



TECHNO ELECTRIC & ENGINEERING COMPANY LIMITED

AN INVESTOR PRESENTATION

Quarter Ended
June, 2020



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Corporate Overview





Techno Electric & Engineering Company Limited (TEECL)

is among India's largest in power-infrastructure companies. It is one of the most attractive proxies of India's power sector, headquartered in Kolkata.



» 35+ Years

of rich experience in the power sector EPC



» 400+ Projects

completed since inception



» 25+ Years

of average experience of core engineering team



» 500 Professionals

in team (engineering, commercial, graduates and postgraduates)



» AA Long Term

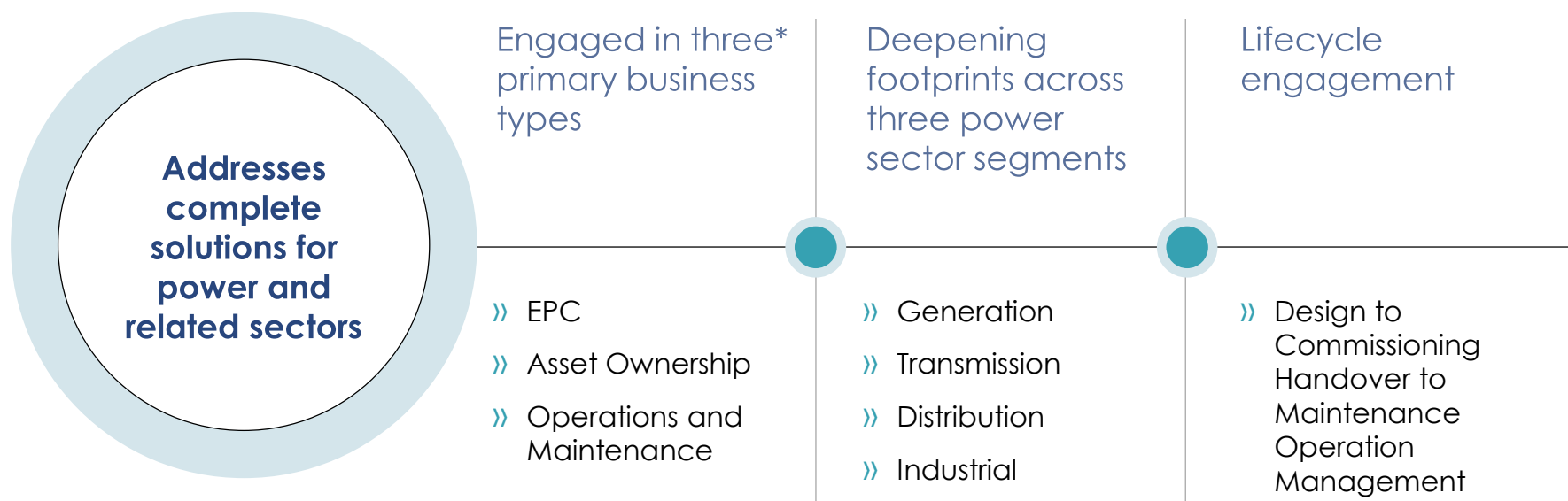


» A1+ Short Term



» BSE, NSE

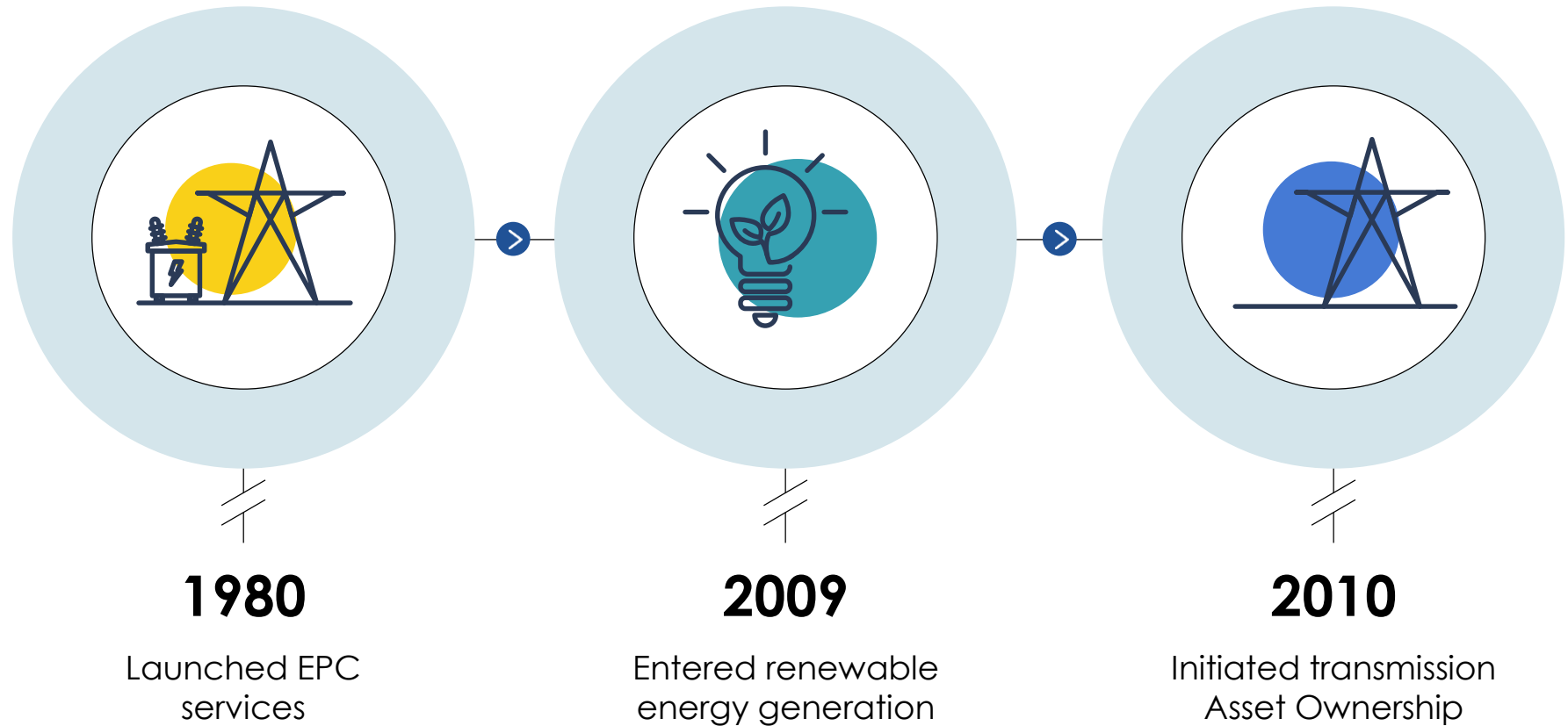
listed



* TEECL is divesting its renewable energy assets to concentrate more on its core businesses of EPC and Transmission Asset Ownership.



KEY MILESTONES



ADVANCING WITH EXPERIENCE AND EXPERTISE



EPC



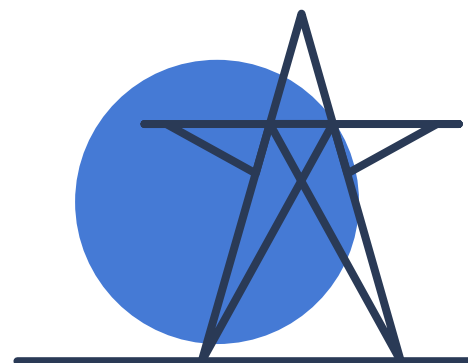
PPP Transmission



Green Power



- » Transmission & Distribution
- » Advanced Metering Infrastructure (Smart Metering)
- » Balance of plant
- » Captive waste heat recovery and upto 200 MW of conventional power plant on turnkey basis
- » Flue Gas Desulfurization Plant
- » Solutions for power-intensive industries
- » Less capital-intensive, high risk-reward ratio
- » EPC segment contributes 89% of total revenues and 65% of total EBIDTA of FY20

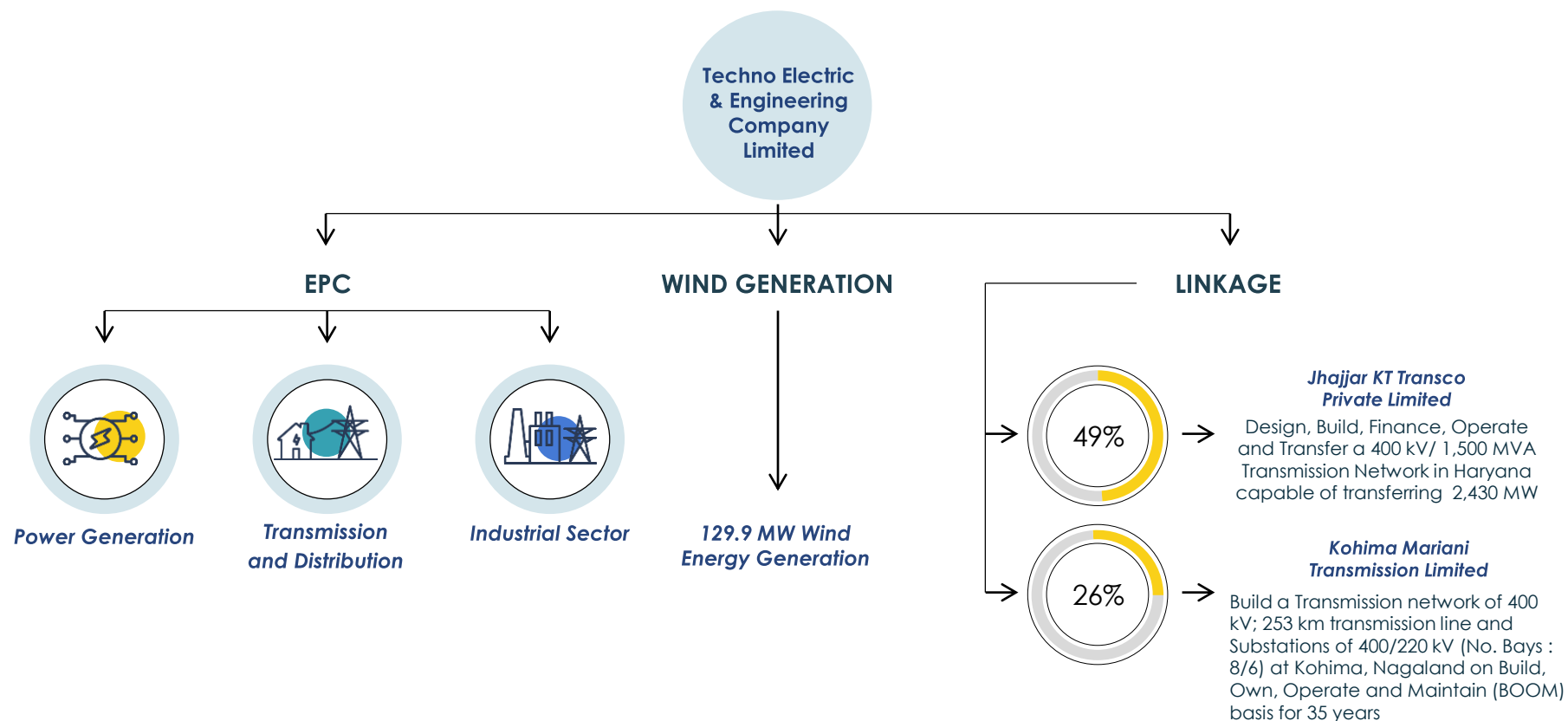


- » Build Own Operate and Transfer (BOOT)
- » Build Own Operate and Maintain (BOOM)
- » Provide annuity income
- » Capital intensive
- » Modest ROE
- » Stable multi-year income/cash flow
- » In-house EPC business
- » O&M revenues

ADVANCING WITH EXPERIENCE AND EXPERTISE



- » Capital-intensive
- » Modest IRR
- » Multi-year stable income/cash flows
- » Green Power contributes 11% of total revenues and 35% of total EBIDTA of FY20



* TEECL has completed the transaction to sell its 74% stake in Patran Transmission Company Limited (PTCL) to India Grid Trust to at Enterprise Value of ₹ 225 crores

* TEECL has entered into definitive agreement with CLP India private limited to sell its 26% stake in Kohima Mariani Transmission Limited (KMTL) at Enterprise Value of ₹ 1800 crores

* TEECL has entered into definitive agreement with India Grid Trust to sell its 49% stake in Jhajjar KT Transco Private Limited at Enterprise Value of ₹ 310 crores

ONCE A CUSTOMER, ALWAYS A CUSTOMER



TEECL primarily serves CPSUs, state-run utilities and private sector customers (captive power plant and power distribution system for power intensive industries). Over the years, it

- » Helped build 50% of India's national power grid
- » Engaged with over 50% NTPC projects of various capacities
- » Bagged multi-year engagements with marquee PSUs
- » Provided power distribution solutions to major oil refineries
- » Collaborated with aluminium smelters for their power solutions

The Company follows the operating philosophy of 'Once a customer, always a customer'.

Domestic



POWER GRID CORPORATION OF INDIA LIMITED
(A Government of India Enterprise)



SUZLON
POWERING A GREENER TOMORROW



HARYANA VIDYUT
PRASARAN NIGAM



REC
POWER DISTRIBUTION



International



د افغانستان بریښنا شرکت





➤ **Certificate of appreciation from JBVNL for 100% electrification in Dhanbad in 2018**



➤ **Best player in 765 KV AIS Substation Construction in India in 2018' by PGCIL**



➤ **IEI Industry Excellence Award, 2016**



➤ **Meritorious Performance in Power Sector in 2011-12 by Ministry of Power**

» Awarded Certificate of appreciation from Jharkhand Bijli Vitran Nigam Ltd. for 100% electrification in Dhanbad district in 2018

» Received Safety Award from NTPC in 2018 for 'Best HSE Performance at Kudgi Site.

» Received award from PGCIL in 2018 as 'Best player in 765 KV AIS Substation Construction in India'

» Awarded Certificate of appreciation from North Bihar Power Distribution Co. Ltd. and Bihar State Power (Holding) Company Limited in 2016

» Won IEI Industry Excellence Award 2016 from the Institution of Engineers (India) for demonstrating Highest Order of Business Excellence

» Conferred with Best Performance & Safety award 2016, 2015, 2014 and 2013 from Power Grid Corporation

» Bagged National award for meritorious performance in the power sector from the Ministry of Power, 2014

» Recognised as 'Best Under a Billion'—Top 200 small and mid-cap companies by Forbes in 2008



> **Mr P. P. Gupta**
Key Promoter and Managing Director

Qualification

- » Postgraduate in Management (IIM, Ahmedabad)
- » Honours graduate in Industrial Engineering

Experience

- » Merchant banker with National Grindlays Bank
- » Management consultant deputed to BHEL

Association with TEECL

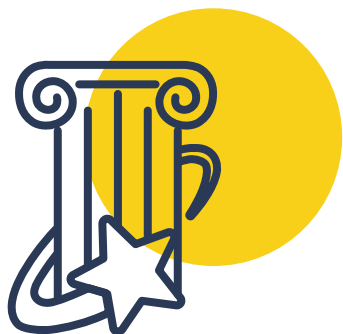
- » Grew TEECL into prominent Indian EPC company in power generation and transmission PPP linkages
- » Joined TEECL since 1980

Industry Engagements

- » Served industry associations like IEEMA, Confederation of Indian Industry, IIPW and IIW, Vice President of Indian Electricals and Electronics Manufacturers Association

Recognitions

- » Acknowledged as top 100 Indian CEOs by Business Today – PWC 2016-17



TEECL is geared to capitalise on the opportunities offered and bid for the projects that come in years ahead.

Policies to influence the power industry

- » 450 GW total generation capacity target by 2022
- » 280 GW total capacity in demand till 2022
- » 85 GW fresh capacity addition with 35% in private sector by 2022
- » 118GW expected increase in inter-regional capacity in FY22 from 63 GW in FY17
- » 5,00,000 MVA target substation capacity
- » 1,30,000 MVA additional capacity target
- » Rising private sector participation through TBCB and VGF scheme
- » State DISCOMS and TRANSCOS expected to strengthen T&D infrastructure as part of UDAY# scheme
- » New tariff policy, will ensure subsidy disbursement through DBT route.
- » The Discoms will be liable to supply power 24x7 and failing which, they will have to compensate the consumers.
- » The power suppliers will soon be in place whereas Discoms may continue with its monopoly of wires in the meantime.

Investment roadmap of industry

- » ₹ 2,600 billion total transmission sector investments, of which ₹ 1,600 billion in 400 KV and ₹ 1,000 billion in 220 KV
- » ₹ 1,000 billion worth projects to be allocated, ₹ 74 billion worth additional projects identified
- » ₹ 72 billion investments from government projects like IPDS* and DDUGY^ in FY18-22.
- » The finance minister announced, ₹ 220 billion to be allocated for the power and renewable sectors for the year 2020-21. Transmission infrastructure for renewable power capacity creation i.e., 175 GW already approved and to be tendered out by June 2021.
- » The tenders for 50GW of transmission capacity stands bidding and for another 66.5 GW is in the bidding process and for the last lot the dates are yet to be released.
- » Various SEB and private sector have firm plans to implement FGD system. Overall plan for the government is to implement the FGD system for 123 GW by 2024 in India.
- » India plans to grow from 1 mn smart meters to 250 mn smart meters by 2024. Govt. plans to replace 220 mn meters in the next 3 years.
- » FM proposed to reduce the corporate tax rate for new companies in the power generation to 15%.

#Ujwal DISCOM Assurance Yojana (UDAY)

*Integrated Power Development Scheme (IPDS)

^Deen Dayal Upadhyaya Gram Jyoti Yojana (DDUGY)



TEECL's strengths stem from the following abilities:



» Consistent upgradation to industry-next technology



» Ability to embrace challenges



» Efficient working capital management



» Rich terrain understanding



» On-time project completion



» Cost-effectiveness



» Partnership with large international manufacturers



» Robust vendor eco-system

UTILISING CORPORATE STRENGTH - (Contd.)



» Constantly improving focus on customer-centricity and contractual obligations.



» Quicker project completion than industry standards



» Recorded low gearing, high credit rating, low-cost debt



» Delivered most EPC and Transmission Asset Ownership on or before schedule



» Management of customer expectations and contractual Obligations



» Zero Penalty Record

Business Segment Review



EPC



Transmission Asset
Ownership



Green Power



Key highlights for FY 2019-20



» 67%

ROCE of EPC as on
31 March, 2020



» ₹ 21,977 million

size of order book as on
30 June, 2020



» 24 months

revenue visibility



» ₹ 2,500+ million

annual cash surplus



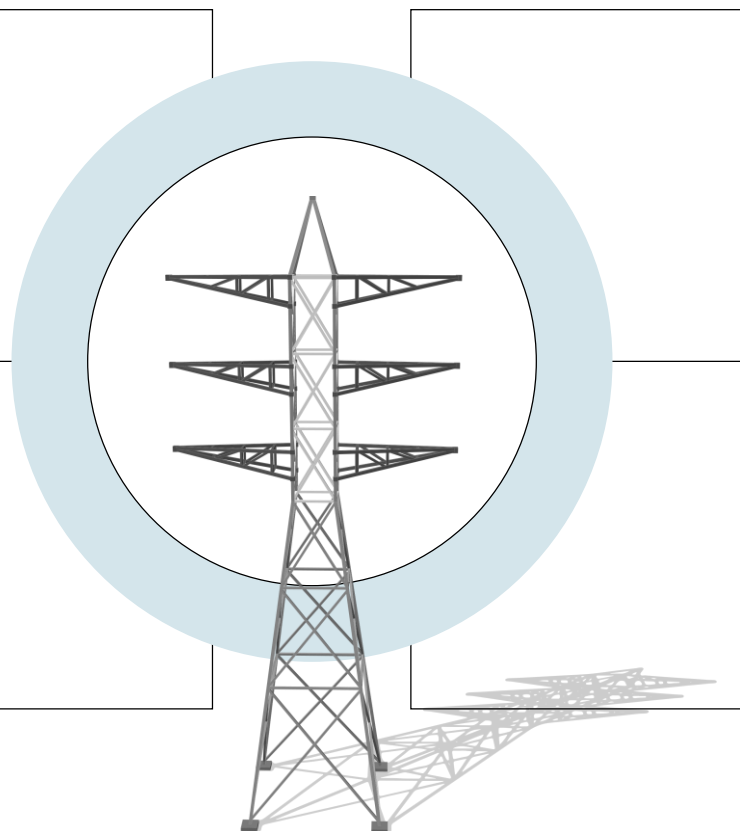
» 15%

EPC EBITDA Margin over the
last 5 years



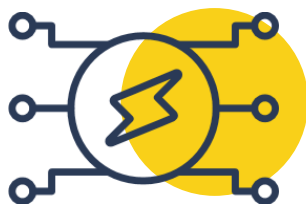
» 89%

Revenue of the total
business from EPC as
on 31 March, 2020



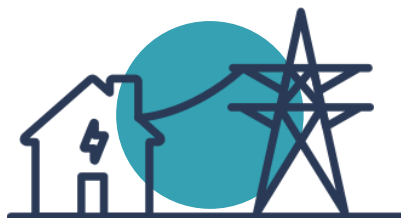
* We are L1 in an order from REC in Ladakh for Rs 70 crores for Strengthening of Transmission System of JKPDD under PMDP Scheme.

Power Generation



- » Turnkey solutions to captive power plants
- » Balance of Plant
- » Flue Gas Desulfurization

Transmission and Distribution



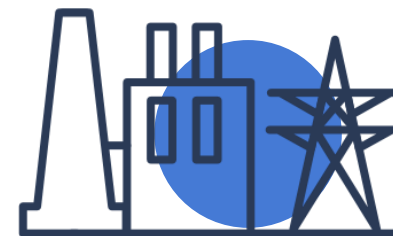
EHV substations

- » EHV substations up to 765 kV (AIS/GIS)
- » STATCOM installation up to 250 MVar

Distribution

- » Advanced Metering Infrastructure
- » Distribution systems management (APDRP*)
- » Rajiv Gandhi Gramin Vidyutikaran Yojna (RGGVY)

Industrial Sector



- » Power distribution systems to power intensive industries
- » Offsite piping systems
- » Oil handling plant process industries
- » Naptha and Diesel based system for turbine based power plant
- » Water and allied system
- » Fire protection system
- » Plant electrical and illumination system

*Accelerated Power Development and Reforms Programme

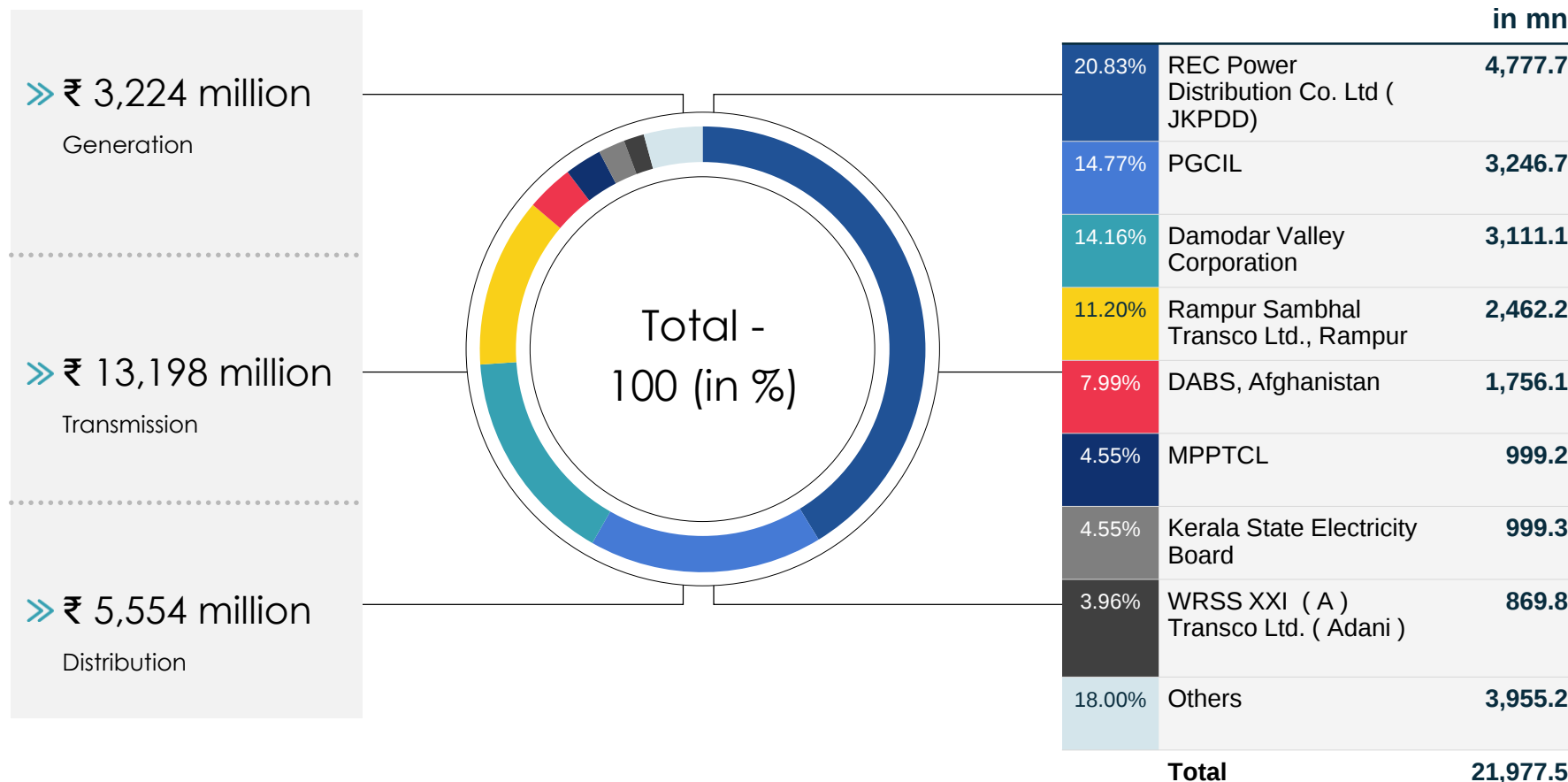
- » Well-planned projects executed in sync with cash flow and contractual obligations
- » Focus on PAT/retained cash (not size of order book)
- » Conservative project management approach
- » Cash rich; low gearing; income mix (lumpy and annuity)
- » Zero penalty record;
- » Marginal working capital outlay
- » De-risked: bid with own cash; work for CPSUs or bilaterally/multi-laterally funded SEB projects
- » Conservative accounting policy
- » 90-day receivables, quicker than industry standard (without considering retention)
- » Quality assets for national benefit



EPC ORDER BOOK AS ON 30th June, 2020



Segment-wise order book for the quarter ended 30th June, 2020



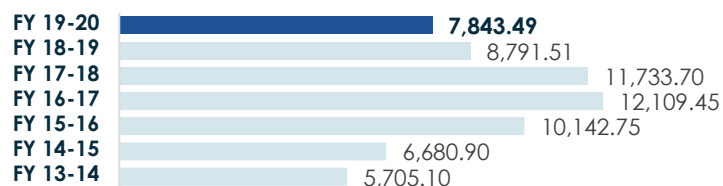
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EPC Financials

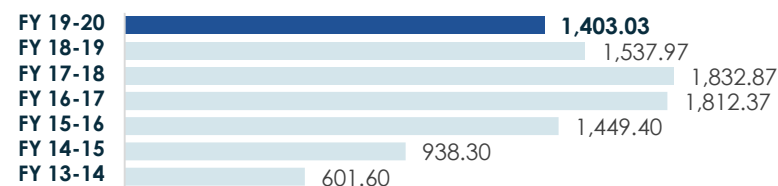
Revenue

(₹ in mn)



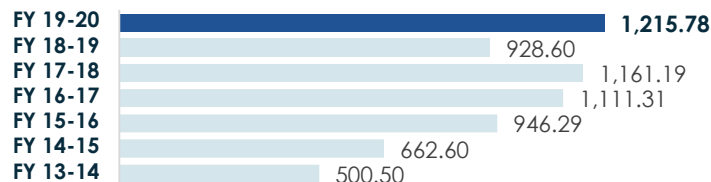
EBITDA

(₹ in mn)



PAT

(₹ in mn)



Market conditions that defined TEECL's financials:

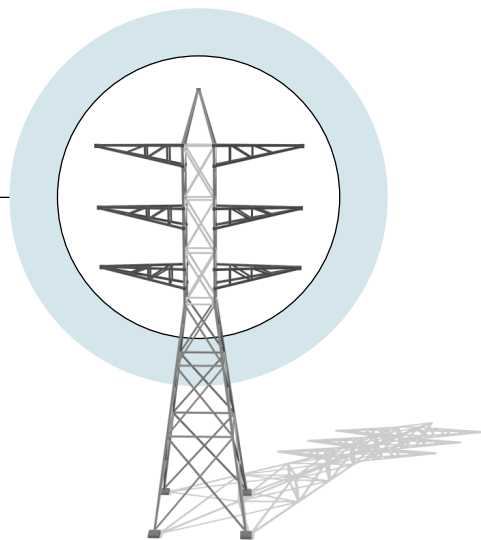
- » In FY18, first quarter revenues were accounted inclusive of taxes
- » Post GST* revenues are recorded exclusive of taxes
- » Our EPC revenue in Q4FY20 and FY20 was lower to the magnitude of Rs 300 crores due to lockdown as per govt. orders resulting to following reasons:
 - a. Material worth Rs 200 crores could not be billed as the same either could not be dispatched or could be in transit.
 - b. Billing for Afghanistan could not be made due to closure of project as the material goes via Pakistan boarder which were put on hold from mid February to mid-May.
 - c. Materials could not be inspected in various supplies were also remained unbilled

*Goods and Services Tax



1

Advanced Metering Infrastructure (Smart Metering)



Working to rapidly establish its stated goal of pan-India universal electricity access, the government of India is enabling Smart Grids which can offer affordability and other benefits to consumers. The first step towards realizing Smart Grids is the implementation of Advanced Metering Infrastructure (AMI).

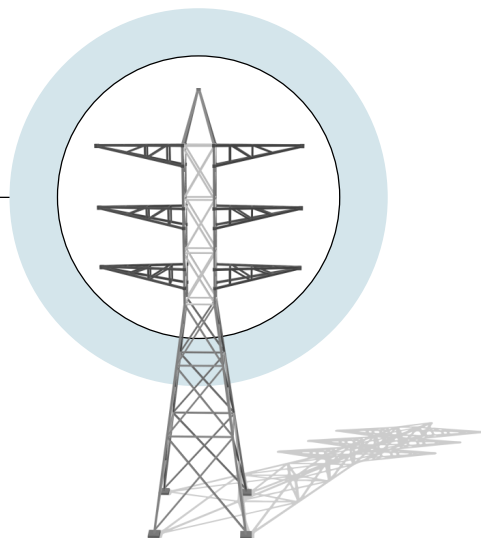
The Ministry of Power (MoP), Government of India (GoI) has come out with several transformational policy initiatives for reforming the power sector in India including the Smart Meter National Program (SMNP) which aims to replace conventional meters with smart meters. The UDAY Scheme launched by the Government of India in 2015 also emphasized on using smart metering for improvement in Operational Efficiency of Discoms.

- » We have received orders worth Rs 106 crores in new business area for Implementation Smart Metering Works at Jammu & Kashmir State, which would excel to order worth Rs 205 crores in due course.
- » Government has mandated to implement smart prepaid meter from April 2019.
- » India plans to be the 2nd fastest growing country globally, for adopting smart metering.
- » India plans to grow from 1 mn smart meters to 250 mn smart meters by 2024 .
- » Govt. plans to replace 220 mn meters in the next 3 years.



2

Increasing presence in overseas markets



Bagged two trans-border projects

» UGANDA

Design, supply and erection of 160 km 132 Kv double circuit Mbarara - Nkendao transmission line and associated substations worth \$18 mn crores

» AFGHANISTAN

The Afghanistan Breshna Sherkat (DABS), Kabul, Afghanistan for design, supply and construction of 500 KV Substation worth US\$ 35 million. TEECL's portion is US\$ 26 million, that is likely to be enhanced to US\$ 40 million

» TOGO

Communaute Electrique du Benin (CEB), TOGO, for extension of Kara Substation & Design, supply, installation and Commissioning of new 161/20 kV Substation at Mango worth US\$ 9.69 million.

Foreign project on the horizon

» AFGHANISTAN

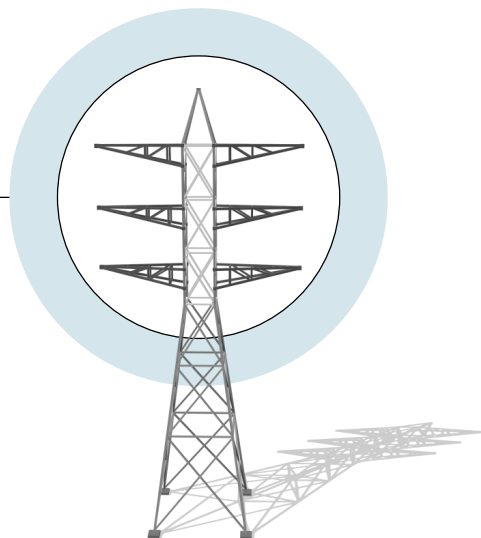
Order worth US\$ 250 million is in the advanced stages of settlement, for Procurement of Plant Design, Supply, Installation, Testing and Commissioning of High Voltage Direct Current (HVDC) Back to Back Voltage Source 500 MW Converter Station at Dashte Alwan.

» KENYA

Order worth US\$ 87 million is in the advanced stages of settlement, for KETRACO, Government of Kenya Undertaking. Scope: 220KV power network with line sub- contractor being Kalpataru Power Transmission Co. Ltd.

3

New emission control policies



Pursuant to Government of India, Gazette notification of 7th December, 2015 all Thermal Power Plants need to limit their sulphur emission.

- » We have received contract of FGD for 500 MW (1 x 500 MW) Bokaro thermal power project of DVC for Rs 3190 million
- » Firm plan of various SEB and private sector for FY21 is of approx. 35,000 MW i.e., around Rs 150 billion.
- » TEECL plans to bid for 12000 MW of projects i.e, around Rs 60 billion and target to convert 10-15% of the bid during FY21
- » Requirement of global technology tie-ups by EPC players. Total investment of ₹ 1,200 billion estimated.
- » In budget 2020-21 the FM has specified that old thermal plants will be asked to shut down if their emission is above the pre-set norm
- » Collaborated with global major K C Cottrell, South Korea for emission control technology and under discussion with other global majors for similar technology tie-ups

Business Segment Review



EPC



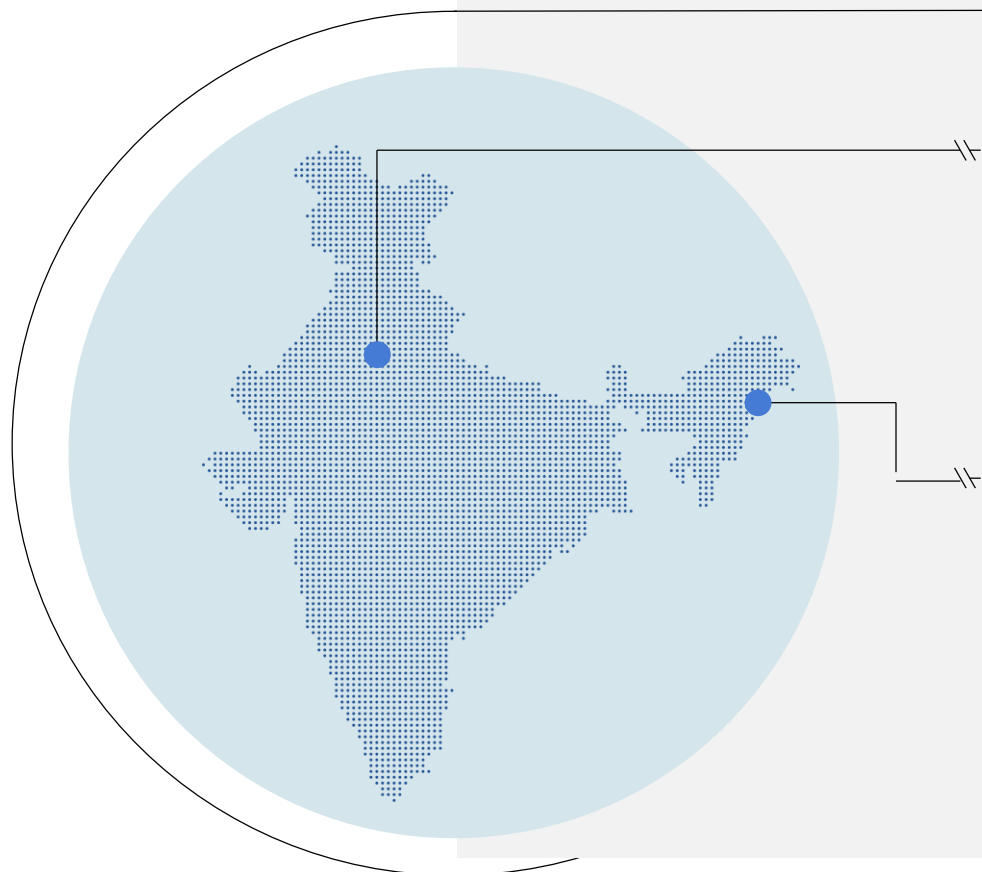
Transmission
Asset Ownership



Green Power



BUILDING PARTNERSHIPS ACROSS VARIOUS PPP PROJECTS



Jhajjar KT – Haryana

- » Implementing agency Jhajjar KT Transco Pvt. Ltd. (SPV) 51:49 JV of Kalpataru Power Transmission Ltd. and Techno Electric JV commissioned 400 kV transmission network project (March 2012)

Kohima – Nagaland

- » Implementing agency KMTL 74:26 Kalpataru Power Transmission Ltd. and Techno Electric. 400 kV transmission system of 253 km transmission line with Substations of 400/220 kV at New Kohima (No. Bays : 8/6) to be completed by May 2020

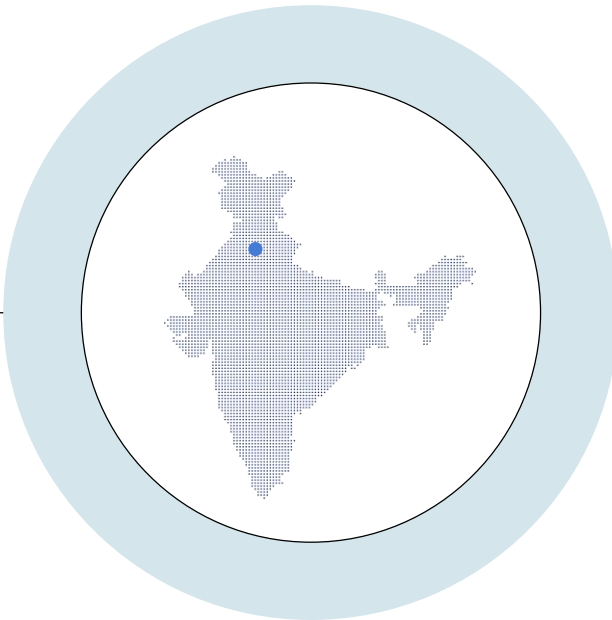
* 74% stake in Patran Transmission Company Limited (PTCL) has been sold to India Grid Trust (IndiGrid) for Enterprise Value of Rs 225 crores.

* TEECL has entered into definitive agreement with CLP India private limited to sell its 26% stake in Kohima Mariani Transmission Limited (KMTL) at Enterprise Value of ₹ 1800 crores

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1

Jhajjar KT – Haryana

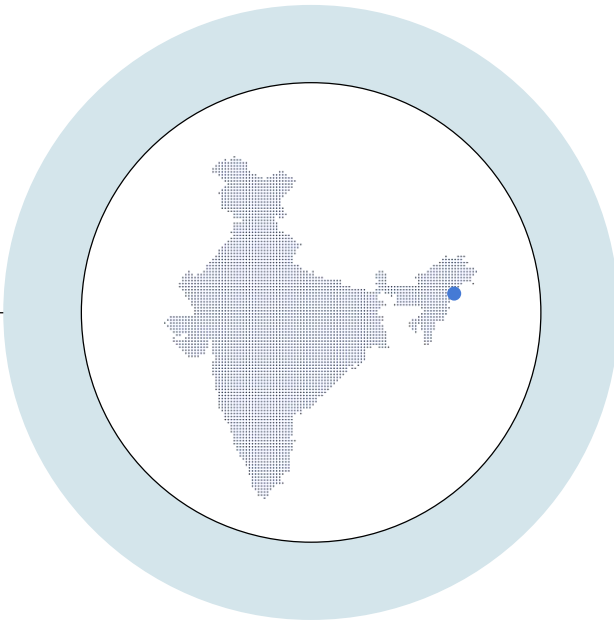


- » Project commissioned in record 15 months
- » 400 kV transmission system comprises Double Circuit Quad Moose Line
- » Extending from Jharli to Kabulpur, Rohtak (35 KM)
- » Extending from Kabulpur to Dipalpur, Sonapat (64 KM)
- » Two substations of 400/220 kV of 24 bays each at Rohtak and Sonapat
- » Transmission network designed to evacuate 2,400 MW
- » First transmission project to receive viability gap funding support from Central Government
- » ₹ 920 million grant by Central Government
- » TEECL has entered into definitive agreement with India Grid Trust to sell its 49% stake in Jhajjar KT Transco Private Limited at Enterprise Value of ₹ 310 crores



2

Kohima – Nagaland

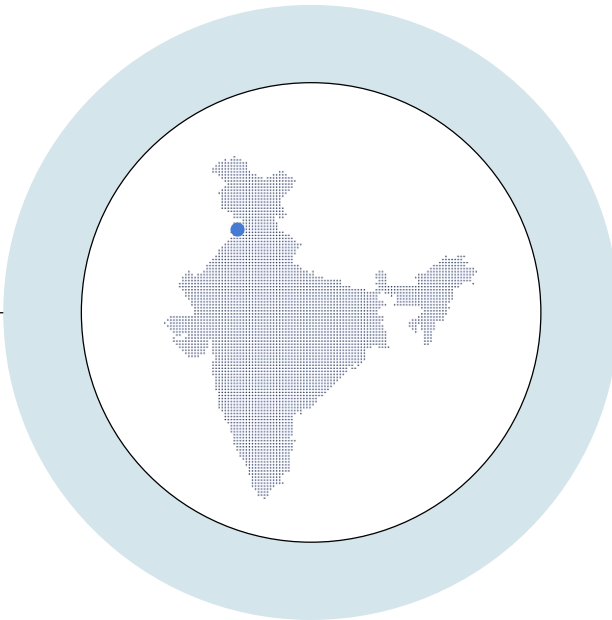


- » Build, Own, Operate and Maintain (BOOM) transmission network.
- » Designing, constructing, erecting, completing and commissioning responsibility
- » Financial closure has been achieved; expected date of commissioning in May, 2020
- » 400 kV transmission system
- » Transmission line from Imphal to New Kohima (134 KM)
- » Transmission line from New Kohima to Mariani (119 KM)
- » Substations of 400/220 kV at New Kohima (No. Bays : 8/6)
- » TEECL has entered into definitive agreement with CLP India private limited to sell its 26% stake in Kohima Mariani Transmission Limited (KMTL) at Enterprise Value of ₹ 1800 crores



3

Patran – Punjab



- » Build, Own, Operate and Maintain (BOOM) transmission network
- » Designing, constructing, erecting, completing and commissioning responsibility
- » Financial closure achieved at competitive rates; commissioned in June, 2016
- » 1,000 MVA evacuation capacity, comprises of:
 - » LILO of Patiala-Kaithal 400 kV double circuit triple snow bird line at Patran
 - » 400/220kV GIS substation with 14 bays in Patran
- » TEECL has completed the transaction to sell its 74% stake in Patran to India Grid Trust to at Enterprise Value of ₹ 225 crores



Jhajjar KT – Haryana

- » ₹ 4,440 million project (debt and equity)
- » ₹ 2,760 million debt and combined equity ₹ 760 million from JV partners
- » DBFOT arrangement for 25 years (extendable by 10 years)
- » Terminal value 60 months of revenue (after 25 years of concession period)
- » ₹ 60 million income/month without considering inflation
- » TEECL has entered into definitive agreement with India Grid Trust to sell its 49% stake in Jhajjar KT Transco Private Limited at Enterprise Value of ₹ 310 crores

Patran – Punjab

- » ₹ 2,000 million project with Debt Equity ratio of 3
- » ₹ 1,750 million to TEECL EPC arm
- » Annual revenue of ₹ 300 million
- » Expected revenue to O&M agency (TEECL) of ₹ 20 million annually
- » Projected ₹ 10,000 million income over the complete concession period of 35 years
- » TEECL has completed the transaction to sell its 74% stake in Patran to India Grid Trust to at Enterprise Value of ₹ 225 crores

Kohima – Nagaland

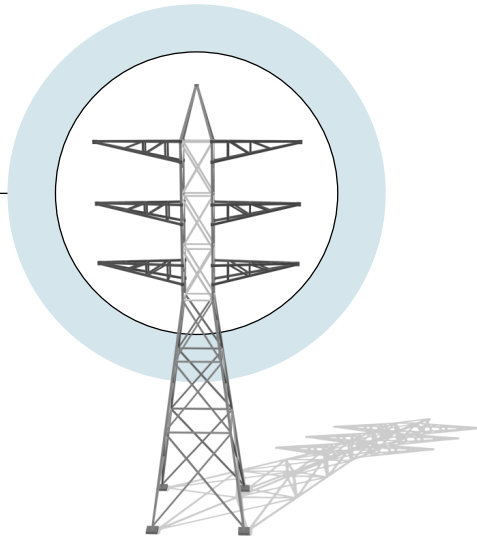
- » ₹ 13,000 million project with Debt Equity ratio of 3
- » ₹ 2,750 million to TEECL EPC arm
- » Expected revenue for O&M to TEECL of ₹ 60 million annually
- » Annual revenue of expected ₹ 2,000 million
- » Projected ₹ 70,000 million income over the complete concession period of 35 years
- » TEECL has entered into definitive agreement with CLP India private limited to sell its 26% stake in Kohima Mariani Transmission Limited (KMTL) at Enterprise Value of ₹ 1800 crores



- » Leverage EPC knowledge as transmission asset complements EPC
- » Enhance valuation and profitable encashment opportunities with long-term annuity incomes
- » Generate operations and maintenance revenues
- » Improve scale and stability with asset ownership
- » Reduce requirement to bid aggressively and therefore, decrease participation in unhealthy competition

1

Increasing Opportunities Transmission Connectivity Scope through TBCB



Government has a target of implementation of 175 GW of renewable energy capacity out of which bids for 50 GW has been done, bidding process for next 66.5 GW is in process and the time lines for last lot is yet to be decided. The finance minister announced, ₹ 220 billion to be allocated for the power and renewable sectors for the year 2020-21.

This will create opportunity for transmission capacity for giving connectivity to these generations for next 4-5 years. For this govt. has already floated tenders for around ₹ 15,000 crores (66.50 GW connectivity) which is as follows:

1. Out of total 66.5 GW, transmission schemes for 56.5 GW are under various stages of implementation through 47 schemes. Rest 10 GW will be taken over soon.
2. Out of 47 schemes 24 schemes are being implemented through TBCB routes, 19 schemes are to be allocated to PGCIL and rest 4 schemes yet to be decided.
3. Out of 24 schemes through TBCB, 9 has been awarded, 14 under bidding stage, and 1 is under hold.
4. Out of 19 schemes to be allotted to PGCIL, 18 are under implementation stage and 1 schemes is under hold
4. The dates for tenders of last lot is yet to be decided.

* This is an extremely exciting development as this involves setting up of Sub-Stations at 765 KV level in which your Company has a market share of approx 50%.

Business Segment Review



EPC



Transmission Asset
Ownership



Green Power



Key highlights of the segment

- » Sold 44.45 MW of wind power assets at an effective valuation of ₹ 2,150 million during the Q1 FY 2016
- » Sold 33 MW of wind energy assets at an effective valuation of ₹ 1,650 million in January 2017
- » Exited the assets at the same price at which investment was made

TEECL intends to divest balance portfolio of 129.9 MW wind assets to improve strength for bidding in more PPP projects in transmission sector, improve ROCE and focus on core EPC vertical.

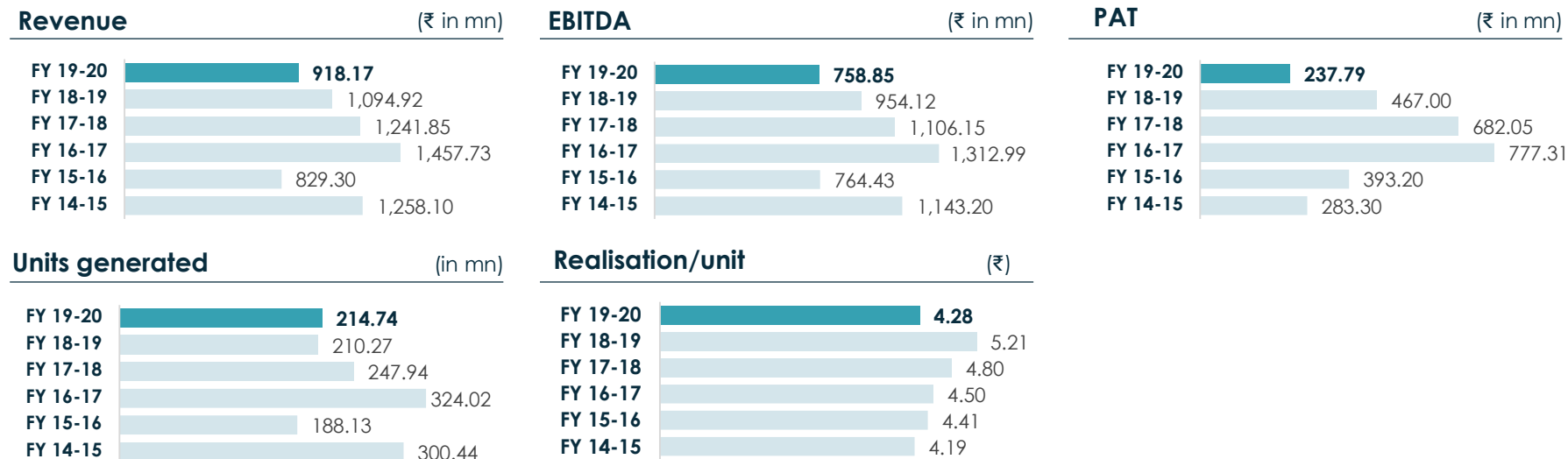




Simran Wind Project Limited

Capacity	18 MW	111.90 MW
Date of Acquisition/ Commissioning	During 2009-10	March 31, 2011 - February 24, 2012
Location	Karnataka	Tamil Nadu (111.90 MW)
Capacity	12 turbines x 1.5 MW each	48 turbines x 1.5 MW each; 19 turbines x 2.1 MW each
PLF	18% - 24%	24% - 28%
Tariff	₹ 3.40 (Karnataka)	APPC tariff – ₹ 3.12 (TN) for 111.90 MW
Project cost	₹ 885 mn	₹ 6,650 mn
O&M	Free for first 5 years; 5% escalation from ₹ 1 mn/MW	Free for first 4.5 years; 5% escalation from ₹ 0.80 mn/MW started from May 2016 for 72MW and ₹ 0.95 mn/MW starting Aug 2018
GBI benefit	–	111.9 MW registered with IREDA

Green Energy Financials



Revenues for wind segment down in FY 20 for the following reasons:

- Tariff for Tamil Nadu as been lowered by around Rs1 per unit, due to which the revenues were lower.
- GBI benefit has been exhausted for 100 MW by FY20, thus the revenue got impacted. The balance GBI entitlement is now only for 10.5 MW
- Due to the reverse merger process, the allotment of RECs took lot of time and got allotted physically in February 2020. Till December we were booking RECs as per market rates of Rs 1500 a REC, but in February the price fell to the floor price at Rs 1000 and we book revenue at Rs 1000. Due to this our wind revenue got impacted in FY20.

Financial Review



ANALYSING QUARTER-ON-QUARTER FINANCIALS – Q1FY21



Quarterly financials

Revenue

(₹ in mn)



EBITDA Margin

(%)



Profit after tax

(₹ in mn)



EBITDA

(₹ in mn)



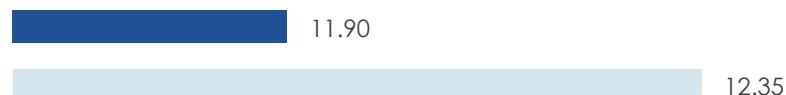
Other income

(₹ in mn)



Interest Cost

(₹ in mn)



■ Q4FY20 ■ Q1FY21

1. Our EPC revenue in Q1FY21 was lower as we lost 40 potential days due to lockdowns and continue to suffer with local lockdown and quarantine measures by different states. Local transport & Air connectivity also impacted movement of people. This has impacted our vendor and supplier ecosystem as well.
2. The wind revenue was lower due to :
 - a. This year wind has started late and till June end we could generate 62 lakh units. We expect to recover it rest of the year.
 - b. The tariff was down by around Rs 1 but it is under appeal at APTEL and we are hopeful of getting favorable order.
 - c. The company has availed the GBI benefits eligible in full.
 - d. There has been fall in REC price as explained in the previous quarters, but expect the same to recover in last quarter.



Income Statement

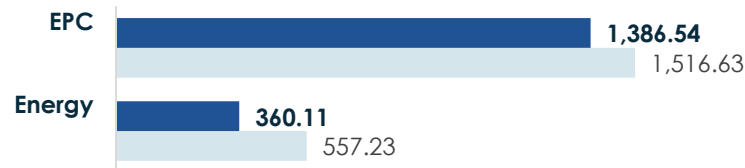
Revenue

(₹ in mn)



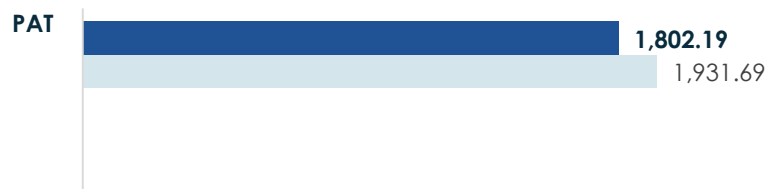
EBIT

(₹ in mn)



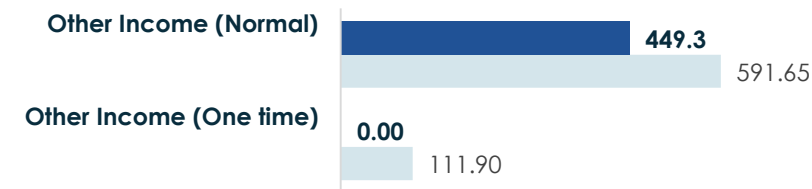
PAT

(₹ in mn)



Other Income

(₹ in mn)



■ March 2020 ■ March 2019

1. Our EPC revenue in Q4FY20 and FY20 was lower to the magnitude of Rs 300 crores due to the following reasons:
 - a. Material worth Rs 200 crores could not be billed as the same either could not be dispatched were stuck in transit.
 - b. Billing for Afghanistan could not be made due to closure of project as the material goes via Pakistan border which were put on hold from mid February to mid-May.
 - c. Materials could not be inspected and therefore various supplies remained unbilled
2. Tariff for Tamil Nadu wind power plant has been lowered by around Rs1 per unit, due to which the revenues were lower in FY20.
3. Due to the reverse merger process, the allotment of RECs took lot of time and got allotted physically in February 2020. Till December we were booking RECs as per market rates of Rs 1500 per REC, but in February the price fell to the floor price at Rs 1000 and we booked revenue at Rs 1000. Due to this our wind revenue got impacted in FY20.



Balance Sheet

	2019	2020
SOURCES OF FUNDS		
Shareholders' funds	14,262	14,964
Minority interest	---	---
Loan funds	---	---
Deferred tax liabilities	1,128	1,222
Other liabilities and provisions	643	478
Total	16,127	16,572

APPLICATION OF FUNDS

Net fixed assets	5,527	5,243
Investments	977	1386
Loans and advances	215	202
Cash and Bank Balance (including short term Investment) (a)	6,316	5,949
Current assets (b: Less a)	7,137	8,014
Current liabilities (c)	4,045	4,223
Net current assets (b – c)	3092	3,791
Total	16,127	16,572



Thank You

TECHNO ELECTRIC &
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