

CYIENT



Annual Report 2020-21



CELEBRATING

30

YEARS OF
EXCELLENCE

DESIGNING TOMORROW TOGETHER



30 years of...

Empowering customers to build disruptive,
cutting-edge solutions.

Innovation and delivering pioneering work.

Enabling people to live better lives every day.

Grit, resilience, and enduring commitment.

Of designing and empowering tomorrow together.

30 YEARS OF CYIENT

1

- > Chose the road less traveled by the Indian IT industry by deciding to offer GIS mapping and digitization services in **1991**

2

- > Went public in **1997**—listed on the National and Bombay stock exchanges

3

- > Signed breakthrough contract with Analytical Surveys, Inc. in **1998** and became their exclusive offshore partner for GIS conversion services; acquired ASI's Mumbai captive in **1999**

4

- > Executed the first major GIS implementation project in India for Bharti Telenet (now Airtel) in **1999**; won Fast Track award from technology partner, Smallworld plc, UK

5

- > Established a global footprint by acquiring DataView Solutions, UK, in **1999**, Advanced Graphics Software, Germany, in **2000**, and VARGIS, US, in **2004**

6

- > Broke into the ER&D space by signing major outsourcing contracts with two of the biggest names in their respective industries: Pratt & Whitney in **2000** and Bombardier Transportation in **2002**

7

- > Established the Infotech (now Cyient) Foundation in **2002** that has over the years enabled high-impact CSR initiatives in education, digital literacy, community development, and social innovation

8

- > Created a joint venture with United Technologies Corporation in Puerto Rico in **2003** as a near-shore facility for export-controlled engineering design services

9

- > Infotech Enterprise acquired a new visual identity (the "digital bird") and a brand promise ("creating business impact") in **2004**

10

- > Acquired Tele Atlas's Noida captive in **2005**, becoming their largest partner for the production of digital maps and location content

11

- > Won landmark GIS contract from KPN Telecom, one of the largest single-vendor contracts awarded by the global telecom industry in **2005**

12

- > Strengthened presence in the hi-tech/semiconductor space in **2008** by acquiring Time to Market, Inc. with operations in San Jose and Bangalore

13

- > Commenced operations in Australia (**2005**) and Japan (**2008**), creating new growth markets in the Asia-Pacific and East Asia regions

14

- > Expanded US presence and engagements in the communications (AT&T, Verizon) and off-highway (Caterpillar) sectors by respectively acquiring Wellsco and Daxcon in **2010**

15

- > Won the first of four "Supplier of the Year" awards from The Boeing Company in **2010**

16

- > Infotech Enterprises changed its name to Cyient in **2014**, launching a new brand globally with the distinctive brand promise of "Designing Tomorrow Together"

The most memorable moments of designing tomorrow together

- 17 > Launched S3 growth strategy in **2014**, articulating a Design-Build-Maintain value proposition for customers across product and networks industries
- 18 > Inaugurated the Cyient Innovation Hub in **2014** to encourage new ideas and entrepreneurship, laying the foundation for the New Business Accelerator
- 19 > Expanded capabilities in service assurance, data sciences, and test automation through the acquisitions of Softential, Invati Insights, and Certon between **2014-17**
- 20 > Acquired Rangsons Electronics in **2015** to create a "design-led manufacturing" value proposition for customers in the aerospace, defense, industrial, medical, and telecom verticals
- 21 > Acquired GSE Asia, based in Singapore, from Pratt & Whitney in **2015** to grow aerospace aftermarket services in the region
- 22 > Established engineering center in Prague, Czech Republic, as a near-shore facility for European customers
- 23 > Founder and Chairman Dr. BVR Mohan Reddy awarded the Padma Shri in **2017** for contributions to trade and industry, the only recipient in the category that year
- 24 > Acquired AnSem, Belgium, in **2018**, a well-known name in the design of analog and mixed-signal ASICs, to strengthen semiconductor and digital presence
- 25 > Joined India2022 business coalition enabled by advisory firm Xynteo in **2018** to lead the healthcare impact track; launched MedTechConnect to deliver healthcare innovation over the last mile
- 26 > Won second place in the "Company of the Year" category and was "highly commended" at the **2019** European Diversity awards; institutionalized women mentorship and other inclusion programs
- 27 > Won Pratt & Whitney's "Supplier Innovation Award" for the seventh consecutive year and the "Supplier Highest Productivity Award" for the fourth year in a row in **2020**
- 28 > Attained Gold Partner status with ESRI in **2020**, enhancing a 25-year relationship of developing and delivering game-changing GIS solutions for customers across multiple industries
- 29 > Acquired IG Partners, Australia, in **2020**, to strengthen digital and consulting capabilities in the engineering and mining industries
- 30 > Zinnov ranked Cyient as a leader in global ER&D services for the seventh consecutive year in **2020**

We continue to apply technology imaginatively to solve problems that matter.

SIGNIFICANT MILESTONES IN FY21


Design for Circularity

Building on our vision to foster a sustainable tomorrow, we launched our **Design for Circularity (D4C)** Consulting and Engineering Practice in partnership with eolos, a Berlin-based industrial consultancy and investment firm. D4C empowers engineering-centric industries such as rail, automotive, aerospace, and medtech to embed environmental sustainability at the center of all their processes, products, and solutions.



“DESIGN FOR
CIRCULARITY”

Rising to the Occasion to Fight the Pandemic



When the COVID-19 pandemic hit the world, we, at Cyient, empowered India and the world in fighting the virus by leveraging our rich engineering and design expertise. Cyient's Truenat solution revolutionized COVID-19 testing by creating a **first-of-its-kind portable RTPCR testing kit** for timely and accurate results. The solution had enabled testing for over 20 million people so far.



Designing a Sustainable Tomorrow

As the world deals with increasingly severe natural calamities, including the pandemic, super storms, crippling wildfires, we are reminded of human fragility and the need to collectively implement policies and practices that minimize impact and perhaps even reverse some of the damage. For global businesses, providing innovative and sustainable solutions to customers and establishing resilient business models that integrate Sustainability/Environment and Social Governance (ESG) aspects across the value chain is the need of the hour.

Marking **Cyient's 30 years of excellence**, we are embarking on a journey that transforms our sustainability ambitions into action with a vision to **"Design a Sustainable Tomorrow."** This 360-degree approach integrates ESG principles across our value chain backed by strong leadership commitment, collaborative partnership, and an empowered ecosystem.

Empowering Tomorrow Together

We reiterated and consolidated our commitment to being a purpose-driven brand by launching the **"Empowering Tomorrow Together"** initiative. The move is focused on expanding the impact of the Cyient Foundation's outreach programs by leveraging synergies, optimizing resources, and ensuring maximum impact across all sustainability and CSR focus areas—more so in a year that was wrought with unprecedented challenges for the society.





WELCOME

Annual Report 2021



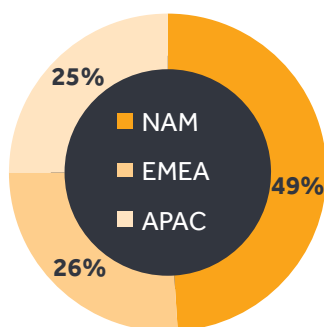
TABLE OF CONTENTS

KEY PERFORMANCE HIGHLIGHTS	10
GLOBAL FOOTPRINT	12
AWARDS AND ACCOLADES	13
CHAIRMAN'S MESSAGE	16
CORPORATE INFORMATION	21
EMPOWERING THE COMMUNITY	22
MANAGING DIRECTOR'S MESSAGE	30
BOARD OF DIRECTORS	56
SENIOR LEADERSHIP	58
NOTICE OF ANNUAL GENERAL MEETING	60
DIRECTORS' REPORT	75
BUSINESS RESPONSIBILITY REPORT	82
MANAGEMENT DISCUSSION AND ANALYSIS	106
REPORT ON CORPORATE GOVERNANCE	119
STANDALONE FINANCIAL STATEMENTS	151
CONSOLIDATED FINANCIAL STATEMENTS	224
HISTORICAL PERSPECTIVE	315
FINANCIAL ANALYSIS	316
SIGNIFICANT MILESTONES	324
SHAREHOLDERS' HANDBOOK	327

KEY PERFORMANCE HIGHLIGHTS FY21

Much of FY 2021 was about bouncing back from global lockdowns and focusing on maintaining business momentum, enabling work from home, and ensuring the safety of our associates and their families. Despite its many challenges, FY21 saw Cyient pay the highest ever dividend in a year to its shareholders. The communications, rail, and semiconductor businesses registered growth, with medtech seeing a marginal de-growth. The A&D business, too, saw a turnaround by the end of the year, with Q4 recording a sequential growth of 4% in services since March 2020.

To drive long-term growth, we made significant strategic investments toward workforce automation and transformation. We also introduced two new lines of business into the mix—INTELLICYIENT, our digital solutions platform, and Design for Circularity, a practice focused on supporting industries in their transition toward greater sustainability. This year, we also acquired Integrated Global Partners (IGP), a specialist Australian consulting firm, to expand our offerings for the local and regional resources sector. This financial year, we will continue to focus on areas that bolster our growth and are confident that we will emerge from this crisis stronger and more robust.



Consolidated Revenue
Segmentation by
Geography

