special economic zone re-investment reserve**

The Company has created special economic zone (SEZ) re-investment reserve out of profits of the eligible SEZ Units in terms of the specific provisions of Section 10AA(1) of the Income Tax Act, 1961 ("the Act"). The said reserve needs to be utilized by



## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

the Company for acquiring plant and machinery for the purposes of its business in the terms of Section 10AA (2) of the Act for availing tax benefit. Further, during the year ended 31 March 2022, utilization also includes additional acquisition of plant and machinery in the business of the Company which was not considered as utilization earlier due to an uncertain tax position which has been settled.

### Foreign currency translation reserve

Exchange differences arising on translation of the foreign operations are recognized in other comprehensive income as described in the accounting policy and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit or loss when the net investment is disposed-off.

### Cash flow hedging reserve

For hedging foreign currency risk, the Group uses foreign currency forward and option contracts. To the extent these hedges are effective, the change in fair value of the hedging instrument is recognized in the cash flow hedging reserve. Amounts recognized in the cash flow hedging reserve is reclassified to the statement of profit or loss when the hedged item affects profit or loss.

### Debt instruments through other comprehensive income

The Group recognizes changes in the fair value of debt instruments held with business objective of collect and sell in other comprehensive income. The Group transfers amounts from this reserve to the statement of profit and loss when the debt instrument is sold.

## (w) Recently issued accounting pronouncements

On 23 March 2022, the Ministry of Corporate Affairs (MCA), notified Companies (Indian Accounting Standards) Amendment Rules, 2022 effective from 1 April 2022. Following is key amended provision which may have an impact on the consolidated financial statements of the Group:

### Onerous Contracts – Cost of Fulfilling a Contract (Amendment to Ind AS 37)

The amendments clarifies that the 'costs of fulfilling a contract' comprise both the incremental costs and allocation of other direct costs. The Group does not expect the adoption of this update to have a material impact on its consolidated financial statements.

## 2. ACQUISITIONS

### (a) Acquisitions in the current year

#### (i) Acquisition of non-controlling interest in Actian Corporation

In July 2018, the Group and Sumeru Equity Partners (SEP) had acquired Actian Corporation through a joint venture company in which the Group and SEP had 80.4% and 19.6% stake respectively. On 29 December 2021, in terms of the joint venture agreement, the Group acquired the 19.6% stake held by SEP for a cash consideration of ₹ 746 crores. The total cash consideration of ₹ 746 crores has been settled against financial liability of ₹ 504 crores, non-controlling interests of ₹ 105 crores and balance ₹ 137 crores has been recognized against retained earnings.

#### (ii) Acquisition of gbs - Gesellschaft für Bankssysteme GmbH (GBS)

In January 2022, the Group through a wholly owned subsidiary acquired 51% shares of GBS for a total purchase consideration of 1 crore (EUR 99 thousand). This strategic acquisition will add an edge to Group's existing capabilities to accelerate digital transformation and further enhance HCL's scale in Germany.

Purchase consideration of ₹ 1 crore (EUR 99 thousand) has been preliminarily allocated to cash and cash equivalent of ₹ 41 crores, net liabilities of ₹ 39 crores and non-controlling interest of ₹ 1 crore (EUR 99 thousand).

### (b) Acquisitions in the previous year

#### (i) Acquisition of Cisco SON Product

On 29 May 2020, the Group had signed a definitive agreement to acquire Cisco Self-Optimizing Network (SON) products and associated business from Cisco System, Inc., a California based Company for a consideration of ₹ 369 crores.

The Cisco SON technology is a powerful platform that uses machine learning and a set of applications to automate the Radio Access Network (RAN). SON is a multi-vendor multi-technology (MVMT) solution that optimizes the Radio Access Networks (RAN) for 2G-5G.

Acquisition was consummated effective 25 October 2020. The Group paid ₹ 360 crores on acquisition date and balance ₹ 9 crores was paid subsequently during the year ended 31 March 2021.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Total purchase consideration of ₹ 369 crores was allocated based on management estimates to the acquired assets and liabilities as follows:

	Amount
Recoverable from Cisco (against contract liabilities)	73
Contract liabilities	(66)
Other recoverable from Cisco	25
Property plant and equipment	1
Intangible assets	
Technology	92
Customer relationships	89
Customer contracts	15
Non-compete agreements	7
Goodwill	133
<b>Total purchase consideration</b>	<b>369</b>

The resultant goodwill was considered tax deductible on the date of acquisition and was allocated to the Products & Platforms segment. This goodwill is attributable mainly to Group's ability to enhance the sale of products to customers in existing business of the Group and targeting new customers.

The table below shows the values and lives of intangible assets recognized on acquisition:

	Amount	Life (Years)	Basis of amortization
Technology	92	8	On straight line basis
Customer relationships	89	8	In proportion of estimated revenue
Customer contracts	15	3	In proportion of estimated revenue
Non-compete agreements	7	4	On straight line basis
<b>Total intangible assets</b>	<b>203</b>		

### (ii) Acquisition of DWS Limited ("DWS")

On 21 September 2020, the Group had announced its intent to acquire through a wholly owned subsidiary, 100% stake in DWS Limited, a leading Australian IT, business and management consulting group for ₹ 881 crores (AUD 158.20 million) payable in cash.

The suite of solutions provided by DWS covers, but not limited to, Digital Transformation, IT, Business and Management Consulting services, Data and Business Analytics, and Robotic Process Automation services.

The acquisition was consummated on 5 January 2021 and the Group paid ₹ 881 crores.

Total purchase consideration of ₹ 881 crores was allocated based on management estimates to the acquired assets and liabilities as follows:

	Amount
Net working capital (including cash of ₹ 50 crores)	(31)
Deferred tax liabilities, net	(37)
Borrowings	(217)
Property plant and equipment, net	12
Intangible assets	
Customer relationships	150
Customer contracts	25
Brand	78
Goodwill	901
<b>Total purchase consideration</b>	<b>881</b>

The resultant goodwill was considered non-tax deductible and was allocated to the IT & Business Services segment. The acquisition is a step towards enhancing the Group presence in the Australia and New Zealand region. The acquisition also helps the Group expand its coverage of clients and use the acquired customer base to offer its expanded portfolio of services.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The table below shows the values and lives of intangible assets recognized on acquisition:

	Amount	Life (Years)	Basis of amortization
Customer relationships	150	7 years 6 months	In proportion of estimated revenue
Customer contracts	25	6 months	In proportion of estimated revenue
Brand	78	5	On straight line basis
<b>Total intangible assets</b>	<b>253</b>		

During the year ended 31 March 2022, the Group has finalised the purchase price allocation for this acquisition, which has resulted in decrease in net working capital by ₹ 10 crores with corresponding increase in value of goodwill.

### 3. Notes to consolidated financial statements

#### 3.1 Property, plant and equipment

##### The changes in the carrying value for the year ended 31 March 2022

	Freehold land	Buildings	Plant and equipment	Office Equipment	Computers and networking equipment	Furniture and fixtures	Vehicles #	Total
<b>Gross block as at 1 April 2021</b>	<b>78</b>	<b>3,263</b>	<b>1,859</b>	<b>373</b>	<b>5,378</b>	<b>925</b>	<b>144</b>	<b>12,020</b>
Additions	-	208	109	35	1,188	56	39	1,635
Disposals	1	31	26	25	747	52	40	922
Translation exchange differences	1	2	4	2	44	10	-	63
<b>Gross block as at 31 March 2022</b>	<b>78</b>	<b>3,442</b>	<b>1,946</b>	<b>385</b>	<b>5,863</b>	<b>939</b>	<b>143</b>	<b>12,796</b>
<b>Accumulated depreciation as at 1 April 2021</b>	<b>-</b>	<b>1,136</b>	<b>1,219</b>	<b>287</b>	<b>2,999</b>	<b>666</b>	<b>71</b>	<b>6,378</b>
Depreciation	-	165	150	37	1,003	70	28	1,453
Disposals/other adjustments	-	29	23	23	526	49	32	682
Translation exchange differences	-	1	-	1	26	7	-	35
<b>Accumulated depreciation as at 31 March 2022</b>	<b>-</b>	<b>1,273</b>	<b>1,346</b>	<b>302</b>	<b>3,502</b>	<b>694</b>	<b>67</b>	<b>7,184</b>
<b>Net block as at 31 March 2022</b>	<b>78</b>	<b>2,169</b>	<b>600</b>	<b>83</b>	<b>2,361</b>	<b>245</b>	<b>76</b>	<b>5,612</b>

# Also refer footnote 1 of note 3.13

##### The changes in the carrying value for the year ended 31 March 2021

	Freehold land	Buildings	Plant and equipment	Office Equipment	Computers and networking equipment	Furniture and fixtures	Vehicles #	Total
<b>Gross block as at 1 April 2020</b>	<b>88</b>	<b>3,159</b>	<b>1,789</b>	<b>363</b>	<b>4,809</b>	<b>884</b>	<b>143</b>	<b>11,235</b>
Additions	-	106	135	27	1,225	76	28	1,597
Acquired through business combinations	-	-	1	-	8	15	-	24
Disposals	10	1	79	16	758	51	27	942
Translation exchange differences	-	(1)	13	(1)	94	1	-	106
<b>Gross block as at 31 March 2021</b>	<b>78</b>	<b>3,263</b>	<b>1,859</b>	<b>373</b>	<b>5,378</b>	<b>925</b>	<b>144</b>	<b>12,020</b>
<b>Accumulated depreciation as at 1 April 2020</b>	<b>-</b>	<b>975</b>	<b>1,152</b>	<b>267</b>	<b>2,642</b>	<b>637</b>	<b>68</b>	<b>5,741</b>
Depreciation	-	161	140	36	985	71	26	1,419
Acquired through business combinations	-	-	1	-	6	4	-	11
Disposals/other adjustments	-	-	77	16	680	47	23	843
Translation exchange differences	-	-	3	-	46	1	-	50
<b>Accumulated depreciation as at 31 March 2021</b>	<b>-</b>	<b>1,136</b>	<b>1,219</b>	<b>287</b>	<b>2,999</b>	<b>666</b>	<b>71</b>	<b>6,378</b>
<b>Net block as at 31 March 2021</b>	<b>78</b>	<b>2,127</b>	<b>640</b>	<b>86</b>	<b>2,379</b>	<b>259</b>	<b>73</b>	<b>5,642</b>
<b>Net block as at 1 April 2020</b>	<b>88</b>	<b>2,184</b>	<b>637</b>	<b>96</b>	<b>2,167</b>	<b>247</b>	<b>75</b>	<b>5,494</b>

# Also refer footnote 1 of note 3.13

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.2 Goodwill

The following table presents the changes in the carrying value of goodwill based on identified CGUs, for the year ended 31 March 2022

	IT and Business Services	Engineering and R&D services	Products and Platforms	Total
<b>Opening balance as at 1 April 2021</b>	6,595	2,878	7,719	17,192
Measurement period adjustments (refer note 2(b)(ii))	10	-	-	10
Translation exchange differences	111	21	83	215
<b>Closing balance as at 31 March 2022</b>	<b>6,716</b>	<b>2,899</b>	<b>7,802</b>	<b>17,417</b>

The following table presents the changes in the carrying value of goodwill based on identified CGUs, for the year ended 31 March 2021

	IT and Business Services	Engineering and R&D services	Products and Platforms	Total
<b>Opening balance as at 1 April 2020</b>	5,607	2,897	7,650	16,154
Acquired through business combinations	901	-	133	1,034
Translation exchange differences	87	(19)	(64)	4
<b>Closing balance as at 31 March 2021</b>	<b>6,595</b>	<b>2,878</b>	<b>7,719</b>	<b>17,192</b>

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to the CGU, which benefits from the synergies of the acquisition.

Goodwill is tested annually on March 31, for impairment, or sooner whenever there is an indication that goodwill may be impaired. Impairment is recognized, when the carrying amount of a CGU including the goodwill, exceeds the estimated recoverable amount of the CGU. The estimated value-in-use of the CGU is based on the future cash flow forecasts for 5 to 8 years and then on perpetuity on the basis of certain assumptions which include revenue growth, earnings before interest and taxes, taxes, capital outflow and working capital requirement. The assumptions are taken on the basis of past trends and management estimates and judgement. Future cash flows are discounted with "Weighted Average Cost of Capital". The key assumptions are as follows:

	As at	
	31 March 2022	31 March 2021
Revenue growth rate (average of next 5 to 8 years) (%)	(2.3) to 9.6	(3.0) to 6.0
Terminal revenue growth rate (%)	(5.0) to 2.0	(4.2) to 2.0
Pre-tax discount rate (%)	9.9 to 14.0	11.2 to 14.9

As at 31 March 2022 and 31 March 2021 the estimated recoverable amount of each CGU exceeded the carrying amount and accordingly, no impairment was recognized. An analysis of the sensitivity of the computation to a change in key assumptions based on reasonable probability did not identify any probable scenario in which the recoverable amount of the CGUs would decrease below the carrying amount.

### 3.3 Other intangible assets

The changes in the carrying value for the year ended 31 March 2022

	Software	Licensed IPRs	Customer relationships	Customer contracts	Technology	Others	Total
<b>Gross block as at 1 April 2021</b>	<b>906</b>	<b>6,029</b>	<b>7,487</b>	<b>163</b>	<b>3,000</b>	<b>114</b>	<b>17,699</b>
Additions	59	69	103	15	-	-	246
Disposals	71	376	-	-	-	-	447
Translation exchange differences	7	23	24	3	15	1	73
<b>Gross block as at 31 March 2022</b>	<b>901</b>	<b>5,745</b>	<b>7,614</b>	<b>181</b>	<b>3,015</b>	<b>115</b>	<b>17,571</b>
<b>Accumulated amortization and impairment as at 1 April 2021</b>	<b>755</b>	<b>2,154</b>	<b>1,998</b>	<b>123</b>	<b>739</b>	<b>29</b>	<b>5,798</b>
Amortization (including impairment)	114	564	1,091	37	372	21	2,199
Disposals / other adjustments	63	136	-	-	-	-	199
Translation exchange differences	5	6	9	3	7	-	30
<b>Accumulated amortization and impairment as at 31 March 2022</b>	<b>811</b>	<b>2,588</b>	<b>3,098</b>	<b>163</b>	<b>1,118</b>	<b>50</b>	<b>7,828</b>
<b>Net block as at 31 March 2022</b>	<b>90</b>	<b>3,157</b>	<b>4,516</b>	<b>18</b>	<b>1,897</b>	<b>65</b>	<b>9,743</b>
Estimated remaining useful life (in years)	3	11	7	2	7	4	

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### The changes in the carrying value for the year ended 31 March 2021

	Software	Licensed IPRs	Customer relationships	Customer contracts	Technology	Others	Total
<b>Gross block as at 1 April 2020</b>	<b>1,502</b>	<b>5,410</b>	<b>7,257</b>	<b>77</b>	<b>2,920</b>	<b>29</b>	<b>17,195</b>
Additions	125	597	-	47	-	-	<b>769</b>
Acquired through business combinations	-	-	239	40	92	85	<b>456</b>
Disposals	727	-	-	-	-	-	<b>727</b>
Translation exchange differences	6	22	(9)	(1)	(12)	-	<b>6</b>
<b>Gross block as at 31 March 2021</b>	<b>906</b>	<b>6,029</b>	<b>7,487</b>	<b>163</b>	<b>3,000</b>	<b>114</b>	<b>17,699</b>
<b>Accumulated amortization as at 1 April 2020</b>	<b>1,291</b>	<b>1,441</b>	<b>803</b>	<b>77</b>	<b>371</b>	<b>18</b>	<b>4,001</b>
Amortization (including impairment)	170	708	1,197	48	370	11	<b>2,504</b>
Disposals / other adjustments	710	-	-	-	-	-	<b>710</b>
Translation exchange differences	4	5	(2)	(2)	(2)	-	<b>3</b>
<b>Accumulated amortization and impairment as at 31 March 2021</b>	<b>755</b>	<b>2,154</b>	<b>1,998</b>	<b>123</b>	<b>739</b>	<b>29</b>	<b>5,798</b>
<b>Net block as at 31 March 2021</b>	<b>151</b>	<b>3,875</b>	<b>5,489</b>	<b>40</b>	<b>2,261</b>	<b>85</b>	<b>11,901</b>
<b>Net block as at 1 April 2020</b>	<b>211</b>	<b>3,969</b>	<b>6,454</b>	<b>-</b>	<b>2,549</b>	<b>11</b>	<b>13,194</b>
Estimated remaining useful life (in years)	3	12	8	3	8	5	

### 3.4 Investments

	As at	
	31 March 2022	31 March 2021
<b>(a) Investment in associate accounted for using the equity method</b>		
1,250,000 Series A Preferred Stock (31 March 2021, Nil) of USD 0.0001 each fully paid up, in Austin GIS, Inc. (unquoted)	9	-
<b>(b) Financial assets</b>		
<b>Non - current</b>		
<b>Unquoted investments</b>		
Carried at fair value through profit and loss		
Equity instruments	30	34
Investment in limited liability partnership	73	55
	<b>103</b>	<b>89</b>
<b>Current</b>		
<b>Quoted investments</b>		
Carried at fair value through other comprehensive income		
Investment in debt securities	3,783	5,749
<b>Unquoted investments</b>		
Carried at fair value through profit and loss		
Investment in mutual funds	2,456	1,024
	<b>6,239</b>	<b>6,773</b>
<b>Total investments - financial assets</b>	<b>6,342</b>	<b>6,862</b>
Aggregate amount of quoted investments	3,783	5,749
Aggregate amount of unquoted investments	2,559	1,113
Market value of quoted investments	3,783	5,749
Investment carried at fair value through other comprehensive income	3,783	5,749
Investment carried at fair value through profit and loss	2,559	1,113



## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.5 Trade receivables

#### (a) Non-current

	As at	
	31 March 2022	31 March 2021
Unbilled receivables	1,072	1,110
	<b>1,072</b>	<b>1,110</b>

#### (b) Current

	As at	
	31 March 2022	31 March 2021
Billed		
Unsecured, considered good (refer note below)	15,839	14,077
Trade receivables - credit impaired	84	62
	<b>15,923</b>	<b>14,139</b>
Impairment allowance for bad and doubtful debts (refer note 3.29(c))	(447)	(476)
	<b>15,476</b>	<b>13,663</b>
Unbilled receivables	5,195	3,862
	<b>20,671</b>	<b>17,525</b>

**Note:** Includes receivables from related parties amounting to ₹ 10 crores (31 March 2021, ₹ 7 crores)

Trade receivables - current	Not Due	Outstanding as at 31 March 2022 from the due date of payment					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed - considered good	12,912	2,225	305	113	83	201	15,839
Undisputed - credit impaired	-	2	-	12	18	9	41
Disputed - credit impaired	-	-	20	2	1	20	43
	12,912	2,227	325	127	102	230	15,923
Impairment allowance for bad and doubtful debts							(447)
							15,476
Unbilled receivables							5,195
							<b>20,671</b>

Trade receivables - current	Not Due	Outstanding as at 31 March 2021 from the due date of payment					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed - considered good	11,303	2,119	285	155	51	164	14,077
Undisputed - credit impaired	-	-	4	27	5	-	36
Disputed - credit impaired	-	-	-	1	3	22	26
	11,303	2,119	289	183	59	186	14,139
Impairment allowance for bad and doubtful debts							(476)
							13,663
Unbilled receivables							3,862
							<b>17,525</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.6 Loans

	As at	
	31 March 2022	31 March 2021
<b>Non - current</b>		
<b>Carried at amortized cost</b>		
Unsecured, considered good		
Inter corporate deposits	200	-
	<b>200</b>	<b>-</b>
<b>Current</b>		
<b>Carried at amortized cost</b>		
Unsecured, considered good		
Inter corporate deposits	3,008	4,841
	<b>3,008</b>	<b>4,841</b>

### 3.7 Other financial assets

	As at	
	31 March 2022	31 March 2021
<b>Non - current</b>		
<b>Carried at amortized cost</b>		
Finance lease receivables [refer note 3.28(b)]	767	1,178
Security deposits	150	138
Security deposits - related parties (refer note 3.32)	14	17
Bank deposits with more than 12 months maturity (refer note below)	1	1
	<b>932</b>	<b>1,334</b>
<b>Carried at fair value through other comprehensive income</b>		
Unrealized gain on derivative financial instruments [refer note 3.29(a)]	288	125
	<b>1,220</b>	<b>1,459</b>
<b>Current</b>		
<b>Carried at amortized cost</b>		
Finance lease receivables [refer note 3.28(b)]	788	1,106
Interest receivable	210	223
Security deposits	53	68
Security deposits - related parties (refer note 3.32)	8	7
Other receivables	166	433
	<b>1,225</b>	<b>1,837</b>
<b>Carried at fair value through other comprehensive income</b>		
Unrealized gain on derivative financial instruments [refer note 3.29(a)]	287	177
<b>Carried at fair value through profit and loss</b>		
Unrealized gain on derivative financial instruments [refer note 3.29(a)]	8	13
	<b>1,520</b>	<b>2,027</b>

**Note:** Pledged with banks as security for guarantees ₹ 1 crores (31 March 2021, ₹ 1 crores)

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.8 Inventories

	As at	
	31 March 2022	31 March 2021
Stock-in-trade	161	94
	<b>161</b>	<b>94</b>

### 3.9 Other non-current assets

	As at	
	31 March 2022	31 March 2021
Unsecured, considered good		
Capital advances	33	86
Advances other than capital advances		
Security deposits	39	39
Others		
Prepaid expenses	242	324
Deferred contract cost (refer note 3.19)	1,688	1,395
Others	4	3
	<b>2,006</b>	<b>1,847</b>

### 3.10 Cash and bank balances

	As at	
	31 March 2022	31 March 2021
<b>(a) Cash and cash equivalents</b>		
Balance with banks	7,782	3,604
Deposits with original maturity of less than 3 months (including deposits with corporations and financial institutions)	2,720	2,909
Cheques in hand	-	2
Unclaimed dividend account	8	6
	<b>10,510</b>	<b>6,521</b>
<b>(b) Other bank balances</b>		
Deposits with remaining maturity up to 12 months (refer note below)	2,126	2,367

**Note:** Pledged with banks as security for guarantees ₹ 2 crores (31 March 2021, ₹ 5 crores)

### 3.11 Other current assets

	As at	
	31 March 2022	31 March 2021
<b>Unsecured, considered good</b>		
Advances other than capital advances		
Security deposits	51	40
Advances to employees	29	34
Advances to suppliers	113	95
Others		
Prepaid expenses	1,475	1,280
Prepaid expenses - related parties (refer note 3.32)	-	2
Deferred contract cost (refer note 3.19)	865	700
Contract assets	483	331
Other advances	556	290
	<b>3,572</b>	<b>2,772</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

	As at	
	31 March 2022	31 March 2021
<b>Unsecured, considered doubtful</b>		
Advances other than capital advances		
Advances to employees	49	41
Other advances	32	36
Less: provision for doubtful advances	(81)	(77)
	-	-
	<b>3,572</b>	<b>2,772</b>

### 3.12 Equity share capital

	As at	
	31 March 2022	31 March 2021
<b>Authorized</b>		
3,017,000,000 (31 March 2021, 3,017,000,000) equity shares of ₹ 2 each	603	603
<b>Issued, subscribed and fully paid up</b>		
2,713,665,096 (31 March 2021, 2,713,665,096) equity shares of ₹ 2 each	543	543

#### Terms / rights attached to equity shares

The Company has only one class of shares referred to as equity shares having a par value of ₹ 2/-. Each holder of equity shares is entitled to one vote per share.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive the remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

#### Reconciliation of the number of shares outstanding at the beginning and at the end of the financial year

	As at			
	31 March 2022		31 March 2021	
	No. of shares	₹ in Crores	No. of shares	₹ in Crores
Number of shares at the beginning	2,713,665,096	543	2,713,665,096	543
Number of shares at the end	2,713,665,096	543	2,713,665,096	543

The Company does not have any holding / ultimate holding company.

#### Reconciliation of the number of treasury shares held by controlled trust at the end of the financial year

	No. of shares	
	As at	
	31 March 2022	31 March 2021
Number of shares at the beginning	-	-
Add: Acquisition of shares by the Trust	6,320,000	-
Number of shares at the end	6,320,000	-

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### Details of shareholders holding more than 5 % shares in the company

Name of the shareholder	As at			
	31 March 2022		31 March 2021	
	No. of shares	% holding in the class	No. of shares	% holding in the class
<b>Equity shares of ₹ 2 each fully paid</b>				
Vama Sundari Investments (Delhi) Private Limited	1,191,720,742	43.92%	1,177,357,190	43.39%
HCL Holdings Private Limited	446,662,032	16.46%	446,662,032	16.46%

As per the records of the Company, including its register of shareholders/members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownership of shares.

### Details of promoters holding in the company is as follows

Promoter name	31 March 2022		31 March 2021		% change during the year
	No. of Shares	% of total shares	No. of Shares	% of total shares	
Vama Sundari Investments (Delhi) Pvt. Ltd.	1,191,720,742	43.92%	1,177,357,190	43.39%	0.53%
HCL Holdings Pvt. Ltd.	446,662,032	16.46%	446,662,032	16.46%	0.00%
HCL Avas Pvt. Ltd.	-	0.00%	8,081,914	0.30%	-0.30%
HCL Corporation Pvt. Ltd.	4,593,104	0.17%	4,593,104	0.17%	0.00%
Kiran Nadar Museum of Art	4,131,914	0.15%	-	0.00%	0.15%
Mrs. Kiran Nadar	494,602	0.02%	494,602	0.02%	0.00%
Mr. Shiv Nadar	736	0.00%	736	0.00%	0.00%
Mrs. Roshni Nadar Malhotra	696	0.00%	696	0.00%	0.00%
	<b>1,647,603,826</b>	<b>60.72%</b>	<b>1,637,190,274</b>	<b>60.34%</b>	<b>0.38%</b>

Aggregate number of bonus shares issued, shares issued for consideration other than cash and shares bought back during the period of five years immediately preceding the reporting date:

	As at	
	31 March 2022	31 March 2021
Aggregate number and class of shares allotted as fully paid up pursuant to contract(s) without payment being received in cash	Nil	15,563,430 Equity shares
Aggregate number and class of shares allotted as fully paid up by way of bonus shares	1,356,832,548 Equity shares	1,356,832,548 Equity shares
Aggregate number and class of shares bought back	71,363,636 Equity shares	71,363,636 Equity shares

### Change in authorized equity share capital

During the previous year, pursuant to the Scheme of amalgamation effective 13 July 2020 between the Company and its four wholly owned subsidiaries, the authorized shares of the erstwhile transferor companies were clubbed with the authorized shares of the Company. Consequently, as of 31 March 2021, the authorized share capital of the Company increased to 3,017,000,000 equity shares of face value of ₹ 2 each.

### Capital management

The primary objective of the Group's capital management is to support business continuity and growth of the company while maximizing the shareholder value. The Group has been declaring quarterly dividend for last 19 years. The Group determines the capital requirement based on annual operating plans and long-term and other strategic investment plans. The funding requirements have been generally met through operating cash flows generated. The Company has also taken borrowings to meet local funding requirements in certain foreign subsidiaries.



## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### Restricted Stock Unit Plan 2021 (“RSU 2021” or “Plan”)

In November 2021, the Company instituted the Restricted Stock Unit Plan 2021 to provide equity-based incentives to all eligible employees of the Company and its subsidiaries. The Plan is administered by the Nomination and Remuneration Committee (NRC) of the Company through a controlled Trust. A maximum of 11,100,000 Restricted stock units (RSU) may be granted under the Plan. Each RSU granted under the plan entitles the holder to one equity share of the Company at an exercise price, which is approved by the Nomination and Remuneration Committee.

On 20 December 2021, NRC has granted RSUs to the eligible employees of the Company and its subsidiaries under the Plan. Subsequent to this grant, the Trust acquired 6,320,000 shares from secondary market for the purpose of implementation of the Plan.

### A summary of the general terms of grants under RSU 2021 plan is as below:

	RSU Plan 2021
Maximum number of RSUs under the plan	11,100,000
Method of settlement (cash / equity)	Equity
Vesting period (maximum)	5 years
Exercise period from the date of vesting (maximum)	6 months

Each RSU granted under the above plan entitles the holder to one equity share of the Company at an exercise price of ₹ 2.

### The details of activity under the plan has been summarized below:

	Year ended			
	31 March 2022		31 March 2021	
	No. of RSUs	Weighted average exercise price (₹)	No. of RSUs	Weighted average exercise price (₹)
Outstanding at the beginning of the year	-	-	-	-
Add: Granted during the year	7,956,616	2	-	-
Less: Forfeited during the year	190,825	-	-	-
RSUs outstanding at the end of the year	7,765,791	2	-	-
RSUs exercisable at the end of the year	-	-	-	-

Total number of RSUs granted include 1,476,879 (Nil as on 31 March 2021) performance based RSUs, including those linked to relative performance parameters against select industry peers, given to certain senior employees. Number of shares expected to vest will be based on actual performance for each of the performance parameters. All other RSUs will vest if the employee continues to be in service on the roles of the Company or its subsidiaries on the vesting date.

Outstanding performance based RSUs includes 356,383 (Nil as on 31 March 2021) RSUs granted for which performance targets will be finalized and communicated in subsequent years. Cost for these RSUs will be accounted from date of finalization of performance targets.

### The details of exercise price for RSUs outstanding at the end of the year 31 March 2022 is as below:

Name of the plan	Exercise price (₹)	Number of RSUs outstanding	Weighted average remaining contractual life of RSUs (in years)
Restricted Stock Unit Plan 2021	2	7,765,791	2.3

The fair value of the awards are determined using the Black-Scholes Model for RSUs with time and non-market performance-based vesting conditions and Monte Carlo simulation model is used for RSUs with market performance based vesting conditions. The inputs to the model include the share price at date of grant, exercise price, expected volatility, expected dividends, expected term and the risk-free rate of interest. Expected volatility during the term of the RSUs is based on historical volatility of the observed market prices of the Company’s publicly traded equity shares during a period equivalent to the expected term of the RSUs. Expected volatility of the selected industry peers have been modelled based on historical movements in the market prices of their publicly traded equity shares during a period equivalent to the expected term of the RSUs. Correlation coefficient is calculated between each peer entity based on the historical weekly share prices of the companies.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The fair value of each equity-settled award granted during the year is estimated on the date of grant using the following assumptions:

	Year ended	
	31 March 2022	31 March 2021
Weighted average fair value (₹)	1,046	-
Weighted average share price (₹)	1,171	-
Exercise Price (₹)	2	-
Expected Volatility (%)	24.8 - 34.4	-
Life of the units granted (vesting and exercise period) in years	1.3 - 3.8	-
Expected dividends (%)	3.4%	-
Average risk-free interest rate (%)	4.2 - 5.4	-

The expected life of the RSU is estimated based on the vesting term and contractual term of the RSU, as well as expected exercise behavior of the employee who receives the RSU.

### 3.13 Borrowings

	Non-current		Current	
	As at		As at	
	31 March 2022	31 March 2021	31 March 2022	31 March 2021
<b>Long term borrowings</b>				
<b>Secured</b>				
Term loans from banks (refer note 1 and 2 below)	33	31	17	79
<b>Unsecured</b>				
Senior notes (refer note 3 below)	3,759	3,621	-	-
Term loans from banks (refer note 4 below)	131	176	45	-
	<b>3,923</b>	<b>3,828</b>	<b>62</b>	<b>79</b>
Less: Current maturities of long term borrowings	-	-	(62)	(79)
	<b>3,923</b>	<b>3,828</b>	-	-
<b>Short term borrowings</b>				
Current maturities of long term borrowings	-	-	62	79
	-	-	<b>62</b>	<b>79</b>

#### Note:

- The Group has availed term loans of ₹ 50 crores (31 March 2021, ₹ 49 crores) secured against gross block of vehicles of ₹ 127 crores (31 March 2021, ₹ 129 crores) at interest rates ranging from 7.70% p.a. to 9.15% p.a. The loans are repayable over a period of 3 to 5 years on a monthly basis.
- The multi-option revolving credit facility of ₹ Nil (31 March 2021, ₹ 61 crores) secured against assets of one of its subsidiary at interest rate of 0.73% p.a. was repaid during the year ended 31 March 2022.
- On 10 March 2021, the Group issued USD 500 million unsecured senior notes due 2026 (the "notes") for ₹ 3,656 crores. The notes bear interest at a rate of 1.375% per annum and will mature on 10 March 2026. Interest on the notes will be paid semi-annually on 10 March and 10 September of each year. The notes are listed on Singapore Exchange Securities Trading Limited (SGX-ST). The notes were issued at the discount price of 99.510% against par value and have an effective interest rate of 1.58% p.a. after considering the issue expenses and discount of ₹ 37 crores.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

4. An unsecured long term loan of ₹ 176 crores (31 March 2021, ₹ 176 crores) borrowed from banks at interest rate of 7.0% p.a. The scheduled principal repayments of loans are as follows:

	As at	
	31 March 2022	31 March 2021
Within one year	45	-
One to two years	121	45
Two to three years	10	121
Three to five years	-	10
	<b>176</b>	<b>176</b>

### 3.14 Trade payables - current

	As at	
	31 March 2022	31 March 2021
Trade payables	2,293	1,726
Trade payables-related parties (refer note 3.32)	4	-
	2,297	1,726
Unbilled and accruals	3,967	3,720
Unbilled and accruals-related parties (refer note 3.32)	14	11
	3,981	3,731
	<b>6,278</b>	<b>5,457</b>

Particulars	Not Due	Outstanding as at 31 March 2022 from the due date of payment				
		Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) Undisputed	2,175	105	12	4	-	2,296
(ii) Disputed	-	-	-	-	1	1
	2,175	105	12	4	1	2,297
Unbilled and accruals						3,981
						<b>6,278</b>

Particulars	Not Due	Outstanding as at 31 March 2021 from the due date of payment				
		Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) Undisputed	1,654	40	13	1	1	1,709
(ii) Disputed	-	15	1	-	1	17
	1,654	55	14	1	2	1,726
Unbilled and accruals						3,731
						<b>5,457</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### Relationship with Struck off companies

Name of the struck off Company	Nature of Transactions	Relationship	Year ended			
			31 March 2022		31 March 2021	
			Transaction	Balance outstanding	Transaction	Balance outstanding
Divine Right Elevators Pvt Ltd	Payables	Vendor	-*	-*	-	-*
Techphilic Private Limited	Payables	Vendor	-*	-	-	-

\* amounts are less than 0.5 crores

### 3.15 Other financial liabilities

	As at	
	31 March 2022	31 March 2021
<b>Non - current</b>		
<b>Carried at amortized cost</b>		
Employee bonuses accrued	48	47
Capital accounts payables	404	475
	452	522
<b>Carried at fair value through profit and loss</b>		
Liability towards non-controlling interest	-	451
	-	451
	<b>452</b>	<b>973</b>
<b>Current</b>		
<b>Carried at amortized cost</b>		
Interest accrued but not due on borrowings	4	4
Unclaimed dividends	8	6
Deferred consideration	-	363
Accrued salaries and benefits		
Employee bonuses accrued	2,455	2,131
Other employee costs	1,374	1,171
Others		
Liabilities towards customer contracts	257	224
Capital accounts payables	622	634
Capital accounts payables-related parties (refer note 3.32)	1	-
Other payables	48	40
Other payables-related parties (refer note 3.32)	-	4
	4,769	4,577
<b>Carried at fair value through profit and loss</b>		
Unrealized loss on derivative financial instruments [refer note 3.29(a)]	27	2
Liability towards non-controlling interest	-	32
	27	34
	<b>4,796</b>	<b>4,611</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.16 Provisions

	As at	
	31 March 2022	31 March 2021
<b>Non-current</b>		
Provision for employee benefits		
Provision for gratuity (refer note 3.31)	694	622
Provision for pension (refer note 3.31)	140	117
Provision for leave benefits	581	591
Provision for provident fund liabilities (refer note 3.31)	-	3
	<b>1,415</b>	<b>1,333</b>
<b>Current</b>		
Provision for employee benefits		
Provision for gratuity (refer note 3.31)	143	122
Provision for pension (refer note 3.31)	3	2
Provision for leave benefits	809	839
	<b>955</b>	<b>963</b>

### 3.17 Other non-current liabilities

	As at	
	31 March 2022	31 March 2021
Other deposits	33	29
	<b>33</b>	<b>29</b>

### 3.18 Other current liabilities

	As at	
	31 March 2022	31 March 2021
Advances received from customers	222	320
Withholding and other taxes payable	1,045	901
	<b>1,267</b>	<b>1,221</b>

### 3.19 Revenue from operations

	Year ended	
	31 March 2022	31 March 2021
Sale of services	83,889	73,272
Sale of hardware and software	1,762	2,107
	<b>85,651</b>	<b>75,379</b>

### Disaggregate revenue information

The disaggregated revenue from contracts with the customers by contract type is as follows:

	Year ended	
	31 March 2022	31 March 2021
Fixed price	55,676	50,942
Time and material	29,975	24,437
	<b>85,651</b>	<b>75,379</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Of the above fixed price revenue, IT and Business Services accounts for 74% (previous year 72%), Products & Platforms accounts for 18% (previous year 20%) and Engineering and R&D services accounts for 8% (previous year 8%). For time and material revenue, IT and Business Services accounts for 69% (previous year 68%), Engineering and R&D Services accounts for 30% (previous year 32%) and Products & Platforms services accounts for 1% (previous year Nil).

Revenue disaggregation as per geography has been included in segment information (Refer note 3.30).

### Remaining performance obligations

Remaining performance obligations are subject to variability due to several factors such as terminations, changes in scope of contracts, periodic revalidations of the estimates, economic factors (changes in currency rates, tax laws etc). As at 31 March 2022, the aggregate amount of transaction price allocated to remaining performance obligation as per the requirements of Ind AS 115 was ₹ 84,053 crores (31 March 2021, ₹ 73,973 crores) out of which, approximately 41% (31 March 2021, 38%) is expected to be recognized as revenues within one year and the balance beyond one year. These amounts are not adjusted for variable consideration allocated to remaining performance obligation, which are not probable. These amounts also exclude contracts for which we recognize revenues based on the right to invoice for services performed and contracts where consideration in the form of a sales-based or usage-based royalty promised in exchange for a license of intellectual property.

### Contract balances

**Contract assets :** Out of ₹ 483 crores contract assets as on 31 March 2022, ₹ 3 crore pertains to the period prior to 31 March 2021 and the balance pertains to current year.

### Contract liabilities :

The below table discloses the movement in balances of contract liabilities :

	Year ended	
	31 March 2022	31 March 2021
Balance as at beginning of the year	3,594	3,072
Additional amounts billed but not recognized as revenue	2,193	1,950
Deduction on account of revenues recognized during the year	(1,772)	(1,504)
Addition on account of acquisitions	-	66
Translation exchange differences	23	10
<b>Balance as at end of the year</b>	<b>4,038</b>	<b>3,594</b>

**Deferred contract cost:** Deferred contract cost primarily represents the contract fulfilment cost and cost for obtaining the contract.

The below table discloses the movement in balance of deferred contract cost:

	Year ended	
	31 March 2022	31 March 2021
Balance as at beginning of the year	2,095	1,856
Additional cost capitalized during the year	1,039	860
Deduction on account of cost amortized during the year	(613)	(605)
Translation exchange differences	32	(16)
<b>Balance as at end of the year</b>	<b>2,553</b>	<b>2,095</b>

Reconciliation of revenue recognised with the contracted price is as follows:

	Year ended	
	31 March 2022	31 March 2021
Contracted price	86,416	75,939
Reduction towards variable consideration components	(765)	(560)
<b>Revenue recognised</b>	<b>85,651</b>	<b>75,379</b>

The reduction towards variable consideration comprises of volume discounts, service level credits, etc.



## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.20 Other income

	Year ended	
	31 March 2022	31 March 2021
Interest income		
- On investments carried at fair value through other comprehensive income	190	190
- On other financial instruments carried at amortized cost	389	454
- On income tax refund	4	1
- On others	1	3
Profit on sale of investments carried at fair value through other comprehensive income	10	3
Income on investments carried at fair value through profit and loss		
- Unrealized gains (loss) on fair value changes on mutual funds	1	(18)
- Profit on sale of mutual funds	93	110
- Share of profit in limited liability partnership	14	10
- Unrealized (loss) on fair value changes on equity instruments	(4)	(5)
Profit on sale of property, plant and equipments (net) (refer note below)	15	102
Exchange differences (net)	328	46
Miscellaneous income	26	31
	<b>1,067</b>	<b>927</b>

**Note :** Net of loss on sale of property, plant and equipments of ₹ 9 crores (previous year ₹ 12 crores)

### 3.21 Changes in inventories of stock-in-trade

	Year ended	
	31 March 2022	31 March 2021
Opening stock	94	91
Less : Closing stock	161	94
	<b>(67)</b>	<b>(3)</b>

### 3.22 Employee benefits expense

	Year ended	
	31 March 2022	31 March 2021
Salaries, wages and bonus (refer note below)	40,494	34,090
Contribution to provident fund and other employee funds	5,382	4,574
Share based payments to employees	81	-
Staff welfare expenses	173	189
	<b>46,130</b>	<b>38,853</b>

**Note :** Employee benefit expenses for the year ended 31 March 2021 include one-time special bonus of ₹ 728 crores paid to employees in recognition of the Group achieving the \$10 billion revenue mark.

### 3.23 Finance costs

	Year ended	
	31 March 2022	31 March 2021
Interest		
-on loans from banks	11	124
-on senior notes	59	4
-on lease liabilities	111	116
-on direct taxes	44	54
-others	22	78
Fair value changes on liabilities carried at fair value through profit and loss	48	109
Bank charges	24	26
	<b>319</b>	<b>511</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.24 Other expenses

	Year ended	
	31 March 2022	31 March 2021
Rent (refer note 3.28)	70	83
Power and fuel	291	275
Insurance	109	105
Repairs and maintenance		
- Plant and equipment	120	109
- Buildings	110	87
- Others	396	448
Communication costs	466	457
Travel and conveyance	555	362
Legal and professional charges	539	597
Software license fee	916	1,071
Rates and taxes	127	77
Recruitment, training and development	517	211
Expenditure toward corporate social responsibility activities	219	197
Provision for doubtful debts / bad debts written off	21	19
Miscellaneous expenses	614	527
	<b>5,070</b>	<b>4,625</b>

### 3.25 Income taxes

	Year ended	
	31 March 2022	31 March 2021
<b>Income tax charged to statement of profit and loss</b>		
Current income tax charge	3,442	3,719
Deferred tax charge (credit)	(14)	965
	<b>3,428</b>	<b>4,684</b>
<b>Income tax charged to other comprehensive income</b>		
Expense (benefit) on re-measurements of defined benefit plans	13	10
Expense (benefit) on revaluation of cash flow hedges	(2)	165
Expense (benefit) on unrealized gain on debt instruments	(9)	13
	<b>2</b>	<b>188</b>

The reconciliation between the Group's provision for income tax and amount computed by applying the statutory income tax rate in India is as follows:

	Year ended	
	31 March 2022	31 March 2021
Profit before tax	16,951	15,853
Statutory tax rate in India	34.94%	34.94%
<b>Expected tax expense</b>	<b>5,923</b>	<b>5,540</b>
<b>Tax effect of adjustments to reconcile expected tax expense to reported tax expense</b>		
Non-taxable export income	(1,702)	(1,650)
Non-taxable other income	(40)	(42)
Reversal of certain tax positions on judicial pronouncement	-	(223)
Provision (reversal) due to settlement of uncertain tax positions and prior period provisions	(431)	26

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

	Year ended	
	31 March 2022	31 March 2021
Differences between Indian and foreign tax rates	(340)	(338)
Deferred tax liability on Goodwill which ceased to be tax amortizable pursuant to amendments in the Finance Act, 2021 *	-	1,222
Others (net)	18	149
<b>Total taxes</b>	<b>3,428</b>	<b>4,684</b>
Effective income tax rate	20.22%	29.54%

\* In previous year, pursuant to a tax law amendment in India (enacted on 28 March 2021), the tax amortizable goodwill has become non-tax amortizable from financial year ended 31 March 2021. The amended law states that goodwill of a business or profession will not be considered as a depreciable asset and no depreciation on goodwill will be allowed from 1 April 2020.

In India, the company has benefited from certain tax incentives that the Government of India has provided for the units situated in Special Economic Zones (SEZs) under the Special Economic Zone Act, 2005, which began providing services on or after 1 April 2005. The eligible units are eligible for a deduction of 100% of profits or gains derived from the export of services for the first five years from the year of commencement of operations and 50% of such profits and gains for a next five years. Certain tax benefits are also available for a further period of five years subject to meeting reinvestment conditions. The aforesaid tax benefits will not be available to units set-up after 31 March 2021.

The Company and its subsidiaries in India are subject to Minimum Alternate Tax (MAT) on its book profits, which gives rise to future economic benefits in the form of adjustment of future income tax liability. MAT paid for a year can be set-off against the normal tax liability within fifteen subsequent years, expiring between the years 2023 to 2035.

In India, Corporate taxpayers can opt for a specified lower tax rate in lieu of current applicable tax rate subject to taxpayers not claiming any specified tax incentives including tax incentives available to special economic zone units and carryover of unutilized MAT credit ('new tax regime'). The Company will opt for new tax regime in the year new tax regime is beneficial to the Company.

The tax returns are subject to examination by the tax authorities in the jurisdictions where the Group conducts business. The Group's two major tax jurisdictions are India and USA. The tax examination is open both in India and in USA for annual year beginning 1 April 2017 onwards. There are significant inter company transactions between India and USA. The Company has also filed for bilateral advance pricing agreements in these jurisdictions starting from 1 April 2017 for which the resolutions are yet to be reached. These may result in assessment of additional taxes that may need to be resolved with the authorities or through legal proceedings. Resolution of these matters involves some degree of uncertainty; accordingly, the Group recognizes income tax liability that it believes will ultimately result from the proceedings.

Components of deferred tax assets and liabilities as on 31 March 2022

	Opening balance	Recognized in profit and loss	Recognized in / reclassified from OCI	Acquisitions / De-consolidation	Exchange difference	Closing balance
<b>Deferred tax assets</b>						
Business losses	38	18	-	-	-	56
MAT credit entitlement	2,253	116	-	-	-	2,369
Provision for doubtful debts	127	(4)	-	-	1	124
Accrued employee costs	951	(34)	(13)	-	63	967
Property, plant and equipment	19	2	-	-	-	21
Employee stock compensation	-	14	-	-	1	15
Others	431	42	-	-	(36)	437
<b>Gross deferred tax assets (A)</b>	<b>3,819</b>	<b>154</b>	<b>(13)</b>	<b>-</b>	<b>29</b>	<b>3,989</b>
<b>Deferred tax liabilities</b>						
Property, plant and equipment	161	23	-	-	3	187
Unrealized gain on derivative financial instruments	98	-	(2)	-	-	96
Intangibles and goodwill	2,352	116	-	-	5	2,473
Others	174	1	(9)	-	3	169
<b>Gross deferred tax liabilities (B)</b>	<b>2,785</b>	<b>140</b>	<b>(11)</b>	<b>-</b>	<b>11</b>	<b>2,925</b>
<b>Net deferred tax assets (A-B)</b>	<b>1,034</b>	<b>14</b>	<b>(2)</b>	<b>-</b>	<b>18</b>	<b>1,064</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Components of deferred tax assets and liabilities as on 31 March 2021

	Opening balance	Recognized in profit and loss	Recognised in / reclassified from OCI	Acquisitions	Exchange difference	Closing balance
<b>Deferred tax assets</b>						
Business losses	63	(28)	-	4	(1)	38
MAT credit entitlement	2,343	(91)	-	-	1	2,253
Provision for doubtful debts	123	3	-	1	-	127
Accrued employee costs	609	333	(10)	23	(4)	951
Unrealized loss on derivative financial instruments	67	-	(67)	-	-	-
Property, plant and equipment	41	(23)	-	-	1	19
Others	242	183	-	12	(6)	431
<b>Gross deferred tax assets (A)</b>	<b>3,488</b>	<b>377</b>	<b>(77)</b>	<b>40</b>	<b>(9)</b>	<b>3,819</b>
<b>Deferred tax liabilities</b>						
Property, plant and equipment	157	6	-	-	(2)	161
Unrealized gain on derivative financial instruments	-	-	98	-	-	98
Intangibles and goodwill	1,011	1,265	-	76	-	2,352
Others	90	71	13	1	(1)	174
<b>Gross deferred tax liabilities (B)</b>	<b>1,258</b>	<b>1,342</b>	<b>111</b>	<b>77</b>	<b>(3)</b>	<b>2,785</b>
<b>Net deferred tax assets (A-B)</b>	<b>2,230</b>	<b>(965)</b>	<b>(188)</b>	<b>(37)</b>	<b>(6)</b>	<b>1,034</b>

The Company's subsidiaries have recognized deferred tax assets on carry forward business losses which can be utilized against profits within the limit and carryover period permitted under laws of respective jurisdictions. Deferred tax assets primarily related to carried forward losses and other temporary differences for certain subsidiaries amounting to ₹ 84 crores was not recognized as per applicable accounting standards. These tax losses can be carried forward for an indefinite period except for tax losses amounting to ₹ 17 crore which will expire by 31 March 2030.

Above table represent the Gross deferred tax assets and liabilities. Amounts of deferred tax assets and liabilities presented in consolidated balance sheet have been offset, wherever the Group has legally enforceable right and it is related to same taxable authority.

Undistributed earnings of the subsidiaries aggregate approximately ₹ 17,369 crores (31 March 2021, ₹ 14,245 crores). The Group has the intent to reinvest the undistributed foreign earnings indefinitely in its significant overseas operations or repatriate only to the extent these can be distributed in a tax free manner. Consequently, the Company did not record a deferred tax liability on the undistributed earnings.

### 3.26 Components of other comprehensive income attributable to shareholders of the Company

		Year ended	
		31 March 2022	31 March 2021
<b>A</b>	<b>Items that will not be reclassified to statement of profit and loss</b>		
	<b>Remeasurement of defined benefit plans</b>		
	Opening balance (net of tax)	(6)	(29)
	Actuarial gains	50	33
	Income tax expense	(13)	(10)
	Closing balance (net of tax)	<b>31</b>	<b>(6)</b>
<b>B</b>	<b>Items that will be reclassified subsequently to statement of profit and loss</b>		
	<b>Foreign currency translation reserve</b>		
	Opening balance	2,740	2,513
	Foreign currency translation	455	222
	Attributable to non controlling interest	(5)	5
	Closing balance	<b>3,190</b>	<b>2,740</b>
	<b>Cash flow hedging reserve</b>		
	Opening balance (net of tax)	183	(307)
	Unrealized gains (losses)	531	584
	Net loss (gain) reclassified into statement of profit and loss on occurrence of hedged transactions	(250)	71
	Income tax benefit (expense)	2	(165)
	Closing balance (net of tax)	<b>466</b>	<b>183</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

	Year ended	
	31 March 2022	31 March 2021
<b>Unrealized gain on debt instruments</b>		
Opening balance (net of tax)	22	(1)
Unrealized gains (losses)	(27)	36
Income tax benefit (expense)	9	(13)
Closing balance (net of tax)	<b>4</b>	<b>22</b>
<b>TOTAL (B)</b>	<b>3,660</b>	<b>2,945</b>

### 3.27 Earnings per equity share (EPS)

The computation of earnings per equity share is as follows:

	Year ended	
	31 March 2022	31 March 2021
Profit for the year attributable to shareholders of the Company	13,499	11,145
Weighted average number of equity shares outstanding in calculating basic EPS	2,712,044,398	2,713,665,096
Dilutive effect of Restricted Stock Units outstanding	383,404	-
Weighted average number of equity shares outstanding in calculating diluted EPS	2,712,427,802	2,713,665,096
Nominal value of equity shares (in ₹)	2	2
Earnings per equity share (in ₹)		
- Basic	49.77	41.07
- Diluted	49.77	41.07

### 3.28 Leases

#### (a) Group as a lessee

The Group's significant leasing arrangements are in respect of leases for office spaces, leasehold land and IT equipments.

The details of the right-of-use assets held by the Group is as follows:

	Leasehold land	Buildings	Computers and networking equipment	Total
<b>Balance as at 1 April 2020</b>	<b>281</b>	<b>2,246</b>	<b>121</b>	<b>2,648</b>
Depreciation	(3)	(606)	(79)	(688)
Additions	-	396	95	491
Acquired through business combinations	-	24	2	26
Derecognition	-	(83)	-	(83)
Translation exchange differences	-	6	10	16
<b>Balance as at 31 March 2021</b>	<b>278</b>	<b>1,983</b>	<b>149</b>	<b>2,410</b>
<b>Balance as at 1 April 2021</b>	<b>278</b>	<b>1,983</b>	<b>149</b>	<b>2,410</b>
Depreciation	(6)	(601)	(67)	(674)
Additions	65	426	204	695
Derecognition	-	(64)	(75)	(139)
Translation exchange differences	-	16	(3)	13
<b>Balance as at 31 March 2022</b>	<b>337</b>	<b>1,760</b>	<b>208</b>	<b>2,305</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The reconciliation of lease liabilities is as follows:

	Year ended	
	31 March 2022	31 March 2021
<b>Balance as at beginning of the year</b>	2,594	2,894
Additions	792	632
Amounts recognized in statement of profit and loss as interest expense	111	116
Payment of lease liabilities	(1,067)	(1,016)
Acquired through business combinations	-	29
Derecognition	(94)	(79)
Translation exchange differences	22	18
<b>Balance as at end of the year</b>	<b>2,358</b>	<b>2,594</b>

The lease rental expense relating to short-term leases recognized in the statement of profit and loss for the year amounted to ₹ 70 crores (previous year, ₹ 83 crores).

The following table presents a maturity analysis of expected undiscounted cash flows for lease liabilities:

	As at	
	31 March 2022	31 March 2021
Within one year	788	794
One to two years	669	685
Two to three years	444	523
Three to five years	523	552
Thereafter	172	363
<b>Total lease payments</b>	<b>2,596</b>	<b>2,917</b>
Imputed interest	(238)	(323)
<b>Total lease liabilities</b>	<b>2,358</b>	<b>2,594</b>

Certain lease agreements include options to terminate or extend the leases. The lease agreements do not contain any material residual value guarantees or material restrictive covenants.

### (b) Group as a lessor

The Group has given IT equipments to its customers on a finance lease basis. The future lease receivables in respect of assets given on finance lease are as follows:

	Total minimum lease payments receivable	Interest included in minimum lease payments receivable	Present value of minimum lease payments receivable
<b>As at 31 March 2022</b>			
Not later than one year	818	30	788
Later than one year and not later than 5 years	795	28	767
	<b>1,613</b>	<b>58</b>	<b>1,555</b>
<b>As at 31 March 2021</b>			
Not later than one year	1,161	55	1,106
Later than one year and not later than 5 years	1,223	48	1,175
Later than 5 years	3	-	3
	<b>2,387</b>	<b>103</b>	<b>2,284</b>

## 3.29 Financial instruments

### (a) Derivatives

The Group is exposed to foreign currency fluctuations on assets / liabilities and forecasted cash flows denominated in foreign currency and interest rate fluctuation risk on indebtedness. The use of derivatives to hedge the risk is governed by the Group's strategy, which provides principles on the use of such forward contracts and currency options consistent with the Group's risk management policy. The counterparties in these derivative instruments are banks and the Group considers the risks of non-performance by the counterparties as insignificant. The Group has entered into a series of foreign exchange forward contracts, options and interest rate swaps that are designated as cash flow hedges and the related forecasted transactions extend through March 2027. The Group does not use these derivative instruments for speculative purposes.



## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The following table presents the aggregate notional principal amounts of the outstanding derivative instruments which have been designated as cash flow hedges:

Foreign exchange forward denominated in	Notional Currency	Notional principal amounts (amount in millions)		Balance sheet exposure Asset (Liability) (₹)	
		31 March 2022	31 March 2021	31 March 2022	31 March 2021
<b>Forward contracts (sell covers)</b>					
USD / INR	USD	1,461	867	299	160
GBP / INR	GBP	60	56	33	(5)
EUR / INR	EUR	117	117	103	44
CHF / INR	CHF	46	25	15	12
SEK / INR	SEK	585	550	56	9
AUD / INR	AUD	103	79	7	(10)
NOK / INR	NOK	105	110	1	(4)
CAD / INR	CAD	31	22	1	(2)
JPY / INR	JPY	1,945	2,075	15	13
<b>Range Forward (Sell covers)</b>					
USD / INR	USD	305	577	23	83
GBP / INR	GBP	-	12	-	-
EUR / INR	EUR	29	14	22	3
				<b>575</b>	<b>303</b>

The Group has entered into derivative instruments not designated as hedging relationship by way of foreign exchange forward, currency options and futures contracts. As at 31 March 2022 and 2021, the notional principal amount of outstanding contracts aggregated to ₹ 6,978 crores and ₹ 4,486 crores, respectively and the respective balance sheet exposure of these contracts have a net loss of ₹ (19) crores and net gain ₹ 10 crores.

The notional amount is a key element of derivative financial instrument agreements. However, notional amounts do not represent the amount exchanged by counterparties and do not measure the Group's exposure to credit risk as these contracts are settled at their fair values at the maturity date.

The balance sheet exposure denotes the fair values of these contracts at the reporting date and is presented in ₹ crores. The Group presents its foreign exchange derivative instruments on a net basis in the consolidated financial statements due to the right of offset by its individual counterparties under master netting agreements.

The fair value of the derivative instruments presented on a gross basis as at each date indicated below is as follows:

	As at 31 March 2022				
	Financial assets		Financial liabilities		Total fair value
	Current	Non current	Current	Non current	
<b>Derivatives designated as hedging instruments</b>					
Foreign exchange contracts in an asset position	291	290	4	2	587
Foreign exchange contracts in an liability position	(4)	(2)	(4)	(2)	(12)
Net asset (liability)	287	288	-	-	575
<b>Derivatives not designated as hedging instruments</b>					
Foreign exchange contracts in an asset position	23	-	15	-	38
Foreign exchange contracts in an liability position	(15)	-	(42)	-	(57)
Net asset (liability)	8	-	(27)	-	(19)
<b>Total Derivatives at fair value</b>	<b>295</b>	<b>288</b>	<b>(27)</b>	<b>-</b>	<b>556</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

	As at 31 March 2021				
	Financial assets		Financial liabilities		Total fair value
	Current	Non current	Current	Non current	
<b>Derivatives designated as hedging instruments</b>					
Foreign exchange contracts in an asset position	196	139	19	14	368
Foreign exchange contracts in an liability position	(19)	(14)	(19)	(14)	(66)
Net asset (liability)	177	125	-	-	302
<b>Derivatives not designated as hedging instruments</b>					
Foreign exchange contracts in an asset position	20	-	7	-	27
Foreign exchange contracts in an liability position	(7)	-	(9)	-	(16)
Net asset (liability)	13	-	(2)	-	11
<b>Total Derivatives at fair value</b>	<b>190</b>	<b>125</b>	<b>(2)</b>	<b>-</b>	<b>313</b>

The following tables set forth the fair value of derivative instruments included in the consolidated balance sheets as at each date indicated:

	As at	
	31 March 2022	31 March 2021
<b>Derivatives designated as hedging instruments</b>		
Unrealized gain on financial instruments classified under current assets	287	177
Unrealized gain on financial instruments classified under non-current assets	288	125
Unrealized loss on financial instruments classified under current liabilities	-	-
Unrealized loss on financial instruments classified under non-current liabilities	-	-
	<b>575</b>	<b>302</b>
<b>Derivatives not designated as hedging instruments</b>		
Unrealized gain on financial instruments classified under current assets	8	13
Unrealized loss on financial instruments classified under current liabilities	(27)	(2)
	<b>(19)</b>	<b>11</b>

The following table summarizes the activities in the consolidated statement of profit and loss and other comprehensive income:

	Year ended	
	31 March 2022	31 March 2021
<b>Derivatives in hedging relationships</b>		
Effective portion of gain recognized in OCI on derivatives	531	584
Effective portion of gain or (loss) reclassified from OCI into statement of profit and loss as "exchange differences"	250	(11)
Effective portion of gain or (loss) reclassified from OCI into statement of profit and loss as "finance cost"	-	(60)
<b>Derivatives not in hedging relationships</b>		
Gain recognized into statement of profit and loss as "exchange differences"	59	282

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The following table summarizes the activity in the accumulated 'Other comprehensive income' within equity related to all derivatives classified as cash flow hedges:

	Year ended	
	31 March 2022	31 March 2021
Gain (loss) as at the beginning of the year	281	(374)
Unrealized gain on cash flow hedging derivatives during the year	531	584
Net loss (gain) reclassified into statement of profit and loss on occurrence of hedged transactions	(250)	71
Gain as at the end of the year	<b>562</b>	<b>281</b>
Deferred tax liability	(96)	(98)
Cash flow hedging reserve (net of tax)	<b>466</b>	<b>183</b>

The estimated net amount of existing gain that is expected to be reclassified into the statement of profit and loss within the next twelve months is ₹ 274 crores (previous year loss of ₹ 158 crores).

### (b) Financial assets and liabilities

The carrying value of financial instruments by categories as at 31 March 2022 is as follows:

	Fair value through profit and loss	Fair value through other comprehensive income	Amortized cost	Total carrying value
<b>Financial assets</b>				
Investments	2,559	3,783	-	6,342
Trade receivables (including unbilled)	-	-	21,743	21,743
Cash and cash equivalents	-	-	10,510	10,510
Other bank balances	-	-	2,126	2,126
Loans	-	-	3,208	3,208
Others	8	575	2,157	2,740
<b>Total</b>	<b>2,567</b>	<b>4,358</b>	<b>39,744</b>	<b>46,669</b>
<b>Financial liabilities</b>				
Borrowings	-	-	3,985	3,985
Lease liabilities	-	-	2,358	2,358
Trade payables (including unbilled and accruals)	-	-	6,278	6,278
Others	27	-	5,221	5,248
<b>Total</b>	<b>27</b>	<b>-</b>	<b>17,842</b>	<b>17,869</b>

The carrying value of financial instruments by categories as at 31 March 2021 is as follows:

	Fair value through profit and loss	Fair value through other comprehensive income	Amortized cost	Total carrying value
<b>Financial assets</b>				
Investments	1,113	5,749	-	6,862
Trade receivables (including unbilled)	-	-	18,635	18,635
Cash and cash equivalents	-	-	6,521	6,521
Other bank balances	-	-	2,367	2,367
Loans	-	-	4,841	4,841
Others	13	302	3,171	3,486
<b>Total</b>	<b>1,126</b>	<b>6,051</b>	<b>35,535</b>	<b>42,712</b>

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

	Fair value through profit and loss	Fair value through other comprehensive income	Amortized cost	Total carrying value
<b>Financial liabilities</b>				
Borrowings	-	-	3,907	3,907
Lease liabilities	-	-	2,594	2,594
Trade payables (including unbilled and accruals)	-	-	5,457	5,457
Others	485	-	5,099	5,584
<b>Total</b>	<b>485</b>	<b>-</b>	<b>17,057</b>	<b>17,542</b>

### Transfer of financial assets

The Group in the normal course of business sells certain accounts receivables and net investment in finance lease receivables to banks. Under the terms of arrangements, the Group surrenders control over these assets and transfer is on a non-recourse basis.

During the year ended 31 March 2022 and 2021, the Group has sold certain accounts receivables and finance lease receivables on non-recourse basis and during the previous year re-purchased certain finance lease receivables. Gains or losses on the sales and re-purchase are recorded at the time of transfers of these receivables and are immaterial.

### Fair value hierarchy

The assets and liabilities measured at fair value on a recurring basis as at 31 March 2022 and the basis for that measurement is as below:

	Fair Value	Level 1 inputs	Level 2 inputs	Level 3 inputs
<b>Assets</b>				
Investments carried at fair value through profit and loss	2,559	2,456	-	103
Investments carried at fair value through other comprehensive income	3,783	-	3,783	-
Unrealized gain on derivative financial instruments	583	-	583	-
<b>Liabilities</b>				
Unrealized loss on derivative financial instruments	27	-	27	-

The following table discloses the assets and liabilities measured at fair value on a recurring basis as at 31 March 2021 and the basis for that measurement:

	Fair Value	Level 1 inputs	Level 2 inputs	Level 3 inputs
<b>Assets</b>				
Investments carried at fair value through profit and loss	1,113	1,024	-	89
Investments carried at fair value through other comprehensive income	5,749	-	5,749	-
Unrealized gain on derivative financial instruments	315	-	315	-
<b>Liabilities</b>				
Unrealized loss on derivative financial instruments	2	-	2	-
Liability towards non-controlling interest	483	-	-	483

There have been no transfers between Level 1 and Level 2 during the current and previous year.

### Valuation Methodologies

**Investments:** The Group's investments consist of investment in debt linked mutual funds which are determined using quoted prices or identical quoted prices of assets or liabilities in active markets and are classified as Level 1. Fair value of corporate debt securities is determined using observable markets' inputs and is classified as Level 2.

Investments in unquoted equity shares and limited liability partnerships are classified as fair value through profit and loss and is classified as Level 3. The re-measurement is calculated using unobservable inputs based on the Group's own assessment of third party valuations and respective company's financial performance.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

**Derivative financial instruments:** The Group's derivative financial instruments consist of foreign currency forward exchange contracts and options. Fair values for derivative financial instruments are based on counter party quotations and are classified as Level 2.

**Liability towards non-controlling interest:** As part of the acquisition of "Actian Corporation" on 17 July 2018, joint venturer "Sumeru Equity Partners" (SEP) contributed in form of preferred stock qualified as "compound financial instrument" (equity and financial liability) in the books of joint venture company controlled by the Group. The financial liability was initially and subsequently re-measured based on independent third party valuation using "Monte Carlo Simulation" methodology.

The Group assessed that fair value of cash and cash equivalent, short-term deposits, trade receivables, trade payables, bank overdrafts and other current financial liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

The following table discloses reconciliation of financial assets and liabilities categorised within Level 3 of the fair value hierarchy:

	Investment in unquoted equity shares and limited liability partnerships	Liability towards non-controlling interest	Contingent consideration
<b>Balance as at 1 April 2020</b>	<b>77</b>	<b>423</b>	<b>6</b>
Fair value changes recognized in statement of profit and loss	5	108	1
Additional investments	7	-	-
Payment of liability	-	(33)	(6)
Translation exchange differences	-	(15)	(1)
<b>Balance as at 31 March 2021</b>	<b>89</b>	<b>483</b>	<b>-</b>
<b>Balance as at 1 April 2021</b>	<b>89</b>	<b>483</b>	<b>-</b>
Fair value changes recognized in statement of profit and loss	10	48	-
Additional investments	3	-	-
Payment of liability	-	(539)	-
Translation exchange differences	1	8	-
<b>Balance as at 31 March 2022</b>	<b>103</b>	<b>-</b>	<b>-</b>

### (c) Financial risk management

The Group is exposed to market risk, credit risk and liquidity risk which may impact the fair value of its financial instruments. The Group has a risk management policy to manage and mitigate these risks.

The Group's risk management policy aims to reduce volatility in financial statements while maintaining balance between providing predictability in the Group's business plan along with reasonable participation in market movement.

#### Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of currency risk and interest rate risk. The Group is primarily exposed to fluctuation in foreign currency exchange rates.

#### (i) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in exchange rates. The Group's exposure to the risk of changes in exchange rates relates primarily to the Group's operations in foreign subsidiaries.

The exchange rate risk primarily arises from assets and liabilities denominated in currencies other than the functional currency of the respective entities and foreign currency forecasted revenue and cash flows. A significant portion of the Group revenue is in US Dollar, Pound Sterling (GBP) and Euro while a large portion of costs are in Indian rupees. The fluctuation in exchange rates in respect to India rupee may have potential impact on the statement of profit and loss and other comprehensive income and equity.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

To mitigate the foreign currency risk the Group uses derivatives as governed by the Group's strategy, which provides principles on the use of such forward contracts and currency options consistent with the Group's Risk Management Policy.

Appreciation / depreciation of 1% in respective foreign currencies with respect to functional currency of the Company and its subsidiaries would result in increase / decrease in the Group's profit before tax by approximately ₹ 76 crores for the year ended 31 March 2022.

The rate sensitivity is calculated by aggregation of the net foreign exchange exposure and a simultaneous parallel foreign exchange rates shift of all the currencies by 1% against the respective functional currencies of the Company and its subsidiaries. The sensitivity analysis presented above may not be representative of the actual change.

Non-derivative foreign currency exposure as of 31 March 2022 and 31 March 2021 in major currencies is as below:

	Financial assets		Financial liabilities	
	31 March 2022	31 March 2021	31 March 2022	31 March 2021
USD / INR	6,948	3,738	1,414	947
GBP / INR	540	409	34	105
EURO / INR	949	1,071	129	132

### (ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates arises on borrowings with floating interest rate which is not material.

### Credit risk

Financial instruments that potentially subject the Group to concentration of credit risk consist principally of cash and bank balances, inter-corporate deposits, trade receivables, finance lease receivables, investment securities and derivative instruments. The cash resources of the Group are invested with mutual funds, banks, financial institutions and corporations after an evaluation of the credit risk. By their nature, all such financial instruments involve risks, including the credit risk of non-performance by counterparties.

The customers of the Group are primarily corporations based in the United States of America and Europe and accordingly, trade receivables, unbilled receivables and finance lease receivables are concentrated in the respective countries. The Group periodically assesses the financial reliability of customers, taking into account the financial condition, current economic trends, analysis of historical bad debts and ageing of trade receivables, unbilled receivables, contract assets and finance lease receivables. The Group also outsourced selected client related credit risks to financial markets through "Non-recourse assignment" of receivables.

The allowance for lifetime expected credit loss on customer balances is as below:

	Year ended	
	31 March 2022	31 March 2021
Balance at the beginning of the year	476	534
Additional provision during the year	144	205
Deductions on account of write offs and collections	(186)	(268)
Acquired through business combinations	6	-
Other adjustments	-	3
Translation exchange differences	7	2
Balance at the end of the year	<b>447</b>	<b>476</b>

### Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting its obligations associated with financial liabilities. The investment philosophy of the Group is capital preservation and liquidity in preference to returns. The Group consistently generates sufficient cash flows from operations and has access to multiple sources of funding to meet the financial obligations and maintain adequate liquidity for use.



## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Maturity profile of the Group's financial liabilities based on contractual payments is as below:

	Year 1 (Current)	Year 2	Year 3	Year 4-5 and thereafter	Total
<b>As at 31 March 2022</b>					
Borrowings	129	193	74	3,850	4,246
Lease liabilities	788	669	444	695	2,596
Trade payables (including unbilled and accruals)	6,278	-	-	-	6,278
Derivative financial liabilities	27	-	-	-	27
Other financial liabilities	4,765	166	119	193	5,243
<b>Total</b>	<b>11,987</b>	<b>1,028</b>	<b>637</b>	<b>4,738</b>	<b>18,390</b>
<b>As at 31 March 2021</b>					
Borrowings	145	122	186	3,774	4,227
Lease liabilities	794	685	523	915	2,917
Trade payables (including unbilled and accruals)	5,457	-	-	-	5,457
Deferred consideration	363	-	-	-	363
Derivative financial liabilities	2	-	-	-	2
Other financial liabilities	4,242	179	549	277	5,247
<b>Total</b>	<b>11,003</b>	<b>986</b>	<b>1,258</b>	<b>4,966</b>	<b>18,213</b>

### Offsetting of financial instruments

Under cash pooling arrangements with banks outside India, the contractual terms of arrangements preclude individual bank accounts within the arrangement from being considered separate units of account. Accordingly, the balances of all such bank accounts subject to the arrangements are presented on net basis. The impact of such netting on bank balances and bank overdraft is ₹ 193 crores (31 March 2021, ₹ 403 crores).

### 3.30 Segment Reporting

Operating segments are defined as components of an enterprise for which discrete financial information is available and whose results are reviewed regularly by the chief operating decision maker (CODM), for allocation of resources and assessing performance.

The group has organized itself into the following segments:

**IT and Business Services** provide a comprehensive portfolio of IT & Business Services (Application, Infrastructure and Digital Process Operations) and Digital transformation services enabled by Digital and Analytics, IoTWoRKs, Cloud native and Cybersecurity solutions including products developed within these businesses.

**Engineering and R&D Services** provides comprehensive engineering services and solutions across software, embedded, mechanical, VLSI and platform engineering that support the end to end lifecycle of products – both hardware and software across diverse industries including products developed within this business.

**Products & Platforms** includes standalone product businesses that provide modernized software products to global clients for their technology and industry specific requirements.

### Segment accounting policies

The accounting principles used in the preparation of the financial statements are consistently applied to record revenue and expenditure in individual segments and are as set out in note 1 to the financial statements on significant accounting policies. The accounting policies in relation to segment accounting are as under:

#### (a) Segment revenue and expenses

Segment revenue is directly attributable to the segment and segment expenses have been allocated to various segments on the basis of specific identification and wherever allocable, are apportioned to the segment on an appropriate basis. However, segment revenue does not include other income. Segment expenses do not include finance cost, exchange differences and tax expense. Inter segment revenue primarily relates to software sourced internally from Products & Platforms segment by other segments for providing services to end customers.

#### (b) Segment assets and liabilities

Assets and liabilities are not identified to any reportable segments, since these are used interchangeably across segments and consequently, the management believes that it is not practicable or meaningful to provide segment disclosures relating to total assets and liabilities.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Financial information about the business segments for the year ended 31 March 2022 is as follows:

	IT and Business Services	Engineering and R&D services	Products & Platforms	Total
<b>Segment revenues</b>	61,742	13,564	10,370	85,676
Less : Inter-segment revenue	-	-	(25)	(25)
<b>Net revenue from operations from external customers</b>	<b>61,742</b>	<b>13,564</b>	<b>10,345</b>	<b>85,651</b>
<b>Segment results</b>	<b>11,076</b>	<b>2,603</b>	<b>2,525</b>	<b>16,204</b>
Finance cost				(319)
Exchange differences (net)				328
Other income				739
<b>Profit before share of loss of associate and tax</b>				<b>16,952</b>
Share of loss of an associate				(1)
<b>Profit before tax</b>				<b>16,951</b>
Tax expense				(3,428)
<b>Profit for the year</b>				<b>13,523</b>
<b>Significant non-cash items</b>				
Depreciation and amortization expense	1,826	404	2,096	4,326
Provision for doubtful debts / bad debts written off				21

Financial information about the business segments for the year ended 31 March 2021 is as follows:

	IT and Business Services	Engineering and R&D services	Products & Platforms	Total
<b>Segment revenues</b>	53,401	11,546	10,442	75,389
Less : Inter-segment revenue	-	-	(10)	(10)
<b>Net revenue from operations from external customers</b>	<b>53,401</b>	<b>11,546</b>	<b>10,432</b>	<b>75,379</b>
<b>Segment results</b>	<b>10,194</b>	<b>2,471</b>	<b>2,772</b>	<b>15,437</b>
Finance cost				(511)
Exchange differences (net)				46
Other income				881
<b>Profit before tax</b>				<b>15,853</b>
Tax expense				(4,684)
<b>Profit for the year</b>				<b>11,169</b>
<b>Significant non-cash items</b>				
Depreciation, amortization and impairment expense	1,826	408	2,377	4,611
Provision for doubtful debts / bad debts written off				19

Effective 1 April 2021, the Group has changed the segment classification for certain products businesses which were earlier reported as part of Engineering and R&D Services to Products & Platforms segment. Impact of this change is immaterial for operating results of both the segments. Prior period figures have also been restated to conform to current period composition of the operating segments.

Segment revenue from customers by geographic area based on location of the customer is as follows:

	Year ended	
	31 March 2022	31 March 2021
America	48,205	42,468
Europe	22,972	20,884
India *	3,104	2,297
Rest of the world	11,370	9,730
	<b>85,651</b>	<b>75,379</b>

\* includes revenue billed to India based captive of global customers

No single customer represents 10% or more of the Group's total revenue for the years ended 31 March 2022 and 2021, respectively.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Group operates out of various geographies and America & Europe constitute major portion of revenue. In case of IT and Business Services and Engineering and R&D services approximately 57% and 57% of revenues are generated in America, Europe generates around 27% and 28% revenue and balance is generated by other geographies during year ended 31 March 2022 and 2021 respectively. Products & Platforms segment generates approximately 54% and 53% revenue from America, 26% and 28% from Europe and balance geographies generates rest of revenue during the year ended 31 March 2022 and 2021 respectively.

### 3.31 Employee benefits

The Group has calculated the various benefits provided to employees as shown below:

#### (A) Defined contribution plans and state plans

Superannuation Fund

Employer's contribution to Employees State Insurance

Employer's contribution to Employee Pension Scheme

During the year the Company and its subsidiaries in India have recognized the following amounts in the statement of profit and loss:

	Year ended	
	31 March 2022	31 March 2021
Superannuation Fund	12	9
Employer's contribution to Employees State Insurance	12	11
Employer's contribution to Employee's Pension Scheme	164	146
<b>Total</b>	<b>188</b>	<b>166</b>

The Group has contributed ₹ 813 crores (previous year ₹ 761 crores) towards other defined contribution plans of subsidiaries outside India.

#### (B) Defined benefit plans

(a) Gratuity

(b) Pension

(c) Employer's contribution to provident fund

##### Gratuity

The following table sets out the status of the gratuity plan:

##### Statement of profit and loss

	Year ended	
	31 March 2022	31 March 2021
Current service cost	170	138
Interest cost (net)	42	37
<b>Net benefit expense</b>	<b>212</b>	<b>175</b>

##### Balance Sheet

	As at	
	31 March 2022	31 March 2021
Defined benefit obligations	855	764
Fair value of plan assets	18	20
<b>Net plan liability</b>	<b>837</b>	<b>744</b>
Current defined benefit obligations	143	122
Non-current defined benefit obligations	694	622

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Changes in present value of the defined benefit obligations are as follows:

	Year ended	
	31 March 2022	31 March 2021
Opening defined benefit obligations	764	626
Current service cost	170	138
Interest cost	43	38
Re-measurement (gains) losses in OCI		
Actuarial changes arising from changes in demographic assumptions	-	-
Actuarial changes arising from changes in financial assumptions	(15)	7
Experience adjustments	(19)	(14)
Business combinations	-	-
Benefits paid	(88)	(31)
<b>Closing defined benefit obligations</b>	<b>855</b>	<b>764</b>

Changes in fair value of the plan assets are as follows:

	Year ended	
	31 March 2022	31 March 2021
Opening fair value of plan assets	20	18
Interest income	1	1
Contributions	84	31
Re-measurement gains (losses) in OCI		
Return on plan assets, excluding amount recognized in interest income	-	(1)
Benefits paid	(87)	(29)
<b>Closing fair value of plan assets</b>	<b>18</b>	<b>20</b>

The overall expected rate of return on assets is determined based on the market prices prevailing on that date, applicable to the period over which the obligation is to be settled.

The principal assumptions used in determining gratuity for the Group's plans are shown below:

	As at	
	31 March 2022	31 March 2021
Discount rate	6.75%	6.45%
Estimated rate of salary increases	8.00%	8.00%
Employee turnover	24.00%	24.00%
Expected rate of return on assets	6.75%	6.45%

The estimates of future salary increases, considered in the actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market. Inherent risk exists for the Company that any adverse salary growth or demographic experience or inadequate returns on underlying plan assets can result in an increase in cost of providing these benefits to employees in future. Since the benefits are lump sum in nature the plan is not subject to any longevity risks.

Discount rate and future salary escalation rate are the key actuarial assumptions to which the defined benefit obligation are particularly sensitive. The following table summarizes the impact on defined benefit obligation as at 31 March 2022 arising due to increase / decrease in key actuarial assumptions by 50 basis points:

	Discount rate	Salary escalation rate
Impact of increase	(27)	27
Impact of decrease	28	(26)

The sensitivity analysis presented may not be representative of the actual change in the defined benefit obligations as sensitivities have been calculated to show the movement in defined benefit obligations in isolation and assuming there are no other changes in market conditions. There have been no changes from the previous years in the methods and assumptions used in preparing the sensitivity analyses.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The defined benefit obligations are expected to mature after 31 March 2022 as follows:

Year ending 31 March,	Cash flows
- 2023	115
- 2024	127
- 2025	142
- 2026	181
- 2027	212
- Thereafter	4,282

The weighted average duration to the payment of these cash flows is 6.73 years.

### Retirement benefit pension plans

The following table sets out the status of the plan :

#### Statement of profit and loss

	Year ended	
	31 March 2022	31 March 2021
Current service cost	12	9
<b>Net benefit expense</b>	<b>12</b>	<b>9</b>

#### Balance Sheet

	As at	
	31 March 2022	31 March 2021
Defined benefit obligations	143	119
Fair value of plan assets	-	-
<b>Net plan liability</b>	<b>143</b>	<b>119</b>
Current defined benefit obligations	3	2
Non-current defined benefit obligations	140	117

Changes in present value of the retirement benefit pension plans are as follows:

	Year ended	
	31 March 2022	31 March 2021
Opening defined benefit obligations	119	-
Business combinations	29	99
Current service cost	12	9
Interest cost	1	-
Re-measurement (gains) losses in OCI		
Actuarial changes arising from changes in demographic assumptions	1	-
Actuarial changes arising from changes in financial assumptions	(10)	6
Experience adjustments	(4)	5
Benefits paid	(4)	-
Translation exchange differences	(1)	-
<b>Closing defined benefit obligations</b>	<b>143</b>	<b>119</b>

The principal assumptions used in determining retirement benefit pension plans obligation are shown below:

	As at	
	31 March 2022	31 March 2021
Discount rate	1.21%	0.58%
Estimated rate of salary increases	2.50%	2.50%

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

The defined benefit obligations are expected to mature after 31 March 2022 as follows:

Year ending 31 March,	Cash flows
- 2023	2
- 2024	3
- 2025	3
- 2026	3
- 2027	4
- Thereafter	38

### Employers Contribution to Provident Fund

The actuary has provided a valuation for provident fund liabilities on the basis of guidance issued by Actuarial Society of India based on the assumption mentioned below.

The details of the fund and plan asset position are given below:-

	31 March 2022	31 March 2021
Fair value of plan assets at the year end	5,566	4,876
Present value of benefit obligation at year end	5,566	4,879
<b>Net liability recognized in balance sheet (refer note 3.16)</b>	-	<b>(3)</b>

The amount of net liability as at 31 March 2021 has been recognized in the other comprehensive income.

Assumptions used in determining the present value obligation of the interest rate guarantee under the Deterministic Approach:

	31 March 2022	31 March 2021
Government of India (GOI) bond yield	6.75%	6.45%
Remaining term of maturity	7.60 years	7.08 years
Expected guaranteed interest rate	8.10%	8.50%

During the year ended 31 March 2022, the Group has contributed ₹ 342 crores (previous year, ₹ 211 crores) towards employer's contribution to provident fund.

### 3.32 Related party transactions

#### (a) Related parties where control exists

List of subsidiaries as at 31 March 2022 and 31 March 2021 is as below:

S. No.	Name of the Subsidiaries	Country of Incorporation	Percentage holding as at	
			31 March 2022	31 March 2021
<b>Direct subsidiaries</b>				
1	HCL Comnet Systems & Services Limited	India	100%	100%
2	HCL Bermuda Limited	Bermuda	100%	100%
3	HCL Technologies (Shanghai) Limited	China	100%	100%
4	HCL Software Limited (Formely "HCL Foundation") !	India	-	100%
5	HCL Singapore Pte. Limited	Singapore	100%	100%
6	HCL Training & Staffing Services Private Limited	India	100%	100%
7	Geometric Americas, Inc.	USA	100%	100%
8	HCL Asia Pacific Pte Ltd.	Singapore	100%	100%
9	Geometric Europe GmbH	Germany	100%	100%
10	Sankalp Semiconductor Private Limited	India	100%	100%
11	H C L Technologies Lanka (Private) Limited	Sri Lanka	100%	100%
<b>Step down subsidiaries of direct subsidiaries</b>				
12	HCL Great Britain Limited	UK	100%	100%
13	HCL GmbH \$	Germany	-	100%
14	HCL Australia Services Pty. Limited	Australia	100%	100%



**Notes to consolidated financial statements for the year ended 31 March 2022**
*(All amounts in crores of ₹, except share data and as stated otherwise)*

S. No.	Name of the Subsidiaries	Country of Incorporation	Percentage holding as at	
			31 March 2022	31 March 2021
15	HCL (New Zealand) Limited	New Zealand	100%	100%
16	HCL Hong Kong SAR Limited	Hong Kong	100%	100%
17	HCL Japan Limited	Japan	100%	100%
18	HCL America Inc.	USA	100%	100%
19	HCL Technologies Austria GmbH	Austria	100%	100%
20	HCL Software Products Limited	India	100%	100%
21	HCL Poland Sp.z.o.o	Poland	100%	100%
22	HCL EAS Limited	UK	100%	100%
23	HCL Insurance BPO Services Limited	UK	100%	100%
24	Axon Group Limited	UK	100%	100%
25	HCL Canada Inc.	Canada	100%	100%
26	HCL Technologies Solutions GmbH	Switzerland	100%	100%
27	Axon Solutions Pty. Limited	Australia	100%	100%
28	Axon Solutions Limited	UK	100%	100%
29	HCL Technologies Malaysia Sdn. Bhd.	Malaysia	100%	100%
30	Axon Solutions (Shanghai) Co. Limited	China	100%	100%
31	HCL Technologies (Proprietary) Ltd %	South Africa	48.16%	48.16%
32	HCL Argentina s.a.	Argentina	100%	100%
33	HCL Mexico S. de R.L.	Mexico	100%	100%
34	HCL Technologies Romania s.r.l.	Romania	100%	100%
35	HCL Hungary Kft	Hungary	100%	100%
36	HCL Latin America Holding LLC	USA	100%	100%
37	HCL (Brazil) Tecnologia da informacao EIRELI	Brazil	100%	100%
38	HCL Technologies Denmark Aps	Denmark	100%	100%
39	HCL Technologies Norway AS	Norway	100%	100%
40	PT. HCL Technologies Indonesia Limited	Indonesia	100%	100%
41	HCL Technologies Philippines Inc.	Philippines	100%	100%
42	HCL Technologies South Africa (Proprietary) Limited %	South Africa	36.40%	36.40%
43	HCL Arabia LLC	Saudi Arabia	100%	100%
44	HCL Technologies France SAS	France	100%	100%
45	Filial Espanola De HCL Technologies S.L	Spain	100%	100%
46	Anzospan Investments Pty Limited %	South Africa	70%	70%
47	HCL Investments (UK) Limited	UK	100%	100%
48	Statestreet HCL Holding UK Limited **	UK	100%	100%
49	Statestreet HCL Services (Phillipines) Inc. **	Philippines	100%	100%
50	Statestreet HCL Services (India) Private Limited **	India	100%	100%
51	HCL America Solutions Inc.	USA	100%	100%
52	HCL Technologies Chile Spa	Chile	100%	100%
53	HCL Technologies UK Limited	UK	100%	100%
54	HCL Technologies B.V.	Netherlands	100%	100%
55	HCL (Ireland) Information Systems Limited	Ireland	100%	100%
56	HCL Technologies Germany GmbH	Germany	100%	100%
57	HCL Technologies Belgium BV (Formerly "HCL Technologies Belgium BVBA")	Belgium	100%	100%
58	HCL Technologies Sweden AB	Sweden	100%	100%

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

S. No.	Name of the Subsidiaries	Country of Incorporation	Percentage holding as at	
			31 March 2022	31 March 2021
59	HCL Technologies Finland Oy	Finland	100%	100%
60	HCL Technologies Italy S.P.A	Italy	100%	100%
61	HCL Technologies Columbia S.A.S	Columbia	100%	100%
62	HCL Technologies Middle East FZ-LLC	UAE	100%	100%
63	HCL Istanbul Bilisim Teknolojileri Limited Sirketi	Turkey	100%	100%
64	HCL Technologies Greece Single Member P.C	Greece	100%	100%
65	HCL Technologies S.A.	Venezuela	100%	100%
66	HCL Technologies Beijing Co., Ltd	China	100%	100%
67	HCL Technologies Luxembourg S.a r.l	Luxembourg	100%	100%
68	HCL Technologies Egypt Limited	Egypt	100%	100%
69	HCL Technologies Estonia OÜ	Estonia	100%	100%
70	HCL Technologies (Thailand) Ltd.	Thailand	100%	100%
71	HCL Technologies Czech Republic s.r.o.	Czech Republic	100%	100%
72	HCL Muscat Technologies L.L.C.	Oman	100%	100%
73	Point to Point Limited @	UK	100%	100%
74	Point to Point Products Limited ~	UK	100%	100%
75	HCL Technologies Lithuania UAB	Lithuania	100%	100%
76	HCL Technologies (Taiwan) Ltd.	China	100%	100%
77	Geometric China, Inc.	China	100%	100%
78	Geometric SRL *	Romania	-	100%
79	Butler America Aerospace LLC	USA	100%	100%
80	HCL Lending Solutions, LLC (formely "Urban Fulfillment Services LLC")	USA	100%	100%
81	Datawave (An HCL Technologies Company) Limited	Scotland	100%	100%
82	HCL Technologies Corporate Services Limited	UK	100%	100%
83	C3i Support Services Private Limited	India	100%	100%
84	Telerox Marketing Inc.	USA	100%	100%
85	C3i Europe Eood	Bulgaria	100%	100%
86	C3i (UK) Limited !	UK	-	100%
87	C3i Japan GK	Japan	100%	100%
88	C3i Services & Technologies (Dalian) Co., Ltd	China	100%	100%
89	HCL Technologies SEP Holdings Inc	USA	100%	80%
90	Action Corporation	USA	100%	80%
91	Action Australia Pty Ltd	Australia	100%	80%
92	Action Europe Limited	UK	100%	80%
93	Action France	France	100%	80%
94	Action Germany GmbH	Germany	100%	80%
95	Action International, Inc.	USA	100%	80%
96	Action Netherlands B.V.	Netherlands	100%	80%
97	Action Technology Private Limited	India	100%	80%
98	Pervasive Software, Inc. *	USA	-	80%
99	Versant GmbH	Germany	100%	80%
100	Versant India Private Limited	India	100%	80%
101	Versant Software LLC *	USA	-	80%
102	Honisgberg & Duvel Datentchnik GMBH \$\$	Germany	-	100%

**Notes to consolidated financial statements for the year ended 31 March 2022**
*(All amounts in crores of ₹, except share data and as stated otherwise)*

S. No.	Name of the Subsidiaries	Country of Incorporation	Percentage holding as at	
			31 March 2022	31 March 2021
103	H&D Business Services GmbH \$\$	Germany	-	100%
104	H&D IT Solutions GmbH \$\$	Germany	-	100%
105	H&D Training und Consulting GmbH \$\$	Germany	-	100%
106	H&D International GmbH \$\$	Germany	-	100%
107	H&D IT Professional Services GmbH \$\$	Germany	-	100%
108	qmo-it GmbH \$\$	Germany	-	100%
109	H&D Services for Engineering GmbH \$\$	Germany	-	100%
110	CATIS GmbH \$\$	Germany	-	100%
111	H&D IT Automotive Services GmbH \$\$	Germany	-	100%
112	CA Management Services GmbH \$\$	Germany	-	100%
113	H&D ITAS Infrastructure Services GmbH \$\$	Germany	-	100%
114	H&D ITAS Application Services GmbH \$\$	Germany	-	100%
115	H&D ITAS Client Services GmbH \$\$	Germany	-	100%
116	H&D ITAS Süd GmbH \$\$	Germany	-	100%
117	HCL Technologies Vietnam Company Limited	Vietnam	100%	100%
118	HCL Guatemala, Sociedad Anonima	Guatemala	100%	100%
119	Sankgij Semiconductor Private Limited	India	100%	100%
120	Sankalp Semiconductor Inc.	Canada	100%	100%
121	Sankalp USA Inc.	USA	100%	100%
122	Sankalp Semiconductor GmbH.	Germany	100%	100%
123	Sankalp Semiconductor SDN.BHD	Malaysia	100%	100%
124	HCL Technologies Trinidad And Tobago Limited	Trinidad and Tobago	100%	100%
125	HCL Technologies Azerbaijan Limited Liability Company	Azerbaijan	100%	100%
126	HCL Technologies Bulgaria EOOD	Bulgaria	100%	100%
127	HCL Vietnam Company Limited (Formerly known as HCL Technologies (Vietnam) Company Limited)	Vietnam	100%	100%
128	HCL Technologies Angola (SU), LDA	Angola	100%	100%
129	DWS Pty Limited (Formely "DWS Limited")	Australia	100%	100%
130	DWS (New Zealand) Ltd	New Zealand	100%	100%
131	Phoenix IT & T Consulting Pty Ltd	Australia	100%	100%
132	Wallis Nominees (Computing) Pty Ltd	Australia	100%	100%
133	DWS (NSW) Pty Ltd	Australia	100%	100%
134	Symplicit Pty Ltd	Australia	100%	100%
135	Projects Assured Pty Ltd	Australia	100%	100%
136	DWS Product Solutions Pty Ltd	Australia	100%	100%
137	Graeme V Jones & Associates Pty Ltd	Australia	100%	100%
138	Strategic Data Management Pty Ltd	Australia	100%	100%
139	SDM Sales Pty Ltd	Australia	100%	100%
140	HCL Technologies S.A.C.	Peru	100%	100%
141	HCL Technologies Costa Rica Sociedad De Responsabilidad Limitada ^	Costa Rica	100%	-
142	gbs-Gesellschaft für Bankssysteme GmbH #	Germany	51%	-
143	HCL Technologies Slovakia s. r. o. ^	Slovakia	100%	-
144	HCL Technologies Bahrain W.L.L ^	Bahrain	100%	-
145	HCL Technologies Morocco Limited ^	Morocco	100%	-

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

^ Incorporated during the year

# Acquired during the year

! Closed during the year

\* Merged during the year

\$ Merger order received on 6 April 2021 effective from 1 April 2020.

\$\$ Merger order received on 1 April 2021 effective from 1 January 2020.

@ Dissolved on 5 April 2022.

~Filed for strike off on 22 March 2022.

\*\* The Group has equity interest of 49% and 100% dividend rights and control.

%The Group has majority composition of board of directors and management control.

<b>Employee benefit trusts incorporated in India</b>
Hindustan Instruments Limited Employees Provident Fund Trust
HCL Consulting Limited Employees Superannuation Scheme
HCL Comnet System and Services Limited Employees Provident Fund Trust.
HCL Technologies Employees Group Gratuity Trust
HCL Technologies Stock Options Trust
C3i Support Services Employees Gratuity Trust
Sankalp Stock Trust
Sankalp Semiconductor Private Limited Employees Group Gratuity Trust

### (b) Related parties with whom transactions have taken place

<b>Key Management Personnel</b>
Mr. Shiv Nadar – Chief Strategy Officer (ceased to be Managing Director w.e.f. 19 July 2021)
Mr. C. Vijayakumar – Chief Executive Officer and Managing Director (appointed Managing Director w.e.f. 20 July 2021)
Mr. Prateek Aggarwal – Chief Financial Officer
Mr. Manish Anand – Company Secretary

<b>Non-Executive &amp; Independent Directors</b>
Mr. Ramanathan Srinivasan
Ms. Robin Ann Abrams
Dr. Sosale Shankara Sastry
Mr. Subramanian Madhavan
Mr. Thomas Sieber
Ms. Nishi Vasudeva
Mr. Deepak Kapoor
Mr. Mohan Chellappa
Mr. Simon John England
Ms. Vanitha Narayanan (appointed w.e.f. 19 July 2021)

<b>Non-Executive &amp; Non-Independent Directors</b>
Ms. Roshni Nadar Malhotra, Chairperson
Mr. Shikhar Neelkamal Malhotra

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Others (Significant influence)	
Mr. Shiv Nadar (ceased to be Managing Director w.e.f. 19 July 2021)	
Mrs. Kiran Nadar	
HCL Infosystems Limited	HCL IT City Lucknow Private Limited
HCL Avitas Private Limited	HCL Infotech Limited
Vama Sundari Investments (Delhi) Private Limited	Shiv Nadar University
HCL Corporation Private Limited	HCL Holding Private Limited
SSN Investments (Pondi) Private Limited	Shiv Nadar Foundation *
Naksha Enterprises Private Limited	Kiran Nadar Musuem of Art *
SSN Trust *	

\* Public Charitable Trusts in which Mr. Shiv Nadar or his family members are managing trustees.

Transactions with related parties during the normal course of business	Significant influence	
	Year ended	
	31 March 2022	31 March 2021
Revenue from operations	14	11
Interest income	2	2
Staff welfare and software license fee	60	87
Payment for use of facilities	4	6
Interim dividend	6,878	1,636
Final dividend	-	328
Depreciation charge on right-of-use assets	32	33
Interest expense on the lease liability	5	8
Other expenses	5	10

Material related party transactions	Year ended	
	31 March 2022	31 March 2021
Interim dividend paid		
Vama Sundari Investments (Delhi) Private Limited	4,949	1,174
HCL Holdings Private Limited	1,876	447
Final dividend (refer note below)		
Vama Sundari Investments (Delhi) Private Limited	-	235
HCL Holdings Private Limited	-	89

Transactions with Key Managerial personnel during the year (on accrual basis)	Year ended	
	31 March 2022	31 March 2021
Compensation		
Short-term employee benefits	37	40
Other long-term employee benefits	44	44

Other long term employee benefits include expense of ₹ 11 crores (previous year, NIL) recorded by the Company on account of share-based payments.

Above does not include post-employment benefits based on actuarial valuation as this is done for the company as a whole.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

Transactions with Directors during the year	Year ended	
	31 March 2022	31 March 2021
Commission & other benefits to Directors	10	10

Outstanding balances	Significant influence	
	As at	
	31 March 2022	31 March 2021
Trade receivables, other financial assets and other assets	32	33
Trade payables, other financial liabilities and contract liabilities	20	17
Employee and other payables	61	107
Right-of-use assets	61	79
Lease liabilities	69	85

All transactions entered by the Group with related parties are at arm's length and in ordinary course of business.

### 3.33 Research and development expenditure

	Year ended	
	31 March 2022	31 March 2021
Amount charged to statement of profit and loss	1,526	1,400
	<b>1,526</b>	<b>1,400</b>

### 3.34 Commitments and contingent liabilities

	As at	
	31 March 2022	31 March 2021
<b>(i) Capital and other commitments</b>		
<b>Capital commitments</b>		
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	541	350
<b>Uncalled liability on other investments partly paid</b>		
Capital commitment in limited liability partnership	5	7
<b>(ii) Contingent liabilities</b>		
Others (refer note (a) below)	346	133
	<b>892</b>	<b>490</b>

#### Notes :

- (a) A wholly owned subsidiary ('WOS') with a VSAT License had received a demand from Department of Telecommunications (DoT) in February 2015 for FY 2011-12 and FY 2013-14 for an amount of ₹ 133 crore, including penalty, interest and interest on penalty. Further, In July 2021, the WOS has received updated provisional order for FY 2011-12 and FY 2013-14 for an amount of ₹ 346 crores after updating interest up to July 2021. It had received provisional assessment orders for all the prior and future years with no demand. Demand is primarily due to DoT including IT Services revenues and related exchange gains in Adjusted Gross Revenue (AGR). The WOS had obtained stay in 2015 and its petition is pending adjudication at the Hon'ble Telecom Disputes Settlement and Appellate Tribunal ("TDSAT"). The IT Services business had been demerged from the WOS with effect 1 April 2012. The Hon'ble Supreme Court has pronounced its ruling on the AGR matter relating to Unified Access Service License on 24 October 2019. Subsequent to this ruling, the Company has obtained legal opinion and is of the view that it should be able to defend its position in the above matter. In March 2022, the Company has received a favorable judgement from TDSAT setting aside the demand raised by DOT including IT services revenue and related exchange gains in AGR.



## Notes to consolidated financial statements for the year ended 31 March 2022

*(All amounts in crores of ₹, except share data and as stated otherwise)*

- (b) The Indian Parliament has approved the Code on Social Security, 2020 which would impact the contributions by the Group towards Provident Fund and Gratuity. The effective date from which the changes are applicable is yet to be notified and the final rules are yet to be framed. The Group will carry out an evaluation of the impact and record the same in the financial statements in the period in which the Code becomes effective and the related rules are published.
- (c) The Group is involved in various lawsuits, claims and proceedings that arise in the ordinary course of business, the outcome of which is inherently uncertain. Some of these matters include speculative and frivolous claims for substantial or indeterminate amounts of damages. The Group records a liability when it is both probable that a loss has been incurred and the amount can be reasonably estimated. Significant judgment is required to determine both probability and the estimated amount. The Group reviews these provisions at least quarterly and adjusts these provisions accordingly to reflect the impact of negotiations, settlements, rulings, advice of legal counsel, and updated information. The Group believes that the amount or estimable range of reasonably possible loss, will not, either individually or in the aggregate, have a material adverse effect on its business, consolidated financial position, results of the Group, or cash flows with respect to loss contingencies for legal and other contingencies as at 31 March 2022.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.35 Additional information under general instructions for the preparation of consolidated financial statements of Schedule III to the Companies Act, 2013

S. No.	Name of the Entity	Country of incorporation	Percentage holding as at 31 March 2022	Net Assets, i.e. total assets minus liabilities as at		Share in profit and loss		Share in other comprehensive income		Share in total comprehensive income			
				31 March 2022									
				As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount		
Parent	HCL Technologies Limited	India	NA	55.37	34,331	79.79	10,790	-	288	80.13	11,078		
<b>Subsidiaries</b>													
<b>Indian</b>													
1	HCL Comnet Systems & Services Limited	India	100%	0.02	10	(0.01)	(2)	-	-	(0.01)	(2)		
2	Statestreet HCL Services (India) Private Limited *	India	100%	0.69	427	(0.21)	(29)	-	1	(0.20)	(28)		
3	HCL Software Products Limited	India	100%	0.16	101	0.90	122	-	-	0.88	122		
4	HCL Training & Staffing Services Private Limited	India	100%	0.02	14	0.11	15	-	-	0.11	15		
5	C3i Support Services Private Limited	India	100%	0.11	70	0.07	9	-	-	0.07	9		
6	Sankalp Semiconductor Private Limited	India	100%	0.33	205	0.15	20	-	-	0.14	20		
7	Sankguj Semiconductor Private Limited	India	100%	0.00	0	(0.00)	(0)	-	-	-	-		
<b>Foreign</b>													
8	HCL Bermuda Limited	Bermuda	100%	0.01	4	(0.01)	(2)	-	-	(0.01)	(2)		
9	HCL Technologies (Shanghai) Limited	China	100%	0.29	180	0.09	13	-	-	0.09	13		
10	HCL Singapore Pte. Limited	Singapore	100%	0.37	227	0.50	67	-	-	0.48	67		
11	HCL Great Britain Limited	UK	100%	0.28	174	0.05	7	-	-	0.05	7		
12	HCL Australia Services Pty. Limited	Australia	100%	0.45	278	0.23	31	-	-	0.22	31		
13	HCL (New Zealand) Limited	New Zealand	100%	0.26	159	0.15	20	-	-	0.14	20		
14	HCL Hong Kong SAR Limited	Hong Kong	100%	0.05	34	0.07	10	-	-	0.07	10		
15	HCL Japan Limited	Japan	100%	0.38	233	0.29	39	-	-	0.28	39		
16	HCL America Inc.	USA	100%	7.96	4,936	5.29	715	-	-	5.17	715		
17	HCL Technologies Austria GmbH	Austria	100%	0.00	2	0.05	6	-	-	0.04	6		
18	HCL Poland Sp.z.o.o	Poland	100%	0.09	53	0.26	35	-	-	0.25	35		
19	HCL EAS Limited	UK	100%	0.53	329	0.06	8	-	-	0.06	8		
20	HCL Insurance BPO Services Limited	UK	100%	0.07	45	0.22	30	-	-	0.22	30		
21	Axon Group Limited	UK	100%	0.02	9	(0.03)	(4)	-	-	(0.03)	(4)		
22	HCL Canada Inc.	Canada	100%	0.58	361	0.71	96	-	-	0.69	96		
23	HCL Technologies Solutions GmbH	Switzerland	100%	0.25	155	0.07	10	-	-	0.07	10		
24	Axon Solutions Pty. Limited	Australia	100%	0.00	0	0.00	0	-	-	-	-		
25	Axon Solutions Limited	UK	100%	0.25	157	0.11	15	-	-	0.11	15		
26	HCL Technologies Malaysia Sdn. Bhd.	Malaysia	100%	0.08	52	0.14	19	-	-	0.14	19		
27	Axon Solutions (Shanghai) Co. Limited	China	100%	0.99	612	0.23	31	-	-	0.22	31		
28	HCL Technologies (Proprietary) Ltd	South Africa	48.16%	0.62	382	0.37	50	-	-	0.36	50		
29	HCL Argentina s.a.	Argentina	100%	0.04	23	0.01	1	-	-	0.01	1		
30	HCL Mexico S. de R.L.	Mexico	100%	0.20	122	0.25	34	-	-	0.25	34		

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

S. No.	Name of the Entity	Country of incorporation	Percentage holding as at 31 March 2022	Net Assets, i.e. total assets minus liabilities as at		Share in profit and loss		Share in other comprehensive income		Share in total comprehensive income			
				31 March 2022									
				As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount		
31	HCL Technologies Romania s.r.l.	Romania	100%	0.03	19	0.05	7	-	-	0.05	7		
32	HCL Hungary Kft	Hungary	100%	0.52	322	(0.04)	(6)	-	-	(0.04)	(6)		
33	HCL Latin America Holding LLC	USA	100%	0.03	20	(0.06)	(8)	-	-	(0.06)	(8)		
34	HCL (Brazil) Tecnologia da informacao EIRELI	Brazil	100%	0.39	242	0.23	31	-	-	0.22	31		
35	HCL Technologies Denmark Aps	Denmark	100%	0.25	155	0.23	31	-	-	0.22	31		
36	HCL Technologies Norway AS	Norway	100%	0.18	110	0.15	20	-	-	0.14	20		
37	PT. HCL Technologies Indonesia Limited	Indonesia	100%	0.05	30	0.01	1	-	-	0.01	1		
38	HCL Technologies Philippines Inc.	Philippines	100%	0.22	136	0.22	29	-	-	0.21	29		
39	HCL Technologies South Africa (Proprietary) Limited	South Africa	36.40%	0.04	27	0.01	1	-	-	0.01	1		
40	HCL Arabia LLC	Saudi Arabia	100%	0.08	51	0.07	9	-	-	0.07	9		
41	HCL Technologies France SAS	France	100%	0.36	223	0.28	38	-	-	0.27	38		
42	Filial Espanola De HCL Technologies S.L	Spain	100%	0.06	38	0.05	7	-	-	0.05	7		
43	Anzospa Investments Pty Limited	South Africa	70%	0.00	2	(0.00)	(0)	-	-	-	-		
44	HCL Investments (UK) Limited	UK	100%	0.94	584	0.26	35	-	-	0.25	35		
45	HCL America Solutions Inc.	USA	100%	(0.34)	(213)	0.39	52	-	-	0.38	52		
46	HCL Technologies Chile Spa	Chile	100%	0.11	66	0.04	5	-	-	0.04	5		
47	HCL Technologies UK Limited	UK	100%	4.82	2,988	0.73	99	-	-	0.72	99		
48	Statestreet HCL Holding UK Limited *	UK	100%	-	-	(0.00)	(0)	-	-	-	-		
49	Statestreet HCL Services (Philippines) Inc. *	Philippines	100%	0.05	30	(0.01)	(1)	-	-	(0.01)	(1)		
50	HCL Technologies B.V.	Netherlands	100%	0.19	120	0.34	46	-	-	0.33	46		
51	HCL (Ireland) Information Systems Limited	Ireland	100%	0.16	99	0.63	85	-	-	0.61	85		
52	HCL Technologies Germany GmbH	Germany	100%	0.50	310	0.28	38	-	13	0.37	51		
53	HCL Technologies Belgium BV (Formerly "HCL Technologies Belgium BVBA")	Belgium	100%	0.31	193	0.10	14	-	-	0.10	14		
54	HCL Technologies Sweden AB	Sweden	100%	2.61	1,618	1.70	230	-	-	1.66	230		
55	HCL Technologies Finland Oy	Finland	100%	0.36	224	0.41	56	-	-	0.41	56		
56	HCL Technologies Italy S.P.A	Italy	100%	(0.01)	(4)	0.18	24	-	-	0.17	24		
57	HCL Technologies Columbia S.A.S	Columbia	100%	0.05	28	(0.01)	(1)	-	-	(0.01)	(1)		
58	HCL Technologies Middle East FZ-LLC	UAE	100%	0.08	49	(0.02)	(2)	-	-	(0.01)	(2)		
59	HCL Istanbul Bilisim Teknolojileri Limited Sirketi	Turkey	100%	0.01	8	0.02	3	-	-	0.02	3		
60	HCL Technologies Greece Single Member P.C	Greece	100%	0.01	7	0.00	1	-	-	0.01	1		
61	HCL Technologies S.A.	Venezuela	100%	0.00	1	0.00	0	-	-	-	-		

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

S. No.	Name of the Entity	Country of incorporation	Percentage holding as at 31 March 2022	Net Assets, i.e. total assets minus liabilities as at		Share in profit and loss		Share in other comprehensive income		Share in total comprehensive income			
				31 March 2022									
				As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount		
62	HCL Technologies Beijing Co., Ltd	China	100%	0.05	32	0.02	2	-	-	0.01	2		
63	HCL Technologies Luxembourg S.a r.l	Luxembourg	100%	0.01	6	0.01	1	-	-	0.01	1		
64	HCL Technologies Egypt Limited	Egypt	100%	0.02	14	0.01	1	-	-	0.01	1		
65	HCL Technologies Estonia OU	Estonia	100%	0.01	6	0.00	0	-	-	-	-		
66	HCL Technologies (Thailand) Ltd.	Thailand	100%	0.03	20	0.03	4	-	-	0.03	4		
67	HCL Technologies Czech Republic s.r.o.	Czech Republic	100%	0.14	90	0.14	19	-	-	0.14	19		
68	HCL Muscat Technologies L.L.C.	Oman	100%	0.01	6	0.00	0	-	-	-	-		
69	Point To Point Limited	UK	100%	0.07	41	(0.00)	(0)	-	-	-	-		
70	Point To Point Products Limited	UK	100%	0.01	6	0.00	0	-	-	-	-		
71	HCL Technologies Lithuania UAB	Lithuania	100%	0.00	0	0.08	10	-	-	0.07	10		
72	HCL Technologies (Taiwan) Ltd.	China	100%	0.08	48	0.03	4	-	-	0.03	4		
73	Geometric Americas, Inc.	USA	100%	0.49	302	0.17	23	-	-	0.17	23		
74	HCL Asia Pacific Pte Ltd.	Singapore	100%	0.05	31	0.04	5	-	-	0.04	5		
75	Geometric Europe GmbH	Germany	100%	0.14	89	(0.00)	(0)	-	-	-	-		
76	Geometric China, Inc.	China	100%	0.03	19	0.00	0	-	-	-	-		
77	Butler America Aerospace LLC	USA	100%	1.00	620	(0.27)	(37)	-	-	(0.27)	(37)		
78	HCL Lending Solutions, LLC (formerly "Urban Fulfillment Services LLC")	USA	100%	0.13	80	0.36	48	-	-	0.35	48		
79	Datawave (An HCL Technologies Company) Limited	Scotland	100%	0.06	39	0.00	0	-	-	-	-		
80	HCL Technologies Corporate Services Limited	UK	100%	8.63	5,351	0.00	1	-	-	0.01	1		
81	Telerox Marketing Inc.	USA	100%	0.38	234	0.89	121	-	-	0.88	121		
82	C3i Europe Eood	Bulgaria	100%	0.01	6	0.19	26	-	-	0.19	26		
83	C3i (UK) Limited	UK	100%	-	-	(0.01)	(1)	-	-	(0.01)	(1)		
84	C3i Japan GK	Japan	100%	0.01	4	0.00	0	-	-	-	-		
85	C3i Services & Technologies (Dalian) Co., Ltd	China	100%	0.05	33	0.05	7	-	-	0.05	7		
86	HCL Technologies SEP Holdings Inc	USA	100%	0.31	194	(0.36)	(48)	-	-	(0.35)	(48)		
87	Action Corporation (and including its subsidiaries)	USA	100%	3.73	2,315	1.19	161	-	-	1.16	161		
88	HCL Technologies Vietnam Company Limited	Vietnam	100%	0.01	5	0.00	1	-	-	0.01	1		
89	HCL Guatemala, Sociedad Anonima	Guatemala	100%	0.01	5	0.18	25	-	-	0.18	25		
90	Sankalp Semiconductor Inc.	Canada	100%	0.01	8	0.00	0	-	-	-	-		
91	Sankalp USA Inc.	USA	100%	0.00	3	0.01	1	-	-	0.01	1		
92	Sankalp Semiconductor GmbH.	Germany	100%	-	-	(0.00)	(0)	-	-	-	-		
93	Sankalp Semiconductor SDN.BHD	Malaysia	100%	-	-	(0.00)	(0)	-	-	-	-		

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

S. No.	Name of the Entity	Country of incorporation	Percentage holding as at 31 March 2022	Net Assets, i.e. total assets minus liabilities as at		Share in profit and loss		Share in other comprehensive income		Share in total comprehensive income			
				31 March 2022									
				As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount		
94	H C L Technologies Lanka (Private) Limited	Sri Lanka	100%	0.10	60	0.63	85	-	-	0.61	85		
95	HCL TECHNOLOGIES TRINIDAD AND TOBAGO LIMITED	Trinidad and Tobago	100%	0.01	5	0.00	0	-	-	-	-		
96	HCL Technologies Azerbaijan Limited Liability Company	Azerbaijan	100%	-	-	(0.00)	(0)	-	-	-	-		
97	HCL Technologies Bulgaria EOOD	Bulgaria	100%	0.00	1	0.02	2	-	-	0.01	2		
98	HCL Vietnam Company Limited (Formerly known as HCLTechnologies (Vietnam) Company Limited)	Vietnam	100%	0.06	34	(0.27)	(36)	-	-	(0.26)	(36)		
99	HCL Technologies Angola (SU), LDA	Angola	100%	0.01	6	0.00	1	-	-	0.01	1		
100	HCL Technologies S.A.C.	Peru	100%	0.00	1	0.00	0	-	-	-	-		
101	DWS Pty Limited (Formely "DWS Limited")	Australia	100%	0.87	539	(0.48)	(65)	-	-	(0.47)	(65)		
102	Wallis Nominees (Computing) Pty Ltd	Australia	100%	0.07	42	0.39	53	-	-	0.38	53		
103	DWS (NSW) Pty Ltd	Australia	100%	0.09	56	0.12	17	-	-	0.12	17		
104	Projects Assured Pty Ltd	Australia	100%	0.76	471	0.73	98	-	-	0.71	98		
105	Symplicit Pty Ltd	Australia	100%	0.01	7	(0.02)	(3)	-	-	(0.00)	(3)		
106	Phoenix IT & T Consulting Pty Ltd	Australia	100%	0.00	0	0.00	0	-	-	-	-		
107	DWS Product Solutions Pty Ltd	Australia	100%	0.00	0	0.00	0	-	-	-	-		
108	Graeme V Jones & Associates Pty Ltd	Australia	100%	0.00	0	(0.00)	(0)	-	-	-	-		
109	SDM Sales Pty Ltd	Australia	100%	0.00	0	(0.00)	(0)	-	-	-	-		
110	Strategic Data Management Pty Ltd	Australia	100%	0.00	0	0.00	0	-	-	-	-		
111	DWS (New Zealand) Ltd	New Zealand	100%	0.00	0	(0.00)	(0)	-	-	-	-		
112	HCL Technologies Costa Rica Sociedad De Responsabilidad Limitada	Costa Rica	100%	0.00	2	0.00	0	-	-	-	-		
113	gbs - Gesellschaft fur Banksysteme GmbH	Germany	51%	(0.00)	(2)	(0.03)	(4)	-	-	(0.03)	(4)		
114	HCL Technologies Slovakia s. r. o.	Slovakia	100%	-	-	-	-	-	-	-	-		
115	HCL Technologies Bahrain W.L.L	Bahrain	100%	-	-	-	-	-	-	-	-		
116	HCL Technologies Morocco Limited	Morocco	100%	-	-	-	-	-	-	-	-		
<b>Associates</b>													
<b>Foreign</b>													
117	Austin GIS, Inc.	USA	13.9%	0.01	9	0.00	1	-	-	0.01	1		
<b>Total</b>				100.00	62,006	100.00	13,523	-	302	100.00	13,825		
Non controlling interest					(92)		(24)		(5)		(29)		
Consolidation adjustments					-		-		455		455		
<b>Consolidated Net assets / Profit after tax</b>					<b>61,914</b>		<b>13,499</b>		<b>752</b>		<b>14,251</b>		

**Note:** Dividend received from subsidiaries has been excluded from profits.

\* The Group has equity interest of 49% and 100% dividend rights and control.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.35 Additional information under general instructions for the preparation of consolidated financial statements of Schedule III to the Companies Act, 2013

S. No.	Name of the Entity	Country of incorporation	Percentage holding as at 31 March 2021	Net Assets, i.e. total assets minus liabilities as at		Share in profit and loss		Share in other comprehensive income		Share in total comprehensive income			
				31 March 2021									
				As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount		
Parent	HCL Technologies Limited	India	NA	63.91	38,398	77.72	8,680	94.59	507	78.49	9,187		
<b>Subsidiaries</b>													
<b>Indian</b>													
1	HCL Comnet Systems & Services Limited	India	100%	0.02	12	(0.11)	(12)	-	-	(0.10)	(12)		
2	Statestreet HCL Services (India) Private Limited *	India	100%	0.87	521	0.92	102	0.19	1	0.88	103		
3	HCL Software Products Limited (formerly "HCL Global Processing Services Limited")	India	100%	(0.08)	(46)	0.88	99	-	-	0.85	99		
4	HCL Training & Staffing Services Private Limited	India	100%	-	1	(0.16)	(18)	-	-	(0.15)	(18)		
5	C3i Support Services Private Limited	India	100%	0.08	49	0.09	10	-	-	0.09	10		
6	Sankalp Semiconductor Private Limited	India	100%	0.33	197	0.15	17	-	-	0.15	17		
7	Sankguj Semiconductor Private Limited	India	100%	-	-	-	-	-	-	-	-		
8	HCL Foundation	India	100%	-	-	-	-	-	-	-	-		
<b>Foreign</b>													
9	HCL Bermuda Limited	Bermuda	100%	0.06	38	1.08	120	-	-	1.02	120		
10	HCL Technologies (Shanghai) Limited	China	100%	0.20	120	0.11	12	-	-	0.10	12		
11	HCL Singapore Pte. Limited	Singapore	100%	0.28	170	0.50	56	-	-	0.48	56		
12	HCL Great Britain Limited	UK	100%	0.19	116	(0.15)	(17)	-	-	(0.15)	(17)		
13	HCL GmbH	Germany	100%	0.10	59	0.02	2	-	-	0.02	2		
14	HCL Australia Services Pty. Limited	Australia	100%	0.60	363	0.66	73	-	-	0.62	73		
15	HCL (New Zealand) Limited	New Zealand	100%	0.31	184	0.19	21	-	-	0.18	21		
16	HCL Hong Kong SAR Limited	Hong Kong	100%	0.04	24	0.09	10	-	-	0.09	10		
17	HCL Japan Limited	Japan	100%	0.23	136	0.22	25	-	-	0.21	25		
18	HCL America Inc.	USA	100%	4.30	2,586	6.66	744	7.28	39	6.68	783		
19	HCL Technologies Austria GmbH	Austria	100%	0.02	14	0.06	6	-	-	0.05	6		
20	HCL Poland Sp.z.o.o	Poland	100%	0.08	46	0.23	25	-	-	0.21	25		
21	HCL EAS Limited	UK	100%	-	3	(0.64)	(71)	-	-	(0.61)	(71)		
22	HCL Insurance BPO Services Limited	UK	100%	0.03	18	(0.03)	(3)	-	-	(0.04)	(3)		
23	Axon Group Limited	UK	100%	0.02	9	-	-	-	-	-	-		
24	HCL Canada Inc. (Formerly "HCL Axon Technologies Inc.")	Canada	100%	0.35	214	0.37	41	-	-	0.35	41		
25	HCL Technologies Solutions GmbH	Switzerland	100%	0.14	82	0.10	12	-	-	0.10	12		
26	Axon Solutions Pty. Limited	Australia	100%	0.02	15	-	-	-	-	-	-		
27	Axon Solutions Limited	UK	100%	0.78	469	0.19	21	-	-	0.18	21		
28	HCL Technologies Malaysia Sdn. Bhd. (Formerly "HCL Axon Malaysia Sdn. Bhd.")	Malaysia	100%	0.09	52	0.14	16	-	-	0.14	16		



## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

S. No.	Name of the Entity	Country of incorporation	Percentage holding as at 31 March 2021	Net Assets, i.e. total assets minus liabilities as at		Share in profit and loss		Share in other comprehensive income		Share in total comprehensive income			
				31 March 2021									
				As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount		
29	Axon Solutions (Shanghai) Co. Limited	China	100%	0.67	403	0.37	41	-	-	0.35	41		
30	HCL Technologies (Proprietary) Ltd (Formerly "HCL Axon (Proprietary) Limited")	South Africa	48.16%	0.64	385	0.42	47	-	-	0.40	47		
31	HCL Argentina s.a.	Argentina	100%	0.04	26	(0.02)	(2)	-	-	(0.02)	(2)		
32	HCL Mexico S. de R.L.	Mexico	100%	0.25	152	0.35	39	-	-	0.33	39		
33	HCL Technologies Romania s.r.l.	Romania	100%	0.04	22	0.08	9	-	-	0.08	9		
34	HCL Hungary Kft	Hungary	100%	0.01	3	0.01	1	-	-	0.01	1		
35	HCL Latin America Holding LLC	USA	100%	0.03	16	0.05	6	-	-	0.05	6		
36	HCL (Brazil) Tecnologia da informacao EIRELI (Formerly "HCL (Brazil) Tecnologia da informacao Ltda.")	Brazil	100%	0.27	165	-	(1)	-	-	(0.01)	(1)		
37	HCL Technologies Denmark Aps	Denmark	100%	0.29	176	0.27	30	-	-	0.26	30		
38	HCL Technologies Norway AS	Norway	100%	0.12	75	-	-	-	-	-	-		
39	PT. HCL Technologies Indonesia Limited	Indonesia	100%	0.05	30	0.05	5	-	-	0.04	5		
40	HCL Technologies Philippines Inc.	Philippines	100%	0.17	101	0.08	9	-	-	0.08	9		
41	HCL Technologies South Africa (Proprietary) Limited	South Africa	36.40%	0.04	23	0.01	1	-	-	0.01	1		
42	HCL Arabia LLC	Saudi Arabia	100%	0.11	69	0.10	12	-	-	0.10	12		
43	HCL Technologies France SAS	France	100%	0.36	215	0.20	23	-	-	0.20	23		
44	Filial Espanola De HCL Technologies S.L	Spain	100%	0.17	102	0.13	14	-	-	0.12	14		
45	Anzospan Investments Pty Limited	South Africa	70%	-	1	(0.24)	(27)	-	-	(0.23)	(27)		
46	HCL Investments (UK) Limited	UK	100%	1.05	628	0.06	7	-	-	0.06	7		
47	HCL America Solutions Inc.	USA	100%	(0.11)	(65)	0.33	37	-	-	0.32	37		
48	HCL Technologies Chile Spa	Chile	100%	0.07	42	0.04	5	-	-	0.04	5		
49	HCL Technologies UK Limited	UK	100%	4.50	2,702	0.60	67	-	-	0.57	67		
50	Statestreet HCL Holding UK Limited *	UK	100%	-	-	-	-	-	-	-	-		
51	Statestreet HCL Services (Philippines) Inc. *	Philippines	100%	0.05	32	-	(1)	-	-	(0.01)	(1)		
52	HCL Technologies B.V.	Netherlands	100%	0.35	211	0.61	69	-	-	0.59	69		
53	HCL (Ireland) Information Systems Limited	Ireland	100%	0.30	180	0.76	85	-	-	0.73	85		
54	HCL Technologies Germany Gmbh	Germany	100%	(0.06)	(37)	0.73	82	(2.06)	(11)	0.61	71		
55	HCL Technologies Belgium BVBA	Belgium	100%	0.20	117	0.12	13	-	-	0.11	13		
56	HCL Technologies Sweden AB	Sweden	100%	2.59	1,554	1.76	196	-	-	1.67	196		
57	HCL Technologies Finland Oy	Finland	100%	0.27	162	0.50	56	-	-	0.48	56		
58	HCL Technologies Italy S.P.A	Italy	100%	(0.05)	(32)	0.15	17	-	-	0.15	17		
59	HCL Technologies Columbia S.A.S	Columbia	100%	0.05	29	(0.03)	(4)	-	-	(0.03)	(4)		

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

S. No.	Name of the Entity	Country of incorporation	Percentage holding as at 31 March 2021	Net Assets, i.e. total assets minus liabilities as at		Share in profit and loss		Share in other comprehensive income		Share in total comprehensive income			
				31 March 2021									
				As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount		
60	HCL Technologies Middle East FZ-LLC	UAE	100%	0.04	25	0.10	12	-	-	0.10	12		
61	HCL Istanbul Bilisim Teknolojileri Limited Sirketi	Turkey	100%	0.01	7	-	-	-	-	-	-		
62	HCL Technologies Greece Single Member P.C	Greece	100%	0.01	7	-	-	-	-	-	-		
63	HCL Technologies S.A.	Venezuela	100%	-	-	-	-	-	-	-	-		
64	HCL Technologies Beijing Co., Ltd	China	100%	0.03	19	0.07	8	-	-	0.07	8		
65	HCL Technologies Luxembourg S.a r.l	Luxembourg	100%	0.01	4	-	-	-	-	-	-		
66	HCL Technologies Egypt Limited	Egypt	100%	0.02	11	0.01	1	-	-	0.01	1		
67	HCL Technologies Estonia OU	Estonia	100%	0.01	6	0.01	1	-	-	0.01	1		
68	HCL Technologies (Thailand) Ltd.	Thailand	100%	0.05	29	-	-	-	-	-	-		
69	HCL Technologies Czech Republic s.r.o.	Czech Republic	100%	0.13	79	0.26	29	-	-	0.25	29		
70	HCL Muscat Technologies L.L.C.	Oman	100%	0.01	4	0.02	2	-	-	0.02	2		
71	Point To Point Limited	UK	100%	0.09	52	-	-	-	-	-	-		
72	Point To Point Products Limited	UK	100%	0.02	10	0.03	4	-	-	0.03	4		
73	HCL Technologies Lithuania UAB	Lithuania	100%	0.07	41	0.09	10	-	-	0.09	10		
74	HCL Technologies (Taiwan) Ltd.	China	100%	0.03	20	0.02	2	-	-	0.02	2		
75	Geometric Americas, Inc.	USA	100%	0.38	227	(0.02)	(3)	-	-	(0.03)	(3)		
76	HCL Asia Pacific Pte Ltd (Formerly "Geometric Asia Pacific Pte. Ltd")	Singapore	100%	0.04	25	0.04	5	-	-	0.04	5		
77	Geometric Europe GmbH	Germany	100%	0.12	73	(0.06)	(6)	-	-	(0.05)	(6)		
78	Geometric China, Inc.	China	100%	0.03	17	-	-	-	-	-	-		
79	Geometric SRL	Romania	100%	0.01	7	0.01	1	-	-	0.01	1		
80	Butler America Aerospace LLC	USA	100%	1.06	636	-	(1)	-	-	(0.01)	(1)		
81	Urban Fulfillment Services LLC	USA	100%	0.10	59	0.50	55	-	-	0.47	55		
82	Datawave (An HCL Technologies Company) Limited (formerly known as "ETL Factory Limited")	Scotland	100%	0.07	43	(0.04)	(4)	-	-	(0.03)	(4)		
83	HCL Technologies Corporate Services Limited	UK	100%	6.09	3,659	0.05	6	-	-	0.05	6		
84	Telrx Marketing, Inc.	USA	100%	0.42	262	1.36	151	-	-	1.29	151		
85	C3i Europe Eood	Bulgaria	100%	(0.01)	(7)	0.19	22	-	-	0.19	22		
86	C3i (UK) Limited	UK	100%	-	1	-	-	-	-	-	-		
87	C3i Japan GK	Japan	100%	0.01	5	0.01	1	-	-	0.01	1		
88	C3i Services & Technologies (Dalian) Co., Ltd	China	100%	0.03	21	0.05	5	-	-	0.04	5		
89	HCL Technologies SEP Holdings Inc	USA	80%	(0.48)	(289)	(0.96)	(107)	-	-	(0.91)	(107)		
90	Action Corporation (and including its subsidiaries)	USA	80%	3.99	2,396	1.75	195	-	-	1.67	195		
91	Honisberg & Duvel Datentchnik GMBH	Germany	100%	0.43	259	(0.36)	(41)	-	-	(0.35)	(41)		

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

S. No.	Name of the Entity	Country of incorporation	Percentage holding as at 31 March 2021	Net Assets, i.e. total assets minus liabilities as at		Share in profit and loss		Share in other comprehensive income		Share in total comprehensive income			
				31 March 2021									
				As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount		
92	H&D Business Services GmbH	Germany	100%	(0.01)	(8)	-	-	-	-	-	-		
93	H&D IT Solutions GmbH	Germany	100%	(0.02)	(12)	-	-	-	-	-	-		
94	H&D Training und Consulting GmbH	Germany	100%	-	-	-	-	-	-	-	-		
95	H&D IT Professional Services GmbH	Germany	100%	-	(1)	-	-	-	-	-	-		
96	qmo-it GmbH	Germany	100%	-	1	-	-	-	-	-	-		
97	H&D Services for Engineering GmbH	Germany	100%	(0.01)	(7)	-	-	-	-	-	-		
98	CATIS GmbH	Germany	100%	-	-	-	-	-	-	-	-		
99	H&D IT Automotive Services GmbH	Germany	100%	-	(2)	-	-	-	-	-	-		
100	CA Management Services GmbH	Germany	100%	(0.01)	(5)	-	-	-	-	-	-		
101	H&D ITAS Infrastructure Services GmbH	Germany	100%	-	(1)	-	-	-	-	-	-		
102	H&D ITAS Application Services GmbH	Germany	100%	-	(3)	-	-	-	-	-	-		
103	H&D ITAS Client Services GmbH	Germany	100%	(0.02)	(9)	-	-	-	-	-	-		
104	H&D ITAS Sud GmbH	Germany	100%	-	(1)	-	-	-	-	-	-		
105	H&D International GmbH	Germany	100%	0.01	5	-	(1)	-	-	(0.01)	(1)		
106	HCL Technologies Vietnam Company Limited	Vietnam	100%	0.01	4	-	-	-	-	-	-		
107	HCL Guatemala, Sociedad Anonima	Guatemala	100%	(0.02)	(12)	0.15	18	-	-	0.15	18		
108	Sankalp Semiconductor Inc.	Canada	100%	0.01	8	0.01	1	-	-	0.01	1		
109	Sankalp USA Inc.	USA	100%	0.01	6	-	(1)	-	-	(0.01)	(1)		
110	Sankalp Semiconductor GmbH.	Germany	100%	-	-	-	-	-	-	-	-		
111	Sankalp Semiconductor SDN.BHD.	Malaysia	100%	-	-	-	-	-	-	-	-		
112	H C L Technologies Lanka (Private) Limited	Sri Lanka	100%	0.04	23	-	1	-	-	0.01	1		
113	HCL TECHNOLOGIES TRINIDAD AND TOBAGO LIMITED	Trinidad and Tobago	100%	-	-	-	-	-	-	-	-		
114	HCL Technologies Azerbaijan Limited Liability Company	Azerbaijan	100%	-	-	-	-	-	-	-	-		
115	HCL Technologies Bulgaria EOOD	Bulgaria	100%	-	1	-	-	-	-	-	-		
116	HCL Vietnam Company Limited	Vietnam	100%	-	2	0.01	1	-	-	0.01	1		
117	HCL Technologies Angola (SU), LDA.	Angola	100%	-	-	-	-	-	-	-	-		
118	HCL Technologies S.A.C.	Peru	100%	-	-	-	-	-	-	-	-		
119	DWS Limited	Australia	100%	0.81	488	(0.28)	(30)	-	-	(0.26)	(30)		
120	Wallis Nominees (Computing) Pty Ltd	Australia	100%	0.08	48	-	(1)	-	-	(0.01)	(1)		
121	D W S (NSW) Pty Ltd	Australia	100%	0.08	48	0.02	4	-	-	0.03	4		
122	Projects Assured Pty Ltd	Australia	100%	0.75	449	0.18	22	-	-	0.19	22		
123	Symplicit Pty Ltd	Australia	100%	0.01	4	-	-	-	-	-	-		
124	Phoenix IT & T Consulting Pty limited	Australia	100%	-	-	-	-	-	-	-	-		

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

S. No.	Name of the Entity	Country of incorporation	Percentage holding as at 31 March 2021	Net Assets, i.e. total assets minus liabilities as at		Share in profit and loss		Share in other comprehensive income		Share in total comprehensive income			
				31 March 2021									
				As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount	As % of consolidate	Amount		
125	DWS Product Solutions Pty Ltd	Australia	100%	0.02	10	-	-	-	-	-	-		
126	Graeme V. Jones & Associates Pty Ltd	Australia	100%	-	-	-	-	-	-	-	-		
127	SDM Sales Pty Ltd	Australia	100%	-	1	-	-	-	-	-	-		
128	Strategic Data Management Pty Ltd	Australia	100%	-	-	-	-	-	-	-	-		
129	DWS (New Zealand) Limited	New Zealand	100%	-	-	-	-	-	-	-	-		
<b>Total</b>				100.00	60,082	100.00	11,169	100.00	536	100.00	11,705		
Non controlling interest					(169)		(24)		5		(19)		
Consolidation adjustments					-		-		222		222		
<b>Consolidated Net assets / Profit after tax</b>					<b>59,913</b>		<b>11,145</b>		<b>763</b>		<b>11,908</b>		

**Note:** Dividend received from subsidiaries has been excluded from profits.

\* The Group has equity interest of 49% and 100% dividend rights and control.

### 3.36 Change in classification

- (1) Pursuant to amendment in Schedule III to the Companies Act, 2013, effective from 1 April 2021, the Group has modified the classification of certain assets and liabilities. Comparative amounts in the notes to the consolidated financial statements were reclassified for consistency.

	As earlier reported	Revised classification	Difference
<b>Assets</b>			
Financial assets			
Trade receivables - unbilled (current and non-current)	-	4,972	4,972
Others (current and non-current)	8,458	3,486	(4,972)
<b>Liabilities</b>			
Financial liabilities			
Borrowings	-	79	79
Trade payables - unbilled and accruals	-	3,731	3,731
Others	8,421	4,611	(3,810)

- (2) During the year ended 31 March 2022, the Group revised the presentation of 'contract liabilities' from 'other liabilities' to face of the consolidated balance sheet for better presentation. Comparative amounts in the notes to the consolidated financial statements were reclassified for consistency.
- (3) During the year ended 31 March 2022, the Group has revised the presentation of certain notes to the consolidated financial statements for better presentation. Comparative amounts in the notes to the consolidated financial statements were reclassified for consistency.

## Notes to consolidated financial statements for the year ended 31 March 2022

(All amounts in crores of ₹, except share data and as stated otherwise)

### 3.37 Subsequent events

- (a) The Board of Directors at its meeting held on 21 April 2022 has declared an interim dividend of ₹18 per share.
- (b) On 14 January 2022, the Group through a wholly owned subsidiary had signed a definitive agreement to acquire 100% shareholding of Starschema, a leading provider of data engineering services, based in Budapest, Hungary for a consideration of ₹ 322 crores (\$ 42.5 million) payable in cash. Starschema provides consulting, technology and managed services in data engineering to Global 2000 companies in the U.S. and Europe. The strategic acquisition will bolster HCL's capability in digital engineering driven by data engineering and increase its presence in Central and Eastern Europe.

The acquisition was consummated on 2 April 2022.

---

As per our report of even date attached

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

Firm's Registration No. : 101248W/W-100022

**Rakesh Dewan**

**Partner**

Membership Number: 092212

**For and on behalf of the Board of Directors of HCL Technologies Limited**

**Roshni Nadar Malhotra**

Chairperson

**C. Vijayakumar**

Chief Executive Officer  
and Managing Director

**S. Madhavan**

Director

**Prateek Aggarwal**

Chief Financial Officer

**Goutam Rungta**

Executive Vice President - Finance

**Manish Anand**

Company Secretary

Gurugram, India

21 April 2022

Noida (UP), India

21 April 2022

### Statement containing the salient features of the financial statements of subsidiaries/ associates companies

[Pursuant to first proviso to sub-section (3) of section 129 of the Companies Act, 2013, read with rule 5 of Companies (Accounts) Rules, 2014 in the prescribed Form AOC-I]

(Amount in ₹ Thousand)

S. No	Name of the Subsidiary Company	Date of acquisition / incorporation	Financial period ended	Reporting Currency	Exchange Rate as on respective balance sheet date	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments (other than in subsidiaries)	Turnover	Profit/(Loss) before taxation	Provision for taxation	Profit/ (Loss) after taxation	Proposed Dividend	Extent of shareholding (in percentage)
1	HCL Comnet Systems & Services Limited	24-Aug-99	31-Mar-22	INR	1.00	12,800	17,445	298,701	268,456	69,175	148,076	14,365	(66)	14,431	-	100%
2	HCL Bermuda Limited	10-Dec-97	31-Mar-22	USD	75.79	34,844,521	47,445,171	82,289,692	-	94,736	-	(53,734)	-	(53,734)	-	100%
3	HCL Technologies (Shanghai) Limited	23-Jul-07	31-Dec-21	CNY	11.71	179,372	775,002	2,536,443	1,582,069	-	1,594,163	147,618	30,683	116,935	-	100%
4	HCL Singapore Pte. Limited	1-Jan-03	31-Mar-22	SGD	55.96	113,888	2,387,169	7,540,687	5,029,630	-	15,051,859	833,010	153,627	679,383	-	100%
5	HCL Training & Staffing Services Private Limited	29-Feb-16	31-Mar-22	INR	1.00	17,513	(107,920)	620,501	710,908	162,722	770,375	25,507	(100,366)	125,873	-	100%
6	HCL Great Britain Limited #	7-Jan-97	31-Mar-22	GBP	99.42	-	1,404,355	2,130,543	726,188	-	1,712,269	52,496	109,664	(57,169)	-	100%
7	HCL Australia Services Pty. Limited	21-May-98	31-Mar-22	AUD	56.74	4,646,660	3,467,549	18,153,582	10,039,373	-	24,937,461	1,110,441	769,302	341,139	-	100%
8	HCL (New Zealand) Limited	28-Jan-98	31-Mar-22	NZD	52.59	2,441	705,907	2,573,363	1,865,015	-	4,147,574	213,989	60,616	153,373	-	100%
9	HCL Hong Kong SAR Limited	5-Jun-98	31-Mar-22	HKD	9.68	1,870	287,801	596,664	326,993	-	1,295,917	110,830	17,330	93,500	-	100%
10	HCL Japan Limited	10-Feb-98	31-Mar-22	JPY	0.62	137,016	1,213,698	6,304,893	4,954,179	-	10,970,645	539,083	183,504	355,579	-	100%
11	HCL America Inc.	17-Jan-95	31-Mar-22	USD	75.79	586,475	102,287,556	208,329,534	105,475,503	727,504	244,252,856	9,519,728	3,031,543	6,488,185	-	100%
12	HCL Technologies Austria GmbH	1-Mar-97	31-Mar-22	EUR	84.20	39,774	7,313,621	7,937,153	583,758	-	1,374,667	89,135	22,283	66,852	-	100%
13	HCL Software Products Limited	22-Feb-99	31-Mar-22	INR	1.00	1,061	2,641,776	5,670,400	3,027,563	666,242	18,840,069	1,757,123	626,447	1,130,676	-	100%
14	HCL Technologies (Taiwan) Ltd.	15-Dec-16	31-Mar-22	TWD	2.66	29,240	91,451	1,011,811	891,120	-	454,870	45,803	10,302	35,501	-	100%
15	HCL Technologies Lithuania UAB	26-Aug-16	31-Mar-22	EUR	84.20	30,312	330,747	631,290	270,231	-	1,466,455	118,212	18,413	99,799	-	100%
16	HCL Poland Sp.z.o.o	31-May-07	31-Mar-22	PLN	18.08	250,366	1,527,438	3,214,054	1,436,250	-	5,945,398	420,513	41,595	378,918	-	100%
17	HCL EAS Limited	11-Sep-08	31-Mar-22	USD	75.79	11,941,343	(10,351,675)	57,515,362	55,925,694	-	257,303	2,435,243	14,552	2,420,691	-	100%
18	HCL Insurance BPO Services Limited	1-Sep-08	31-Mar-22	GBP	99.42	806,323	159,674	1,279,976	313,979	-	2,017,300	295,983	-	295,983	-	100%
19	Axon Group Limited	15-Dec-08	31-Mar-22	GBP	99.42	67,409	19,021,088	19,089,292	795	-	-	3,177,671	12,030	3,165,641	-	100%
20	HCL Canada Inc.	15-Dec-08	31-Mar-22	CAD	60.48	12,539	5,840,920	10,858,184	5,065,207	-	19,788,639	1,333,493	322,875	1,010,618	-	100%
21	HCL Technologies Solution GmbH	15-Dec-08	31-Mar-22	CHF	82.03	9,844	479,804	4,268,851	3,779,203	-	2,808,111	119,520	23,543	95,977	-	100%
22	Axon Solutions Limited	15-Dec-08	31-Mar-22	GBP	99.42	99	3,516,305	4,023,364	506,960	-	-	40,764	32,114	8,650	-	100%
23	HCL Technologies Malaysia Sdn. Bhd.	15-Dec-08	31-Dec-21	MYR	17.84	1,429,056	826,510	2,852,966	597,400	-	2,643,133	291,140	96,834	194,306	-	100%
24	HCL Axon Solutions (Shanghai) Co. Limited	15-Dec-08	31-Dec-21	CNY	11.71	24,233	1,915,509	6,895,137	4,955,395	-	4,728,446	582,136	166,826	415,310	-	100%
25	HCL Technologies (Proprietary) Ltd. (Note 11)	15-Dec-08	31-Mar-22	ZAR	5.22	454,497	2,414,644	5,502,768	2,633,627	-	8,435,098	697,012	192,897	504,115	-	48%
26	HCL Argentina s.a.	27-Jul-09	31-Mar-22	ARS	0.69	3,036	123,006	526,790	400,748	-	448,813	(11,682)	43,500	(55,182)	-	100%
27	HCL Technologies Mexico S. de R.L.	25-Jun-09	31-Dec-21	MXN	3.64	1,038,165	238,705	4,770,387	3,493,517	-	7,206,835	391,738	260,554	131,184	-	100%
28	HCL Technologies Romania s.r.l.	28-May-09	31-Dec-21	RON	17.03	6,015	167,039	845,266	672,212	-	1,528,902	91,090	15,199	75,891	-	100%
29	HCL Hungary Kft	12-May-09	31-Mar-22	HUF	0.23	108,477	1,005,378	3,502,781	2,388,926	-	332,984	(70,480)	637	(71,117)	-	100%
30	HCL Latin America Holding LLC	30-Mar-09	31-Mar-22	USD	75.79	1,325,997	(703,749)	2,825,687	2,203,439	-	240,085	(516,348)	11,263	(527,611)	-	100%
31	HCL (Brazil) Tecnologia da Informacao EIRELI	30-Dec-08	31-Dec-21	BRL	13.35	1,101,233	(164,984)	4,638,500	3,702,251	-	3,870,775	129,754	89,849	39,905	-	100%
32	HCL Technologies Denmark Apps	23-Jun-10	31-Mar-22	DKK	11.31	36,971	1,501,465	3,412,024	1,873,588	-	6,856,394	372,661	82,055	290,606	-	100%
33	HCL Technologies Norway AS	9-Jun-10	31-Mar-22	NOK	8.68	25,972	2,292,606	3,796,688	1,478,110	-	4,240,079	272,427	59,525	212,902	-	100%
34	PT. HCL Technologies Indonesia Limited	13-Aug-10	31-Mar-22	IDR	0.01	54,913	156,259	475,527	264,355	-	451,954	38,766	25,353	13,413	-	100%



(Amount in ₹ Thousand)

S. No	Name of the Subsidiary Company	Date of acquisition / incorporation	Financial period ended	Reporting Currency	Exchange Rate as on respective balance sheet date	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments (other than in subsidiaries)	Turnover	Profit/(Loss) before taxation	Provision for taxation	Profit/(Loss) after taxation	Proposed Dividend	Extent of shareholding (in percentage)
35	HCL Technologies Philippines Inc.	24-Nov-10	31-Mar-22	PHP	1.46	397,927	1,213,423	2,694,148	1,082,798	-	3,394,984	333,296	78,863	254,433	-	100%
36	HCL Technologies South Africa (Proprietary) Limited (Note 11)	14-Sep-10	31-Mar-22	ZAR	5.22	1,390,786	227,619	1,700,439	82,034	-	43,611	232,181	2,982	229,199	-	36%
37	HCL Arabia LLC	7-May-11	31-Dec-21	SAR	19.79	120,748	182,499	1,223,907	920,660	-	1,230,668	107,934	17,810	90,124	-	100%
38	HCL Technologies France SAS	7-Mar-11	31-Mar-22	EUR	84.20	211,850	1,596,941	7,082,055	5,273,264	-	12,580,882	471,574	128,888	342,686	-	100%
39	Filial Espanola De HCL Technologies S.L	12-Jan-11	31-Mar-22	EUR	84.20	25,260	256,847	1,711,940	1,429,833	-	2,433,914	152,955	38,557	114,398	-	100%
40	Anzospaan Investments Pty Limited (Note 11)	15-Mar-11	31-Mar-22	ZAR	5.22	320,969	1,217,941	1,992,341	453,431	-	327,729	407,515	-	407,515	-	70%
41	HCL Investments (UK) Limited	9-Nov-11	31-Mar-22	USD	75.79	808,339	2,888,134	6,701,774	3,005,301	-	270,980	241,771	45,097	196,674	-	100%
42	HCL America Solutions Inc.	26-Jun-12	31-Mar-22	USD	75.79	758	1,227,775	5,316,130	4,087,597	-	22,494,078	993,649	270,742	722,907	-	100%
43	HCL Technologies Chile Spa	10-Jun-13	31-Dec-21	CLP	0.09	52,591	289,448	920,099	578,060	-	663,378	75,831	15,545	60,286	-	100%
44	HCL Technologies UK Limited	20-Aug-13	31-Mar-22	GBP	99.42	15,371,744	6,911,911	48,798,270	26,514,615	304,895	67,601,909	8,669,914	532,710	8,137,204	-	100%
45	HCL Technologies B.V.	19-Sep-13	31-Mar-22	EUR	84.20	8,420	954,372	4,561,707	3,598,915	-	13,327,314	682,093	170,857	491,236	-	100%
46	HCL (Ireland) Information Systems Limited	29-Oct-13	31-Mar-22	EUR	84.20	8,420	115,309	2,976,679	2,852,950	-	9,621,125	939,897	123,850	816,047	-	100%
47	HCL Technologies Germany GmbH	21-Nov-13	31-Mar-22	EUR	84.20	568,542	286,709	12,674,066	11,818,815	-	28,487,079	161,631	75,829	85,802	-	100%
48	HCL Technologies Belgium BV (Formerly "HCL Technologies Belgium BVBA")	25-Nov-13	31-Mar-22	EUR	84.20	308,865	435,783	5,506,073	4,761,425	-	4,529,491	174,645	58,152	116,493	-	100%
49	HCL Technologies Sweden AB	18-Dec-13	31-Mar-22	SEK	8.14	11,226	9,590,060	21,153,725	11,552,439	-	40,900,409	2,081,215	448,809	1,632,406	-	100%
50	HCL Technologies Finland Oy	14-Jan-14	31-Mar-22	EUR	84.20	8,420	1,670,502	7,978,617	6,299,695	-	11,489,369	600,160	130,846	469,313	-	100%
51	HCL Technologies Italy S.P.A.	29-Jul-14	31-Mar-22	EUR	84.20	239,132	935,530	4,257,240	3,082,578	-	6,041,692	263,474	94,802	168,672	-	100%
52	HCL Technologies Columbia S.A.S	6-Aug-14	31-Dec-21	COP	0.02	85,849	82,072	570,475	402,554	-	314,419	63,667	24,849	38,818	-	100%
53	HCL Technologies Middle East FZ-LLC	19-Aug-14	31-Mar-22	AED	20.63	75,314	101,546	887,318	710,458	-	1,028,841	24,535	-	24,535	-	100%
54	HCL Istanbul Bilisim Teknolojileri Limited Sirketi	30-Sep-14	31-Mar-22	TRY	5.16	2,476	58,412	238,848	177,960	-	191,329	31,004	12,049	18,955	-	100%
55	HCL Technologies Greece Single Member P.C	30-Sep-14	31-Mar-22	EUR	84.20	37,133	25,159	211,371	149,079	-	225,803	9,211	4,187	5,024	-	100%
56	HCL Technologies S.A.	20-Nov-14	31-Mar-22	VES	17.46	35	3,038	11,859	8,786	-	9,869	4,298	1,471	2,827	-	100%
57	HCL Technologies Beijing Co. Ltd	6-Feb-15	31-Dec-21	CNY	11.71	74,024	127,952	578,451	376,475	-	817,327	45,993	9,109	36,884	-	100%
58	HCL Technologies Luxembourg S.a.r.l	12-Feb-15	31-Mar-22	EUR	84.20	4,210	40,060	122,723	78,453	-	166,692	13,546	2,822	10,724	-	100%
59	HCL Technologies Egypt Limited	22-Mar-15	31-Mar-22	EGP	4.15	19,307	32,987	237,719	185,425	-	220,499	14,128	3,580	10,548	-	100%
60	HCL Technologies Estonia OÜ	8-Jun-15	31-Mar-22	EUR	84.20	44,536	692	89,547	44,319	-	65,003	2,526	-	2,526	-	100%
61	HCL Technologies (Thailand) Ltd.	10-Jun-15	31-Mar-22	THB	2.28	44,720	111,268	335,636	179,648	-	549,783	61,301	16,183	45,118	-	100%
62	HCL Technologies Czech Republic s.r.o.	28-Aug-15	31-Dec-21	CZK	3.39	61,828	919,165	1,767,091	786,098	-	3,644,548	251,790	53,838	197,952	-	100%
63	HCL Muscat Technologies L.L.C.	17-Dec-15	31-Mar-22	OMR	196.81	34,186	46,405	128,609	48,018	-	50,807	4,595	720	3,875	-	100%
64	Point to Point Products Limited #	22-Jan-16	31-Mar-22	GBP	99.42	-	-	-	-	-	-	1,437	-	1,437	-	100%
65	Statestreet HCL Holding UK Limited (Note 9)	9-Dec-11	31-Mar-22	GBP	99.42	635,856	(6,322)	635,226	5,692	-	-	(677)	(127)	(550)	-	100%
66	Statestreet HCL Services (India) Private Limited (Note 9)	6-Jan-12	31-Mar-22	INR	1.00	393,693	5,452,347	7,686,682	1,840,612	-	5,952,373	430,758	371,067	59,691	-	100%
67	Statestreet HCL Services (Philippines) Inc. (Note 9)	20-Jun-13	31-Mar-22	PHP	1.46	125,616	153,417	279,947	914	-	-	13,868	-	13,868	-	100%
68	Geometric Europe GmbH	1-Apr-16	31-Mar-22	EUR	84.20	1,183,028	(758,944)	509,030	84,946	-	407,237	46,232	8,066	38,166	-	100%

(Amount in ₹ Thousand)

S. No	Name of the Subsidiary Company	Date of acquisition / incorporation	Financial period ended	Reporting Currency	Exchange Rate as on respective balance sheet date	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments (other than in subsidiaries)	Turnover	Profit/(Loss) before taxation	Provision for taxation	Profit/(Loss) after taxation	Proposed Dividend	Extent of shareholding (in percentage)
69	HCL Asia Pacific Pte Ltd.	1-Apr-16	31-Mar-22	SGD	55.96	5,596	307,735	1,113,774	800,443	-	735,035	56,164	12,201	43,963	-	100%
70	Geometric China, Inc.	1-Apr-16	31-Dec-21	CNY	11.71	38,425	26,340	183,759	118,994	-	-	1,573	-	1,573	-	100%
71	Geometric Americas, Inc.	1-Apr-16	31-Mar-22	USD	75.79	914,220	266,271	1,992,021	811,530	-	2,386,460	84,656	69,928	14,728	-	100%
72	Butler America Aerospace LLC	3-Jan-17	31-Mar-22	USD	75.79	-	1,063,484	1,418,215	354,731	-	3,915,839	49,713	13,215	36,498	-	100%
73	HCL Lending Solutions, LLC (Formerly "Urban Fulfillment Services LLC")	23-Aug-17	31-Dec-21	USD	74.34	821,427	(349,579)	1,463,950	992,102	-	2,934,899	291,397	-	291,397	-	100%
74	Datawave (An HCL Technologies Company) Limited	1-Sep-17	31-Mar-22	GBP	99.42	12	10,450	200,215	189,753	-	662,809	6,683	1,309	5,374	-	100%
75	HCL Technologies Corporate Services Limited #	5-Mar-18	31-Mar-22	USD	75.79	-	1,667	39,665,090	39,663,423	-	18,644	909	227	682	-	100%
76	C31 Support Services Private Limited	6-Apr-18	31-Mar-22	INR	1.00	15,421	820,311	912,138	76,406	606,913	521,515	111,232	27,711	83,521	-	100%
77	Telerex Marketing, Inc.	6-Apr-18	31-Dec-21	USD	74.34	149	2,788,466	7,599,501	4,810,886	-	13,914,304	2,041,079	513,448	1,527,631	-	100%
78	C31 Europe Food	6-Apr-18	31-Dec-21	BGN	43.08	6,484	854,434	1,613,933	753,015	-	3,211,043	237,658	23,921	213,737	-	100%
79	C31 Japan GK #	6-Apr-18	31-Dec-21	JPY	0.65	-	30,165	102,922	72,757	-	138,161	10,234	3,915	6,319	-	100%
80	C31 Services & Technologies (Dalian) Co., Ltd	6-Apr-18	31-Dec-21	CNY	11.71	22,958	471,349	554,935	60,628	-	698,532	80,453	13,339	67,114	-	100%
81	HCL Technologies SEP Holdings Inc	28-Mar-18	31-Dec-21	USD	74.34	1	16,605,312	16,615,572	10,259	-	-	(1,700,688)	-	(1,700,688)	-	100%
82	Actian Corporation	17-Jul-18	31-Dec-21	USD	74.34	1	3,166,768	13,683,933	10,517,164	-	10,159,082	3,246,978	677,510	2,569,468	-	100%
83	Actian Australia Pty Ltd #	17-Jul-18	31-Dec-21	AUD	54.03	-	369,354	797,114	427,760	-	836,048	20,146	13,581	6,565	-	100%
84	Actian Europe Limited #	17-Jul-18	31-Dec-21	GBP	100.44	-	134,507	1,758,593	1,624,086	-	2,977,051	50,288	9,183	41,105	-	100%
85	Actian France	17-Jul-18	31-Dec-21	EUR	84.21	3,116	2,781	295,284	289,387	-	221,227	(23,308)	-	(23,308)	-	100%
86	Actian Germany GmbH	17-Jul-18	31-Dec-21	EUR	84.21	2,105	189,996	513,811	321,710	-	572,239	210,493	64,354	146,139	-	100%
87	Actian International, Inc. #	17-Jul-18	31-Dec-21	USD	74.34	-	7,172	7,172	-	-	-	-	-	-	-	100%
88	Actian Netherlands B.V.	17-Jul-18	31-Dec-21	EUR	84.21	1,516	1,299	5,086	2,271	-	24,077	3,193	479	2,714	-	100%
89	Actian Technology Private Limited	17-Jul-18	31-Mar-22	INR	1.00	1,000	14,875	19,902	4,027	-	13,610	1,800	518	1,282	-	100%
90	Versant GmbH	17-Jul-18	31-Dec-21	EUR	84.21	15,158	1,574,052	1,818,111	228,901	-	703,024	325,984	102,714	223,270	-	100%
91	Versant India Private Limited	17-Jul-18	31-Mar-22	INR	1.00	1,000	5,032	8,409	2,377	-	-	(426)	-	(426)	-	100%
92	HCL Technologies Vietnam Company Limited	27-Apr-18	31-Mar-22	VND	0.00	3,800	14,810	102,152	83,542	-	55,751	6,128	669	5,459	-	100%
93	HCL Guatemala, Sociedad Anonima	22-Feb-19	31-Dec-21	GTQ	9.63	202,850	458,545	2,194,639	1,533,244	-	4,512,162	296,706	82,870	213,836	-	100%
94	Sankalp Semiconductor Private Limited	10-Oct-19	31-Mar-22	INR	1.00	15,178	1,098,313	1,528,808	415,317	488,628	2,061,681	339,992	81,074	258,918	-	100%
95	Sankuj Semiconductor Private Limited	10-Oct-19	31-Mar-22	INR	1.00	4,300	(3,904)	451	55	-	-	(168)	-	(168)	-	100%
96	Sankalp Semiconductor Inc.	10-Oct-19	31-Mar-22	CAD	60.48	4,839	60,309	90,817	25,669	-	126,564	4,125	2,091	2,034	-	100%
97	Sankalp USA Inc. #	10-Oct-19	31-Dec-21	USD	74.34	-	255	44,913	44,658	-	743	2,798	(620)	3,418	-	100%
98	Sankalp Semiconductor GmbH.	10-Oct-19	31-Mar-22	EUR	84.20	2,105	614	2,719	-	-	-	512	-	512	-	100%
99	H C L Technologies Lanka (Private) Limited	29-Nov-19	31-Mar-22	LKR	0.26	122,709	481,818	1,337,356	732,829	-	1,343,412	610,743	-	610,743	-	100%
100	HCL Technologies Bulgaria EOOD	18-Nov-19	31-Dec-21	BGN	43.08	19,946	26,882	203,897	157,069	-	376,518	29,079	2,886	26,193	-	100%
101	HCL Technologies Trinidad and Tobago Limited	23-May-19	31-Dec-21	TTD	10.95	2,524	2,491	66,472	61,457	-	42,505	2,240	727	1,513	-	100%
102	HCL Technologies Azerbaijan Limited Liability Company	8-Oct-19	31-Dec-21	AZN	43.73	3,417	(1,800)	4,007	2,390	-	90	(828)	-	(828)	-	100%
103	HCL Vietnam Company Limited (Formerly known as HCL Technologies (Vietnam) Company Limited)	16-Mar-20	31-Mar-22	VND	0.00	275,292	(321,259)	647,865	693,832	-	176,266	(328,349)	(1,295)	(327,054)	-	100%

(Amount in ₹ Thousand)

S. No	Name of the Subsidiary Company	Date of acquisition / incorporation	Financial period ended	Reporting Currency	Exchange Rate as on respective balance sheet date	Share Capital	Reserves & Surplus	Total Assets	Total Liabilities	Investments (other than in subsidiaries)	Turnover	Profit/(Loss) before taxation	Provision for taxation	Profit/(Loss) after taxation	Proposed Dividend	Extent of shareholding (in percentage)
104	DWS Pty Limited (Formerly "DWS Limited")	5-Jan-21	31-Mar-22	AUD	56.74	1,657,745	(1,170,249)	9,204,668	8,717,172	-	257,436	(858,063)	(189,192)	(668,871)	-	100%
105	DWS (New Zealand) Ltd	5-Jan-21	31-Mar-22	NZD	52.59	5	(3,798)	19,153	22,946	-	74,172	(3,850)	(884)	(2,966)	-	100%
106	Phoenix IT & T Consulting Pty Ltd	5-Jan-21	31-Mar-22	AUD	56.74	13,900	308,851	1,053,792	731,041	-	-	1,503	124	1,379	-	100%
107	Wallis Nominees (Computing) Pty Ltd	5-Jan-21	31-Mar-22	AUD	56.74	56,788	1,818,003	4,555,506	2,680,715	-	4,381,285	539,733	(6,638)	546,371	-	100%
108	DWS (NSW) Pty Ltd	5-Jan-21	31-Mar-22	AUD	56.74	6	485,134	2,074,175	1,589,035	-	855,636	175,936	1,863	174,073	-	100%
109	Symplicit Pty Ltd #	5-Jan-21	31-Mar-22	AUD	56.74	-	186,821	392,365	205,544	-	477,396	(21,842)	(518)	(21,324)	-	100%
110	Projects Assured Pty Ltd	5-Jan-21	31-Mar-22	AUD	56.74	11,347	1,578,708	3,315,794	1,725,739	-	3,972,115	1,017,423	-	1,017,423	-	100%
111	DWS Product Solutions Pty Ltd	5-Jan-21	31-Mar-22	AUD	56.74	674	58,106	5,878,289	5,819,509	-	-	331	11	320	-	100%
112	Graeme V Jones & Associates Pty Ltd	5-Jan-21	31-Mar-22	AUD	56.74	26	51,624	58,597	6,947	-	-	(103)	-	(103)	-	100%
113	Strategic Data Management Pty Ltd	5-Jan-21	31-Mar-22	AUD	56.74	6	(739)	201,271	202,004	-	-	149	-	149	-	100%
114	SDM Sales Pty Ltd #	5-Jan-21	31-Mar-22	AUD	56.74	-	7,357	14,468	7,111	-	-	-	-	-	-	100%
115	HCL Technologies Angola (SU)	30-Jun-20	31-Dec-21	AOA	0.13	3,005	2,463	37,874	32,406	-	34,427	3,284	821	2,463	-	100%
116	HCL Technologies S.A.C.	11-Sep-20	31-Dec-21	PEN	18.63	19	1,782	6,381	4,580	-	1,171	520	202	318	-	100%
117	gbs-Gesellschaft für Bankssysteme GmbH	5-Jan-22	31-Dec-21	EUR	84.21	8,421	129,773	575,026	436,832	-	371,920	320,878	31,984	288,894	-	51%
118	HCL Technologies Costa Rica Sociedad De Responsabilidad Limitada	23-Jul-21	31-Dec-21	CRC	0.12	1	996	10,960	9,963	-	10,959	996	-	996	-	100%

**Notes:**

- Indian rupee equivalents of the figures given in foreign currencies in the accounts of the subsidiary companies, are based on the exchange rates as mentioned above for respective subsidiary.
- # Refer table given below for absolute amount of share capital in the following company :

Name of the Subsidiary Company	Share Capital (₹)
Point to Point Products Limited	199
HCL Great Britain Limited	99
HCL Technologies Corporate Services Limited	95
C31 Japan GK	1
Actian Australia Pty Ltd	54
Actian Europe Limited	100
Actian International, Inc.	74
Sankalp USA Inc.	114
Symplicit Pty Ltd	113
SDM Sales Pty Ltd	57

- HCL Technologies Costa Rica Sociedad De Responsabilidad Limitada is incorporated on 23 July 2021.

4 Following are the entities incorporated during the year but are yet to commence operations :

Name of the Subsidiary Company	Date of Incorporation
HCL Technologies Slovakia s. r. o.	22 March 2022
HCL Technologies Bahrain W.L.L	18 January 2022
HCL Technologies Morocco Limited	28 February 2022

5 gbs-Gesellschaft für Bankssysteme GmbH was acquired on 5 January 2022.

6 Following are the entities which have been dissolved during the year

Company	Date of Dissolution
C3i (UK) Limited	29 March 2022
HCL Software Limited (Formerly "HCL Foundation")	2 March 2022

7 Following are the entities which have been merged during the year

S. No.	Transferor company	Transferee company	Order date	Effective date of Merger
1	Geometric SRL	HCL Technologies Romania s.r.l.	11 June 2021	10 June 2022
2	Pervasive Software, Inc.	Action Corporation	28 December 2021	28 December 2021
3	Versant Software LLC	Action Corporation	28 December 2021	28 December 2021

8 Following are the entities which have been merged during the previous year but merger order received in current year :

S. No.	Transferor company	Transferee company	Order date	Effective date of Merger
1	H&D Business Services GmbH	Hönigsberg & Düvel Datentechnik GmbH	1 April 2021	1 January 2020
2	H&D IT Solutions GmbH	Hönigsberg & Düvel Datentechnik GmbH	1 April 2021	1 January 2020
3	H&D Training und Consulting GmbH	Hönigsberg & Düvel Datentechnik GmbH	1 April 2021	1 January 2020
4	H&D International GmbH	Hönigsberg & Düvel Datentechnik GmbH	1 April 2021	1 January 2020
5	H&D IT Professional Services GmbH	Hönigsberg & Düvel Datentechnik GmbH	1 April 2021	1 January 2020
6	qmo-it GmbH	Hönigsberg & Düvel Datentechnik GmbH	1 April 2021	1 January 2020
7	H&D Services for Engineering GmbH	Hönigsberg & Düvel Datentechnik GmbH	1 April 2021	1 January 2020
8	CATIS GmbH	Hönigsberg & Düvel Datentechnik GmbH	1 April 2021	1 January 2020
9	H&D IT Automotive Services GmbH	Hönigsberg & Düvel Datentechnik GmbH	1 April 2021	1 January 2020
10	CA Management Services GmbH	CATIS GmbH	1 April 2021	1 January 2020
11	H&D ITAS Infrastructure Services GmbH	H&D IT Automotive Services GmbH	1 April 2021	1 January 2020
12	H&D ITAS Application Services GmbH	H&D IT Automotive Services GmbH	1 April 2021	1 January 2020
13	H&D ITAS Client Services GmbH	H&D IT Automotive Services GmbH	1 April 2021	1 January 2020
14	H&D ITAS Süd GmbH	H&D IT Automotive Services GmbH	1 April 2021	1 January 2020
15	Hönigsberg & Düvel Datentechnik GmbH	HCL Technologies Germany GMBH	6 April 2021	1 January 2020
16	HCL GMBH	HCL Technologies Germany GMBH	6 April 2021	1 April 2020

- 9 With respect to entities on serial number 65, 66 and 67, the Group has equity interest of 49% and 100% dividend rights and control.
- 10 Following entities are under liquidation hence, no financial statement has been prepared as per their local laws:

S.No.	Name of the Subsidiary Company
1	Axon Solutions Pty. Limited
2	Sankalp Semiconductor SDN.BHD.

- 11 With respect to entities on serial number 25, 36 and 40, the Group has majority composition of board of directors and management control.
- 12 Point to Point Limited is dissolved on 5 April 2022 hence, no financial statement has been prepared as per their local laws.
- 13 On 30 September 2017, the Group has terminated its existing arrangements with DXC. Accordingly, CeleritiFinTech Limited (and its step down subsidiaries) and Celeritifintech Services Limited (and its step down subsidiaries) has not been consolidated with the Group from that date. Accordingly, their standalone financial statements are not considered for the purpose of this statement.

#### For HCL Technologies Limited

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer and Managing Director

**S. Madhavan**  
Director

**Prateek Aggarwal**  
Chief Financial Officer

**Goutam Rungta**  
Executive Vice President - Finance

**Manish Anand**  
Company Secretary

Place: Noida, UP (India)  
Date: July 12, 2022

**Statement containing the salient features of the financial statements of subsidiaries/ associates companies**

[Pursuant to first proviso to sub-section (3) of section 129 of the Companies Act, 2013, read with rule 5 of Companies (Accounts) Rules, 2014 in the prescribed Form AOC-I]

Name of Associate	Austin GIS, Inc.
Latest Balance Sheet Date	31 December 2021
Date on which the Associate was associated or acquired	30 August 2021
Shares of Associates held by the Company on the year end	
Number of shares	1,250,000
Amount of Investment in Associates	85,298
Extent of Holding %	13.89%
Description of how there is significant influence	Refer Note 1
Reason why the associates is not consolidated	NA
Networth attributable to Shareholding as per latest Balance Sheet	55,328
Profit/(Loss) for the year	
Consideration in Consolidation	(5,960)
Not Consideration in Consolidation	(36,949)

**Notes:**

1 Pursuant to Ind AS 28 on "Investments in Associates and Joint Ventures" the investment in Austin GIS, Inc. is accounted for by the equity investment method as the Group has the ability to exercise significant influence over this entity.

**For HCL Technologies Limited**

**Roshni Nadar Malhotra**  
Chairperson

**C. Vijayakumar**  
Chief Executive Officer and Managing Director

**S. Madhavan**  
Director

**Prateek Aggarwal**  
Chief Financial Officer

**Goutam Rungta**  
Executive Vice President - Finance

**Manish Anand**  
Company Secretary

Place: Noida, UP (India)  
Date: July 12, 2022





**HCL Technologies**

[www.hcltech.com](http://www.hcltech.com)