

Raising the Bar in Centenary Year

Invisible Goodness



Creation of a Historical Artifact: The time capsule by the honourable dignitaries

Goodness has the ability to touch lives and often change them for the better. It is a force that compels us to be compassionate and kind. It is thinking about others before ourselves and rewards us with a feeling of joy that can only be experienced by giving something to the world we take so much from. Goodness is also most powerful when it is invisible; just like a gesture from a stranger or an act of benevolence from someone whom you least expected.

From the beginning, Tata Power has silently pursued this 'invisible goodness' with an unflinching steadfastness. We have seen the nation rise, partnering it as it grows into an emerging superpower. Quietly, humbly, as the country has grown, we have made sure that electricity, the invisible force that can do so much good, has always been available to fuel the next great endeavour. This journey began in 1915 when we commissioned our first hydro-electric power stations at Khopoli and later, Bhivpuri. Keeping up with the demands of a growing nation, we set up a thermal power station at Trombay in 1956 with an initial capacity of 62.5 MW. This power station grew with the addition of a 500 MW unit and a second thermal unit was added in 1990 of the same capacity. In line with our commitment to provide the best service, we started a gas-based 180 MW plant at Trombay to provide uninterrupted power to Mumbai. In 2003, Tata Power entered into a Joint Venture with Power Grid Corporation of India Ltd., to develop a 1200 km long transmission line, bringing electricity from Bhutan to Mandola, near Delhi. In 2013, Tata Power implemented the first 4000 MW Ultra Mega Power Project at Mundra, Gujarat, based on super critical technology. In 2014, with increased impetus on our commitment towards renewable sources and on spreading Invisible Goodness, we acquired a 39.2 MW windfarm in Gujarat and commissioned a 30 MW solar power project in Maharashtra. And now, we want to give the nation something more than just power. We want to empower its most loyal sons and daughters. We want to fete those who spread goodness silently. We want to give a platform to those heroes who toil in the anonymity of their tool-sheds, working on the next big thing that will bring smiles to a billion faces. Every corner of India is filled with such stories, and throughout this year, we aim to ensure that these stories of 'invisible goodness' are celebrated for the world to see.



Book on Invisible Goodness- 'The Story of Tata Power'



Coffee Table Book titled 'The Untold Tales of Tata Power'



Tata Power Centenary Postage Stamp

Chairman's Message



Dear Shareholders,

Let me, at the outset, congratulate you on your Company having completed a century of successful operations. During this time, your Company has seen many challenges and successes. Your Company continues to show great resilience and promise in successfully navigating geo-political and economic challenges through its foresight, prudence, breadth of its value chain, operational expertise, growing international footprint and customer focus. Above all, your Company has stood by the values that exemplify a Tata company.

The domestic power sector is going through a tough, yet opportune, phase. The lack of timely reforms and regulations in the Indian power sector have led to weak financial condition of state Discoms, leading to curtailment of demand and has stunted the growth of the sector. However, recent initiatives like UDAY (Ujwal Discom Assurance Yojana) to relieve financial pressure is likely to support the demand side reforms. Similarly initiatives in the fuel sector are likely to usher in a new phase of growth in which your Company sees opportunity. Moreover, your Company is strengthening its presence in select international geographies through partnerships, investments and services for key projects.

The notable developments in FY 2015-16 include significant emphasis on renewable energy including India's Nationally Determined Contribution commitments, efforts to revive Discoms— through UDAY, promise of a possible growth spurt due to "Make in India" campaign and competitive tariffs in the solar markets. The year also witnessed persisting downturn in commodities. Your Company's strategy aims at sustainable profitable growth across generation, distribution, transmission and value added businesses such as Services, Trading, Open Access, Rooftop Solar, Solar EPC and Defence. Your Company continues to focus on renewables as a thrust area and targets an increased contribution in its portfolio from non-fossil sources. To support your Company's success, a fair and timely resolution of the Mundra UMPP compensatory tariff matter is critical and all efforts are being made by your Company to achieve this.

The objectives of Tata companies include long-term value creation for the industry and society at large. Tata Power continues to focus on pioneering developments in technology and standards to strengthen safety, productivity and customer focus. Further, your Company aims at sustainable growth through strict adherence to environment norms, progressive bio-diversity initiatives, responsible ash utilisation & disposal, encouraging diversity, promoting affirmative action and supporting community programs on primary education with a focus on the girl child, health & sanitation, livelihood & employability, social capital & infrastructure and inclusive growth.

In summation, Tata Power is positioning itself to take on challenges presented by a market reaching inflection point on several counts, while preserving its position as a respected and relevant player in the power sector.

The Board of Directors join me in expressing our deep appreciation to the employees, the Unions, the management team, all our partners, Governments at the Centre and States, regulators and also our international partners for their support, co-operation and understanding. I would also like to express our appreciation to you, our shareholders, for your support and understanding, both in good times and in challenging times.

Best Regards,

Cyrus P. Mistry
Chairman – Tata Power



Dagachhu Hydro Power Corporation



Itezhi Tezhi Hydro Power Project



Tata Power Renewable Energy Ltd.

Serving the Nation for over 100 years

CARE FOR ENVIRONMENT AND NATION BUILDING THROUGH CLEAN, COMPETITIVE AND ABUNDANT POWER:

- Tata Power successfully commissioned the **126 MW Dagachhu Hydro Power Corporation (DHPC)** in Bhutan, fulfilling its centenary year's celebration commitment of **120 MW of Hydro Power**. Clean power generated by this plant is sold in India, thereby helping to reduce carbon emissions. The Dagachhu project is a Joint Venture between Tata Power, Druk Green Power Corporation, owned by Royal Government of Bhutan (RGoB), and National Pension & Provident Fund of Bhutan. It is a run of river hydro project, being the first Private Public Partnership (PPP) in infrastructure investment in Bhutan.

- Tata Power also commissioned its **120 MW Itezhi Tezhi Hydro Power Project in Zambia**, in which Tata Power has a 50 percent stake. The project is a first of its kind PPP in the Zambian power sector. The 120 MW Itezhi Tezhi Power Project is situated on the Itezhi Tezhi Dam.

- **Tata Power's Industrial Energy Limited (IEL) synchronised the second 67.5 MW Unit of its 3 x 67.5 MW IEL Kalinganagar project.** Kalinganagar is the second location of IEL after Jamshedpur where the company operates 2 units of 120

MW each. The plant at Kalinganagar is based on Blast Furnace Gas (BFG), Coke Oven Gas (COG) and LD Furnace Gas (LDG) which are waste gases from steel making process. These gases are utilized in power generation and therefore, are environmentally friendly.



IEL - Kalinganagar Project

- The Company **enhanced its focus on renewables by aggregating and carving out its renewable assets into its wholly-owned subsidiary, Tata Power Renewable Energy Ltd. (TPREL)** and TPREL's subsidiaries. The assets include 376.5 MW of wind assets in Gujarat, Maharashtra and Tamil Nadu, 3 MW solar asset in Mukhi and 120 MW of waste heat recovery based power plants at Haldia, West Bengal.

- TPREL signed an SPA with Indo Rama Renewables Limited (IRRL) to acquire its 100% subsidiary, Indo Rama Renewables Jath Limited, which owns

a 30 MW wind farm in Sangli District of Maharashtra.

- In line with its 'Leadership with Care' model, Tata Power has successfully implemented **several sustainable resolutions for the year in the area of Environment, Societal commitment, Bio-diversity as also Conservation of resources and values.** These initiatives were aimed at safeguarding the ecosystem & various species and has benefitted more than 500 people across 94 catchment area villages of operations.

- As a part of its Centenary year celebrations this year, the Company **launched 'Act for Mahseer'**, a call-to-action national public campaign aimed at spreading awareness and preserving this valuable fish. The breeding centre set up at Lonavala as part of its eco-restoration and eco-development project for the lakes in 1975, has bred more than 10 lakh fingerlings till date. The Company has also carried out cage culture and ranching programmes successfully and demonstrated the use of such research programmes for replication all over the country.

- Endeavouring to keep the ecological balance intact and promote more greenery and afforestation, Tata Power **carried out over 19 tree plantation drives across all its plant sites, planting over 10 lakh saplings.** In another such initiative towards the



Tree plantation by Club Enerji students

green movement, Tata Power built a beautiful Butterfly Garden at Tata Power's Trombay Thermal Power Station premises. The garden boasts of about 45 species of butterflies and, in order to attract more species of butterflies, several host plants like *Lime*, *Kadipatta*, *Bryophyta*, and *Calotropis*, and nectar plants like *Stachytarpetta*, *Ixora*, *Lantanas*, etc. have been planted.

- **Club Enerji**, Tata Power's nationwide movement, strengthened its programme by committing towards nation building. The programme is contributing towards nation building by creating responsible citizens who focus not only on conserving energy and natural resources (like fossil fuels & water), managing waste, afforestation but also imbibe civic and moral values.
- TPDDL Energy Club's 'Urja Mela-Umang, 2015' was held on 10th December, 2015 where over 1,200 school children and teachers from 163 Government and Public schools participated. On 11th November, 2015, TPDDL's Festival of Energy - Umang, 2015, was organised in Dr. Rajender Prasad School, in President Estate. **Hon'ble President of India, Shri Pranab Mukherjee** accompanied by Shri Praveer Sinha (CEO & MD, TPDDL) walked through all the stalls, complimenting and motivating the students on their efforts.

- **Club Enerji** has successfully achieved a significant milestone of conducting 423 awareness activities with the children across



The Hon'ble President of India Shri Pranab Mukherjee at Umang 2015

Mumbai, Delhi, Ahmedabad, Kolkata, Pune, Bangalore, Lonavala, Maithon, Belgaum, Jamshedpur and Ranchi. Inspiring children to be responsible citizens of tomorrow, the Club Enerji movement sensitised more than 12.8 million citizens across the country and saved more than 17.26 MUs of energy.

- Inspired by the Digital India programme, the Company scaled up the magnitude of this initiative by launching an online module of the Club Enerji programme.

CARE FOR CUSTOMERS:

- Tata Power has constantly striven towards and is proud to live up to its founder's dream of being able to provide affordable, abundant and uninterrupted power. Having successfully implemented its 'Islanding System' in Mumbai and Jamshedpur to protect customers and to equip them with reliable, uninterrupted power, the Company extended this innovative concept to the city of Haldia. In case of breakdowns in the grid, the Islanding System automatically isolates itself from the rest of the grid and ensures that generating units continue to function.

- The Company launched its 'Be Green' initiative under the aegis of Greenolution to unify consumers in the green movement. The initiative motivates them to associate with and contribute to ensuring a greener and



'Act for Mahseer', a call-to-action national public campaign

sustainable planet in a more integrated fashion. The Company has always set a standard in adopting sustainable practices in its business by using innovative technology, providing customers access to energy-efficient processes, increasing green generation capacity and partnering with institutions of scientific learning. 'Be Green', follows the mantra that green is the only way to evolve and has set new benchmarks by caring for the planet and its future.

- As another green milestone in the Company's Centenary Year celebrations, two of India's first



India's first Green, Safe and Compact Natural Ester based Pad Mount Substation

25 MVA Natural Ester filled transformers were installed in Mumbai. With this initiative, Tata Power showcased its priority in driving sustainability by implementing path breaking green technology.



Tata Power Skill Development Institute

• In the endeavour to constantly innovate to enhance safety, overcome the challenges of paucity of space and care for environment, the Company partnered with Toshiba and Cargill to design and develop **India's first Green, Safe and Compact Natural Ester based Pad Mount Substation.**

CARE FOR COMMUNITIES:

• In line with its nationalistic spirit, the Company **dedicated the Tata Power Skill Development Institute (TPSDI) for the development of the country** through the empowerment of the Indian workforce. **TPSDI has set up four Skill Development Training Hubs to empower India's future with holistic development.** The four training hubs set up are TPSDI-Shahad and TPSDI - Trombay (Maharashtra), TPSDI - Maithon (Jharkhand) and TPSDI-Mundra (Gujarat). These aim to bridge the skills gap that exists across the value chain and to help build a capable workforce.

• The Company **ramped up its CSR programs in its Centenary Year** with an aim to improve the quality of life and ensure holistic development of its surrounding communities. The Company brought in further robustness to systems and processes to align to the intended outcomes, thus **benefitting more than 250 villages across 7 states** through community development initiatives. The CSR outreach covered half a million people through various initiatives in education, health, livelihood, social capital, and nurturing sustainability **with a total CSR spend of ₹29.01 crore** as against the required 2 per cent (₹28.29 crore) as per the Companies Act.

• Responding to the need of the hour, Tata Power **distributed more than 3500 relief kits as part of the flood relief efforts in Jammu & Kashmir (J&K)** and 2000 solar lamps helped

restore power network to those impacted by Cyclone Hud-Hud in Vishakhapatnam district. Various educational initiatives undertaken by the Company had a **positive impact on more than 1 lakh students across 350 schools.** The Company also **extended Vocational Training and Employability programmes to 1000 youth from over 96 villages.**

CARE FOR PEOPLE:

• Tata Power employees culminated the celebration of 100 glorious years of the Company by **achieving the '100 trek' mission.** Employees, along with their families from Tata Power divisions across Mumbai, Khopoli, Bangalore, Mundra and Maithon, enthusiastically organized trekking expeditions in Himachal, Uttaran chal, Kutch and Devgiri in addition to many other places. The mission kick started with the first trek being organised to 'Tel-Baila' on April 22, 2015. The final and 100th trek milestone was achieved in 2016, where employees trekked to the Karnala fort on the Mumbai-Goa road. This mission also witnessed participation from the visually challenged sections of society in addition to individual families and the Mutual Aid Response Group.

• **'Invisible Goodness: The Story of Tata Power'** book by bestselling author **Mr. Anil Dharker**, celebrates the **100 years journey.** The book reflects upon the Tata Group Founder Shri Jamsetji Tata's dream of cheap, clean and abundant power and highlights Tata Power's work for different communities, people and its invisible goodness. Through anecdotes of three generations of workers, the book chronicles their unswerving loyalty, challenges and triumphs and celebrates the journey of India's oldest and most respected company's tribulations and its triumphant achievements.



Care for Community



Jammu & Kashmir Flood Relief



100 trek mission

Centenary Year Celebration Events



Inaugural ceremony of the Centenary Year

February 9, 2015 - Venue: Old Power House, Location: Khopoli

The historic day of 9th February 1915 witnessed the birth of an organization which led the entire power sector from the front. To honor this date, the inaugural event of the Centenary Year Celebrations for Tata Power was organized on 9th February 2015.



CGPL Centenary Event

June 22, 2015 - Venue: CGPL Premises, Location: Mundra

The first Ultra Mega Power Plant of the country celebrated at Mundra.



Centenary Event for Corporate Functions and celebrating the Incorporation Day

September 28, 2015 - Venue: Tata Theatre NCPA, Location: Mumbai Tata Power was incorporated on 18th September and this significant date along with the centennial event was celebrated for the corporate functions.



Founder's Day celebrations at Jamshedpur

March 3, 2015 - Venue: Tata Steel Premises, Location: Jamshedpur

Tata Power's float received the 'Pride of the Place' position in the annual parade organized in Tata Steel premises in Jamshedpur.



Centenary Event at Haldia

August 8, 2015 - Venue: Golden Retreat resort, Haldia, Location: Haldia

It was the date of commissioning of its first unit 8 years ago as Tata Power started merchant operations.



Centenary Event for Maithon

October 30, 2015 - Venue: DVC Training Institute, Location: Maithon

MPL celebrated the Centennial and the 4th anniversary of COD of the first unit of Maithon power plant on this date.



MEPL Centenary Event

June 20, 2015 - Venue: VPR Convention Center, Location: Nellore

This was the date when the first unit of MEPL was synchronised to the grid.



Centenary Event in Kalinganagar

September 25, 2015 - Venue: The Crown Hotel, Location: Bhubaneswar

Tata Power signed an MoU with the Government of Odisha to establish a power plant in the state on this date 10 years ago.



Centenary Event for Jojobera

November 21, 2015 - Venue: Tata Motor Club, Location: Jamshedpur

Tata Power's Jojobera plant started off a new chapter in the history of the Company as it was the first captive power plant for Tata Steel.



Centenary Event for Customers

November 24, 2015 - Venue: Taj Lands End, Bandra, Location: Mumbai

Tata Power's growth story has been a joint effort with our customers. To celebrate this rewarding partnership, a special evening for the customers was organised to celebrate decades of successful association and mutual growth.



Centenary Event for Transmission & Distribution

December 7, 2015 - Venue: Trombay Colony Grounds, Location: Mumbai

Transmission & Distribution is the only other arm of Tata Power which celebrated its Centennial along with the hydro power plant at Khopoli.



Centenary Celebrations Event for SED

December 19, 2015 - Venue: SED premises, Location: Bangalore

Tata Power Strategic Engineering Division was formally incorporated on this date four decades ago.



Centenary event for Trombay

January 25, 2016 - Venue: Trombay Colony Grounds, Location: Mumbai

Tata Power installed the first 500 MW unit thermal power plant in the country which was synchronized with the grid on this date 32 years ago at Trombay, Mumbai.



Culmination Event for the Centenary Year

February 9, 2016 - Venue: Taj Land's End Bandra, Location: Mumbai

On this day, Tata Power brought the Centenary Celebrations to a culmination with a gala event.



Heritage Walk for Shareholders

February 12-19, 2016 - Venue: Old Power House, Location: Khopoli

To commemorate the centenary year, shareholders were taken to the Khopoli Power House, from where the Company commenced its journey to realise the vision of its founder.



Centenary Celebrations event for Hydros

February 14, 2016 - Venue: Khopoli Grounds, Location: Khopoli

Tata Power started its journey in the year 1915 when it supplied the first unit of electricity to the city of Mumbai, which was produced in Khopoli.



Time Capsule embedment ceremony

March 19, 2016 - Venue: Old Power House Location: Khopoli

A Time Capsule is an artifact which contains memorabilia from a certain time period for a future generation several decades later. Tata Power in its 100th year of operations assembled a Time Capsule of its own to be opened 25 years later by the employees of the future.



Tata Power Centenary Postage Stamp Launch

June 10, 2016 - Venue: New Delhi

The stamp symbolises the Company's commitment and dedication to realise the vision of its founder, Mr. Jamshetji Tata, that 'clean, cheap & abundant power is one of the basic ingredients for the economic progress of a city, state or country'.

2015-16 Key Highlights

Tata Power Group's Consolidated Revenue stood at **₹36,461 crore**

Crossed **9100 MW** standalone generation capacity mark and has achieved a consolidated consumer base of over 2.6 million across the country, reinforcing its position as India's largest integrated player and private power producer.

The Company generated **47,016 MU s** from all its power plants and the generation sales stood at 43,964 MUJs.

- Company strategy aims to **increase non-fossil sources to 30-40% of its capacity by 2025**, up from its earlier target of 20%; sets a target of 20,000 MW of total capacity.
- APTEL passed an **order granting relief to CGPL (Mundra UMPP)** under Force Majeure clause and directed CERC to compute the same which would mean under-recovery to be compensated.
- Tata Power Delhi Distribution achieved a **benchmark reduction in AT & C losses at 8.88%** as against 9.87% for the same period last year.
- Renewable energy assets being consolidated under its wholly-owned subsidiary, Tata Power Renewable Energy Ltd. (TPREL) to **enhance focus on clean energy**.
- TPREL acquired Indo Rama **wind assets of 30 MW** in Maharashtra.
- Successfully commissioned 120 MW Itzhi**
- Tezhi hydro Power Project in Zambia**, in which Tata Power has 50% stake and **44 MW Lahori wind farm** project, in Madhya Pradesh.
- Industrial Energy Limited (IEL), **synchronised two units of 67.5 MW** Unit of its 3 x 67.5 MW IEL Kalinganagar project.
- Introduced digital interface by **launching a universal mobile app** for all its stakeholders including employees as well as consumers in Mumbai and the national capital.
- SED became the **first ever Indian company to win a Night Vision order** for supply of Hand Held Thermal Imagers to BSF.
- Designed and developed the first Power Distribution Centre (PDC)** in India and implemented **India's First Natural Ester filled transformers**.
- TPIPL signs sale agreement for its stake in OTP Geothermal Project**, Indonesia. PLN and Ministry approached for approval of sale.

FINANCIAL HIGHLIGHTS

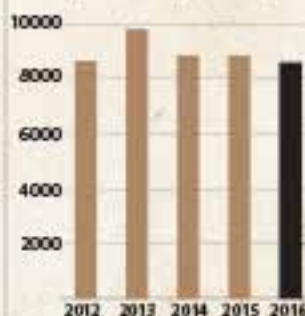
CONSOLIDATED

- On a consolidated basis, Tata Power Group's FY16 Revenue stood at ₹36,461 crore (including regulatory income / expense), up by 6% as compared to ₹34,367 crore
- PAT was ₹873 crore, up by 420% as compared to ₹168 crore in FY15, mainly due to continued strong operational performance by Tata Power standalone and key Indian subsidiaries.

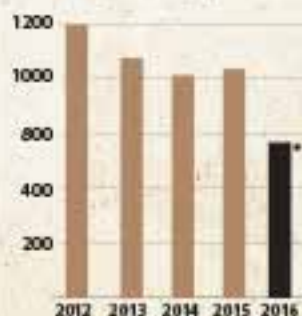
STANDALONE

- For the Financial Year ended March 31, 2016, revenue stood at ₹8,438 crore (including regulatory income / expense) as compared to ₹8,678 crore (including regulatory income / expense) last year, mainly due to lower power purchase cost and lower cost of fuel.
- PAT stood at ₹998 crore (before exceptional loss of ₹226 crore) as against ₹1,010 crore in the corresponding period last year.

Standalone Revenue from Operations (In ₹crore)

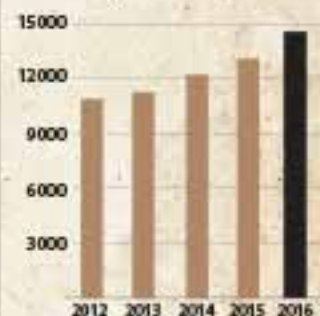


Standalone Profit after Tax (In ₹crore)

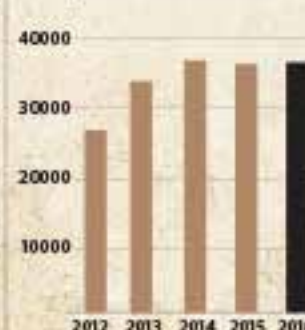


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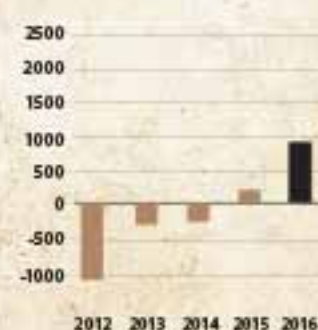
Consolidated Network (In ₹crore)



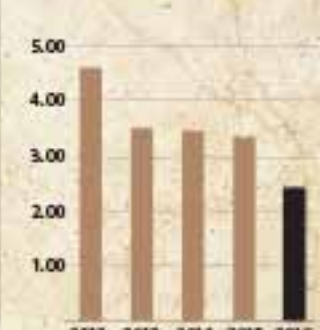
Consolidated Revenue from Operations (In ₹crore)



Consolidated Profit after Tax (In ₹crore)



Standalone Earning Per Share (In ₹crore)



Awards and Recognition

- Tata Power named as the **World's Most Ethical Company** in 2016 by the Ethisphere Institute, for the third year in succession.
- Tata Power won the second prize in **National Energy Conservation Awards** for Discoms 2015.
- Tata Power was conferred with **Sustainable Plus Platinum** status by CII.
- Tata Power was conferred with the award in the category '**Best Performing Project of the Year - Dalot Wind Farm**' at the Indian Wind Energy Forum 2015.
- The Company won Silver Shield in the category of **Performance of Distribution Companies** for Tata Power distribution and Consolation award in the category of Performance of Thermal Power Stations for Trombay Thermal Power Station by CEA.
- The Company has won **three prestigious awards** at the Tata Affirmative Action Programme Annual Convention 2015.
- The Company was awarded the prestigious **Porter Prize for Excellence** in Corporate Integration & Governance.
- At the 16th CII National Award for Energy Management 2015, the Company won **Excellent Energy Efficient Unit and Most Useful Presentation** for Trombay Thermal Power Station and Energy Efficient Unit for Haldia Generating Station.
- Tata Power's Trombay Thermal Power has been honoured with the second prize in the 'Power Generation' group at the **Best Safety Practices Award Competition**, 2015.
- The Company won two prestigious communication awards at the **55th Association of Business Communicators of India (ABCI) Awards** - 'Special Column Award' for Enerji Talk and 'Civic & Moral Values' for Tata Power Club Enerji.
- Tata Power was awarded with '**CBIP Award for Overall Outstanding Performance in Power Sector**' at the Central Board of Irrigation & Power (CPIB) Day Celebration 2016.



World's Most Ethical Company



National Energy Conservation Award



CBIP Award for Overall Outstanding Performance in Power Sector



The prestigious SAP ACE Award



Most innovative Discom



Best Safety Practices Award Competition