

# Report on Corporate Governance

## 1. Company's Philosophy on Code of Governance:

Effective corporate governance practices constitute the strong foundation on which successful commercial enterprises are built to last. Your Company's Corporate Governance philosophy is based on transparency, accountability, values and ethics, which forms an integral part of the Management's initiative in its ongoing pursuit towards achieving excellence, growth and value creation. Your Company is committed to highest standards of Corporate Governance and disclosure practices to ensure that its affairs are managed in the best interest of all stakeholders. As part of Tata Group, your Company has a strong legacy of fair, transparent and ethical governance practices. Strong leadership and effective corporate governance practices have been the Company's hallmark inherited from the Tata culture and ethos.

The Corporate Governance philosophy of your Company ensures transparency in all dealings and in the functioning of the management and the Board. These policies seek to focus on enhancement of long-term shareholder value without compromising on integrity, social obligations and regulatory compliances. The Company operates within accepted standards of propriety, fair play and justice and aims at creating a culture of openness in relationships between itself and its stakeholders. It has set up a system which enables all its employees to voice their concerns openly and without any fear or inhibition. The corporate governance philosophy of the Company has been further strengthened through the Tata Code of Conduct, Tata Business Excellence Model, Tata Code of Conduct for Prevention of Insider Trading and Code of Corporate Disclosure Practices.

The Corporate Governance practices followed by the Company are compatible with International Standards. Your Company has established systems to encourage and recognize employee participation and volunteering in environmental and social initiatives that contribute to Organizational Excellence, Sustainability, Human Resources Development and health of its employees and of the community in which the Company operates. These actions have become an integral part of your Company's operating plans for performing social responsibilities too.

Your Company is in compliance with the requirements of Corporate Governance stipulated in SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, hereinafter called "the Listing Regulations" and also the Guidance Note on Board Evaluation as prescribed by the Securities and Exchange Board of India (SEBI).

## 2. Board of Directors and Governance Framework:

### (i) Composition of the Board

The Board of Directors along with its Committees provides leadership and guidance to the Management and directs and supervises the performance of the Company, thereby enhancing stakeholder value. The Board has a fiduciary relationship in ensuring that the rights of all stakeholders are protected. Your Company has an engaged and well-informed Board with qualifications and experience in diverse areas. The Board composition is in conformity with Regulation 17 of Listing Regulations read with Section 149 of the Companies Act, 2013 ("the Act").

The Company's Board has an optimum combination of Executive and Non-Executive Directors including a Woman Director. The Board of Directors as at the end of March 31, 2021, comprised of 8 Directors, out of which 2 were Executive Directors and 6 were Non-Executive Directors, which includes 4 Independent Directors. The Chairman of the Board is a Non-Executive Director and more than one-half of the total number of Directors comprised of Non-Executive Directors. The Independent Directors constitute one-half of the total Board strength. The Composition of the Board as of March 31, 2021 is given below.

Category of Directors	Name of Directors	No. of Directors	%
Non - Independent Non-Executive Directors	1. Mr. R. Harish Bhat (Chairman)	2	25%
	2. Mr. Sunil A. D'Souza		
Independent Directors	1. Mr. V. Leeladhar	4	50%
	2. Ms. Sunalini Menon		
	3. Mr. Siraj Azmat Chaudhry		
	4. Dr. P. G. Chengappa		
Executive Directors	1. Mr. Chacko Purackal Thomas (Managing Director & CEO)	2	25%
	2. Mr. K. Venkataramanan (Executive Director-Finance & CFO)		

None of the Directors of the Company are related to each other and there are no inter-se relationships between the Directors. As on March 31, 2021, none of the Directors hold equity shares in the Company. The Company has not issued any convertible instruments.

None of the Directors on the Board is a Director in more than 7 listed entities. None of the Non – Executive Directors is an Independent Director in more than 7 listed entities as required under the Listing Regulations. Further, the Managing Director and the Executive Director do not serve as Independent Directors in any listed company. None of the Directors held Directorships in more than 20 Indian companies, with more than 10 public limited companies. None of the Directors on the Board is a member of more than ten Committees or Chairman of five Committees (committees being Audit Committee and Stakeholders Relationship Committee) across all Public Companies in India, in which he/she is a Director. Necessary disclosures regarding their Committee positions have been made by all the Directors.

All Directors are in compliance with the limit on Directorships /Independent Directorships of listed companies as prescribed under Regulation 17A of the Listing Regulations.

The Company has received declarations on criteria of independence as provided in Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations from

the Directors of the Company who have been classified as Independent Directors as on March 31, 2021.

During FY 2020-21, 7 meetings of the Board were held. The said meetings were held on May 5, 2020, June 22, 2020, July 28, 2020, October 28, 2020, January 27, 2021, February 5, 2021 and March 16, 2021. Minutes of the meetings of all the Board and Committees are circulated to all the Directors.

- (ii) The names and categories of the Directors on the Board, their attendance at Board Meetings held during the year and at the last Annual General Meeting (AGM) and the number of Directorships and Committee Chairmanships/Memberships held by them in other public limited companies as on March 31, 2021 are given below. Other directorships do not include directorships of associations, private limited companies, foreign companies, companies incorporated under Section 8 of the Act, Government Bodies and Alternate Directorships. For the purpose of determination of limit of the Board Committees, Chairpersonship and Membership of the Audit Committee and Stakeholders' Relationship Committee has been considered as per Regulation 26(1)(b) of the Listing Regulations.

**a. Details of attendance of each Director at Board meetings and at the last year's Annual General meeting:**

Name of Directors	AGM		Date of Board Meetings						% of Attendance
	29.06.2020	05.05.2020	22.06.2020	28.07.2020	28.10.2020	27.01.2021	05.02.2021	16.03.2021	
Mr. R. Harish Bhat (Chairman) DIN: 00478198	Y	Y	Y	Y	Y	Y	Y	Y	100
Mr. L. Krishnakumar# DIN: 00423616	NA	Y	NA	NA	NA	NA	NA	NA	100
Mr. Sunil A. D'Souza# DIN:07194259	Y	Y	Y	Y	Y	Y	Y	Y	100
Mr. V. Leeladhar DIN: 02630276	Y	Y	Y	Y	Y	Y	Y	Y	100
Ms. Sunalini Menon DIN: 06983334	Y	Y	Y	Y	Y	Y	Y	Y	100
Mr. Siraj Azmat Chaudhry DIN: 00161853	Y	Y	Y	Y	Y	Y	Y	Y	100
Dr. P.G. Chengappa DIN: 06771287	Y	Y	Y	Y	Y	Y	Y	Y	100
Mr. Chacko Purackal Thomas (Managing Director & CEO) DIN: 05215974	Y	Y	Y	Y	Y	Y	Y	Y	100
Mr. K. Venkataramanan (Executive Director – Finance & CFO) DIN: 01728072	Y	Y	Y	Y	Y	Y	Y	Y	100

The maximum time gap between any two Board Meetings was less than 120 days.

# Mr. L. Krishnakumar (DIN: 00423616) resigned from the Board w.e.f. May 5, 2020. Mr. Sunil A. D'Souza (DIN:07194259), was inducted as a Non-Executive Non-Independent Director on the Board w.e.f. May 5, 2020.

**b. The composition and category of Directors, the number of Directorships and Committee Chairpersonships / Memberships held by them and Directorships held by them in other listed entities as on March 31, 2021:**

Name of Director	Category of Directors	Directorships in other Public Companies (excluding Tata Coffee Limited)	Number of Committee Positions held in Other Public Companies (excluding Tata Coffee Limited)		Other listed entities where Directors of the Company held Directorships	
			Member	Chairman	Name of Listed Entity	Category
Mr. R. Harish Bhat (Chairman) DIN: 00478198	Non-Independent Non-Executive	4	-	1	Trent Limited	Non – Executive Non-Independent Director
Mr. Sunil A. D'Souza# DIN:07194259	Non-Independent Non-Executive	3	-	-	Tata Consumer Products Limited	Managing Director & CEO
Mr. V. Leeladhar DIN: 02630276	Independent Non-Executive	1	-	1	-	-
Ms. Sunalini Menon DIN: 06983334	Independent Non-Executive	-	-	-	-	-
Mr. Siraj Azmat Chaudhry DIN: 00161853	Independent Non-Executive	4	3	1	1. Tata Consumer Products Limited 2. Dhanuka Agritech Limited	Independent Director  Independent Director
Dr. P.G. Chengappa DIN: 06771287	Independent Non-Executive	3	2	-	Tasty Bite Eatables Limited	Independent Director
Mr. Chacko Purackal Thomas (Managing Director & CEO) DIN: 05215974	Non-Independent Executive	-	-	-	-	-
Mr. K. Venkataramanan (Executive Director – Finance & CFO) DIN: 01728072	Non-Independent Executive	1	-	-	-	-

# Mr. Sunil A. D'Souza (DIN:07194259), was inducted as a Non-Executive Non-Independent Director on the Board w.e.f. May 5, 2020.

**(iii) Chart / matrix setting out the skills/expertise/competence of the Board of Directors**

The Board of the Company is highly structured to ensure a high degree of diversity by age, education/qualifications, professional background, sector expertise and special skills.

**The following are the skills /expertise/competencies as identified by the Board:**

Core skills/expertise/competencies identified by the Board of Directors as required in the context of its business(es) and sector(s)	Names of Directors who have such skills / expertise / competence
➤ Finance, Law, Management, Administration, Corporate Governance related to the Company's business	Mr. V. Leeladhar, Mr. K. Venkataramanan
➤ Technical Operations and knowledge on Production, Processing, Quality and Marketing of Coffee	Ms. Sunalini Menon, Dr. P. G. Chengappa, Mr. Chacko Purackal Thomas
➤ Management, Strategy, Sales, Marketing, Administration Technical Operations related to the Company's business	Mr. Harish Bhat, Mr. Sunil A. D'Souza, Mr. Siraj Azmat Chaudhry, Mr. Chacko Purackal Thomas

**(iv) Board Procedure**

The annual tentative calendar of Board Meetings is circulated to the members of the Board, well in advance. The agenda is circulated well in advance to the Board members, along with comprehensive background information on the items in the agenda to enable the Board members to take informed decisions. The agenda and related information are circulated in electronic form through a highly secured web-based application, which is accessible to the Board members through iPad.

The Company Secretary tracks and monitors Board and Committee proceedings to ensure that the Terms of Reference /Charters are adhered to, decisions are properly recorded in the minutes and actions on the decisions are tracked. The Terms of Reference/ Charters are amended and updated from time to time in order to keep the functions and role of the Board and Committees at par with the changing statutes. Meeting effectiveness is ensured through clear agenda, circulation of agenda material in advance, detailed presentations at the meetings and tracking of action taken reports at every meeting. Additionally, based on the agenda, meetings are attended by members of the senior leadership as invitees, which brings in the requisite accountability and also provides developmental inputs.

The Board plays a critical role in strategy development of the Company. The Managing Director & CEO appraises the Board on the Overall performance of the Company every quarter including the performance of the overseas subsidiary company.

The Board periodically reviews the strategy, annual business plan, business performance of the Company and its Subsidiary company, Capex Budget, Risk Management, Safety, Business Sustainability and Environmental matters.

The Board also reviews the compliance reports of the laws applicable to the Company, Internal Financial Controls and Financial Reporting Systems, Minutes of the Meeting of the Subsidiary companies, adoption of quarterly/half-yearly/annual results, transactions pertaining to disposal of property, minutes of committees of the Board.

The Board also reviews the declarations made by the Managing Director & CEO, the Executive Director – Finance & Chief Financial Officer and the Company Secretary regarding compliance with all applicable laws and reviews the related compliance reports, on a quarterly basis.

The information as required under Part A of Schedule II to the Listing Regulations is also made available to the Board, wherever applicable, for their consideration.

Video conferencing facility is used as and when required to facilitate Directors at other locations to participate in the meetings.

**(v) Code of Conduct**

The Company has adopted the 'Tata Code of Conduct' which is applicable to its employees, including the Managing and Executive Directors. The Board has also approved a Code of Conduct for the Non-Executive Directors of the Company, which incorporates the duties of Independent Directors as laid down in the Act. Both these Codes are posted on the Company's website at the web link:

<https://tatacoffee.com/sites/default/files/collaterals/investors/Tata-Code-of-Conduct-for-Prevention-of-Insider-Trading-and-Code-of-Corporate-Disclosure-Practices.pdf>

All the Board Members and Senior Management Personnel have affirmed compliance with the applicable Code of Conduct for the Financial Year 2020-21. A declaration to this effect, signed by the Managing Director & CEO, forms part of this Report.

Apart from receiving remuneration that they are entitled to under the Act as Non-Executive Directors and reimbursement of expenses incurred in the discharge of their duties, none of the Non-Executive Directors has any other material pecuniary relationship or transactions with the Company, its Promoters or Directors, its Senior Management or its Subsidiaries.

The Senior Management of the Company have made disclosures to the Board confirming that there are no material financial and/or commercial transactions between them and the Company that could have potential conflict of interest with the Company at large.

**(vi) Tata Code of Conduct for Prevention of Insider Trading & Code of Corporate Disclosure Practices**

In accordance with the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time, the Board of Directors of the Company has adopted the revised Tata Code of Conduct for prevention of Insider Trading and the Code of Corporate Disclosure Practices (Insider Trading Code). All the Directors, Employees of the Company and their immediate relatives and other connected persons who could have access to the Unpublished Price Sensitive Information of the Company, are governed under this Insider Trading Code. Mr. K. Venkataramanan, Executive Director – Finance & CFO of the Company is the 'Compliance Officer' for the purpose of this Regulation.

**(vii) Independent Directors**

The Independent Directors of the Company have been appointed in terms of the requirements of the Act, the Listing Regulations and the Governance Guidelines for Board Effectiveness adopted by the Company. Formal letters of appointment have been issued to the Independent Directors and the terms and conditions of their appointment are disclosed on the Company's website at the web link: [https://tatacoffee.com/sites/default/files/collaterals/investors/appointment\\_letter\\_independent\\_director.pdf](https://tatacoffee.com/sites/default/files/collaterals/investors/appointment_letter_independent_director.pdf).

The Company has received declaration from the Independent Directors confirming that they meet the criteria of independence as prescribed under Section 149(6) of the Act read with Regulation 16(1)(b) of the Listing Regulations. In terms of Regulation 25(8) of the Listing Regulations, the Independent Directors have confirmed that they are not aware of any circumstances or situations which exist or may be reasonably anticipated that could impair or impact their ability to discharge their duties.

The Board is of the opinion that the Independent Directors fulfil the conditions specified in the Act and the Listing Regulations and that they are independent of the management.

In terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment & Qualification of Directors) Rules, 2014, the Independent Directors have confirmed that they have enrolled themselves in the Independent Directors' Databank maintained with the Indian Institute of Corporate Affairs.

No Independent Director had resigned during the Financial Year 2020-21.

**(a) Meeting of Independent Directors**

A separate meeting of Independent Directors of the Company without the presence of the Executive Directors & the Management Representatives was held on March 15, 2021 as required under Schedule IV to the Act (Code for Independent Directors) and Regulation 25 (3) of the Listing Regulations. At the said meeting, the Independent Directors:

- (a) reviewed the performance of Non-Independent Directors and the Board of Directors as a whole;
- (b) reviewed the performance of the Chairman of the Company, taking into account the views of Executive Directors and Non-Executive Directors;
- (c) assessed the quality, quantity and timeliness of flow of information between

the Management of the listed entity and the Board of Directors that is necessary for the Board of Directors to effectively and reasonably perform their duties.

All the Independent Directors of the Company attended the Meeting of Independent Directors held on March 15, 2021. The Independent Directors expressed their satisfaction to the desired level on the governance of the Board.

**(b) Familiarization Programme for Independent Directors**

The Company familiarizes its Independent Directors with their roles, rights, responsibilities in the Company, nature of the Industry in which the Company operates, etc., through various programmes. These include orientation programme upon induction of new Director, as well as other initiatives to update the Directors on an ongoing basis.

Further, the Company also makes periodic presentations at the Board and Committee meetings on various aspects of the Company's operations including on Health and Safety, Sustainability, Performance updates of the Company, Industry scenario, Business Strategy, Internal Control and risks involved and Mitigation Plan.

The details of the Familiarization Programme for Independent Directors for 2020-21 is disclosed on the Company's website at the web link: [https://tatacoffee.com/sites/default/files/collaterals/investors/Tata%20Coffee%20Limited-%20Familiarisation\\_FY%202020-21.pdf](https://tatacoffee.com/sites/default/files/collaterals/investors/Tata%20Coffee%20Limited-%20Familiarisation_FY%202020-21.pdf).

**(viii) Board and Directors' Evaluation and Criteria for Evaluation**

During the year, the Board carried out an Annual Evaluation of its own performance and the performance of individual Directors, as well as evaluation of Committees of the Board.

The Nomination and Remuneration Committee (NRC) has defined the evaluation criteria, procedure and time schedule for the Performance Evaluation process for the Board, its Committees and Directors. The criteria for Board Evaluation include inter-alia, structure of the Board, qualifications, experience and competency of Directors, diversity in Board and process of appointment; Meetings of the Board, including regularity and frequency, agenda, discussion and dissent, recording of minutes and dissemination of information; functions of the Board, including strategy and performance

evaluation, corporate culture and values, governance and compliance, evaluation of risks, grievance redressal for investors, stakeholder value and responsibility, conflict of interest, review of Board evaluation and facilitating Independent Directors to perform their role effectively; evaluation of Management's performance and feedback, independence of management from the Board, access of Board and Management to each other, succession plan and professional development; degree of fulfillment of key responsibilities, establishment and delineation of responsibilities to Committees, effectiveness of Board processes, information and functioning and quality of relationship between the Board and management.

Criteria for evaluation of individual Directors include aspects such as professional qualifications, prior experience, especially experience relevant to the Company, knowledge and competency, fulfillment of functions, ability to function as a team, initiative, availability and attendance, commitment, contribution, integrity, independence and guidance/ support to Management outside Board/ Committee Meetings. In addition, the Chairman is also evaluated on key aspects of his role, including effectiveness of leadership and ability to steer meetings, impartiality, ability to keep shareholders' interests in mind and effectiveness as Chairman.

Criteria for evaluation of the Committees of the Board include mandate of the Committee and composition; effectiveness of the Committee; structure of the Committee; regularity and frequency of meetings, Agenda, discussion and dissent, recording of minutes and dissemination of information; independence of the Committee from the Board; contribution to decisions of the Board; effectiveness of meetings and quality of relationship of the Committee with the Board and Management.

The procedure followed for the performance evaluation of the Board, Committees and Directors is detailed in the Board's Report, which forms part of the Annual Report.

The Nomination and Remuneration Committee (NRC) has also formulated criteria for determining qualifications, positive attributes and independence of Directors in terms of Section 178(3) of the Act and the Listing Regulations.

### 3. Audit Committee:

The Audit Committee has been constituted by the Board in compliance with the requirements of Section 177 of the Act and Regulation 18 of the Listing Regulations.

#### (i) Terms of reference

The terms of reference of the Audit Committee covers the areas mentioned in Section 177 of the Act and

Regulation 18 read with Part C of Schedule II to the Listing Regulations. The terms of reference of the Audit Committee, inter-alia are as follows:

- i. Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;
- ii. Recommending the appointment and removal of External Auditors, fixation of audit fee and approval for payment for any other services;
- iii. Review with the management and statutory auditors of the annual financial statements before submission to the Board with particular reference to:
  - (a) Matters required to be included in the Directors' Responsibility Statement to be included in the Board's Report in terms of clause (c) of sub-section (3) of Section 134 of the Companies Act, 2013;
  - (b) Changes, if any, in accounting policies and practices and reasons for the same;
  - (c) Major accounting entries involving estimates based on the exercise of judgment by management;
  - (d) Significant adjustments made in the financial statements arising out of audit findings;
  - (e) Compliance with listing and other legal requirements relating to financial statements
  - (f) Disclosure of any related party transactions;
  - (g) Modified opinion(s) in the draft audit report;
- iv. Review of the quarterly and half yearly financial results with the management and the statutory auditors;
- v. Examination of the financial statement and the auditors' report thereon;
- vi. Review and monitor statutory auditor's independence and performance and effectiveness of audit process;
- vii. Approval or any subsequent modification of transactions with related parties;
- viii. Scrutiny of inter-corporate loans and investments;
- ix. Review of valuation of undertakings or assets of the company wherever it is necessary;
- x. Evaluation of Internal Financial Controls and Risk Management Systems;

- xi. Review with the Management, Statutory Auditors and the Internal Auditors about the nature and scope of audits and of the adequacy of internal control systems;
  - xii. Reviewing the adequacy of Internal Audit Function, if any, including the structure of the Internal Audit Department, staffing and seniority of the official heading the Department, reporting structure, coverage and frequency of Internal Audit;
  - xiii. Reviewing the findings of any internal investigations by the Internal Auditors into matters where there is suspected fraud or irregularity or a failure of Internal Control Systems of a material nature and reporting the matter to the Board;
  - xiv. Consideration of the reports of the Internal Auditors and discussion about their findings with the Management and suggesting corrective actions wherever necessary;
  - xv. Looking into the reasons for any substantial defaults in payment to the Depositors, Debenture-holders, Shareholders (in case of non-payment of declared dividend) and Creditors, if any;
  - xvi. Review the functioning of the Whistle Blower Mechanism;
  - xvii. Review and monitor the end use of funds raised through public offers and related matters;
  - xviii. Approval of appointment of Chief Financial Officer after assessing the qualifications, experience and background, etc. of the candidate;
  - xix. Frame and review policies in relation to implementation of the Code of Conduct for Prevention of Insider Trading and supervise its implementation under the overall supervision of the Board;
  - xx. Review of the following information:
    - (1) Management Discussion and Analysis of financial condition and results of operations;
    - (2) Statement of significant Related Party Transactions (as defined by the Audit Committee), submitted by 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) Statement of deviations:
    - (a) quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to Stock Exchange(s) in terms of Regulation 32(1);
    - (b) annual statement of funds utilized for purposes other than those stated in the offer document/prospectus in terms of Regulation 32(7), if applicable.
  - xxi. Carrying out any other function as may be referred to the Committee by the Board.
  - xxii. Authority to review / investigate into any matter covered by Section 177 of the Companies Act, 2013 and matters specified in Part C of Schedule II of the Listing Regulations.
  - xxiii. Consider matters relating to Company's Code of Conduct and such matters as may be referred by the Board, from time to time.
- (ii) Internal Audit**
- The Company has adequate Internal Control and Internal Audit system commensurate with its size and nature of its Business. The Internal Audit Plan is approved by the Audit Committee and the Internal Auditors directly present their reports to the Audit Committee for their consideration.
- (iii) Composition and Attendance during the year**
- The Audit Committee of the Company is constituted in accordance with the provisions of Regulation 18 of the Listing Regulations and the provisions of Section 177 of the Act. All members of the Committee are financially literate, with Mr. V. Leeladhar, as Chairman of the Committee, having the relevant accounting and financial management expertise.

The composition of the Audit Committee and the details of the meetings attended by its members during the Financial Year ended March 31, 2021 are as under:

Name of Member	Category of Directors	No. of Meetings held	No. of Meetings attended
Mr. V. Leeladhar – Chairman	Independent Non-Executive	9	9
Ms. Sunalini Menon	Independent Non-Executive	9	9
Mr. Siraj Azmat Chaudhry	Independent Non-Executive	9	9
Dr. P. G. Chengappa	Independent Non-Executive	9	9

The Audit Committee met nine (9) times during the Financial Year 2020-21 and the gap between any two meetings did not exceed 120 days. The dates on which the Audit Committee Meetings held were: May 4, 2020, July 27, 2020, September 15, 2020, October 27, 2020, December 16, 2020, January 27, 2021, February 25, 2021, March 15, 2021 and March 30, 2021. Requisite quorum was present at the above Meetings.

The Audit Committee meetings are usually attended by the Managing Director & CEO, Executive Director – Finance & CFO, and the respective departmental heads, wherever required. The Company Secretary acts as the Secretary of the Audit Committee. The Statutory Auditors and Internal Auditors also attend the Audit Committee meetings by invitation.

All the recommendations of the Audit Committee have been accepted by the Board of Directors.

During the year, the Audit Committee reviewed key audit findings covering Operational, Financial and Compliance areas, Risk Mitigation Plan covering key risks affecting the Company which were presented to the Committee. The Chairman of the Audit Committee briefed the Board members on the significant discussions which took place at Audit Committee Meetings.

Mr. V. Leeladhar, as Chairman of the Audit Committee was present at the Annual General Meeting of the Company held on June 29, 2020.

#### 4. Nomination and Remuneration Committee:

The Nomination and Remuneration Committee (NRC) has been constituted by the Board in compliance with the requirements of Section 178 of the Act and Regulation 19 of the Listing Regulations.

##### (i) Terms of reference

The terms of reference of the NRC covers the areas mentioned in Section 178 of the Act and Regulation

19 read with Part D (A) of Schedule II to the Listing Regulations. The terms of reference of the NRC, inter-alia are as follows:

- formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board of Directors a policy relating to the remuneration of the directors, key managerial personnel and other employees;
- formulation of criteria for evaluation of performance of Independent Directors and the Board of Directors;
- devising a policy on diversity of Board of Directors;
- identifying persons who are qualified to become Directors and who may be appointed in Senior Management in accordance with the criteria laid down, and recommend to the Board of Directors their appointment and removal.
- whether to extend or continue the term of appointment of the Independent Director, on the basis of the report of performance evaluation of Independent Directors.
- recommend to the Board, all remuneration, in whatever form, payable to Senior Management.

##### (ii) Composition of the Committee and Attendance at meetings during the year

The composition of the NRC and details of meetings attended by its members during the Financial Year ended March 31, 2021, are given below:

Name of the Member	Category of Directors	No. of Meetings held	No. of Meetings attended
Mr. Siraj Azmat Chaudhry – Chairman	Independent Non-Executive	2	2
Mr. V. Leeladhar	Independent Non-Executive	2	2
Mr. R. Harish Bhat	Non-Independent Non-Executive	2	2

The NRC met two times during the Financial Year 2020- 21 i.e., on May 05, 2020 and March 16, 2021.

Mr. Siraj Chaudhry, as Chairman of the NRC was present at the Annual General Meeting of the Company held on June 29, 2020.

##### (iii) Performance Evaluation:

Pursuant to the provisions of the Companies Act, 2013 and the applicable provisions of the Listing Regulations, the Annual Performance Evaluation was carried out for the Financial Year 2020-21 by the Board in respect of its own performance, the Directors individually as well as



the evaluation of the working of its Audit, Nomination and Remuneration, Risk Management, Stakeholders' Relationship and Corporate Social Responsibility Committees. A structured questionnaire covering various aspects of the Board's functioning such as adequacy of the composition of the Board and its Committees, Board culture, execution and performance of specific duties, obligations and governance was prepared after taking into consideration the Guidance note issued by SEBI vide circular no, CMD/ CIR/P/2017/004 dated 05.01.2017.

A separate exercise was carried out to evaluate the performance of individual Directors including the Chairman of the Board who were evaluated on parameters such as guidance/ support to Management outside Board/ Committee meetings, degree of fulfillment of key responsibilities, effectiveness of meetings etc. The performance evaluation of the Independent Directors was carried out by the entire Board. The Directors expressed their satisfaction with the evaluation process.

#### (iv) Remuneration Policy

The Company's philosophy for remuneration of Directors, Key Managerial Personnel and all other employees is based on the commitment of fostering a culture of leadership with trust. The Company has adopted a Policy for remuneration of Directors, Key Managerial Personnel and other employees, which is aligned to this philosophy. The key factors considered in formulating the Policy are as under:

- a) The level and composition of remuneration is reasonable and sufficient to attract, retain and motivate Directors to run the Company successfully;
- b) Relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and
- c) Remuneration to Directors, Key Managerial Personnel and Senior Management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals and also taking into consideration the performance of the Company during the year and for the Managing and Executive Directors on certain parameters, such as condition of the industry, achievement of budgeted targets, growth & diversification, remuneration in other companies of comparable size and complexity, performance of the directors at meetings of the Board and of the Board Committees etc.

The Company does not have any Employee Stock Option Scheme.

## 5. Remuneration of Directors

### The key principles governing the Company's Remuneration Policy are as follows:

- (i) Independent Directors and Non-Independent Non-Executive Directors
  - a) Independent Directors ('ID') and Non-Independent Non-Executive Directors ('NEDs') are paid sitting fees for attending the Meetings of the Board and of Committees of which they are Members, and Commission within regulatory limits, as recommended by the NRC and approved by the Board.
  - b) Overall remuneration should be reasonable and sufficient to attract, retain and motivate Directors aligned to the requirements of the Company taking into consideration the challenges faced by the Company and its future growth. Remuneration paid should be reflective of the size of the Company, complexity of the Sector / Industry / Company's Operations and the Company's capacity to pay the remuneration and be consistent with recognized best practices.
  - c) The aggregate Commission payable to all the NEDs and IDs is recommended by the NRC to the Board based on Company performance, profits, return to investors, shareholder value creation and any other significant qualitative parameters as may be decided by the Board. The NRC recommends to the Board, the quantum of Commission payable for each Director based upon the outcome of the evaluation process which is driven by various factors including attendance and time spent in the Board and Committee Meetings, individual contributions at the Meetings and contributions made by Directors other than in Meetings.
  - d) The remuneration payable to Directors shall be inclusive of any remuneration payable for services rendered in any other capacity, unless the services rendered are of a professional nature and the NRC is of the opinion that the Director possesses requisite qualification for the practice of the profession.
- (ii) Managing Director ('MD')/ Executive Director ('ED')/ Key Managerial Personnel ('KMP')/ rest of the employees

The extent of overall remuneration should be sufficient to attract and retain talented and qualified individuals suitable for every role. Hence, remuneration should be market competitive, driven by the role played by the individual, reflective of the size of the Company, complexity of the Sector/ Industry/ Company's Operations and the Company's capacity to pay,

consistent with recognized best practices and aligned to regulatory requirements.

Basic/Fixed salary is provided to all employees to ensure that there is a steady income in line with their skills and experience. In addition, the Company provides employees with certain perquisites, allowances and benefits in accordance with terms of employment/contract.

In addition to the Basic/ Fixed salary, benefits, perquisites and allowances as mentioned above, the Company provides to its MD/ ED, such remuneration by way of Commission, calculated with reference to the net profits of the Company in the Financial Year, as may be determined by the Board, subject to the overall ceilings stipulated under Section 197 of the Act. The specific amount payable to the MD/ ED would be based on performance as evaluated by the NRC and recommended by them and approved by the Board.

#### Details of remuneration paid during the Financial Year 2020-21:

##### a) Non-Executive Directors (NEDs)

Name of Non-Executive Director	(₹ Lakh)		
	Commission relating to FY 2019-20 (paid in FY 2020-21)	Commission relating to FY 2020-21 (payable in FY 2021-22)	Sitting fees (paid in FY 2020-21)
Mr. R. Harish Bhat *	-	-	1.80
Mr. L. Krishnakumar * (up to May 05, 2020)	-	-	0.30
Mr. Sunil A. D'Souza* (from May 05, 2020)	-	-	1.40
Ms. Sunalini Menon	15.50	21.50	4.80
Mr. V. Leeladhar	21.00	32.00	5.70
Mr. Siraj Azmat Chaudhry	16.00	25.00	5.70
Dr. P. G. Chengappa	11.50	21.50	5.55

\*Mr. R. Harish Bhat, Mr. L. Krishnakumar and Mr. Sunil A. D'Souza have not drawn any commission from the Company, as they are full-time employees of Tata Group Companies.

The Company pays sitting fee of ₹ 30,000/- per meeting to the NEDs for attending Meetings of the Board, Audit Committee and NRC and ₹ 15,000/- for meetings of other Committees. In respect of current employees of Tata Companies who are NEDs on the Board of Indian Tata Companies, the sitting fees payable shall not exceed ₹ 20,000/- per meeting of the Board, Audit and NRC and for other Committees, the sitting fees shall be ₹ 10,000/- per meeting. No sitting fee is payable to the members for attending the Meetings of the Corporate Social Responsibility Committee.

The Members at the Annual General Meeting of the Company held on July 21, 2014 approved payment of Commission to the NEDs within the ceiling of 1% of the net profits of the Company as computed under the applicable provisions of the Act. The said Commission payable to the NEDs is decided each year by the Board of Directors and distributed amongst them based on their attendance, role and responsibility as Chairman/ Member of the Committees and their overall contribution as well as time spent on operational matters otherwise than at the meetings. The Company also reimburses the out of pocket expenses incurred by the NEDs for attending meetings.

##### b) Managing Director and Executive Director:

Name of Managing/Executive Directors	Salary	Perquisites and Allowance	Contribution to Retiral Funds	(₹ Lakh)	
				Commission for FY 2020-21 (payable in FY 2021-22)	Total
Mr. Chacko Purackal Thomas, Managing Director & CEO	155.69	17.25	17.17	95.00	285.11
Mr. K. Venkataramanan, Executive Director - Finance & CFO	123.28	7.68	13.82	76.00	220.78

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

## 6. Stakeholders' Relationship Committee:

The Stakeholders' Relationship Committee has been constituted by the Board in compliance with the requirements of Section 178 (5) of the Act and Regulation 20 of the Listing Regulations. Dr. P. G. Chengappa, Independent Director is the Chairman of this Committee.

### Terms of reference

The terms of reference of the Stakeholders Relationship Committee (SRC) covers the areas mentioned in Section 178 (5) of the Act and Regulation 20 read with Part D (B) of Schedule II to the Listing Regulations. The terms of reference of the SRC, inter-alia are as follows:

- Resolving the grievances of the security holders of the Company including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.
- Review of measures taken for effective exercise of voting rights by shareholders
- Review of adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent.
- Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/ statutory notices by the shareholders of the company.

During the Financial Year 2020-21, the Committee met three times i.e., on May 04, 2020, July 27, 2020 and October 27, 2020. The composition of the Stakeholders Relationship Committee and the details of the meetings attended by its members during the Financial Year ended March 31, 2021 are as under:

Name of the Member	Category of Directors	No. of meetings held	No. of meetings attended
Dr. P. G. Chengappa – Chairman	Independent Non-Executive	3	3
Mr. L. Krishnakumar *	Non-Independent Non-Executive	1	1
Mr. Chacko Purackal Thomas	Non-Independent Executive	3	3
Mr. K. Venkataramanan	Non-Independent Executive	3	3

\*Mr. L. Krishnakumar ceased to member of the Committee effective May 05, 2020, consequent to his resignation from the Board .

The Committee also oversees the performance of the Registrar and Share Transfer Agent and recommends measures for overall improvement in the quality of Investors' service. Mr. N. Anantha Murthy, Head-Legal & Company Secretary is designated as Compliance Officer of the Company.

Details of complaints/ queries/requests/ other correspondence received and attended to during the Financial Year 2020-21 are given below:

	Complaints	Queries/Requests/ Other Correspondence
No. of complaints pending as on April 1, 2020	0	19
No. of complaints received during the year	1	485
No. of complaints resolved during the year	1	475
No. of complaints pending as on March 31, 2021	0	10*

\*These requests were received in the last week /second fortnight of March 2021 and were subsequently addressed.

The equity shares of the Company are traded in dematerialized form. During 2020-21, 31 demat requests for dematerialization covering 39,560 shares were received and processed and 179 requests for Transmission of shares covering 66,570 shares were received and processed. This includes 177 transmission cases involving 65,570 shares transferred to IEPF.

As on March 31, 2021, there was 1 request for transmission covering 60 shares which was pending and 3 requests for dematerialization covering 2810 shares which were pending. These requests were received in the last week / second fortnight of March 2021 respectively and have subsequently been processed.

### Transfer of Unclaimed/Unpaid Amounts to the Investor Education and Protection Fund:

In accordance with the provisions of the Act, read with Investor Education Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, as amended ('Rules'), the dividends, unclaimed for a period of seven years from the date of transfer to the Unpaid Dividend Account of the Company are liable to be transferred to the IEPF. Accordingly, unclaimed dividends of Shareholders for Financial Year 2013-14 lying in the unclaimed dividend account of the Company as on August 27, 2021 will be due for transfer to IEPF on the due date i.e. September 26, 2021. Further, the shares (excluding the disputed cases) pertaining to which dividend remains unclaimed for a consecutive period of seven years from the date of transfer of the dividend to the unpaid dividend account is also required to be transferred to the IEPF Authority established by the Central Government.

As per Rule 6 of Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("Rules") read with Section 124 of the Act, intimations have been sent to shareholders concerned, requesting them to encash their unclaimed dividends failing which the unclaimed dividends and the corresponding shares held by them shall be transferred to IEPF Authority.

The following table gives information relating to outstanding dividend accounts and the dates when due for transfer to IEPF:

Financial year ended	Date of payment of dividend	Last date for claiming Unpaid dividend	Transfer to IEPF Fund during
March 31, 2014	22.07.2014	27.08.2021	September 2021
March 31, 2015	06.08.2015	12.09.2022	October 2022
March 31, 2016	29.07.2016	04.09.2023	October 2023
March 31, 2017	20.07.2017	24.08.2024	September 2024
March 31, 2018	05.07.2018	11.08.2025	September 2025
March 31, 2019	06.06.2019	13.07.2026	August 2026
March 31, 2020	02.07.2020	09.08.2027	September 2027

Shareholders are requested to get in touch with Registrar and Transfer Agent (RTA) for encashing the unclaimed dividend amount, if any, standing to the credit of their account.

During the Financial Year 2020-21, the Company has transferred following amounts and shares to Investor Education and Protection Fund Authority (IEPF):

Financial year	Amount of unclaimed dividend (₹)	Number of shares transferred
2012-13	17,53,433	69,030
Unclaimed Dividend		

Details of shares transferred have been uploaded on the Company's website at [www.tatacoffee.com](http://www.tatacoffee.com).

## 7. Corporate Social Responsibility Committee:

The Corporate Social Responsibility (CSR) Committee has been constituted by the Board in compliance with the requirements of Section 135 of the Act.

**Terms of reference The terms of reference of the CSR Committee are:**

- Formulate and recommend to the Board, a CSR Policy indicating the activity or activities to be undertaken by the Company as specified in Schedule VII to the Act.
- Recommend the amount to be spent on CSR activities.

- Monitor implementation and adherence to the CSR Policy of the Company from time to time.
- Such other activities as the Board of Directors determine as they may deem fit in line with CSR Policy.

The Board has adopted the CSR Policy as formulated and recommended by the Committee. The CSR Policy is available on the website of the Company at the web link: [https://tatacoffee.com/sites/default/files/collaterals/investors/CSR\\_Policy\\_Final\\_03062020.pdf](https://tatacoffee.com/sites/default/files/collaterals/investors/CSR_Policy_Final_03062020.pdf). The Annual Report on CSR activities for the Financial Year 2020-21 forms part of the Board's Report.

During the Financial Year 2020-21, the Committee met two times i.e., on December 16, 2020 and March 30, 2021.

The composition of the CSR Committee and the details of the meetings attended by its members during the Financial Year ended March 31, 2021 are as under:

Name of the Member	Category of Directors	No. Meetings held	No. of Meetings attended
Ms. Sunalini Menon – Chairperson	Independent Non-Executive	2	2
Mr. V Leeladhar	Independent Non-Executive	2	2
Mr. Siraj Azmat Chaudhry	Independent Non-Executive	2	2
Dr. P. G. Chengappa	Independent Non-Executive	2	2
Mr. Chacko Purackal Thomas	Non-Independent Executive	2	2

## 8. Risk Management Committee:

The Risk Management Committee of the Company is constituted in line with the provisions of Regulation 21 of the Listing Regulations.

The Board of the Company has constituted a Risk Management Committee to frame, implement and monitor the Risk Management Plan for the Company. The Committee is responsible for reviewing the Risk Management Plan and ensuring its effectiveness. Major risks identified by the businesses and functions are systematically addressed through mitigating actions on a continuing basis.

During the Financial Year 2020-21, the Committee met two times i.e., on September 15, 2020 and March 15, 2021.

The composition of the Risk Management Committee and the details of the meetings attended by its Members during the Financial Year ended March 31, 2021 are as under:

Name of the Member	Category of Directors	No. of meetings held	No. of meetings attended
Mr. Siraj Azmat Chaudhry – Chairman	Independent Non-Executive	2	2
Mr. V. Leeladhar	Independent Non-Executive	2	2
Dr. P. G. Chengappa	Independent Non-Executive	2	2
Mr. Chacko Purackal Thomas	Non-Independent Executive	2	2
Mr. K. Venkataramanan	Non-Independent Executive	2	2

## 9. Subsidiary Companies:

The Company has a material unlisted Subsidiary as defined under Regulation 16 of the Listing Regulations. Accordingly, the corporate governance requirements as applicable with respect to material unlisted subsidiary has been complied with.

The Company's Audit Committee reviews the Consolidated Financial Statements of the Company as well as the Financial Statements of the Subsidiaries, including the investments made by the Subsidiaries. The Minutes of the Board Meetings, along with a report of the significant transactions and arrangements of the unlisted subsidiaries of the Company, as applicable, are placed before the Board of Directors of the Company.

The Company has formulated a policy for determining Material Subsidiaries and the Policy is disclosed on the Company's website at the web link: [https://tatacoffee.com/sites/default/files/collaterals/investors/Policy\\_for\\_determining\\_Material\\_Subsiary.pdf](https://tatacoffee.com/sites/default/files/collaterals/investors/Policy_for_determining_Material_Subsiary.pdf)

## 10. General Body Meetings:

### i. Location and time, where last three AGMs were held:

The last three Annual General Meetings of the Company were held as under:

Year	Date & Time of Meeting	Venue
2017-18	July 2, 2018 at 11.00 AM	Registered Office :
2018-19	June 3, 2019 at 11.00 AM	Pollibetta – 571215, Kodagu
2019-20	June 29, 2020 at 11.00 AM	Meeting held through Video Conferencing ("VC")/ other Audio-Visual Means("OAVM")

- ii. Whether any special resolutions passed in the previous three AGMs – A Special Resolution was passed for an increase in the limits applicable for making investments / extending loans and giving guarantees or providing securities in connection with loans to Persons / Bodies Corporate at the AGM held on July 2, 2018 and three Special Resolutions were passed with regard to re-appointment of Ms. Sunalini Menon (DIN: 06983334), Mr. V Leeladhar (DIN: 02630276), Mr. Siraj Azmat Chaudhry (DIN: 00161853) as Independent Directors for a second term at the AGM held on June 29, 2020.
- iii. Whether any Special Resolution passed last year through postal ballot and details of voting pattern - No special resolution was passed through postal ballot in the last year.
- iv. Person who conducted the postal ballot exercise - Not Applicable
- v. Whether any special resolution is proposed to be conducted through postal ballot – At present, there is no proposal to pass any special resolution through Postal Ballot.
- vi. Procedure for Postal Ballot – Not Applicable

## 11. Means of Communication:

The quarterly and annual financial results of the Company are uploaded on NSE Electronic Application Processing System (NEAPS) and BSE Listing Centre in accordance with the requirements of Listing Regulations. The financial results are displayed on BSE and NSE websites. The financial results are also published in 'The Business Line' (English) and 'Kannada Prabha' (Kannada) newspapers and posted on the Company's website at [www.tatacoffee.com](http://www.tatacoffee.com). In terms of the Listing Regulations, the Company has a designated email ID for dealing with Investors' complaints viz., [investors@tatacoffee.com](mailto:investors@tatacoffee.com). The official media releases and presentations made to Institutional Investors/Analysts and audio recording of Analyst Calls, and transcripts are posted on the Company's website.

**12. General Shareholder information:**

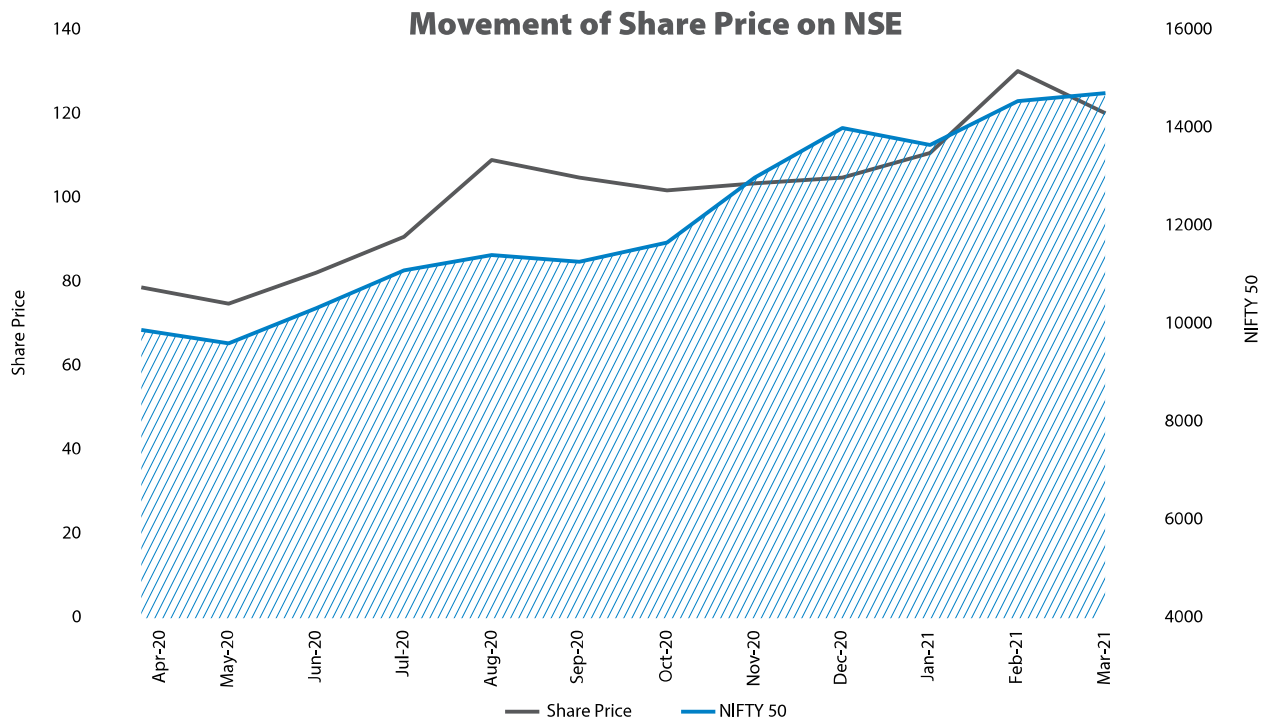
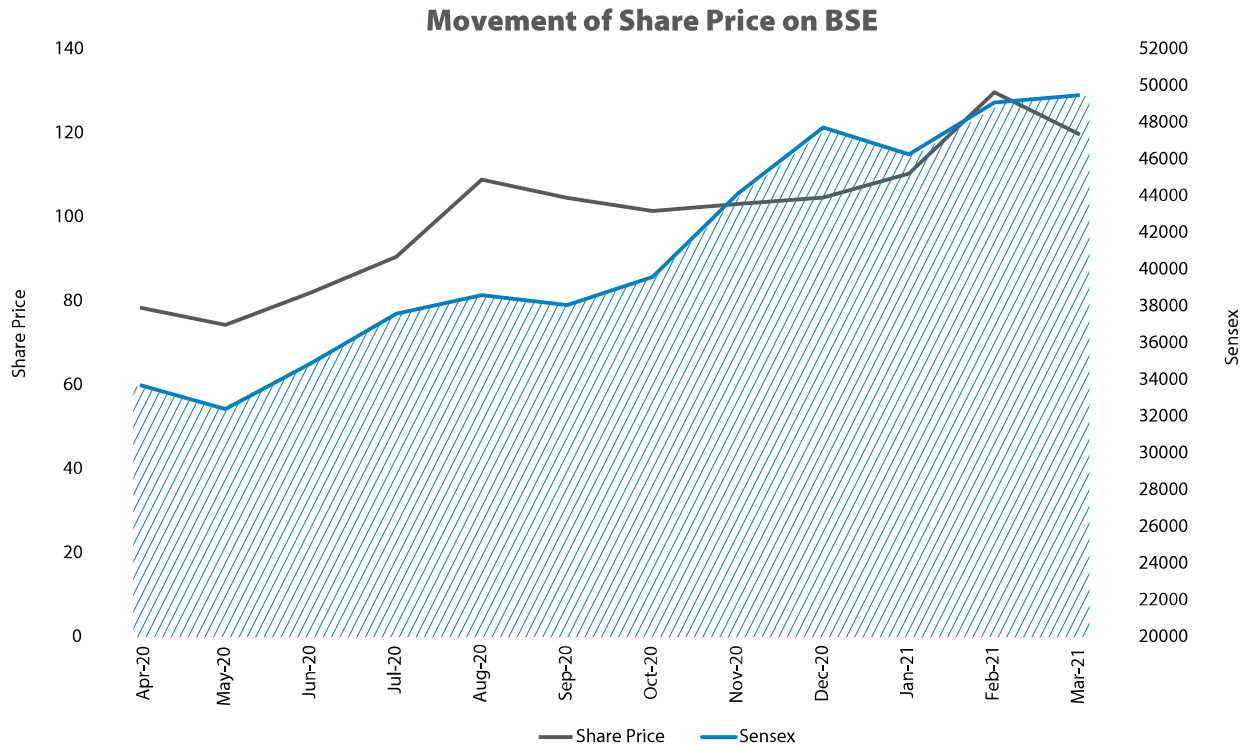
<b>I. AGM: Date Time and Venue</b>	Monday, June 14, 2021 11.00 A.M The Company is conducting AGM through VC / OAVM pursuant to the MCA Circular dated January 13, 2021 (General Circular No. 02/21) read with circulars dated April 8, 2020, April 13, 2020 and May 5, 2020 (collectively referred to as "MCA Circulars") and as such there is no requirement to have a venue for the AGM. For details, please refer to the Notice of this AGM.	
<b>II. Financial Calendar (tentative)</b>	Board Meetings for approval of: Financial Results for the first quarter ending June 30, 2021 Financial Results for the second quarter ending September 30, 2021 Financial Results for the third quarter ending December 31, 2021 Annual Accounts for Financial Year 2021-2022 Annual General Meeting for the year ending March 31, 2022	Before August 14, 2021 Before November 14, 2021 Before February 14, 2022 In April / May 2022 In June/July 2022
<b>III. Dates of Book Closure</b>	June 1, 2021 to June 5, 2021 (both days inclusive)	
<b>IV. Dividend Payment Date</b>	The Dividend, if declared at AGM, will be paid on or after June 17, 2021.	
<b>V. Listing on Stock Exchanges and Stock Code</b>	BSE Ltd. Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400 001 Tel: +91 22 22721233/34 Fax: +91 22 22721919 Stock Code: 532301	National Stock Exchange of India Ltd., Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (E) Mumbai – 400 051 Tel No: +91 22 26598100-14 / 66418100 Fax No: +91 22 26598120 Stock Code: TATACOFFEE

The Company has paid Listing Fees for the Financial Year 2021 - 22 to each of the Stock Exchanges, where the equity shares of the Company are listed.

**VI. Market Price Data: High and Low during each month in the Financial Year 2020 -21:**

Month	BSE Ltd.			National Stock Exchange of India Ltd.		
	High	Low	No. of Shares Traded	High	Low	No. of Shares Traded
April, 2020	82.50	54.05	13,18,663	82.70	54.00	1,53,88,040
May, 2020	80.10	69.35	9,24,329	79.95	69.00	1,02,14,407
June, 2020	90.50	74.00	17,01,594	90.50	73.75	1,88,73,869
July, 2020	96.80	77.60	23,57,437	96.65	77.70	3,05,60,583
August, 2020	119.80	88.95	34,66,657	119.90	89.05	3,99,08,778
September, 2020	116.70	98.15	12,80,939	116.85	97.70	1,48,47,691
October, 2020	113.30	99.45	12,50,244	113.40	99.40	1,36,24,036
November, 2020	104.65	99.25	9,97,010	104.80	99.05	95,20,064
December, 2020	113.80	98.30	19,82,297	113.90	98.40	2,60,66,900
January, 2021	121.35	104.50	38,99,735	121.50	103.50	4,74,13,208
February, 2021	135.55	91.15	45,59,610	135.70	104.00	4,63,58,250
March, 2021	138.65	112.70	69,92,614	138.80	112.70	6,10,50,832

**VII. Performance of the Company's equity shares (closing share price) in comparison to BSE Sensex and NSE Nifty during the Financial Year 2020-21:**



VIII. Name of the Depository with whom the Company has entered into Agreement:	ISIN Number
1. National Securities Depository Limited	INE493A01027
2. Central Depository Services (India) Limited	INE493A01027

**IX. Registrar and Share Transfer Agent:**

**Share Transfer System:**

Share transfers, dividend payments and all other investor related activities are attended to and processed at the Office of the Company's Registrar and Share Transfer Agent. For lodgment of transfer deeds and any other documents or for any grievances/complaints, kindly contact any of the offices of TSR Darashaw Consultants Private Limited which are open from 10:00 A.M. to 3:30 P.M. between Monday to Friday (except on bank holidays)

**Share Transfer Physical System:**

As per directives issued by SEBI, it is compulsory to trade in the Company's equity shares in dematerialized form. Effective April 1, 2019, transfer of shares in physical form has ceased. Shareholders who had lodged their request for transfer prior to March 31, 2019 and, have received the same under objection can relodge the transfer request after rectification of the documents. Request for transmission of shares and dematerialization of shares will continue to be accepted.

**Dematerialization of Shares and Liquidity:**

The process of conversion of shares from physical form to electronic form is known as dematerialization. For dematerializing the shares, the Shareholder has to open a demat account with a Depository Participant (DP). The Shareholder is required to fill in a Demat Request Form and submit the same along with the Share Certificate(s) to the DP. The DP will allocate a demat request number and shall forward the request physically and electronically, through NSDL/CDSL to the R&T Agent. On receipt of the demat request, both physically and electronically and after verification, the Shares are dematerialized, and an electronic credit of shares is given in the account of the Shareholder.

**TSR Darashaw Consultants Private Limited**

**Registered Office:**

TSR Darashaw Consultants Private Limited  
C-101, 1st Floor, 247, Park  
L.B.S. Marg, Vikhroli (West)  
Mumbai – 400083  
Tel: +91 22 66568484  
Extn : 411 / 412 / 413  
Fax: +91 22 66568494  
Email : [csg-unit@tcplindia.co.in](mailto:csg-unit@tcplindia.co.in)  
Website : <https://www.tcplindia.co.in>

**Branch Offices:**

**i. Bengaluru**

TSR Darashaw Consultants Private Limited  
C/o. Mr. D. Nagendra Rao  
"Vaghdevi" 543/A, 7th Main  
3rd Cross, Hanumanthnagar  
Bengaluru – 560019  
Tel: +91 80 26509004  
Email : [tsrdljang@tcplindia.co.in](mailto:tsrdljang@tcplindia.co.in)

**ii. Kolkata**

TSR Darashaw Consultants Private Limited  
C/o Link Intime India Private Limited  
Vaishno Chamber, Flat No. 502 & 503  
5th Floor, 6, Brabourne Road  
Kolkata - 700001  
Tel: +91 33 40081986  
Email : [tsrdlcal@tcplindia.co.in](mailto:tsrdlcal@tcplindia.co.in)

**v. Ahmedabad (Agent)**

TSR Darashaw Consultants Private Limited  
C/o Link India Intime Private Limited  
Amarnath Business Centre-1 (ABC-1)  
Beside Gala Business Centre  
Nr. St. Xavier's College Corner  
Off. C.G. Road, Ellisbridge  
Ahmedabad - 380006  
Tel: +91 79 26465179  
Email : [csg-unit@tcplindia.co.in](mailto:csg-unit@tcplindia.co.in)

**iii. New Delhi**

TSR Darashaw Consultants Private Limited  
C/o Link Intime India Private Limited  
Noble Heights, 1st Floor  
Plot No NH-2, C-1 Block, LSC  
Near Savitri Market, Janakpuri  
New Delhi – 110058  
Tel: +91 11 49411030  
Email : [tsrdldel@tcplindia.co.in](mailto:tsrdldel@tcplindia.co.in)

**iv. Jamshedpur**

TSR Darashaw Consultants Private Limited  
Bungalow No. 1, 'E' Road,  
Northern Town Bistupur,  
Jamshedpur - 831001  
Tel: +91 657 2426937  
Email : [tsrdljsr@tcplindia.co.in](mailto:tsrdljsr@tcplindia.co.in)



## Shareholders' Relations Cell

Contact Person	Address	Contact details
Mr. N. Anantha Murthy Head - Legal & Company Secretary	Tata Coffee Limited No. 57, Railway Parallel Road Kumara Park West Bengaluru – 560 020	Tel: + 91 80 23561976/81 Fax: + 91 80 23341843 e-mail ID: <a href="mailto:investors@tatacoffee.com">investors@tatacoffee.com</a> website: <a href="http://www.tatacoffee.com">www.tatacoffee.com</a>

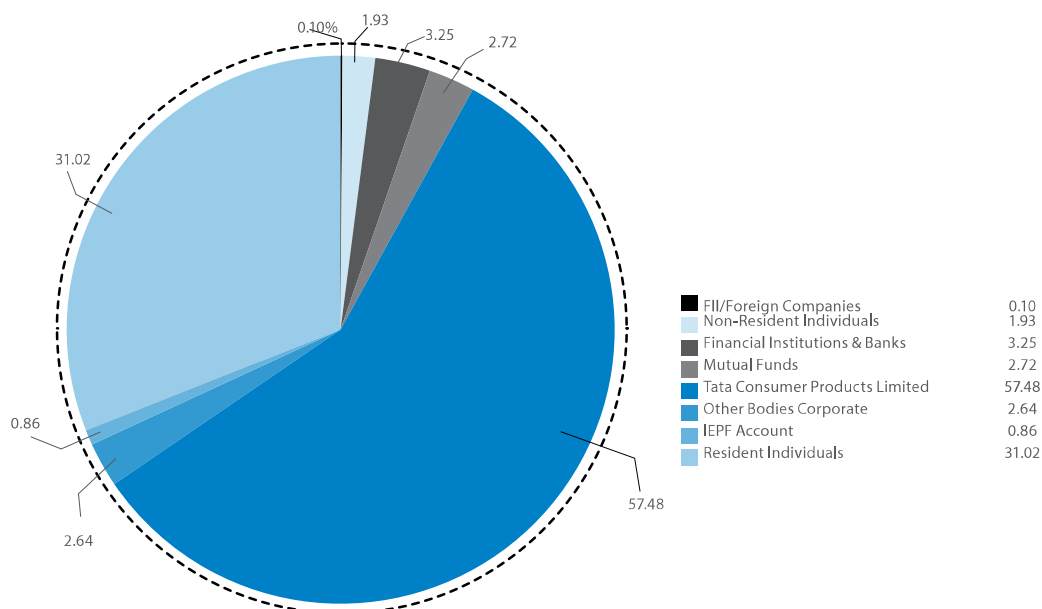
## X. Distribution of Shareholding as on March 31, 2021:

No. of Equity Shares	No. of Shareholders	% of Shareholders	No. of Shares	% of Shareholders
1 – 500	1,15,135	87.19	1,30,44,569	6.99
501 - 1000	8,170	6.19	68,21,055	3.65
1001 - 2000	4,193	3.17	65,42,898	3.50
2001 - 3000	1,468	1.11	38,25,820	2.05
3001 - 4000	702	0.53	25,47,804	1.36
4001 - 5000	631	0.48	30,00,575	1.61
5001 - 10000	969	0.73	72,28,080	3.87
10001 & above	788	0.60	14,37,59,569	76.97
<b>TOTAL</b>	<b>1,32,056</b>	<b>100.00</b>	<b>18,67,70,370</b>	<b>100.00</b>

## XI. Category-wise Shareholders as on March 31, 2021:

Sl. No.	Category of Shareholders	No. of Shares	Percentage
1	FII/Foreign Companies	1,95,564	0.10
2	Non-Resident Individuals	35,98,283	1.93
3	Financial Institutions & Banks	60,62,929	3.25
4	Mutual Funds	50,71,346	2.72
5	Holding Company - Tata Consumer Products Limited [formerly known as Tata Global Beverages Limited]	10,73,59,820	57.48
6	Other Bodies Corporate	49,40,177	2.64
7	IEPF Account	16,14,729	0.86
8	Resident Individuals	5,79,27,522	31.02
	<b>TOTAL</b>	<b>18,67,70,370</b>	<b>100.00</b>

Categories of Shareholders as on March 31, 2021



<b>XII.</b>	Shares in Physical and Demat form as on March 31, 2021:	<b>No. of Shares</b>	<b>Percentage</b>
		In Physical Form	1.75
		In Dematerialised Form	98.25
<b>XIII.</b>	No. of shareholders whose shares as on March 31, 2021 are in Physical and Demat form:	<b>No. of Shareholders</b>	<b>Percentage</b>
		In Physical Form	3.84
		In Dematerialised Form	96.16
<b>XIV.</b>	Outstanding GDRs/ADRs/Warrants or any Convertible instruments, conversion date and likely impact on equity:		Nil
<b>XV.</b>	Plant Locations:		
	17 Coffee Estates in Kodagu, Hassan and Chickmagalur District		
	1 Tea Estate in Kodagu District and	State of Karnataka	
	1 Tea and Coffee (mixed) in Chickmagalur District		
	4 Tea Estates in Pachaimallai, Pannimade, Uralikal & Velonie and 1 Coffee Estate in Valparai	State of Tamil Nadu	
	1 Tea Estate in Malakiparai	State of Kerala	
	Curing Works, R&G factory and Pepper processing Unit in Kudige, Kushalnagar	State of Karnataka	
	1 Instant Coffee Plant at Brahmanpally Village, Toopran	State of Telangana	
	1 Instant Coffee Plant at Jayamangalam Village, Theni	State of Tamil Nadu	
<b>XVI.</b>	Address for correspondence:		As stated in 12 (IX) above
<b>XVII.</b>	The Company has not issued any global depository receipts or American depository receipts. There are no warrants or any convertible instruments outstanding as on March 31, 2021.		
<b>XVIII.</b>	The details of credit rating of the Company as at March, 31, 2021 is given below:		

Instrument details	Amount (₹ in Crore)	Rating
Fund-based Bank Facilities	150.00	[ICRA]AA(Stable)/ [ICRA]A1+ Reaffirmed/ Assigned
Commercial Paper	30.00	[ICRA]A1+ Reaffirmed

### 13. Other Disclosures:

- a. All transactions entered into by the Company with related parties as defined under the Act and the Listing Regulations, during the Financial Year 2020-21 were in the ordinary course of business and on arm's length pricing basis and do not attract the provisions of Section 188 of the Act. There were no materially significant transactions with the related parties during the financial year which were in conflict with the interest of Company. Necessary disclosures as required under the Accounting Standards have been made in the Financial Statements. The Board has approved a policy on materiality of related party transactions and on dealing with related party transactions and the same is disclosed on the website of the Company at the link [https://tatacoffee.com/sites/default/files/collaterals/investors/Related\\_Party\\_Transaction\\_Policy.pdf](https://tatacoffee.com/sites/default/files/collaterals/investors/Related_Party_Transaction_Policy.pdf).
- b. The Company has complied with the requirements of the Stock Exchanges / SEBI and Statutory Authorities on all matters related to the capital markets during the last three years. No penalty or strictures were imposed on the Company by any of these authorities. None of the Company's listed securities is suspended from trading.
- c. The Company has adopted a Whistle Blower Policy and has established necessary Vigil Mechanism as required under Regulation 22 of the Listing Regulations for Directors and employees to report concerns about any unethical behavior. No person has been denied access to the Chairman of the Audit Committee. The said policy has also been disclosed on the website of the Company at the link [https://tatacoffee.com/sites/default/files/collaterals/investors/Whistle\\_Blower\\_Policy\\_16092019.pdf](https://tatacoffee.com/sites/default/files/collaterals/investors/Whistle_Blower_Policy_16092019.pdf).
- d. The Company has complied with all the mandatory requirements of the Listing Regulations. The Company has also adopted the following discretionary requirements as provided in the Listing Regulations:
  - (i) The Chairman of the Board is a Non-Executive Director and his position is separate from that of the Managing Director & CEO.
  - (ii) The Internal Auditor reports to the Audit Committee.
  - (iii) The financial statements of the Company are with unmodified audit opinion.
- e. The policy to determine a material subsidiary has been framed and the same is disclosed on the Company's website at the link [https://tatacoffee.com/sites/default/files/collaterals/investors/Policy\\_for\\_determining\\_Material\\_Subsiary.pdf](https://tatacoffee.com/sites/default/files/collaterals/investors/Policy_for_determining_Material_Subsiary.pdf).
- f. Commodities form a major part of business of the Company and hence, Commodity price risk is one of the important risks for the Company. Your Company has a robust framework in place to protect the Company's interests from risks arising out of market volatility. The Risk Management Team, based on market intelligence and continuous monitoring, advises the sales and

procurement teams on appropriate strategy to deal with such market volatility.

- (i) The Risk Management Policy of the Company with respect to commodities including hedging has been framed.
- (ii) Commodity risks faced by the Company during the year and how they have been managed:

The Plantation exposure of Green Beans consisting of Arabica and Robusta grades, export pricing is directly linked to exchange terminals traded in ICE (Inter Continental Exchange). A decline in exchange traded value results in a decline in the realization, hence a prudent hedge methodology is adopted. Risk Manager has been specifically appointed to execute hedge based on the Risk Management Policy approved by the Board and that the commodity / hedging risk is monitored appropriately.

- (iii) Mr. K. Venkataramanan, Executive Director-Finance & CFO, continuously monitors the foreign exchange risk management strategy and commodity risk management strategy in light of dynamic market conditions.

- g. The Company has managed the Foreign Exchange risk with appropriate hedging activities in accordance with the policies of the Company. The Company used Forward Exchange Contracts to hedge against its Foreign Currency exposures relating to firm commitments. There were no materially uncovered exchange rate risks in the context of the Company's Foreign Exchange exposures.

The Company's exposure to market risks for commodities and currencies are detailed in Note No. 37 under the head 'Financial Risk Management Framework', forming part of Notes to Financial Statements.

- h. During the Financial Year 2020-21, the Board has accepted all the recommendations of its Committees.
- i. The Company has followed all relevant Accounting Standards notified by the Companies (Indian Accounting Standards) Rules, 2015 while preparing Financial Statements for the Year 2020-21.
- j. Disclosure with respect to demat suspense account/unclaimed suspense account: Not applicable.
- k. The Company has duly complied with the requirements specified in Regulations 17 to 27 and Clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the Listing Regulations.
- l. Particulars of Directors seeking appointment / re-appointment at the ensuing Annual General Meeting have been provided in the Notice of the Annual General Meeting.

- m. Total fees for all services paid by the Company and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm/network entity of which the statutory auditor is a part is given below:

(₹ Lakh)

Payment to Statutory Auditors	FY 2020-21
Audit Fees	291.92
Quarterly Audit Fees	25.89
Tax Audit Fees	12.00
Other Services	25.00
For reimbursement of expenses	17.54
<b>Total</b>	<b>372.35</b>

- n. Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

Number of complaints filed during the Financial Year 2020-21	8
Number of complaints disposed of during the Financial Year 2020-21	7
Number of complaints pending as at end of the Financial Year	1*

\*Domestic Enquiry Committee is conducting an enquiry as per the Standing Orders of the Company and a final decision is pending.

- o. The Managing Director & CEO and the Chief Financial Officer have certified to the Board in accordance with Regulation 33(2)(a) of the Listing Regulations pertaining to CEO/CFO certification for the Financial Year ended March 31, 2021. The MD & CEO and Chief Financial Officer have also issued compliance certificate to the Board pursuant to the provisions of Regulation 17(8) of the Listing Regulations certifying that the financial statements do not contain any materially untrue statement and these statements represent a true and fair view of the Company's affairs. The said Certificate is annexed and forms part of the Annual Report.
- p. Certificate on Corporate Governance:

All the Directors of the Company have submitted a declaration stating that they are not debarred or disqualified by the Securities and Exchange Board of India / Ministry of Corporate Affairs or any such Statutory Authority from being appointed or continuing as Directors of Companies. Mr. V. Madan (ACS 5048, CP 21778), Practicing Company Secretary, has submitted a certificate to this effect.

A compliance certificate from Mr. V. Madan (ACS 5048, CP 21778), Practicing Company Secretary, pursuant to the requirements of Schedule V to the Listing Regulations regarding compliance of conditions of Corporate Governance is attached.

**DECLARATION BY THE CEO ON CODE OF CONDUCT AS REQUIRED BY SCHEDULE V OF SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015**

I, Chacko Purackal Thomas, Managing Director and CEO of the Company hereby declare that all the Board Members and Senior Management Personnel have affirmed compliance with Code of Conduct, as applicable to them, in respect of the Financial Year 2020-21.

Place: Bengaluru  
Date: April 29, 2021

**Chacko Purackal Thomas**  
Managing Director & CEO  
DIN: 05215974

**PRACTICING COMPANY SECRETARY'S CERTIFICATE ON CORPORATE GOVERNANCE**

**To,  
The Members  
Tata Coffee Limited,**

I have examined the compliance of the conditions of Corporate Governance by Tata Coffee Limited ('the Company') for the year ended March 31, 2021, as stipulated in the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the Listing Regulations).

The compliance of the conditions of Corporate Governance is the responsibility of the management. My examination was limited to a review of procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In my opinion and to the best of my information and according to the explanations given to me, and the representations made by the Directors and the Management and considering the relaxations granted by the Ministry of Corporate Affairs (MCA) and Securities and Exchange Board of India (SEBI) in the light of COVID-19 situation, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in the Listing Regulations during the year ended March 31, 2021.

I state that such compliance 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.

Place: Bengaluru  
Date: April 29, 2021

**V. Madan**  
Practicing Company Secretary  
ACS No. 5048  
CP No. 21778  
UDIN: A005048C000195656

## 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  
Tata Coffee Limited  
Pollibetta – 571215, Kodagu**

I have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Tata Coffee Limited having CIN L01131KA1943PLC000833 and having registered office at Pollibetta – 571215, Kodagu (hereinafter referred to as ‘the Company’), produced before me 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 my opinion and to the best of my 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 me by the Company & its officers, I hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on March 31, 2021 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.

Sl. No.	Name of Director	DIN	Date of appointment in the Company
1	Mr. Harish Bhat	00478198	27.07.2012
2	Mr. L. Krishnakumar#	00423616	07.11.2017
3	Mr. Sunil D'souza#	07194259	05.05.2020
4	Mr. V Leeladhar	02630276	22.12.2014
5	Ms. Sunalini Menon	06983334	23.09.2014
6	Mr. Siraj Azmat Chaudhry	00161853	15.05.2015
7	Dr. P.G. Chengappa	06771287	18.05.2017
8	Mr. Chacko Purackal Thomas	05215974	04.08.2015
9	Mr. K Venkataramanan	01728072	25.10.2014

# Mr. L. Krishnakumar (DIN: 00423616) resigned from the Board w.e.f. May 5, 2020. Mr. Sunil A. D'Souza (DIN:07194259), was inducted as a Non-Executive Non-Independent Director on the Board w.e.f. May 5, 2020.

Ensuring the eligibility of for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. My responsibility is to express an opinion on these based on my 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.

Place: Bengaluru  
Date: April 29, 2021

**V. Madan**  
Practicing Company Secretary  
ACS No. 5048  
CP No. 21778  
UDIN: A005048C000195691

## CEO / CFO CERTIFICATION IN RESPECT OF FINANCIAL STATEMENTS AND CASH FLOW STATEMENT

(Pursuant to Regulation 17(8) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015  
for the Financial Year ended March 31, 2021)

To,

**The Board of Directors  
Tata Coffee Limited**

We have reviewed the Financial Statements and the Cash Flow Statement for the Financial Year ended March 31, 2021 and we hereby certify and confirm to the best of our knowledge and belief the following:

- a. The Financial Statements and Cash Flow statement do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
- b. The Financial Statements and the Cash Flow Statement together present a true and fair view of the affairs of the Company and are in compliance with existing accounting standards, applicable laws and regulations;
- c. There are no transactions entered in to by the Company during the year ended March 31, 2021 which are fraudulent, illegal or violative of Company's Code of Conduct;
- d. We accept responsibility for establishing and maintaining internal controls for Financial Reporting and we have evaluated the effectiveness of these internal control systems of the Company pertaining to financial reporting. Deficiencies noted, if any, are discussed with the Auditors and Audit Committee, as appropriate, and suitable actions are taken to rectify the same;
- e. There have been no significant changes in the above mentioned internal controls over financial reporting during the Financial Year 2020-21;
- f. That there have been no significant changes in the accounting policies during the Financial Year 2020-21.
- g. We have not noticed any significant fraud particularly those involving the, management or an employee having a significant role in the Company's internal control system over Financial Reporting.

Place: Bengaluru  
Date: April 29, 2021

**K. Venkataramanan**  
Executive Director - Finance & CFO  
DIN: 01728072

**Chacko Purackal Thomas**  
Managing Director & CEO  
DIN: 05215974