

FORTY SEVENTH ANNUAL REPORT 2021



SUNDARAM BRAKE LININGS LIMITED

BOARD OF DIRECTORS

T Kannan - Director
P S Raman - Director
Ashok V Chowgule - Director
K S Ranganathan - Director
K S D Sambasivam - Director
Sandhya Subramanyam - Director
Shobhana Ramachandhran - Director
Shripriya Mahesh Ramanan - Director
Krishna Mahesh - Managing Director

COMMITTEES OF THE BOARD**1. AUDIT COMMITTEE**

Ashok V Chowgule - Chairperson
T Kannan
P S Raman
K S Ranganathan
K S D Sambasivam
Sandhya Subramanyam

2. CORPORATE SOCIAL RESPONSIBILITY (CSR) COMMITTEE

Ashok V Chowgule - Chairperson
T Kannan
Krishna Mahesh

3. NOMINATION & REMUNERATION COMMITTEE

K S Ranganathan - Chairperson
Ashok V Chowgule
K S D Sambasivam

4. STAKEHOLDERS' RELATIONSHIP COMMITTEE

K S D Sambasivam - Chairperson
K S Ranganathan
Krishna Mahesh

CHIEF FINANCIAL OFFICER & COMPANY SECRETARY, CHIEF INVESTOR RELATIONS OFFICER / COMPLIANCE OFFICER

S Ramabadran

STATUTORY AUDITORS

M/s. Brahmayya & Co.,
Chartered Accountants
48, Masilamani Road, Balaji Nagar,
Royapettah, Chennai - 600 014
E-mail: mail@brahmayya.com
Phone No: 044-28131128

BANKERS

State Bank of India
Corporate Accounts Group (CAG) Branch,
Chennai - 600 008.

SECRETARIAL AUDITOR

V Suresh Associates
Practising Company Secretary
28, 1st Floor, Ganapathy Colony,
3rd Street, Teynampet, Chennai 600 018.
E-mail : vsureshpcs@gmail.com
Phone No: 044-42111701

REGISTERED OFFICE

Padi, Chennai - 600 050.

FACTORIES

1. Padi, Chennai - 600 050
Phone No. 044 - 26257853
Fax No. 044 - 26254770
E-mail : sbl@tvssbl.com
2. TSK Puram - Plant I & II
Mustakurichi Post, Virudhunagar District
Pin code 626 106
Phone Nos. 04566 - 250290 to 250295
E-mail: tskp@tvssbl.com; tskp2@tvssbl.com
3. Plant 4 & 5 - Mahindra World City (SEZ)
Natham Sub-Post, Chengalpet
Kancheepuram District, Pin code 603 004
Phone No. 044 - 47490005
E-mail: plant4@tvssbl.com; plant5@tvssbl.com

SHARE DEPARTMENT

At Factory Office
PADI, CHENNAI - 600 050
Phone No. 044-26257853
E-Mail : finance@tvssbl.com

REGISTRAR AND SHARE TRANSFER AGENT

Integrated Registry Management Services
Private Limited
II Floor, "Kences Towers",
No.1, Ramakrishna Street, North Usman Road,
T Nagar, Chennai - 600 017.
Phone Nos. : 044- 28140801 - 808
E-mail : corpserv@integratedindia.in

WEBSITE

www.tvssbrakelinings.com

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HIGHLIGHTS OF TEN YEARS' PERFORMANCE

(₹ in lakhs)

Particulars	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
1 Sales & Other income #	25,638	23,271	24,913	23,750	24,627	24,681	25,381	28,887	26,322	23,813
2 Export Sales	8,366	8,742	11,113	11,031	11,213	10,390	10,023	12,176	12,320	9,958
3 Profit before int, depn and Tax	2,264	669	776	164	875	937	995	1,309	995	879
4 Profit before extraordinary / exceptional item & tax	1,116	(411)	(328)	(893)	31	143	376	649	300	210
5 Profit after tax	56	(441)	(522)	(1,455)	(41)	252	376	705	252	600
6 Net fixed assets	8,803	8,608	8,715	8,074	7,440	7,101	6,751	6,700	7,089	6,954
7 Share capital	393.46	393.46	393.46	393.46	393.46	393.46	393.46	393.46	393.46	393.46
8 Reserves & Surplus	9,228	8,787	8,266	6,592	6,551	6,703	7,072	7,805	8,003	8,624
9 Net worth	9,622	9,181	8,659	6,986	6,944	7,097	7,466	8,198	8,397	9,017
10 Return on Net Worth (RONW) - PAT/Networth	0.6%	-4.8%	-6.0%	-20.8%	-0.6%	2.5%	5.0%	8.6%	3.6%	6.7%
11 Return on Avg. Capital Employed (ROCE)	12.5%	-0.9%	2.6%	-5.2%	3.6%	4.6%	5.9%	8.1%	4.4%	3.0%
12 Cash earnings per share (₹)	20.81	8.62	7.35	(19.47)	13.05	18.14	20.51	30.50	20.19	29.55
13 Earnings per share (₹)	1.44	(11.20)	(13.26)	(36.97)	(1.04)	4.47	9.57	17.93	6.40	15.25
14 Dividend per share (₹)	3.00	-	-	-	-	-	-	-	-	-
15 Book value per share (₹) *	244.54	233.34	220.08	177.55	176.50	180.37	189.74	208.37	213.41	229.18
16 Sundry Debtors - No. of days	67	73	78	76	78	64	70	72	68	92
17 Turnover/Avg Inventory (Times)	16.6	10.9	10.3	9.1	8.4	8.2	7.9	8.0	6.8	6.6
18 Current Ratio	1.49	1.47	1.32	1.06	1.05	1.22	1.34	1.33	1.42	1.35
19 R & D Expenses - as % on Net Income	1.4%	2.7%	3.2%	2.7%	2.6%	3.4%	4.0%	3.4%	4.6%	3.0%
20 Debt-Equity Ratio (=Total debts / Debt+ Networth)	0.30	0.31	0.33	0.41	0.39	0.32	0.29	0.29	0.22	0.25

Includes Excise duty for the FY's from 2015-16 to Q1 of 2017-18.

* Calculated on the expanded capital of 39,34,575 equity shares for FY's 2011-12 to 2020-21.

Note: Figures in respect of FY's 2007-08 to 2014-15 are as per Indian GAAP and that of FY's from 2015-16 to 2020-21 are as per Indian Accounting Standards (Ind-AS).

NOTICE TO THE SHAREHOLDERS

NOTICE is hereby given that the Forty Seventh Annual General Meeting of the Company will be held on **Wednesday, 11th August 2021 at 10.01 A.M IST** through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM") to transact the following business:

ORDINARY BUSINESS:

1. To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:
"RESOLVED THAT the Audited Balance Sheet as at 31st March 2021, the Statement of Profit and Loss for the year ended 31st March 2021, the Cash Flow statement for the year ended 31st March 2021 and Notes forming part of the documents referred above and the Report of the Directors and the Auditors of the Company thereon, be and are hereby approved and adopted."
2. To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:
"RESOLVED THAT Ms. Shobhana Ramachandran, Director (DIN: 00273837), who retires by rotation and being eligible for re-appointment, be and is hereby re-appointed as a Director of the Company."

(By order of the Board)

Chennai
22nd May, 2021
Registered Office
Padi, Chennai - 600 050.

S RAMABADRAN
Chief Financial Officer & Company Secretary

I. General Instructions & Information:

1. In view of the outbreak of CoVID-19 pandemic, social distancing norms is being followed and pursuant to the General Circular No. 02/2021 dated 13th January, 2021 issued by the Ministry of Corporate Affairs (MCA) and Circular No. SEBI/HO/CFD/CMD2/CIR/P/2021/11 dated 15th Jan, 2021 issued by the Securities and Exchange Board of India ("SEBI") and in compliance with the provisions of the Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), physical attendance of the Members at the AGM venue is not required and AGM can be held through video conferencing (VC) or other audio visual means (OAVM). Hence, Members can attend and participate at the ensuing AGM through VC/OAVM.
2. The relevant details, pursuant to Regulations 26(4) and 36(3) of the SEBI Listing Regulations and Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India, in respect of Director seeking appointment at this AGM is annexed.
3. Pursuant to the General Circular No. 02/2021 dated 13th January, 2021, issued by the Ministry of Corporate Affairs (MCA), the facility to appoint proxy to attend and cast vote on behalf of the members is not applicable for this 47th AGM. Hence the Proxy Form and Attendance Slip are not annexed to this Notice. However, the Body Corporates are entitled to appoint authorised representatives to attend the AGM through VC / OAVM and participate thereat and cast their votes through e-Voting.

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4. The Members can join the AGM in the VC / OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC / OAVM will be made available for 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend AGM without restriction on account of first come first served basis.
 5. Institutional / Corporate Shareholders (i.e. other than individuals / HUF, NRI, etc.) are required to send a scanned copy (PDF/JPG Format) of its Board or governing body Resolution/Authorization etc., authorizing its representative to attend the AGM through VC / OAVM on its behalf and to vote through remote e-voting. The said Resolution/Authorization shall be sent to the Scrutinizer by email through its registered email address to **vsureshpcs@gmail.com** with a copy marked to **evoting@nsdl.co.in**.
 6. In compliance with the aforesaid MCA Circulars and SEBI Circular dated 15th January, 2021, Notice of the 47th AGM along with the Annual Report 2020-21 is being sent only through electronic mode to those Members whose email addresses are registered with the Company / Depositories as on 9th July, 2021. Members may note that the Notice and Annual Report 2020-21 will also be available on the Company's website **www.tvstrakelinings.com** and website of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at **www.bseindia.com** and **www.nseindia.com** respectively, and on the website of NSDL **www.evoting.nsdl.com**.
 7. Members attending the AGM through VC / OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.
 8. The register of members and the share transfer register will remain closed for a period of seven days from 5th August 2021 to 11th August 2021 (both days inclusive) for the purpose of AGM.
 9. To prevent fraudulent transactions, members are advised to exercise due diligence and notify the Company of any change in address or demise of any member as soon as possible. Members holding shares in electronic form are requested to advise change of their address to their Depository Participants. Members are also advised not to leave their demat account(s) dormant for a long period. Periodic statement of holdings should be obtained from the concerned Depository Participant and holdings should be verified.
 10. The Securities and Exchange Board of India (SEBI) has mandated the submission of Permanent Account Number (PAN) by every participant of securities market. Members holding shares in electronic form are therefore, requested to submit the PAN to their Depository Participants with whom they are maintaining their demat accounts. Members holding shares in physical form can submit their PAN details to the company.
 11. Members holding shares in physical form, in their own interest, are requested to dematerialize the shares to avail the benefits of electronic holding / trading.
 12. Members are requested to intimate changes, if any, pertaining to their name, postal address, email address, telephone / mobile numbers, Permanent Account Number (PAN), mandates, nominations, power of attorney, bank details such as, name of the bank and branch details, bank account number, MICR code, IFSC code, etc., to their DPs in case the shares are held by them in electronic form to their Depositories.
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13. Members, holding shares in physical form, are requested to notify / send the following to the Registrar and Share Transfer Agent (Integrated Registry Management Services Private Limited) of the Company: -
 - a) any change in their address / bank mandate.
 - b) particulars of their bank account, in case they have not been sent earlier.
 - c) nomination in Form SH-13, in duplicate, as provided under Section 72 of the Companies Act, 2013, in case they have not been sent earlier.
 - d) share certificate(s) held in multiple accounts in identical names or joint accounts in the same order of names, for consolidation of such shareholdings into one account.
14. In terms of Section 124(6) of the Companies Act, 2013 read with Investor Education and Protection Fund (IEPF) Authority (Accounting, Audit, Transfer and Refund) Amendment Rules 2017 ("the Rules"), the Company is required to transfer the shares, in respect of which the dividend remains unpaid or unclaimed for a period of seven consequent years to the IEPF account established by the Central Government. There are no shares in respect of which the dividend remains unpaid or unclaimed for a period of seven consequent years.

Any person whose shares have been transferred to the Fund, may claim the shares from the authority by submitting an online Application form IEPF-5 available on the website www.iepf.gov.in and after making an application in form IEPF-5, send the same duly signed along with requisite documents to the Company for verification of the claim.
15. In compliance with the provisions of Section 108 of the Act, read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time, and Regulation 44 of the SEBI Listing Regulations, the Members are provided with the facility to cast their vote electronically, through the e-Voting services provided by NSDL, on all the resolutions set forth in this Notice. Members holding shares either in physical form or in dematerialized form, as on Wednesday, 4th August, 2021 i.e. cut-off date, may cast their vote electronically. The e-voting module shall be disabled by NSDL for voting thereafter. Those Members, who present in the AGM through VC / OAVM facility and have not cast their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system during the AGM.
16. The Members who have cast their vote by remote e-voting prior to the AGM may also attend/ participate in the AGM through VC / OAVM but shall not be entitled to cast their vote again.
17. The Voting rights of members shall be in proportion to their shares of the paid-up equity share capital of the Company as on the Cut-off date Wednesday, 4th August, 2021. Members whose names appear on the Register of Members / List of Beneficial Owners as on Cut-off date i.e Wednesday, 4th August, 2021 will be considered for the purpose of availing Remote e-Voting or Vote in the Annual General Meeting. A person who is not a member as on the cut-off date should treat this Notice for information purposes only.
18. The board has appointed Mr. V. Suresh, (Partner, V. Suresh Associates, Practising Company Secretaries) holding certificate of practice (CP No.6032) issued by the Institute of Company Secretaries of India (ICSI) as the Scrutinizer (ID: SURESH) to Scrutinize the e-Voting process in a fair and transparent manner.

19. The Scrutiniser shall, immediately after the conclusion of voting at annual general meeting, unblock the votes cast through remote e-Voting in the presence of at least two witnesses not in the employment of the Company. Scrutiniser shall within 48 hours (forty-eight) of conclusion of the meeting submit his report to the Chairman / Managing Director / Chief Financial Officer & Company Secretary of the Company.
20. The voting results of the Annual General Meeting will be declared and communicated to the Stock Exchanges and would also be displayed on the Company's website at www.tvstrakelinings.com and will also available in website of NSDL www.evoting.nsd.com.

II. THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING ARE AS UNDER:-

The remote e-voting period begins on **Sunday, 8th August 2021 at 9:00 A.M. and ends on Tuesday, 10th August 2021 at 5:00 P.M.** The remote e-Voting module shall be disabled by NSDL for voting thereafter. Once the vote on a resolution is cast by the shareholder, the shareholder shall not be allowed to change it subsequently.

HOW DO I VOTE ELECTRONICALLY USING NSDL E-VOTING SYSTEM?

The way to vote electronically on NSDL e-Voting system consists of "Two Steps" which are mentioned below:

Step 1: Access to NSDL e-Voting system (Page. 7-10)

Step 2: Cast your vote electronically and join virtual meeting on NSDL e-Voting system. (Page 10-11)

Step 1: Access to NSDL e-Voting system

A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	<p>A. NSDL IDeAS facility</p> <p>If you are already registered for NSDL IDeAS facility</p> <ol style="list-style-type: none"> visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsd.com either on a Personal Computer or on a mobile. Once the home page of e-Services is launched, click on the "Beneficial Owner" icon under "Login" which is available under "IDeAS" section. A new screen will open. You will have to enter your User ID and Password. After successful authentication, you will be able to see e-Voting services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on options available against company name or e-Voting service provider - NSDL and you will be re-directed to NSDL e-Voting website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Type of shareholders	Login Method
	<p>If you are not registered for IDeAS e-Services, follow the below steps.</p> <ol style="list-style-type: none"> Option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS" Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp. Please follow steps given in points 1-5 above. <p>B. e-Voting website of NSDL</p> <ol style="list-style-type: none"> Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number held with NSDL), Password / OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on options available against company name or e-Voting service provider - NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
<p>Individual Shareholders holding securities in demat mode with CDSL</p>	<ol style="list-style-type: none"> Existing users who have opted for Easi / Easiest, they can login through their user id and password. Option will be made available to reach e-Voting page without any further authentication. The URL for users to login to Easi / Easiest are https://web.cdslindia.com/myeasi/home/login or www.cdslindia.com and click on New System Myeasi. After successful login of Easi/Easiest the user will be also able to see the E Voting Menu. The Menu will have links of e-Voting service provider i.e. NSDL. Click on NSDL to cast your vote. If the user is not registered for Easi/Easiest, option to register is available at https://web.cdslindia.com/myeasi/Registration/EasiRegistration Alternatively, the user can directly access e-Voting page by providing demat Account Number and PAN No. from a link in www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the demat Account. After successful authentication, user will be provided links for the respective ESP i.e. NSDL where the e-Voting is in progress.
<p>Individual Shareholders (holding securities in demat mode) login through their depository participants</p>	<ol style="list-style-type: none"> You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. Once logged in, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on options available against company name or e-Voting service provider-NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 1800 1020 990 and 1800 22 44 30
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at 022-23058738 or 022-23058542-43

B) Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: **https://www.evoting.nsdl.com/** either on a Personal Computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

*Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at **https://eservices.nsdl.com/** with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.*

4. Your User ID details are given below :

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****.
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12***** then your user ID is 12*****
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the Company For example if folio number is 001*** and EVEN is 116092 then user ID is 116092001***

5. Password details for shareholders other than Individual shareholders are given below:
 - a) If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
 - b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
 - c) How to retrieve your 'initial password'?
 - (i) If your email ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
 - (ii) If your email ID is not registered, please follow steps mentioned below in process for those shareholders whose email ids are not registered.
6. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:
 - a) Click on "Forgot User Details/Password?"(If you are holding shares in your demat account with NSDL or CDSL) option available on **www.evoting.nsd.com**.
 - b) Physical User Reset Password?" (If you are holding shares in physical mode) option available on **www.evoting.nsd.com**.
 - c) If you are still unable to get the password by aforesaid two options, you can send a request at **evoting@nsdl.co.in** mentioning your demat account number/folio number, your PAN, your name and your registered address etc.
 - d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.
7. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.
8. Now, you will have to click on "Login" button.
9. After you click on the "Login" button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select "EVEN" of company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join General Meeting".
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.

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5. Upon confirmation, the message "Vote cast successfully" will be displayed.
 6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
 7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

Process for those shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of e mail ids for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email to **kalyan@integrated.co.in**.
2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) to **kalyan@integrated.co.in**.
If you are an Individual shareholders holding securities in demat mode, you are requested to refer to the login method explained at **step 1 (A) i.e.Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode**.
3. Alternatively member may send an e-mail request to **evoting@nsdl.co.in** for obtaining User ID and Password by proving the details mentioned in Point (1) or (2) as the case may be.

THE INSTRUCTIONS FOR MEMBERS FOR E-VOTING ON THE DAY OF THE AGM ARE AS UNDER:

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-Voting.
2. Only those Members / shareholders, who will be present in the AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for Remote e-voting.

INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC / OAVM ARE AS UNDER:

1. Member will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for Access to NSDL e-Voting system. After successful login, you can see link of "VC / OAVM link" placed under "Join General meeting" menu against company name. You are requested to click on VC / OAVM link placed under Join General Meeting menu. The link for VC / OAVM will be available in Shareholder/Member login where the EVEN of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.
2. The Members can join the AGM in the VC / OAVM mode 15 minutes before and after the scheduled time of the commencement of the Meeting by following the procedure mentioned in the Notice.
3. Members are encouraged to join the Meeting through Laptops for better experience.

4. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
5. Members who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending their request from their registered email address mentioning their name, DP ID and Client ID / folio number, PAN, mobile number at **sblagm@tvssbl.com** from July 28, 2021 (9:00 a.m. IST) to August 4, 2021 (5:00 p.m. IST). Those Members who have registered themselves as a speaker will only be allowed to express their views / ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.
6. Members who need assistance before or during the AGM, can contact NSDL on **evoting@nsdl.com** or use Toll free No.1800-22-990 or Contact Mr. Amit Vishal, Senior Manager, NSDL at the designated email ID: **evoting@nsdl.com** or **amitv@nsdl.com** or telephone No.022-24994360 or Contact Ms. Pallavi Mhatre, Manager, NSDL at the designated email ID: **evoting@nsdl.com** or **pallavid@nsdl.co.in** or at telephone No.022-24994545.

III. Other Information:

It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-Voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on **www.evoting.nsdl.com** to reset the password.

In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of **www.evoting.nsdl.com** or call on toll free no.: 1800-222-990 or send a request to (Name of NSDL Official) at **evoting@nsdl.co.in**.

If you are already registered with NSDL for e-Voting then you can use your existing user ID and password / PIN for casting your vote.

You can also update your mobile number and e-mail id in the user profile details of the folio which may be used for sending future communication(s).

EXPLANATORY STATEMENT PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013

DETAILS OF DIRECTORS SEEKING RE-APPOINTMENT AT THE 47TH ANNUAL GENERAL MEETING PURSUANT TO REGULATION 36(3) OF SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 AND SECRETARIAL STANDARDS ON GENERAL MEETING.

Pursuant to the provisions of Section 152 of the Companies Act, 2013, Mrs. Shobhna Ramachandhran, Non-Executive Director of the company, retires at this Annual General Meeting and being eligible for Re-appointment, offers herself for Re-appointment subject to approval of Shareholders.

Further in terms of Regulation 36 (3) of the SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015, a brief resume of the Director who is proposed to be re-appointed in this meeting, nature of her expertise in specific functional areas, disclosure of relationships between Directors inter-se, her other Directorship and the membership, her shareholdings are given below:

Name	Ms. Shobhana Ramachandhran	
Age	61 years	
DIN	00273837	
Qualification	Post Graduate in English Literature	
Experience and other details	She is associated with TVS Srichakra Limited since 1986 and is the Managing Director of the same. She has rich experience in the Tyre and Rubber Industry and holds Directorship in public and private companies, encompassing various sectors of automotive, financial, logistics and auto component distributorship.	
Date of first appointment on the Board	13 th August 2019	
Shareholding in the Company	Nil	
Relationship with other Directors, Manager and other Key Managerial Personnel of the Company	Cousin of Mr. Krishna Mahesh, Managing Director and Ms. Shripriya Mahesh Ramanan, Director	
Number of meetings of the Board attended during the year	3 out of 4 Meetings.	
Other Directorships, Memberships / Chairmanship of Committees of other Boards	Directorship	Committee Membership
	TVS Supply Chain Solutions Limited TVS Srichakra Investments Private Limited Pusam Rubber Products Private Limited SI Air Springs Private Limited TVS Automobile Solutions Private Limited TVS Argomm Private Limited Sundaram Industries Private Limited Sundaram Finance Holdings Limited	Nil

SUNDARAM BRAKE LININGS LIMITED

	Sundaram Finance Limited	Audit Committee - Member Corporate Social Responsibility Committee - Chairperson
	TVS Srichakra Limited Managing Director	Stakeholders Relationship Committee - Member Corporate Social Responsibility Committee - Chairperson
Nature of expertise in specific functional area	Overall Business Expertise in Automobile Industry	

BOARD'S REPORT TO THE SHAREHOLDERS

Your Directors have pleasure in presenting the Forty Seventh Annual Report of the Company together with Audited Accounts for the year ended 31st March 2021.

FINANCIAL RESULTS:

The financial performance of your company is stated hereunder:

	(₹ in lakhs)	
Particulars	2020-21	2019-20
Revenue from Operations	23,684.70	<u>25,814.17</u>
Profit before interest, depreciation and tax	878.72	1,000.30
Less : Interest	106.49	157.83
Profit before depreciation and tax	772.23	842.47
Less : Depreciation	562.38	542.37
Profit before tax and exceptional items	209.85	300.10
Add : Exceptional item	-	-
Profit before tax	209.85	300.10
Less : Provision for Taxation		
Current Tax	35.02	52.68
Prior Period Tax	(421.38)	-
Deferred Tax Liability / (Asset) (net)	(3.89)	(4.32)
Profit after tax	600.10	251.74
Add : Surplus / (Deficit) brought forward	1,487.84	1,236.10
Less : Transfer to Other Comprehensive Income	-	-
Surplus Carried over	<u>2,087.94</u>	<u>1,487.84</u>

STATE OF THE COMPANY'S AFFAIRS:

The year that just concluded, 2020-21, was a historic watershed in the post-WW2 history of the world. Not for nearly a hundred years has there been a pandemic of global reach and devastation as COVID-19 that originated and spread from Wuhan, China. The global destruction of life and livelihoods is heartbreaking and its impact on India is horrifying. Amidst all the panic and gloom, the unprecedented speed of fully developed and deployed vaccines, the resolve of the nation, and the reliance of our people brings hope as long as the hoarding of unneeded vaccine by wealthy nations ceases. In this uncharted volatility and rapidly changing environment, your company has remained focussed on the basics- keeping its people safe, supplying customer's needs, protecting revenue, and decreasing cost. Our business model remains unchanged. Despite the wiping out of the entire first quarter's revenue and supporting our workforce during that entire period, your company has ended the year with a PBT of ₹ 209.85 lacs. Additionally, in the course of the year, the company utilised the Direct Tax Vivad Se Vishwas Scheme and resolved long standing tax dispute with the income tax department, resulting in a PAT of ₹ 600.10 lacs.

AUTOMOBILE INDUSTRY SCENARIO-2020-21

The Indian economy is estimated to have contracted by about 11 per cent in 2020-21 as compared to growth of 4.2 per cent in the previous fiscal, mainly on account of the impact of the COVID-19 pandemic and the lockdowns that were imposed.

India's automotive industry was battered by the headwinds of COVID-19 and the lockdowns. While the vehicle manufacturers showed sales volume declines of 13.5% from 2019-20 to 2020-21, only tractors and utility vehicle segments showed growth and the overall industry included sales volume declines of medium and heavy commercial (M&HCV) bus of over 80% and light commercial vehicle (LCV) bus of nearly 75%.

The overall passenger vehicle (PV) segment contracted 2.25%, the M&HCV segment by 22% and the LCV segment by nearly 21%. Even two wheelers (2W) sales declined by over 13 %. In the goods transportation segments, M&HCV sales declined nearly 17% while LCV dipped a little over 11%.

While it is completely understandable to see a sales decline for mass transit compared to personal transportation and goods movers during a pandemic, there is some concern that this reluctance to buy and use buses will persist once this crisis ends and this may presage a long term dip in bus transportation. Vehicle manufacturers and public policy will have to respond with designs and plans that reassure potential mass-transit riders of the future of the safety, cost-effectiveness, and environmental benefits of bus transportation.

The Indian automotive sector has been, and continues to be, severely tested by the pandemic but remains the third-largest automobile market. Already impacted by an unprecedented slowdown before the coronavirus pandemic, the resilience of the Indian auto industry was tested severely by the March 2020 nationwide lockdown. The industry has adopted increased digitization, updated SOPs to include COVID protocols, strengthened supply chain robustness, and improved financial metrics to sustain itself through this crisis.

Having endured disruptions induced by the once-in-a-century event, the Indian auto sector is cautiously optimistic about 2021-22 as vaccines begin to roll back the scythe of COVID-19. Much, however, will depend on the emergence of mutant strains, the ability of vaccine manufacturers to come up with suitable counters, and public policy planning and implementation at the global, national, state, and local levels.

SBL'S SALES PERFORMANCE

Your company's net sales during the year 2020-21 decreased by nearly 8% at ₹ 232.94 crores compared to ₹ 253.61 crores in the financial year 2019-20. Domestic sales increased by 2.3 %, but was overshadowed by a 19.2% decline in export sales despite good order inflow from both domestic and export customers.

DOMESTIC

Your company's strong performance in the domestic market- especially given the significant declines of vehicle sales in its core M&HCV and LCV segments, the nation-wide lock down in Q1, and the continuing weakness in bus sales- is a testament to its product and process strengths.

Further confirmation of your company's products capabilities can be had from the significant increase of 27.8% in OE Sales (where they are rigorously tested) in FY 2020-21 as compared to financial year 2019-20.

EXPORTS

Exports constituted nearly 43% of your company's revenue and while there was good demand for our products, the Company could not service export customers fully as unprecedented demand for our products from domestic vehicle manufacturers creating an artificial capacity constraint. The temporary constraint on capacity coupled

with an increased difficulty in obtaining containers, again caused by Chinese actions, resulted in a decrease of 19.2% in net export sales during the FY 2020-21.

Net Foreign Exchange earned by your company in the year under review was ₹ 66.83 crores as against ₹ 88.40 crores in 2019-20.

Your company continues to retain its two-star export house status in accordance with the provisions of Foreign Trade Policy, 2015-2020, with a certificate issued by the Director General of Foreign Trade, Chennai for a period of five years from 9th March, 2018 to 8th March, 2023.

EFFORTS & INITIATIVES TAKEN

Foremost in your company's mind is the well being of our people and we have put in place multiple measures to ensure their safety and well-being at home, work, and in moving between the two. These includes full reimbursements for vaccination, company specific transportation, redesign and rescaling of work places and rest, and common facilities.

Measures taken to reduce Raw material loss in production and energy conservation continue to yield benefits. Additionally, the Company has been proactively taking actions to diversify and protect supplies for key raw materials wherever possible, and to strengthen supply chain linkages to account for unforeseen disruptions.

Your Company continues to take steps to increase share of existing customers, and to add new customers and new products both in Domestic and Export markets. This includes the design of innovative new products and upgrading existing products as well.

DIVIDEND

The Company's performance in FY 2020-21 was impacted by losses incurred due to stoppage of production and dispatches of goods in Q1 of FY 2019-20 due to the nation wise lock down imposed due to COVID-19 outbreak and the impact due to increase in prices of input Raw Materials having an impact in the profitability of the Company in Q3 & Q4 of FY 2020-21. The above factors impacted the performance of the year resulting in PBT of ₹ 209.85 lacs for the FY 2020-21.

Your Directors are constrained to skip Dividend for the year, keeping in mind uncertain times ahead, due to second wave of COVID-19. Your Directors assure you that various steps are being taken to improve the performance of the Company.

SHARE CAPITAL

During the year under review, your Company has not issued any type of Shares. Hence there is no change in the share capital of the Company.

TRANSFERS TO THE INVESTOR EDUCATION AND PROTECTION FUND (IEPF)

Pursuant to Section 124 of the Companies Act, 2013 ("the Act") read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("The Rules"), all unpaid or unclaimed dividends are required to be transferred by the Company to the Investor Education and Protection Fund (IEPF) established by the Central Government, after completion of seven consecutive years from the date of transfer of such amount to unpaid dividend account. Further, according to the Rules, the shares in respect of which dividend has not been paid or claimed for seven consecutive years or more shall also be transferred to the demat account of IEPF Authority.

During this year, no shares / amount were liable to be transferred to the IEPF authority. Further, Members/ claimants whose shares, and / or unclaimed dividend which have been transferred pertaining to the earlier financial years to the IEPF Demat Account or the Fund, as the case may be, may claim the shares or apply for refund of dividend by making an application to the IEPF Authority in Form IEPF-5 (available on <http://www.iepf.gov.in>) along with requisite fee as decided by the IEPF Authority from time to time.

OUTLOOK FOR 2021-22 IN THE CONTEXT OF COVID-19 PANDEMIC

The Indian automobile industry faced major headwinds during the fiscal year as demand environment remained severely impacted by slowdown in economy. The industry continued to face severe challenges.

The spread of the Coronavirus pandemic is likely to result in severe contraction in global economy resulting in job losses, weak demand environment and stress in financial markets. The auto sector which has been going through its worst slowdown with slump in demand is likely to face further headwinds owing to adverse economic impact of Covid-19. However, the impact of the pandemic is likely to remain in the short term. In the medium term, the Indian auto component manufacturers have the opportunity to establish themselves as preferred manufacturing suppliers to the global auto industry.

The COVID-19 Pandemic and consequent lockdowns of the Nation has caused a significant shock to the Indian Economy and various rating agencies estimate that India may witness GDP contraction of 11% in 2021-22 and that it may take up to two years before normal growth is restored.

In order to cope with this unprecedented crisis, your company has taken a number of steps to reduce fixed costs through right sizing the operation and improvements in Machines & Methods.

With economic visibility significantly limited by unprecedented uncertainty, agile and dynamic responses will be demanded to manage the volatile situation. Your company will take all necessary measures to handle the impact of the economic deceleration and to improve profitability in the current financial year. At the same time, we will continue with capacity augmentation based on due assessment to ensure that we emerge from this COVID-19 crisis with improved capabilities.

RESEARCH AND DEVELOPMENT:

Your Company's R&D facility located in Padi has been recognized as an approved R&D unit by the Department of Scientific & Industrial Research (DSIR), Ministry of Science & Technology, Government of India, New Delhi, and our application for renewal of recognition beyond 31.03.2021 is being processed by the DSIR and approval is expected to be received by the Company shortly.

During the year under review, thrust was given for development of new products, viz., Commercial Vehicle Linings & Clutch Facings both for new and existing customers. Efforts for achieving reduction in energy costs were continued in the year under review.

The total expenditure for R&D incurred in 2020-21 was ₹ 7.31 crores as against ₹ 12.16 crores in the previous year.

PUBLIC DEPOSITS

Your Company has neither accepted nor renewed any deposits from public within the meaning of Section 73 of the Companies Act, 2013 read with Companies (Acceptance of Deposits) Rules, 2014 during the year.

CASH FLOW STATEMENT

In compliance with the provisions of Section 134 of Companies Act, 2013 and Regulation 34(2)(c) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Cash flow statement for the financial year ended 31st March, 2021 forms part of this Annual Report.

BOARD MEETINGS

The Board of Directors met 4 (four) times during the financial year ended 31st March, 2021. i.e., 27th June, 2020, 10th August, 2020, 6th November, 2020 and 8th February, 2021. The gap between the Board meetings was within the maximum period prescribed under the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and as amended and notified from time to time. Detailed statement of attendance of directors at the Board Meetings and other meeting of all Committees held during the financial year ended 31st March, 2021 are given in the Corporate Governance report which is forming part of this Annual Report.

PASSING OF RESOLUTION BY CIRCULATION

During the financial year, there were resolutions passed by the Board of Directors, Members of Nomination and Remuneration committee and Members of Corporate Social Responsibility Committee through circulation. The board confirms that the above resolutions have complied with the provision of Section 175 of Companies Act, 2013 and rules and amendments made thereunder from time to time.

CHANGE IN DIRECTORS AND KEY MANAGERIAL PERSONNEL:

i. CHANGE IN DIRECTORS - APPOINTMENT, CHANGE IN DESIGNATION AND RESIGNATION

APPOINTMENT

During the financial year, the appointments of Ms. Shobhana Ramachandhran and Ms. Shripriya Mahesh Ramanan as Non - executive Directors were approved by the shareholders of the company at their meeting held on 10th August, 2020.

RETIREMENT BY ROTATION AND RE-APPOINTMENT

Pursuant to Section 152(6)(c) of Companies Act, 2013, during the financial year, Mr. Krishna Mahesh, Managing Director of the Company, being liable to retire by rotation, retired by rotation at the 46th Annual General Meeting of the Company held on 10th August, 2020 and being eligible, was re-appointed.

Further, Pursuant to Section 152(6)(c) of Companies Act, 2013, Mrs. Shobhana Ramachandhran, Director of the Company who retires by rotation and being eligible for re-appointment, offers herself for re-appointment as a Director of the company and the same is being placed before the 47th Annual General Meeting for approval of shareholders of the Company.

ii. CHANGE IN KEY MANAGERIAL PERSONNEL

During the financial year ended 31st March, 2021, there were no changes in Key Managerial personnel in the Company.

AUDIT COMMITTEE

Pursuant to Section 177(8) of Companies Act 2013, the Company has constituted an Audit Committee. The particulars of composition of the Audit Committee, meetings held during the year and other particulars have been detailed in the Corporate Governance Report forming part of this Annual Report.

DETAILS OF RECOMMENDATIONS OF AUDIT COMMITTEE WHICH WERE NOT ACCEPTED BY THE BOARD ALONG WITH REASONS

The Audit Committee generally makes certain recommendations to the Board of Directors of the Company during their meetings held to consider any financial results (Unaudited and Audited) and such other matters placed before the Audit Committee as per the provisions of Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 from time to time. During the year the Board of Directors has considered all the recommendations made by the Audit Committee and has accepted and carried on the recommendations suggested by the Committee to its satisfaction. Hence there are no recommendations which were unaccepted by the Board of Directors of the Company during the year under review.

MANAGEMENT DISCUSSION & ANALYSIS

Pursuant to Regulation 34(2) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with Schedule-V thereof, the Management Discussion and Analysis report has been annexed to the Board's Report as **ANNEXURE-V** and forms a part of the Annual Report.

DECLARATION FROM INDEPENDENT DIRECTORS ON ANNUAL BASIS

The Company has received declarations from all the Independent Directors who are occupying the Board as on the end of financial year 2020-21 confirming that they continue to meet the criteria of Independence as prescribed under Section 149(6) of the Companies Act, 2013 and Regulation 25 & 16 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and amendments made under there at. The format of the said Disclosure is given as **ANNEXURE VI**, which forms part of this Annual Report.

NOMINATION AND REMUNERATION POLICY

The Company believes that a diverse and inclusive culture is integral to its success. A diverse Board, among others, will enhance the quality of decisions by utilizing different skills, qualifications, professional experience and knowledge of the Board members necessary for achieving sustainable and balanced development. Accordingly, the Board based on the recommendation of the Nomination and Remuneration Committee has formulated a policy on Director's appointment, remuneration of Directors, Key Managerial Personnel and Senior Management of the Company. The policy covers the appointment, including criteria for determining qualification, positive attributes, independence and remuneration of its Directors, Key Managerial Personnel and Senior Management Personnel. The key highlights of the policy forms part of this Report. The entire Nomination and Remuneration Policy may be accessed on the Company's website at **www.tvbrakelinings.com**.

VIGIL MECHANISM / WHISTLE BLOWER POLICY

The Company has adopted a Whistle Blower Policy establishing vigil mechanism to provide a formal mechanism to the Directors and employees to report their concerns about unethical behavior, actual or suspected fraud or violation of the Company's Code of Conduct or ethics policy. The Policy provides for adequate safeguards against victimization of employees who avail the mechanism and also provides for direct access to the Chairman of the Audit Committee. It is affirmed that no personnel of the Company have been denied access to the Audit Committee. The policy of Vigil mechanism is available on the Company's website **www.tvbrakelinings.com**. No complaint has been received from any employee since inception of the vigil mechanism.

MATERIAL CHANGES & COMMITMENTS

There are no material changes and commitments affecting the financial position of the company which have occurred between the end of the financial year (FY 2020-21) of the Company to which the financial statements relate and date of the report.

DIRECTORS' RESPONSIBILITY STATEMENT

Pursuant to the requirement under Sections 134(3) (c) and 134(5) of the Act, in relation to the audited financial statements of the Company for the year ended March 31, 2021, the Board of Directors hereby confirms that:

1. in the preparation of the annual accounts, the applicable accounting standards have been followed along with proper explanations relating to material departures wherever applicable;
2. the Directors have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of your Company as at 31st March, 2021 and of the profit of your Company for the year ended on that date;
3. the Directors have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of your Company and for preventing and detecting fraud and other irregularities;
4. that they had prepared the annual accounts on a going concern basis;
5. the Directors have laid down internal financial controls to be followed by your Company and that such internal financial controls are adequate and are operating effectively; and
6. the Directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

INFORMATION ABOUT THE FINANCIAL PERFORMANCE / FINANCIAL POSITION OF THE SUBSIDIARIES / ASSOCIATES / JV AND INFORMATION ABOUT SUBSIDIARY / JV / ASSOCIATE COMPANY

There is no Subsidiary or Associate Company or JV companies and hence these disclosures are not applicable.

ANNUAL RETURN

The Annual Return of the Company as on 31st March, 2021 in Form MGT - 7 in accordance with Section 92(3) of the Act read with the Companies (Management and Administration) Rules, 2014, is available on the website of the Company at <https://tvbrakelinings.com/images/assets/pdf/Draft%20Annual%20Return%2031.03.2021.pdf> Further, the extract on the same is forming part of this Annual Report as ANNEXURE- III as an additional information to the Board's Report.

STATUTORY AUDITORS

Pursuant to the provisions of Section 139 of Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014, as amended, M/s. Brahmayya & Co, Chartered Accountants, Chennai, having Firm Registration Number 000511S, were appointed as Statutory Auditors of your Company at the 43rd Annual General Meeting of the Company held on 4th August, 2017 for a term of 5 years till the conclusion of 48th Annual General Meeting.

SUNDARAM BRAKE LININGS LIMITED

The Annual Accounts of the Company including its Balance Sheet, Statement of Profit and Loss and Cash Flow Statement including the Notes and Schedules to the Accounts have been audited by M/s. Brahmayya & Co, Chartered Accountants, Chennai. The Independent Auditors' Report given by the Auditors on the financial statements of the Company is forming part of the Annual Report. There has been no qualification, reservation, adverse remark or disclaimer given by the Auditors in their Report which requires any explanation / comments by the Board.

SECRETARIAL AUDITORS

Pursuant to the Section 204(1) of the Companies Act, 2013 read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Board of Directors had appointed M/s. V. Suresh Associates, Practicing Company Secretaries, Chennai as the Secretarial Auditors of the Company for conducting the Secretarial Audit for the financial year 2020-21. The Secretarial Audit Report for the Financial Year 2020-21 does not contain any adverse remark, qualification or reservation or disclaimer which requires any explanation / comments by the Board. The Secretarial Audit Report is forming part of this Annual Report.

INTERNAL AUDITOR

Pursuant to Section 138 of the Companies Act, 2013 read with rule 13 of the Companies (Accounts) Rules, 2014 and all other applicable provisions (including any amendment thereto) if any of the Companies Act, 2013, M/s. Sundaram and Srinivasan, Chartered Accountants, Chennai are the Internal Auditors of the Company, who were originally appointed in the Board meeting held on 4th Aug. 2017. They have been carrying out their Audit as per the Plan submitted to and approved by Audit Committee.

The audit conducted by the Internal Auditors is based on an internal audit plan, which is reviewed each quarter in consultation with the Audit Committee. These audits are based on risk based methodology and inter alia involve the review of internal controls and governance processes, adherence to management policies and review of statutory compliances. The Internal Auditors share their findings on an ongoing basis during the financial year for corrective action. The Audit Committee oversees the work of Internal Auditors.

COST AUDIT

Cost Audit is not applicable to the Company from the Financial Year 2014-15 based on the amended Companies (Cost Audit & Record) Rules 2014 dated 31st December 2014 issued by the Ministry of Corporate Affairs, Government of India.

QUALIFICATIONS IN AUDIT REPORTS

There are no qualifications in Statutory Auditors' Report and in Secretarial Auditors' report.

DETAILS IN RESPECT OF FRAUDS REPORTED BY AUDITORS

The auditors of the Company have stated that during the course of their audit, there were no material fraud by the Company or on the Company by its officers or employees noticed or reported in Independent Auditors' Report which forms part of this Report. Hence, no requirement arises to report the same to Audit Committee or Board of Directors of the Company.

COMPLIANCE WITH SECRETARIAL STANDARDS ON BOARD AND GENERAL MEETINGS

During the Financial Year 2020-21, your Company has complied with applicable Secretarial Standards, namely SS-1 & SS-2 issued by the Institute of Company Secretaries of India.

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO

A. CONSERVATION OF ENERGY

(a) Energy conservation measures taken during 2020-21:

- Horizontal replication of heating method being carried out for optimization of heating and to reduce furnace oil consumption.
- Redesign of layout / regrouping of machines / redesign, resizing of machines being continued to reduce the usage of power & manpower.

(b) Impact of the above measures:

- The measures taken above have helped in reducing electrical energy and fuel cost and would continue to help in reducing the energy cost in the months to come.

B. TECHNOLOGY ABSORPTION

Technology measures taken during 2020-21:

Nil

Research & Development (R&D)

(1) Specific areas in which R&D carried out by the Company

- Developed and obtained approval for Drum Brake Lining for BS 6 Heavy Commercial Vehicle applications for all domestic OEMs.
- Developed and obtained approval for Drum Brake Lining for BS 6 Light Commercial Vehicle applications for all domestic OEMs.
- Developed and obtained OEM approval for E-Scooter Brake Friction Discs for Export application.
- Developed android based vehicle data acquisition system - DEFCON (Driver Experience of Friction Conditions) and collected actual field duty cycle data for understanding and improving our new and existing product performance.

(2) Benefits derived as a result of the above

- Continued recognition of in-house R&D by department of Scientific and industrial Research, Government of India
- Reduction in Raw material costs through upgradation in quality and yield improvement.
- With help of DEFCON, resolved noise and poor braking complaints reported on OEM commercial vehicles running with competitor linings. This has helped SBL to improve share of business in domestic market OEM's.

SUNDARAM BRAKE LININGS LIMITED

- Obtained approval and commercialised Passenger and Small Commercial Vehicle drum brake linings for OEM application.

(3) Future Plan of action:

- Development of Disc pads and Drum brake linings for various passenger and commercial vehicle applications in Domestic OEM & Export Markets.
- Development of Disc pads with "Reduced Copper content" (B & N grades) for export application to meet upcoming Global Regulatory requirements.
- Development of friction discs for Agricultural Tractor Wet Brake (Oil Immersed Brake) applications.

(4) Expenditure on R&D

(₹ in Lakhs)

S. No	Particulars	Financial Year 2020-21
a	Capital	-
b	Revenue	707.00
c	Total	707.00
d	Total R & D expenses as % of total turnover	3.0%

C. TECHNOLOGY ABSORPTION, ADAPTATION AND INNOVATION:

1. Efforts in brief, made towards technology absorption, adaptation and innovation:

- SBL developed Embedded Granular Material Matrix technology for meeting end user NVH (Noise Vibration and Harshness) requirements without compromising performance and life.
- Process optimisation for Quality Improvement through Thermo Electric Heating System (TEHS) - each curing mould is closely controlled by individual heating system in place of centralised heating system.
- Product and Process improvement by bench marking the product against global leaders.

2. Benefits derived as a result of the above efforts:

- Development of superior and competitive products for Export and Domestic markets
- Quality upgradation and optimal use of resources leading to substantial savings.

D. FOREIGN EXCHANGE EARNINGS AND OUTGO

(₹ in Lakhs)

S. No	Particulars	Financial Year	
		2020-21	2019-20
A	Foreign Exchange earned	10,036.34	12,472.53
B	Foreign Exchange used	3,353.30	3,632.20
C	Net Foreign Exchange earned (A-B)	6,683.04	8,840.33

DETAILS OF SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS OR TRIBUNALS IMPACTING THE GOING CONCERN STATUS AND COMPANY'S OPERATIONS IN FUTURE

During the year 2020-21, there have been no significant and material orders passed by the Regulators or Courts or Tribunals impacting the going concern status and company's operations in future.

REPORT AS PER SECTION 134 READ WITH RULE 8 AND SUB RULE 5 OF COMPANIES (ACCOUNTS) RULES, 2014

Change in nature of business, if any: Nil

Name of Companies which have become or ceased to be its subsidiaries, Joint Ventures or associate companies during the year: Not Applicable.

INTERNAL CONTROL AND SYSTEMS AND THEIR ADEQUACY

The Company has an adequate internal control system which commensurates with the size, scale and complexity of its operations. The Internal Auditor monitors and evaluates the efficacy and adequacy of internal control system in the Company, its compliance with operating systems, accounting procedures and policies at all locations of the Company. Based on the report of internal audit function, process owners undertake corrective action in their respective areas and there by strengthen the controls. A report of Auditors pursuant to Section 143(3) (i) of the Companies Act, 2013 certifying the adequacy of Internal Financial Controls is annexed with the Independent Auditors' Report.

PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

During the year, the Company has not given any loan (Secured or Unsecured) or guarantees covered under the provision of Section 186 of the Companies Act, 2013. The details of the investments made by the Company are given in the notes to the financial statements, which form part of this Annual Report.

DISCLOSURE AS PER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

The Company firmly provides a safe, supportive and friendly workplace environment - a workplace where our values come to life through the underlying behaviours. Positive workplace environment and a great employee experience are integral parts of our culture.

No woman employee has been engaged by the Company. Hence the compliance under the provisions of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 does not arise.

RISK MANAGEMENT AND POLICY

Pursuant to Section 134(3)(n) of the Companies Act, 2013, the Company has framed Risk Management Policy, which lays down the framework to define, assess, monitor and mitigate the business, operational, financial and other risks associated with the business of the Company.

All the risks associated with the business of the Company have been taken care of by taking adequate measures by the Company, which have been reviewed by the Audit committee and the Board in their meetings held from time to time.

The Company has been addressing risks impacting the Company in Management Discussion and Analysis Report which forms part of this Annual Report.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

In compliance with the requirements of Section 135 and Schedule VII of the Companies Act, 2013 read with the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended, the Board of Directors have framed a policy on CSR as recommended by the CSR committee duly constituted and the said policy is available on the Company's website <https://www.tvbrakelinings.com/images/assets/pdf/SBL%20CSR%20Policy.pdf>. The composition and terms of reference of the CSR Committee are detailed in the Corporate Governance Report, which forms part of this Annual Report.

The disclosure on Corporate Social Responsibility initiatives during the financial year has been provided in **ANNEXURE-IV** which forms part of this Annual Report.

RELATED PARTY TRANSACTIONS

During the financial year, all the related party transactions entered by the Company were normal business transactions in the ordinary course of business and on arm's length basis and there were no transactions requiring approval of the Shareholders. However, prior approval of the Audit Committee was sought for entering into the Related Party Transactions as required under Companies Act, 2013 read with rules made thereunder and Regulation 23 (2) of SEBI Listing Regulations, 2015. Further, the details of Related Party Transactions entered into by the Company pursuant to each of the omnibus approvals given are also placed before the Audit Committee for its review on a quarterly basis.

During FY 2020-21, there were no material related party transactions in terms of Regulation 23 of the SEBI Listing Regulations, 2015.

Form AOC-2 pursuant to Section 134 (2) (h) of the Companies Act, 2013 read with Rule 8 (2) of the Companies (Accounts) Rules, 2014 is set out the **ANNEXURE - II** to the report.

The Company has adopted a policy on materiality of related party transactions and dealing with Related Party Transactions and the same is disclosed on the website of the Company, viz., www.tvbrakelinings.com.

JUSTIFICATION FOR ENTERING INTO RELATED PARTY TRANSACTIONS

The Company's Related party transactions have been made to meet the requirements of operations and at an arm's length basis and have been entered in the ordinary course of business.

BOARD EVALUATION

In terms of Section 134 (3) (p) of the Companies Act, 2013 and Regulation 4(2)(f) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, the Board reviewed and evaluated its own performance from the following perspectives:

- (a) Company Performance;
- (b) Risk management;
- (c) Corporate Ethics;
- (d) Performance of the Individual Directors; and

(e) Performance of the Committees, viz., Audit Committee, Nomination and Remuneration Committee (NRC) and Corporate Social Responsibility Committee & Stakeholders' Relationship Committee (SRC).

The Board has carried out an annual evaluation of its own performance, the directors and also Committees of the Board based on the guidelines formulated by the Nomination & Remuneration Committee under Self-evaluation method. Board composition, quality and timely flow of information, frequency of meetings, and level of participation in discussions were some of the parameters considered during the evaluation process.

The Board, upon evaluation, considered that the Board is well balanced and diverse and is commensurate with the business profile and size of the Company.

The Board reviewed and noted with satisfaction of its own performance and that of its Committees and individual Directors.

RATIO OF REMUNERATION OF DIRECTOR

The information as required under the provisions of Section 197(12) of the Companies Act, 2013 and read with Rule 5(1), 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, are set out in **ANNEXURE - I** which forms part of this Annual Report.

PARTICULARS OF EMPLOYEES

No employee of the Company was in receipt of remuneration of not less than ₹ 1.02 crores during the year or ₹ 8.50 lakhs per month during any part of the said year as per Section 197 of the Companies Act, 2013, read with Rule 5 (2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014.

COMPLIANCE WITH CODE OF CONDUCT

The Company has framed a Code of Conduct for the Board of Directors and Senior Management personnel of the Company. The Code of Conduct is available on the Company's website **www.tvstrakelining.com**. All the Board of Directors and senior management personnel have affirmed compliance with the Code of conduct as on 31st March, 2021.

As required under Regulation 34(3) and Schedule V (D) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, a declaration from Mr. Krishna Mahesh, Managing Director to this effect is annexed to the Report on corporate governance which forms part of this Annual Report.

LISTING OF SHARES

The equity shares of the Company are listed on the Stock Exchange viz., National stock exchange of India Ltd (NSE). The Company has paid the applicable listing fees to the Stock Exchange within the stipulated time for the financial year 2020-21.

CORPORATE GOVERNANCE

Your company has taken adequate steps to adhere to all the conditions laid down in SEBI (Listing obligations and disclosure requirements) regulations, 2015 with respect to Corporate Governance. Pursuant to Regulation 34(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with Schedule-V thereof, the report on Corporate Governance has been furnished in the Annual Report and forms part of the Annual Report.

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A Certificate from the Statutory Auditors of the Company confirming the compliance of conditions of Corporate Governance as stipulated in SEBI (Listing obligations and disclosure requirements) regulations, 2015 forms part of this Annual Report.

The Managing Director and the Chief Financial officer of the Company have certified to the Board the financial statements and other matters in accordance with the Regulation 17(8) of the SEBI (Listing obligations and disclosure requirements) regulations, 2015 pertaining to CEO/CFO certification for the financial year ended 31st March 2021 and the same is enclosed as part of Annual Report.

PERSONNEL

Employee relations have been very cordial during the financial year ended 31st March, 2021. The Board wishes to place on record its appreciation to all the employees in the Company for their sustained efforts and immense contribution to the high level of performance and growth of the business during the year.

ACKNOWLEDGEMENT

Your Directors wish to thank State Bank of India for their continued support and assistance.

Your Directors wish to thank all the Customers, the wholesalers both in India and worldwide for their continued support.

Your Directors wish to place on record their sincere appreciation for the good work of all the employees of the Company.

For and on behalf of the Board

Place: Chennai
Date : 22nd May, 2021

K S RANGANATHAN
Director
(DIN: 02796986)

KRISHNA MAHESH
Managing Director
(DIN: 00420048)

ANNEXURE - I TO THE BOARD'S REPORT

PARTICULARS OF EMPLOYEES AND RATIO OF REMUNERATION OF DIRECTOR

- A. Disclosure with respect to the remuneration of Directors and employees as required under Section 197 of the Companies Act, 2013 and Rule 5 of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is as follows:

a)	The ratio of the remuneration of each director to the median remuneration of the employees of the company for the financial year.	Minimum Remuneration paid to Mr. Krishna Mahesh, MD - ₹ 93.35 lacs; Median Salary - ₹ 3.43 lacs; Ratio of remuneration paid to MD to Median Salary for FY 2020-21 is 27:1
b)	The percentage increase in remuneration of each director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any in the financial year	1.9%
c)	The percentage increase in the median remuneration of employees in the financial year.	6.5%
d)	The number of permanent employees on the rolls of the Company.	622
e)	Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration.	There was 7.2% decrease in salaries paid to employees other than the managerial personnel in FY 2020-21 as compared to FY 2019-20. There was 12.5% decrease in the managerial remuneration in FY 2020-21 as compared to FY 2019-20.
f)	Affirmation that the remuneration is as per the remuneration policy of the Company.	The Company affirms that the remuneration is as per the Remuneration Policy of the Company.

- B. Information as per Section 197(12) of the Companies Act, 2013 read with Rule 5(2) & 5(3) of The Companies (Appointment and remuneration of Managerial Personnel) Rules, 2014 forming part of the Boards Report for the year ended March 31, 2021.

No employee of the Company was in receipt of remuneration of not less than ₹ 1.02 crores during the year or ₹ 8.50 lakhs per month during any part of the said year as per Section 197 of the Companies Act, 2013 read with Rule 5 (2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014.

For and on behalf of the Board

Place: Chennai
Date : 22nd May, 2021

K S RANGANATHAN
Director
(DIN: 02796986)

KRISHNA MAHESH
Managing Director
(DIN: 00420048)

ANNEXURE - II TO THE BOARD'S REPORT

RELATED PARTY TRANSACTIONS

Form No. AOC 2

[Pursuant to clause (h) of sub-section (3) of Section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014]

Form for disclosure of particulars of contracts / arrangements entered into by the Company with related parties referred to in sub-section (1) of Section 188 of the Companies Act, 2013 including certain arm's length transactions under their proviso thereto

1. Details of contracts or arrangements or transactions not at arm's length basis
Not Applicable as the Company has not entered into any contract or arrangement or transactions not at arm's length basis.
2. Details of material contracts or arrangements or transactions at arm's length basis
 - a. Name(s) of the related party and nature of relationship
 - b. Nature of contracts / arrangements / transactions
 - c. Duration of the contracts / arrangements / transactions
 - d. Salient terms of the contracts or arrangements or transactions including the value, if any
 - e. Date(s) of approval by the Board
 - f. Amount paid as advances, if any

(A)	(B)	(C)	(D)	(E)	(F)
Name(s) of the related party and nature of relationship	Nature of contracts / arrangements / transactions	Duration of the Contracts / arrangements / transactions	Salient terms of the contracts or arrangements or transactions including the value	Date(s) of approval by the Board	Amount paid as advances
M/s. T V Sundram Iyengar & Sons Private Limited	Sale of goods	From 01.04.2020 to 31.03.2021	Sales were made for ₹ 978.46 lakhs	Transactions for each of the four quarters were approved by the Board in their meetings held on 10.08.2020, 06.11.2020, 08.02.2021 & 22.05.2021	NIL
M/s. TVS Motor Company Limited	Sale of goods		Sales were made for ₹ 683.75 lakhs		
M/s. Sundaram Industries Private Limited	Purchase of Raw materials		Purchase of Rubber peels were made for ₹ 86.31 lakhs		
M/s. Southern Roadways Limited	Freight Charges		Freight charges were paid for ₹ 62.01 lakhs		
M/s. Alagar Farms Private Limited	Purchase of Raw materials		Purchase of Cashew Friction Dust were made for ₹ 280.27 lakhs		
M/s. Alagar Resins Private Limited	Purchase of Raw materials		Purchase of Resins were made for ₹ 830.42 lakhs		

All the above transactions are within the threshold limit of 10% of turnover as per the last audited financial statement of the Company and have been approved by the Audit Committee and the Board of Directors.

For and on behalf of the Board

Place: Chennai
Date : 22nd May, 2021

K S RANGANATHAN
Director
(DIN: 02796986)

KRISHNA MAHESH
Managing Director
(DIN: 00420048)

ANNEXURE - III TO THE BOARD'S REPORT

I. REGISTRATION AND OTHER DETAILS

CIN	L34300TN1974PLC006703
Registration Date	05.09.1974
Name of the Company	Sundaram Brake Linings Limited
Category / Sub-category of the Company	Public Limited Company
Address of the Registered office and contact details	Padi, Chennai - 600 050 Mr. S Ramabadran, Chief Financial Officer & Company Secretary Phone : +91 44 2625 7853 Fax : +91 44 2625 4770 Email : srb@tvssbl.com
Whether listed company	Yes
Name, Address and Contact details of Registrar and Transfer Agent	Integrated Registry Management Services Private Limited No.1, Ramakrishna Street, Kences Towers, North Usman Road, T. Nagar, Chennai - 600 017 Phone : +91 44 28140801 - 803 Fax : +91 44 28142479 Email : corpserv@integratedindia.in

II. PRINCIPAL BUSINESS ACTIVITIES OF THE COMPANY

All the business activities contributing 10% or more of the total turnover of the Company shall be stated:-

Sl. No.	Name and Description of main product	NIC Code of the Product	% on total turnover of the Company
1	Brake Linings, Clutch Facings, Disc Brake Pads, etc.	29301	100%

III. PARTICULARS OF HOLDING, SUBSIDIARY AND ASSOCIATE COMPANIES

The Company does not have any Holding Company or Subsidiary Company or Associate Company.

SUNDARAM BRAKE LININGS LIMITED

IV. SHARE HOLDING PATTERN (Equity Share Capital Breakup as percentage of total Equity)

i) Category-wise Shareholding

Category of Shareholders		No. of shares held at the beginning of the year				No. of shares held at the end of the year				% Change during the year
		Demat	Physical	Total	% of Total Shares	Demat	Physical	Total	% of Total Shares	
A	Shareholding of Promoter and Promoter Group									
1)	Indian									
a.	Individual / Hindu Undivided Family	8,97,911	-	8,97,911	22.82	8,97,911	-	8,97,911	22.82	-
b.	Central Government	-	-	-	-	-	-	-	-	-
c.	State Government	-	-	-	-	-	-	-	-	-
d.	Bodies Corporate	16,80,873	-	16,80,873	42.72	16,80,873	-	16,80,873	42.72	-
e.	Financial Institutions / Banks	-	-	-	-	-	-	-	-	-
f.	Any other (specify)	-	-	-	-	-	-	-	-	-
	Sub Total A (1)	25,78,784	-	25,78,784	65.54	25,78,784	-	25,78,784	65.54	-
2)	Foreign									
a.	Individual (Non resident / foreign)	-	-	-	-	-	-	-	-	-
b.	Bodies corporate	-	-	-	-	-	-	-	-	-
c.	Institutions	-	-	-	-	-	-	-	-	-
d.	Qualified Foreign Investor	-	-	-	-	-	-	-	-	-
e.	Any other (specify)	-	-	-	-	-	-	-	-	-
	Sub Total A (2)	-	-	-	-	-	-	-	-	-
	Total Shareholding of Promoter and Promoter Group (A) = A (1) + A (2)	25,78,784	-	25,78,784	65.54	25,78,784	-	25,78,784	65.54	-
B	Public Shareholding									
1)	Institutions									
a.	Mutual funds / UTI	-	-	-	-	-	-	-	-	-
b.	Financial Institutions / Banks	11	-	11	-	1	-	1	-	-
c.	Central Government	-	-	-	-	-	-	-	-	-
d.	State Government	-	-	-	-	-	-	-	-	-
e.	Venture Capital Funds	-	-	-	-	-	-	-	-	-
f.	Insurance Companies	-	-	-	-	-	-	-	-	-
g.	Foreign Institutional Investors	-	-	-	-	-	-	-	-	-
h.	Foreign Venture Capital Investors	-	-	-	-	-	-	-	-	-
i.	Qualified Foreign Investor	-	-	-	-	-	-	-	-	-
j.	Any other (specify)	-	-	-	-	-	-	-	-	-
	Sub Total B (1)	11	-	11	0.00	1	-	1	-	-
2)	Non-Institutions									
a.	Bodies Corporate (Indian/Foreign/Oversees)	62,295	354	62,649	1.59	56,517	354	56,871	1.45	(0.15)
b.	Individuals (Resident/NRI/Foreign National)									
	(i) Individual shareholders holding Nominal share capital upto ₹ 1 Lakh	10,56,798	88,801	11,45,599	29.12	10,56,868	87,813	11,44,681	29.09	(0.02)
	(ii) Individual shareholders holding Nominal share capital above ₹ 1 Lakh	95,025	-	95,025	2.42	1,00,306	-	1,00,306	2.55	0.13
c.	Any other (specify)									
	Clearing Member	2,469	-	2,469	0.06	6,894	-	6,894	0.18	0.11
	Investor Education and Protection fund	47,619	-	47,619	1.21	46,794	-	46,794	1.19	(0.02)
	Limited Liability Partnership	2,175	-	2,175	0.06	-	-	-	-	(0.06)
	Trust	244	-	244	0.01	244	-	244	-	-
	Sub Total B (2)	12,66,625	89,155	13,55,780	34.46	12,67,623	88,167	13,55,790	34.46	-
	Total Public Share Holding (B) = B(1) + B(2)	12,66,636	89,155	13,55,791	34.46	12,67,624	88,167	13,55,791	34.46	-
	Total (A) + (B)	38,45,420	89,155	39,34,575	100.00	38,46,408	88,167	39,34,575	100.00	-
C	Shares held by Custodians and against which Depository Receipts have been issued									
	GRAND TOTAL (A) + (B) + (C)	38,45,420	89,155	39,34,575	100.00	38,46,408	88,167	39,34,575	100.00	-

ii) Shareholding of Promoters

Sl. No.	Shareholder's Name	Shareholding at the beginning of the year			Shareholding at the end of the year			% Change during the year
		No. of Shares	% of total Shares of the Company	% of Shares Pledged / encumbered to total Shares	No. of Shares	% of total Shares of the Company	% of Shares Pledged / encumbered to total Shares	
1	M/s. T V Sundram Iyengar & Sons Private Limited	5,52,955	14.05	–	5,52,955	14.05	–	–
2	M/s. Southern Roadways Private Limited	4,78,500	12.16	–	4,78,500	12.16	–	–
3	Mr. Mahesh K*	54,409	1.38	–	54,409	1.38	–	–
4	M/s. Sundaram Industries Private Limited	2,53,835	6.45	–	2,53,835	6.45	–	–
5	M/s. Alagar Farms (P) Ltd	1,95,895	4.98	–	1,95,895	4.98	–	–
6	M/s. Rajarajeswari Farms (P) Ltd	1,77,988	4.52	–	1,77,988	4.53	–	–
7	Mr. Krishna Mahesh	5,44,608	13.84	–	5,44,608	13.84	–	–
8	Mr. K Ramesh	1,10,081	2.80	–	1,10,081	2.80	–	–
9	Mr. Suresh Krishna – HUF	1,00,000	2.54	–	1,00,000	2.54	–	–
10	Ms. Shrimathi Mahesh	57,412	1.46	–	57,412	1.46	–	–
11	M/s. TVS Upasana Limited	13,900	0.35	–	13,900	0.35	–	–
12	Ms. Urmila Ramesh	11,049	0.28	–	11,049	0.28	–	–
13	Ms. Mridula Ramesh	10,092	0.26	–	10,092	0.26	–	–
14	Ms. Mala Ramesh	9,570	0.24	–	9,570	0.24	–	–
15	M/s. Sundram Fasteners Investments Limited	7,800	0.20	–	7,800	0.20	–	–
16	Mr. Suresh Krishna	480	0.01	–	480	0.01	–	–
17	Ms. Arathi Krishna	120	0.00	–	120	0.00	–	–
18	Ms. Usha Krishna	90	0.00	–	90	0.02	–	–
	Total shareholding	25,78,784	65.54	–	25,78,784	65.54	–	–

* Mr. Mahesh K, Shareholder (Promoter Group) passed away on 2nd February 2019 and Corresponding Shares are pending Transmission.

iii) Change in Promoters' Shareholding: There are no changes in promoters' shareholding during 2020-21.

SUNDARAM BRAKE LININGS LIMITED

(iv) Shareholding pattern of top ten shareholders (other than Directors, Promoters and Holders of GDRs and ADRS):

Sl. No.	Shareholder's Name	No. of shares held at the beginning of the year		Cumulative Shareholding during the year	
		No. of Shares	% of total Shares of the Company	No. of Shares	% of total Shares of the Company
1	INVESTOR EDUCATION AND PROTECTION FUND AUTHORITY PAN : EXEMPTCATG				
	Opening Balance as on 01/04/2020	47,619	1.210	47,619	1.210
	17/07/2020	(75)	(0.002)	47,544	1.208
	25/12/2020	(250)	(0.006)	47,294	1.202
	19/03/2021	(500)	(0.013)	46,794	1.189
	Closing Balance as on 31/03/2021			46,794	1.189
2	BHAVANA GOVINDBHAI DESAI PAN : ABKPD4860C				
	Opening Balance as on 01/04/2020	31,645	0.804	31,645	0.804
	15/01/2021- Sale	(371)	(0.009)	31,274	0.795
	Closing Balance as on 31/03/2021			31,274	0.795
3	OM PRAKASH RAWAT PAN : ADJPR7243J				
	Opening Balance as on 01/04/2020	14,000	0.356	14,000	0.356
	12/06/2020 - Purchase	1,000	0.025	15,000	0.381
	Closing Balance as on 31/03/2021			15,000	0.381
4	SHAI-LA INVESTMENT & FINANCIAL CONSULTANTS PRI PAN : AACCS8547D				
	Opening Balance as on 01/04/2020	13,900	0.35	13,900	0.35
	Closing Balance as on 31/03/2021			13,900	0.35
5	KIRAN ROONGTA PAN : AAEPR0239C				
	Opening Balance as on 01/04/2020	11,000	0.280	11,000	0.280
	19/06/2020 - Sale	(500)	(0.013)	10,500	0.267
	24/07/2020 - Purchase	500	0.013	11,000	0.280
	28/08/2020 - Sale	(500)	(0.013)	10,500	0.267
	04/09/2020 - Purchase	500	0.013	11,000	0.280
	18/09/2020 - Sale	(1,000)	(0.025)	10,000	0.254
	23/10/2020 - Purchase	1,000	0.025	11,000	0.280
	13/11/2020 - Sale	(1,000)	(0.025)	10,000	0.254
	22/01/2021 - Sale	(1,000)	(0.025)	9,000	0.229
	29/01/2021 - Purchase	1,000	0.025	10,000	0.254
	12/02/2021 - Sale	(1,000)	(0.025)	9,000	0.229
	26/02/2021 - Purchase	500	0.013	9,500	0.241
	05/03/2021 - Purchase	500	0.013	10,000	0.254
	Closing Balance as on 31/03/2021			10,000	0.254

iv) Shareholding Pattern of top ten Shareholders (other than Directors, Promoters and Holders of GDRs and ADRs): (Contd...)

Sl. No.	Shareholder's Name	No. of shares held at the beginning of the year		Cumulative Shareholding during the year	
		No. of Shares	% of total Shares of the Company	No. of Shares	% of total Shares of the Company
6	BHADRESH MODI PAN : AABPM2575R				
	Opening Balance as on 01/04/2020	10,500	0.267	10,500	0.267
	24/04/2020 - Purchase	2,000	0.051	12,500	0.318
	01/05/2020 - Purchase	1,500	0.038	14,000	0.356
	08/05/2020 - Purchase	500	0.013	14,500	0.369
	22/01/2021 - Purchase	100	0.003	14,600	0.371
	Closing Balance as on 31/03/2021			14,600	0.371
7	GOLDVIEW FINANCIAL SERVICES LTD PAN : AABCG9762D				
	Opening Balance as on 01/04/2020	10,287	0.261	10,287	0.261
	Closing Balance as on 31/03/2021			10,287	0.261
8	ULLHAS C PAYMASTER PAN : AAGHP0736E				
	Opening Balance as on 01/04/2020	9,100	0.231	9,100	0.231
	22/01/2021- Purchase	4,800	0.122	13,900	0.353
	19/02/2021- Purchase	1,580	0.040	15,480	0.393
	26/02/2021- Purchase	2,096	0.053	17,576	0.447
	Closing Balance as on 31/03/2021			17,576	0.447
9	JAYANTILAL PANACHAND HARIA PAN : AAHS5268J				
	Opening Balance as on 01/04/2020	8,965	0.228	8,965	0.228
	Closing Balance as on 31/03/2021			8,965	0.228
10	SANJAY VINODCHANDRA SHAH PAN : AADPS4748N				
	Opening Balance as on 01/03/2020	8,050	0.205	8,050	0.205
	Closing Balance as on 31/03/2021			8,050	0.205

v) Shareholding of Directors and Key Managerial Personnel:

Sl. No.	Director's Name	Shareholding at the beginning of the year		Cumulative Shareholding during the year	
		No. of Shares	% of total Shares of the Company	No. of Shares	% of total Shares of the Company
1.	Mr. P S RAMAN				
	Opening Balance as on 01/04/2020	169	0.00	169	0.00
	Closing Balance as on 31/03/2021			169	0.00
2.	Mr. T KANNAN				
	Opening Balance as on 01/04/2020	50	0.00	50	0.00
	Closing Balance as on 31/03/2021			50	0.00
3.	Mr. K S D SAMBASIVAM				
	Opening Balance as on 01/04/2020	5	0.00	5	0.00
	Closing Balance as on 31/03/2021			5	0.00

SUNDARAM BRAKE LININGS LIMITED

Key Managerial Personnel:

1. Mr KRISHNA MAHESH, Managing Director

	Opening Balance as on 01/04/2020	5,44,608	13.84	5,44,608	13.84
	Closing Balance as on 31/03/2021			5,44,608	13.84

2. Mr S RAMABADRAN, Chief Financial Officer & Company Secretary

	Opening Balance as on 01/04/2020	0	0.00	0	0.00
	Closing Balance as on 31/03/2021			0	0.00

V. INDEBTEDNESS

Indebtedness of the Company including interest outstanding / accrued but not due for payment (₹ in Lakhs)

Particulars	Secured Loans excluding deposits	Unsecured Loans	Deposits	Total Indebtedness
Indebtedness at the beginning of the financial year				
i) Principal Amount	2,400.99	-	-	2,400.99
ii) Interest due but not paid	-	-	-	-
iii) Interest accrued but not Due	9.21	-	-	9.21
Total (i + ii + iii)	2,410.20	-	-	2,410.20
Change in Indebtedness during the financial year				
• Addition	567.14	-	-	567.14
• Reduction	-	-	-	-
Net Change	567.14	-	-	567.14
Indebtedness at the end of the financial year				
i) Principal Amount	2,977.34	-	-	2,977.34
ii) Interest due but not paid	-	-	-	-
iii) Interest accrued but not due	-	-	-	-
Total (i + ii + iii)	2,977.34	-	-	2,977.34

VI. REMUNERATION OF DIRECTORS AND KEY MANAGERIAL PERSONNEL

A. Remuneration to Managing Director, Whole-time Directors and / or Manager:

(₹ in Lakhs)

Sl. No.	Particulars of Remuneration	Mr Krishna Mahesh, Managing Director	Total
1.	Gross salary		
	(a) Salary as per provisions contained in Section 17(1) of the Income-tax Act, 1961	93.35	93.35
	(b) Value of perquisites under Section 17(2) of the Income-tax Act, 1961	-	-
	(c) Profits in lieu of salary under Section 17(3) of the Income-tax Act, 1961	-	-
2.	Stock Option	-	-
3.	Sweat Equity	-	-
4.	Commission - as % of profit - others, specify...	-	-
5.	Others, please specify	-	-
	Total (A)	93.35	93.35
	Ceiling as per the Act	₹ 84 lakhs plus contribution to PF ₹ 10.08 lakhs & Superannuation ₹ 12.60 lakhs totaling to ₹ 106.68 lakhs	

B. Remuneration to other Directors:

S. No.	Name of independent Directors	Fee for attending Board / Committee meetings	Commission	Others, Please specify	Total (in ₹)
1	Mr. T Kannan	50,000	Nil	Nil	50,000
2	Mr. P S Raman	20,000	Nil	Nil	20,000
3	Mr. Ashok V Chowgule	30,000	Nil	Nil	30,000
4	Mr. K S Ranganathan	65,000	Nil	Nil	65,000
5	Mr. KSD Sambasivam	65,000	Nil	Nil	65,000
6	Ms. Sandhya Subramanyam	45,000	Nil	Nil	45,000
	TOTAL (B1)				2,75,000

S. No.	Name of independent Directors	Fee for attending Board / Committee meetings	Commission	Others, Please specify	Total (in ₹)
1	Ms. Shobhana Ramachandhran	15,000	Nil	Nil	15,000
2	Ms. Shripriya Mahesh Ramanan	15,000	Nil	Nil	15,000
	TOTAL (B2)				30,000
	Total (B) (B1+B2)				3,05,000
	Total Managerial Remuneration (A+B)				96.40 Lacs

C. Remuneration to Key Managerial Personnel other than MD / Manager / WTD:

(₹ in Lakhs)

Sl. No.	Particulars of Remuneration	Key Managerial Personnel		
		CEO	CFO & Company Secretary	Total
1.	Gross salary			
	(a) Salary as per provisions contained in Section 17(1) of the Income-tax Act, 1961	–	44.41	44.41
	(b) Value of perquisites under Section 17(2) of the Income-tax Act, 1961	–	–	–
	(c) Profits in lieu of salary under Section 17(3) of the Income-tax Act, 1961	–	–	–
2.	Stock Option	–	–	–
3.	Sweat Equity	–	–	–
4.	Commission			
	- as % of profit	–	–	–
	- others, specify	–	–	–
5.	Others, please specify	–	–	–
	Total	–	44.41	44.41

SUNDARAM BRAKE LININGS LIMITED

VII. PENALTIES / PUNISHMENT/ COMPOUNDING OF OFFENCES

Type	Section of the Companies Act	Brief Description	Details of Penalty / Punishment / Compounding fees imposed	Authority [RD/NCLT/COURT]	Appeal made, if any
A. COMPANY					
Penalty					
Punishment			NIL		
Compounding					
B. DIRECTORS					
Penalty					
Punishment			NIL		
Compounding					
C. OTHER OFFICERS IN DEFAULT					
Penalty			NIL		
Punishment					
Compounding					

For and on behalf of the Board

Place: Chennai
Date : 22nd May, 2021

K S RANGANATHAN
Director
(DIN: 02796986)

KRISHNA MAHESH
Managing Director
(DIN: 00420048)

**ANNEXURE IV TO THE BOARD'S REPORT
REPORT ON CORPORATE SOCIAL RESPONSIBILITIES**

1. BRIEF OUTLINE ON CSR POLICY OF THE COMPANY:

For your Company, CSR means Corporate Sustainable Responsibility and this has been embedded into its business model. The CSR policy of the Company represents the continuing commitment and actions of the Company to contribute towards economy, social development and growth.

2. COMPOSITION OF THE CSR COMMITTEE:

S. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Mr. Ashok V Chowgule	Chairperson	1	0
2	Mr. T. Kannan	Member	1	1
3	Mr. Krishna Mahesh	Member	1	1

3. WEB-LINK WHERE COMPOSITION OF CSR COMMITTEE, CSR POLICY AND CSR PROJECTS APPROVED BY THE BOARD ARE DISCLOSED ON THE WEBSITE OF THE COMPANY

The Composition of CSR committee, CSR policy and CSR projects approved by the board are disclosed in the website of the company www.tvstrakelinings.com.

4. DETAILS OF IMPACT ASSESSMENT OF CSR PROJECTS CARRIED OUT IN PURSUANCE OF SUB-RULE (3) OF RULE 8 OF THE COMPANIES (CORPORATE SOCIAL RESPONSIBILITY POLICY) RULES, 2014, IF APPLICABLE (ATTACH THE REPORT):

Impact Assessment pursuance of sub-rule (3) of rule 8 of the companies (corporate social responsibility policy) rules, 2014 is not applicable to the Company.

5. DETAILS OF THE AMOUNT AVAILABLE FOR SET OFF IN PURSUANCE OF SUB-RULE (3) OF RULE 7 OF THE COMPANIES (CORPORATE SOCIAL RESPONSIBILITY POLICY) RULES, 2014 AND AMOUNT REQUIRED FOR SET OFF FOR THE FINANCIAL YEAR, IF ANY:

S. No.	Financial year	Amount available for set-off from preceding financial years (in ₹)	Amount required to be set-off for the financial year, if any (in ₹)
NIL			

6. AVERAGE NET PROFIT OF THE COMPANY AS PER SECTION 135(5):

Average net profit of the Company for last three financial years (2017-18, 2018-19 and 2019-20) calculated in accordance with the provisions of Section 198 of the Companies Act, 2013 is ₹ 441.32 lacs.

7. (a) TWO PERCENT OF AVERAGE NET PROFIT OF THE COMPANY AS PER SECTION 135(5):

₹ 8.83 Lacs

(b) SURPLUS ARISING OUT OF THE CSR PROJECTS OR PROGRAMMES OR ACTIVITIES OF THE PREVIOUS FINANCIAL YEARS:

Not Applicable.

SUNDARAM BRAKE LININGS LIMITED

(c) **AMOUNT REQUIRED TO BE SET OFF FOR THE FINANCIAL YEAR, IF ANY:**

Not Applicable.

(d) **TOTAL CSR OBLIGATION FOR THE FINANCIAL YEAR (7a + 7b - 7c)**

₹ 8.83 Lacs

8. (a) **CSR AMOUNT SPENT OR UNSPENT FOR THE FINANCIAL YEAR:**

Total amount spent for the Financial year (in ₹)	Amount unspent (in ₹)				
	Total amount transferred to unspent CSR Account as per Section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of Transfer
9.00 Lacs.	Not Applicable				

(b) **DETAILS OF CSR AMOUNT SPENT AGAINST ONGOING PROJECTS FOR THE FINANCIAL YEAR:**

S. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No)	Location of the project		Project duration
				State	District	
Not Applicable						

Amount allocated for the project (in ₹)	Amount spent in the current financial Year (in ₹)	Amount transferred to unspent CSR Account for the project as per Section 135(6) (in ₹)	Mode of Implementation - Direct (Yes/No)	Mode of Implementation through implementing agency	
				Name	CSR Registraion number
Not Applicable					

(c) **DETAILS OF CSR AMOUNT SPENT AGAINST OTHER THAN ONGOING PROJECTS FOR THE FINANCIAL YEAR:**

S. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/No)	Location of the project		Amount spent for the project (₹ in lacs)
				State	District	
1	Providing safe drinking water facility for the residents of Kanjamanaikenpatti Village, Tamil Nadu	Environment	Yes	Tamil Nadu	Virudhunagar	1.00
2	Providing the essential groceries for 200 families residing in Virudhunagar District, Tamil Nadu	Eradicating hunger, poverty	Yes	Tamil Nadu	Virudhunagar	2.00
3	Providing 950 Nos. of Writing Desk to the students of Single Teacher Schools, Tamil Nadu	Promotion of Education	Yes	Tamil Nadu	Chennai	3.00
4	Providing Solar Lamp - 70 Nos. to the students of Single Teacher Schools, Tamil Nadus	Promotion of Education	Yes	Tamil Nadu	Chennai	3.00

Mode of Implementation - Direct (Yes/No)	Mode of Implementation - Through Implementing Agency	
	Name	CSR Registration number.
Yes	Not Applicable	
Yes	Not Applicable	
Yes	Not Applicable	
Yes	Not Applicable	

(D) AMOUNT SPENT IN ADMINISTRATIVE OVERHEADS

NIL

(E) AMOUNT SPENT ON IMPACT ASSESSMENT, IF APPLICABLE

Not Applicable

(F) TOTAL AMOUNT SPENT FOR THE FINANCIAL YEAR (8B + 8C + 8D + 8E)

₹ 9 Lacs

(G) EXCESS AMOUNT FOR SET OFF, IF ANY

S. No.	Particulars	Amount (₹ in lacs)
(i)	Two percent of average net profit of the company as per Section 135(5)	8.83
(ii)	Total amount spent for the Financial Year	9.00
(iii)	Excess amount spent for the financial year [(ii)-(i)]	0.17
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	0.00
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	0.17

9. (a) DETAILS OF UNSPENT CSR AMOUNT FOR THE PRECEDING THREE FINANCIAL YEARS:

S. No.	Preceding Financial Year	Amount transfereed to unspent CSR Account under Section 135(6) (in ₹)	Amount spent in the reporting Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per Section 135(6), if any.			Amount remaining to be spent in succeeding financial years (in ₹)
				Name of the Fund	Amount (in ₹)	Date of transfer	
Not Applicable							

(b) DETAILS OF CSR AMOUNT SPENT IN THE FINANCIAL YEAR FOR ONGOING PROJECTS OF THE PRECEDING FINANCIAL YEAR(S):

S. No.	Project ID	Name of the Project	Financial year in which the project was commenced	Project duration	Total amount allocated for the project (in ₹)	Amount spent on the project in the reporting Financial year (in ₹)	Cumulative amount spent at the end of reporting Financial year (in ₹)	Status of the project - Completed / Ongoing
Not Applicable								

SUNDARAM BRAKE LININGS LIMITED

10. IN CASE OF CREATION OR ACQUISITION OF CAPITAL ASSET, FURNISH THE DETAILS RELATING TO THE ASSET SO CREATED OR ACQUIRED THROUGH CSR SPENT IN THE FINANCIAL YEAR

Not Applicable.

11. SPECIFY THE REASON(S), IF THE COMPANY HAS FAILED TO SPEND TWO PER CENT OF THE AVERAGE NET PROFIT AS PER SECTION 135(5)

Not Applicable.

ASHOK V CHOWGULE

Chairperson

CSR Committee

DIN: 00018970

Date : May 22, 2021

KRISHNA MAHESH

Member

CSR Committee

DIN: 00420048

ANNEXURE - V TO THE BOARD'S REPORT

MANAGEMENT DISCUSSION AND ANALYSIS REPORT - 2021

Industry and Company Trend

Automobile industry's annual production volume was 226.52 lakh units and sales volume was 227.45 lakh units for the year 2020-21 as compared to 263.53 lakh units and 263.94 lakh units in the previous financial year indicating a decline of 14.0% in production volume and 13.5% in sales volume.

The decrease was caused by the COVID 19 pandemic which hit the Indian Economy hard in Q1 of 2020-21, resulting in an estimated 11% GDP contraction for the year.

The secular decline segments both in vehicle Production and Sales spared only tractor and utility vehicles (SUVs, MUVs, etc). The mass passenger carrier segments, however, were devastated - registering declines in sales of 80 % in M&HCV, 75% in LCV and 3-wheelers while goods carriers were less hard hit with declines of 17% in M&HCV and 11% in LCV.

Auto-industry Production & Sales Volume data

(in Lakh / nos)

Vehicle Category	Vehicle Production		Growth	Vehicle sales		Growth
	2019-20	2020-21	%	2019-20	2020-21	%
M & HCV	2.32	1.81	- 22.0%	2.47	1.78	- 27.8%
LCV	5.24	4.44	- 15.4%	5.31	4.41	- 17.1%
Passenger	34.31	30.66	- 10.6%	34.42	31.20	- 9.4%
Three -wheeler	11.33	6.11	- 46.1%	11.39	6.09	- 46.5%
Two-wheeler	210.33	183.50	- 14.2%	209.36	183.97	- 12.1%
Total	263.53	226.52	- 14.0%	262.94	227.45	- 13.5%

Source : ACMA

Exports in Automobile sector for the year 2020-21 registered an overall decrease of 13.1% as compared to previous year 2019-20, with declines across all segments.

Your company's net sales declined by 8% as compared to financial year 2019-20, mainly due to production constraints arising out of initial lock downs in Q1, COVID 19 related restrictions, and value differentials due to sales mix changes driven by vehicle manufacturer exigencies.

The order book status from all the segments was encouraging throughout the 2nd half of the financial year 2020-21.

Opportunities

In spite of the pandemic, Indian Government rolled out BS VI emission norms compliant vehicles, as planned, which is expected to make India a major auto exporter and drive strong export growth in the medium term.

Your company has become one of the very few suppliers of friction materials approved as OEM fitment for all the Indian Commercial Vehicle Manufacturers across all BS VI models.

With the OEM CV business growth path settled for the next few years, your company will increase its focus in the two wheeler industry and the after market segment, while building on its strengths in the Export Market Segment.

The Company is also exploring exciting new opportunities to use its existing capabilities in composite materials without an active friction surface as well.

Threats

International friction manufacturers recognize the restrictions of manufacturing in China and have decided to enter the large Indian market. Competition from these new friction material manufacturers in the organized sector is expected to increase over the coming months and years.

Many established players in the organized as well as in the unorganized sector, still provide low priced asbestos linings for M&HCV applications- despite the known respiratory diseases caused by asbestos-continues to be a threat on the low cost end of the market.

Key input raw material prices are volatile and some continue to escalate with some global economies pumping liquidity into their economies with no increase in output. Some raw materials neither offer long-term purchase contracts, nor can be hedged for- leaving your company exposed to significant price volatility. While your company has de-risked exports with a combination of off-setting imports and automatic forex and RM escalation clauses, we have approached all the domestic OEMs with similar requests to share the risk and rewards of volatility.

Risk and concerns

The next wave of COVID-19 pandemic, the increased infectiousness, the even higher number of people infected, and the dis-unity in fighting the current and potential future strains of COVID-19 is a worrying factor and remains a significant risk.

The speed of vaccination of the vulnerable sections of society, followed by the reduction in the size of the potentially infectable pool getting subverted by calls to indiscriminately vaccinate everyone can slow down the pace at which we are able to eliminate the pandemic. Rich nations that have hoarded far more doses of the vaccine and its pre-cursor materials than their population wants or needs may further slow the ability for our nation to appropriately vaccinate and avoid a destructive cycle of lock-downs.

On the non-pandemic front, significant liquidity injected into multiple global economies may cause volatility in forex movements and RM price increases. The sudden popping of a US asset bubble may cause significant slow-downs and protectionism from a formerly open nation that was our largest export market.

While increased customer orders will necessitate increased capacity investment, your company's management will work to ensure that all outlays are covered by internal accruals rather than relying on external long-term debt in a highly volatile and uncertain environment.

Internal Control System

The Company continues to maintain a system of internal control including adequate monitoring procedures. The internal auditors ensure operational control at various locations of the Company on a regular basis. Any irregularity or significant issues are brought to the attention of the Audit Committee of the Board and Managing Director of the Company and countermeasures are taken for complying with the system.

Quality and Quality Management Systems

Your Company is continuing its focus on improvements to sustain quality management systems through Total Employee Involvement at all levels with a view to achieve enhanced level of customer satisfaction in domestic

as well as Overseas markets. Your company continues to closely monitor and focus on various cost reduction activities and cost control initiatives to achieve planned targets during the year.

Human Resources / Industrial Relations

The Industrial Relations in all four plants of the Company continued to be cordial. Retention of talent remains a great challenge and your company is taking various HR initiatives in this area. The total number of employees on roll as on 31st March 2021 in all the Plants was 1,071.

The company has spent significant resources to ensure the health, safety, and well being of our employees- at home, at work, and in between the two. We have attempted to overcome barriers to vaccine adoption, announcing reimbursement of any charges for vaccination, provided for safe, capacity controlled company specific transportation, and redesigned workplaces, processes, and common areas to minimize numbers.

Accounting Treatment

The Company has followed all the applicable Indian Accounting Standards (Ind AS) issued by the Ministry of Corporate Affairs (MCA) in the preparation of financial statements.

Financial and Operational performance

(₹ in lakhs)

Particulars	Year 2020-21	Year 2019-20
Revenue from Operations	23,684.70	25,814.17
Other Income	128.00	507.51
TOTAL INCOME	23,812.70	26,321.68
Cost of material consumed	11,570.34	12,357.96
Changes in inventories of finished goods & work-in-progress	575.76	(32.41)
Employee benefit expenses	4,124.54	4,652.50
Finance cost	106.49	157.83
Depreciation and amortization expense	562.38	542.37
Other expenses	6,663.34	8,343.33
Total Expenditure	23,602.85	26,021.58
Profit before tax before exceptional item	209.85	300.10
Exceptional items	-	-
Profit before tax after exceptional item	209.85	300.10
Tax expense	-	-
Current Tax	35.02	52.68
Prior Period Tax	(421.38)	-
Deferred Tax liability / (asset) (net)	(3.89)	(4.32)
Profit / (Loss) for the Period	600.10	251.74

Note: Previous year figures have been regrouped wherever necessary to conform to this year's Classification.

**SIGNIFICANT CHANGES IN KEY FINANCIAL INDICATORS
(CHANGE OF 25% OR MORE AS COMPARED TO THE IMMEDIATELY PREVIOUS FINANCIAL YEAR)**

Particulars	Year 2020-21	Year 2019-20	Remarks
Debtors Turnover (No. of days)	92	68	
Inventory Turnover (Times)	6.6	6.8	
Interest Coverage Ratio	2.97	2.90	
Current Ratio	1.35	1.42	
Debt Equity Ratio	0.25	0.22	
Operating Profit Margin (%)	1.3%	1.7%	
Net Profit Margin (%)	2.5%	1.0%	

Cautionary statement:

Certain statements in the "Management Discussion and Analysis Report" may be forward looking and are as required by applicable laws and regulations. Many factors may affect the actual results, which could be different from what the Directors envisage in terms of the future performance and outlook.

ANNEXURE - VI TO THE BOARD'S REPORT

SPECIMEN COPY OF DECLARATION FROM INDEPENDENT DIRECTORS ON ANNUAL BASIS

To

The Board of Directors
Sundaram Brake Linings Limited

Dear Sir(s)

I undertake to comply with the conditions laid down in the Regulation 25 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015 read with Section 149 and Schedule IV of the Companies Act, 2013 in relation to conditions of Independence and in particular:

1. I declare that upto the date of this Certificate, apart from receiving Director's remuneration, I did not have any material pecuniary relationship or transactions with the Company, its Promoters, its Directors, Senior Management or its Holding Company, its Subsidiary and Associates as named in the Annexure thereto which may affect my independence as Director on the Board of the Company. I further declare that I will not enter into any such relationship / transactions. However, if and when I intend to enter into such relationship / transactions, whether material or non-material, I shall keep prior approval of the Board. I agree that I shall cease to be an Independent Director from the date of entering into such relationship / transaction.
2. I declare that I am not related to promoters or persons occupying management positions at the Board level or at one level below the board and also have not been executive of the company in the immediately preceding three financial years.
3. I was not a partner or an executive or was also not partner or executive during the preceding three years, of any of the following:
 - (a) The statutory audit firm or the internal audit firm that is associated with the Company and
 - (b) The legal firm(s) and consulting firm(s) that have a material association with the company.
4. I have not been a material supplier, service provider or customer or lessor or lessee of the company, which may affect independence of the director and was not a substantial shareholder of the Company i.e owning two percent or more of the block of voting shares.
5. I further declare that I will
 - (a) adhere to the standards as set out in the Code for Independent Directors as provided under Schedule IV of the Act;
 - (b) furnish such declaration at the first meeting of the Board in every financial year or whenever there is any change in the circumstances, which may affect my status as an Independent Director, stating that I meet the criteria of independence in terms of the aforesaid provisions of the statutes.

Thanking you,

Yours Faithfully,
Name
(Independent Director)

Place: Chennai

REPORT ON CORPORATE GOVERNANCE

1. CORPORATE GOVERNANCE PHILOSOPHY

The Company believes in ensuring fairness, transparency, professionalism, accountability and propriety in total functioning of the Company, which are pre-requisites for attaining sustainable growth in this competitive corporate world. The Company always endeavours to enhance shareholders value through prudent financial management backed up by sound business decisions. The company follows all the principles of corporate governance in its true spirit and at all times.

The Company's policies, practices and philosophy adopted since inception are in line with Corporate Governance. These policies and practices are periodically updated to ensure effective compliance. The composition of Board of Directors is well balanced with a view to manage the affairs of the Company efficiently and professionally.

2. BOARD OF DIRECTORS

a) Composition and category of directors

The Board has an optimum mix of Executive, Non-Executive and Independent Directors. The Board of the Company is diverse in terms of qualification, competence, skills and expertise, which enables it to ensure long term value creation for all the stakeholders.

Composition of the Board as on 31st March 2021:

Category	No. of Directors	% of total number of Directors
Executive Director	1	11%
Non-Executive - Non Independent Directors	2	22%
Non-Executive - Independent Directors	6	67%

The Composition of the Board of Directors and category of them are as follows:

S. No.	Name of the Director	DIN	Category of directors
1	Mr T Kannan	00040674	Non - Executive Independent Director
2	Mr P S Raman	00003606	Non - Executive Independent Director
3	Mr Ashok V Chowgule	00018970	Non - Executive Independent Director
4	Mr K S Ranganathan	02796986	Non - Executive Independent Director
5	Mr K S D Sambasivam	01937321	Non - Executive Independent Director
6	Ms Sandhya Subramanyam	02753843	Non - Executive Independent Director
7	Ms. Shobhana Ramachandhran	00273837	Non - Executive Director
8	Ms. Shripriya Mahesh Ramanan	08632277	Non - Executive Director
9	Mr. Krishna Mahesh	00420048	Managing Director

All Independent Directors possess the requisite qualifications and are very experienced in their own fields and fulfil required independence criteria. None of the directors holds membership in more than ten committees or is Chairman of more than five committees in public limited companies in which they are directors. Necessary disclosures have been obtained from all the directors regarding their directorship and have been taken on record by the Board.

b) **Attendance of Directors at Board Meeting and the last Annual General Meeting held on 10th August, 2020**

S. No.	Name of Director	No. of Board Meetings held during their tenure	No. of Board Meetings attended	Attendance at the last AGM (10 th August, 2020)
1	Mr. T Kannan	4	4	No
2	Mr. P S Raman	4	2	Yes
3	Mr. Ashok V Chowgule	4	3	Yes
4	Mr. K S Ranganathan	4	4	Yes
5	Mr. K S D Sambasivam	4	4	Yes
6	Ms. Sandhya Subramanyam	4	4	Yes
7	Ms. Shobhana Ramachandhran	4	3	Yes
8	Ms. Shripriya Mahesh Ramanan	4	3	Yes
9	Mr. Krishna Mahesh	4	4	Yes

c) **Number of other board of directors or committees in which the directors are members or chairperson**

S. No.	Name	No. of Directorships in other Companies*		No. of Committee Memberships in other Companies**	
		Chairman	Member	Chairman	Member
1	Mr. T Kannan	1	1	-	2
2	Mr. P S Raman	-	-	-	-
3	Mr. Ashok V Chowgule	-	-	-	-
4	Mr. K S Ranganathan	-	-	-	-
5	Mr. K S D Sambasivam	-	-	-	-
6	Ms. Sandhya Subramanyam	-	-	-	-
7	Ms. Shobhana Ramachandhran	-	3	-	2
8	Ms. Shripriya Mahesh Ramanan	-	-	-	-
9	Mr. Krishna Mahesh	-	-	-	-

Note:

* Number of other board of directors or committees in which the directors are members or chairperson denotes the number of directorship in listed entities.

** Number of membership and chairmanship in committees denotes membership in Audit / Stakeholder relationship Committee in all listed entities.

The name of other listed entities in which director of our company is a director and the category of directorship

S. No.	Name of the Directors	Category of Directors	Name of Listed Companies
1	Mr T Kannan	Non-Executive & Independent	TVS Motor Company Limited
		Chairman & Managing Director	VTM Limited
2	Mr P S Raman	–	–
3	Mr Ashok V Chowgule	–	–
4	Mr K S Ranganathan	–	–
5	Mr K S D Sambasivam	–	–
6	Ms Sandhya Subramanyam	–	–
7	Ms.Shobhana Ramachandhran	Managing Director	TVS Srichakra Limited
		Independent Director	Sundaram Finance Limited
		Independent Director	Sundaram Finance Holdings Limited
8	Ms.Shripriya Mahesh Ramanan	–	–
9	Mr Krishna Mahesh	–	–

d) Number of meetings of the board of directors held and dates on which held

During the financial year ended 31st March 2021, there were 4 (Four) Board meetings held on 27th June, 2020, 10th August, 2020, 6th November, 2020 and 8th February, 2021. The interval between any two meetings was well within the maximum time limit allowed as per the provisions of Companies Act, 2013 and amendments made thereunder.

e) Relationship between Directors *inter-se*

- Ms. Shobhana Ramachandhran, Non-Executive Director is a relative (cousin) of Mr. Krishna Mahesh, Managing Director.
- Ms. Shripriya Mahesh Ramanan, Non-Executive Director is relative (cousin) of Ms. Shobhana Ramachandhran and relative (sister) to Mr. Krishna Mahesh, Managing Director.

f) No. of shares and convertible instruments held by Non-Executive Directors

S. No.	Name	Category	No. of Equity Shares held
1.	Mr T Kannan	Non-Executive & Independent	50
2.	Mr P S Raman	Non-Executive & Independent	169
3.	Mr Ashok V Chowgule	Non-Executive & Independent	–
4.	Mr K S Ranganathan	Non-Executive & Independent	–
5.	Mr K S D Sambasivam	Non-Executive & Independent	5
6.	Ms Sandhya Subramanyam	Non-Executive & Independent	–
7.	Ms. Shobhana Ramachandhran	Non-Executive	–
8.	Ms. Shripriya Mahesh Ramanan	Non-Executive	–

g) **Web link where details of familiarisation programmes imparted to independent directors is disclosed**

The Company has been conducting familiarisation programmes for the Independent Directors of the Company through a detailed presentation. The details of such familiarisation programme are disseminated on the website of the Company www.tvstrakelinings.com

h) **A chart or a matrix setting out the skills / expertise / competence of the board of directors specifying the list of core skills / expertise / competencies identified by the board of directors as required in the context of its business(es) and sector(s) for it to function effectively and those actually available with the board**

The following are the list of core skills / expertise / competencies identified by the Board of Directors as required in the context of the business of the Company:

1. General Management skills
2. Leadership Skills
3. Problem Solving / Decision Making
4. Relationship Building
5. Communication Skills
6. Planning & Strategy Development

Names of directors along with the skills / expertise / competence

Name of Directors	Competency Matrix					
	General Management skills	Leadership skills	Problem solving/Decision making [§]	Relationship building	Communication skills	Planning & Strategy Development [^]
T Kannan	High	High	High	High	High	High
P S Raman	High	High	High	High	High	High
Ashok V Chowgule	High	High	High	High	High	High
K S Ranganathan	High	High	High	High	High	High
K S D Sambasivam	High	High	High	High	High	High
Sandhya Subramanyam	High	High	High	High	High	High
Shobhana Ramchandhran	High	High	High	High	High	High
Shripriya Mahesh Ramanan	High	High	High	High	High	High
Krishna Mahesh	High	High	High	High	High	High

[^] Planning & Strategy Development includes core experience in industry across varied sectors, Information technology planning & design etc.

[§] Problem solving / Decision making includes Strategic Management / Planning / Financial Analysis and decision making.

i) **Confirmation that in the opinion of the board, the independent directors fulfil the conditions specified in these regulations and are independent of the management**

In the opinion of the Board, the Independent Directors of the Company fulfil the conditions specified in the SEBI Listing Regulations and are Independent in the Management of the Company.

j) **Detailed reasons for the resignation of an independent director who resigns before the expiry of his tenure along with a confirmation by such director that there are no other material reasons other than those provided**

None of the independent directors has resigned during the financial year 2020-21.

3. AUDIT COMMITTEE

a. Brief description of terms of reference

The Audit Committee assists the board in the dissemination of financial information and in overseeing the financial and accounting process in the company. The terms of reference of the Audit Committee cover all matters specified in Regulation 18 of SEBI (Listing obligations and Disclosure Requirements) Regulations 2015 and also as per Section 177 of the Companies Act 2013. The terms of reference broadly include review of internal audit reports and action taken reports, assessment of the efficacy on the internal control systems / financial reporting systems and reviewing the adequacy of the financial policies and practices followed by the company. The audit committee reviews the compliance with legal and statutory requirements, the quarterly and annual financial statements and related party transactions and reports its findings to the Board. The committee also recommends the appointment of Statutory Auditor, Internal Auditor, Secretarial Auditor and Cost Auditor, if applicable. The Audit Committee takes note of any default in the payments to creditors and shareholders. The committee also looks into those matters specifically referred to it by the Board. The Statutory Auditors and Internal Auditors are present at all Audit Committee meetings.

b. Composition of the Audit Committee

The composition of the Audit Committee is in accordance with the provisions of Section 177 of the Companies Act, 2013 and the rules made there under and Regulation 18 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The Audit Committee comprises of the following directors for the year ended 31st March 2021:

S. No.	Name of Members	Position	Category
1	Mr. T Kannan	Member	Non-Executive & Independent
2	Mr. P S Raman	Member	Non-Executive & Independent
3	Mr. Ashok V Chowgule	Chairman	Non-Executive & Independent
4	Mr. K S Ranganathan	Member	Non-Executive & Independent
5	Mr. K S D Sambasivam	Member	Non-Executive & Independent
6	Ms. Sandhya Subramanyam	Member	Non-Executive & Independent

The Committee comprised of Six independent directors, all of whom are financially literate and have relevant finance / audit exposure. The Managing Director and the Chief Financial Officer are permanent invitees to the meetings of the Committee. The other directors are invited to attend the audit committee meetings as and when required. The Company Secretary acts as the Secretary to the committee.

The Chairman of the Audit Committee was present at the previous Annual General Meeting of the Company held on 10th August 2020 to answer the shareholders' queries.

c. Meetings and Attendance

The members of Audit Committee met Four times during the financial year ended 31st March, 2021 viz., 27th June 2020, 10th August 2020, 6th November 2020 and 8th February 2021.

The particulars of attendance by the members of the Committee during the year under review.

S. No.	Name of Members	Position	No. of Meetings held	No. of Meetings Attended
1	Mr. T Kannan	Member	4	4
2	Mr. P S Raman	Member	4	2
3	Mr. Ashok V Chowgule	Chairman	4	3
4	Mr. K S Ranganathan	Member	4	4
5	Mr. K S D Sambasivam	Member	4	4
6	Ms. Sandhya Subramanyam	Member	4	4

4. NOMINATION AND REMUNERATION COMMITTEE

a) Brief description of terms of reference:

The constitution of the committee is in compliance of Section 178 of the Companies Act,2013, read with Rule 6 of the Companies (Meetings of the Board and its Powers) Rules, 2014 and Regulation 19 and Part D (Point A) of the Schedule II of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The terms of reference of the committee are as follows:

1. 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.
2. Formulation of criteria for evaluation of performance of independent directors and the Board of directors.
3. Devising a policy on diversity of board of directors.
4. 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.
5. 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.

b) Composition of the Nomination and remuneration committee

The Nomination and Remuneration committee comprises of Non-Executive and Independent Directors. Mr. K S Ranganathan is the Chairman of the Committee. Mr. Ashok V Chowgule and Mr. K S D Sambasivam are the other members. The Company Secretary is the Secretary to the Committee.

c) Meetings and Attendance during the year

There was no physical meeting of members of Nomination and Remuneration committee held during the financial year. However, there was a resolution passed by circulation during the financial year and procedures were complied with the provision of Section 175 of Companies Act, 2013 and rules and amendments made thereunder from time to time.

d) Performance evaluation criteria for independent directors

1. The Nomination and Remuneration Committee has devised criteria for evaluation of the performance of the Directors including Independent Directors. Their criteria provide for certain parameters below.
2. Attendance at Meetings - attendance at Board Meetings, General and Committee meetings.
3. Other Directorships held by the Non-Executive Director in listed or unlisted companies.
4. Other companies in which Non-Executive Director is a Chairperson.
5. Participation at Board / Committee meetings.
6. Input in strategy decisions.
7. Review of Financial Statements, risks and business performance.
8. Time devoted towards discussion with Management.
9. Review of Minutes - Board Minutes, Committee meeting minutes and AGM Minutes.

A separate exercise was carried out to evaluate the performance of individual directors including the Managing Director, who were evaluated on parameters such as level of engagement and contribution, independence of judgment, safe guarding the interest of the Company and its various stakeholders etc. The performance evaluation of the Independent Directors was carried out by the entire Board. The performance evaluation of the Non-Independent Directors was carried out by the Independent Directors; the Directors expressed their satisfaction with the evaluation process.

5. OTHER COMMITTEES

STAKEHOLDERS' RELATIONSHIP COMMITTEE

Mr. K S D Sambasivam, Non-Executive Director is the Chairman of the Committee. Mr. K S Ranganathan and Mr. Krishna Mahesh are the other members of the Committee.

The committee decided that action of share transfer, transmissions, issue of duplicate share certificates, re-materialisation of shares etc., will be ratified in Stakeholders' Relationship Committee at its subsequent meeting.

The Committee met on appropriate times to approve share transfers, transmissions, issue of duplicate share certificates, re-materialisation of shares and all other issues pertaining to shares and also to redress investor grievances like non-receipt of dividend warrants, non-receipt of share certificates etc. The committee regularly reviews the movement in shareholding and ownership structure. The committee also reviews the performance of the Registrar and Share Transfer Agent. The members of stakeholders Committee met Four times during the financial year ended 31st March, 2021 viz., 27th June 2020, 10th August 2020, 6th November 2020 and 8th February 2021.

No. of Service requests received and redressed during the year 2020-21:

S. No.	Nature of Service requests	No. of Service requests
1	Issue of Duplicate Share Certificate	1
2	Change of Name	Nil
3	Correction in dividend warrant	Nil
4	Procedure for transmission	8
5	General queries	10
6	Unclaimed Dividend Warrant	Nil

S. No.	Nature of Service requests	No. of Service requests
7	Procedure for Loss of Share Certificate	5
8	IEPF 5-Certificate & Dividend	6
9	Revalidation of Dividend Warrant	1
10	Non Receipt of Dividend	1
11	Change of Address and Bank Mandate	4
12	Split share certificate	Nil
13	Annual Report	Nil
	Total	36

All the requests received from the shareholders were attended within the stipulated time and nothing was pending for disposal at the end of the year. Mr. S. Ramabadran, CFO & Company Secretary is the compliance officer of the company. For any clarification / complaint the shareholders may contact Mr. S. Ramabadran, CFO & Company Secretary of the Company.

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

The Company has constituted Corporate Social Responsibility committee in accordance with Section 135 of the Companies Act, 2013 and the Committee has formulated a policy on Corporate Social Responsibility. The composition of the committee and attendance details of members is as follows:

S. No.	Name of Members	Position	Category	No. of meetings held	No. of meetings attended
1	Mr. Ashok V Chowgule	Chairman	Non-Executive & Independent Director	1	0
2	Mr. T. Kannan	Member	Non-Executive & Independent Director	1	1
3	Mr. Krishna Mahesh	Member	Executive Director	1	1

Mr. S. Ramabadran, Company Secretary and Compliance Officer of the Company was the Secretary to the Committee.

The terms of reference of CSR Committee shall, *inter-alia*, include the following:

1. Formulate and recommend to the Board, a CSR policy which shall indicate the activities to be undertaken by the Company as per schedule VII of the Companies Act, 2013.
2. Review and recommend the amount of expenditure to be incurred on the activities to be undertaken by the Company.
3. Monitor the CSR policy of the Company from time to time.
4. Any other matter as the CSR Committee may deem appropriate after approval of the Board of Directors or as may be directed by the Board of Directors from time to time.

During the financial year ended 31st March 2021, the Corporate Social Responsibility committee met once on 6th November, 2020. Further, there was a resolution passed by circulation on 15th March, 2021 during the financial year to approve the CSR contribution for the financial year 2020-21 and the process was complied as per the provisions of Section 175 of Companies Act, 2013 and rules and amendments made thereunder from time to time.

MEETING OF INDEPENDENT DIRECTORS

During the financial year ended 31st March 2021, the Independent Directors met on 8th February 2021 without the presence of the Executive Directors and Management personnel of the Company. Such meetings are conducted to enable Independent Directors *inter alia* to discuss:

1. Evaluation of the performance of the Non Independent Directors and the Board of Directors as a Whole.
2. Evaluation of the performance of the Chairman of the Company, taking into account the views of the Executive and Non-Executive Directors.
3. Evaluation of the quality, content and timelines of flow of information between the management and the Board that is necessary for the Board to effectively and reasonably perform its duties.

The evaluation of the Independent Directors was carried out by the entire Board and that of the Chairman and the Non-Independent Directors was carried out by the Independent Directors. The Directors were satisfied with the evaluation.

All the Independent Directors were present except Mr. Ashok Chowgule and Mr. P.S Raman.

6. REMUNERATION OF DIRECTORS

(a) All pecuniary relationship or transactions of the non-executive director’s vis-a-vis the listed entity

There were no other pecuniary relationships or transactions of the non-executive directors visà- vis the company during the Financial Year ended 31st March, 2021 except payment of sitting fees as disclosed below.

(b) Criteria of making payments to Non-Executive Directors

The Company has pre-defined policy of not making any payments except sitting fees to Non-Executive Directors.

(c) Disclosures with respect to remuneration

Remuneration to Executive Director

Mr. Krishna Mahesh is the Managing Director of the Company. He was re-appointed by the Shareholders for a period of 3 years from 6th February 2019 with a minimum remuneration of ₹ 7 lakhs per month by Ordinary Resolution vide Postal Ballot on December 24, 2018. As approved, he continued to draw the remuneration of ₹ 7 lakhs per month in 2020-21.

The Non-Executive Directors do not draw any remuneration from the Company except sitting fees for attending the meetings of the Board and the Committees.

Details of Remuneration paid to Mr. Krishna Mahesh, Managing Director during the Financial Year 2020-21:

Particulars	Amount (in ₹)
Basic Salary	73,50,000/-
Bonus / Benefits	-
House Rent Allowance	-
Other Allowances	-
Commission	-
Other Perquisites / performance linked incentive	-

Particulars	Amount (in ₹)
Contribution to Provident Fund / Pension	8,82,000/-
Contribution to Superannuation fund	11,02,500/-
Stock option	-
Service contracts / Notice period / Severance fees	-
Total	93,34,500/-

Remuneration to Non- Executive Directors

Details of Sitting Fees paid to Non-Executive Directors during the Financial Year 2020-21:

(Amount in ₹)

Name of the Director	Meeting						
	Board	Audit Committee	Nomination & Remuneration Committee	Stakeholders' Relationship Committee	Independent Directors	Corporate Social Responsibility Committee	Total
Mr. T Kannan	20,000	20,000	-	-	5,000	5,000	50,000
Mr. P S Raman	10,000	10,000	-	-	-	-	20,000
Mr. Ashok V Chowgule	15,000	15,000	-	-	-	-	30,000
Mr. K S Ranganathan	20,000	20,000	-	20,000	5,000	-	65,000
Mr. K S D Sambasivam	20,000	20,000	-	20,000	5,000	-	65,000
Ms. Sandhya Subramanyam	20,000	20,000	-	-	5,000	-	45,000
Ms. Shobhana Ramachandhran	15,000	-	-	-	-	-	15,000
Ms. Shripriya Mahesh Ramanan	15,000	-	-	-	-	-	15,000
Total							3,05,000

7. ANNUAL GENERAL MEETING / EXTRAORDINARY GENERAL MEETING

- a) Location and time, where last three Annual General Meetings (AGM) held and confirmation of special resolution passed during the meetings:

Financial year	Location	Date	Time	Special resolutions passed at the AGM
2019-20	Video Conference ("VC") / Other Audit visual means("OAVM")	10 th August, 2020	10.00 A.M.	No Special Resolution was passed in this meeting
2018-19	Sathguru Gnanananda Hall, Narada Gana Sabha, No.314, T.T.K. Road, Chennai - 600 018	13 th August, 2019	11.00 A.M.	No Special Resolution was passed in this meeting
2017-18	Rani Seethai Hall, 603, Anna Salai, Chennai - 600 006	9 th August, 2018	10.00 A.M.	No Special Resolution was passed in this meeting

There was no Extra Ordinary General meeting held during the last 3 years.

b) Details of any special resolution passed last year through postal ballot and details of voting pattern:

The Company has not passed any ordinary/special resolution during previous year ended 31st March, 2021 through postal ballot and accordingly details pertaining to the person who conducted the postal ballot exercise and procedure for postal ballot does not arise.

There is no imminent proposal for passing any special resolution through Postal Ballot on or before the ensuing Annual General Meeting.

8. MEANS OF COMMUNICATION

a) Quarterly results

The Company's quarterly financial results and the audited annual financial results are announced as per the requirements of the SEBI (Listing obligations and Disclosure Requirements) Regulations, 2015 to the Stock Exchange. The aforesaid financial results are intimated to BSE Limited (BSE) and National Stock Exchange (NSE), immediately after the approval of the Board of directors and are simultaneously displayed in Company's website www.tvstrakelinings.com.

b) Newspapers wherein results are normally published

The Company's quarterly, half-yearly and annual audited financial results are normally published in leading daily newspapers, viz. Financial Express (English-National daily newspaper) and Dinamani (vernacular newspaper-Tamil).

c) Website

The company's website address is www.tvstrakelinings.com. The website contains basic information about the Company and such other details as required under the Listing Regulation. The Company ensures periodical update of its website. The Company has designated the e-mail ID srb@tvssbl.com to enable the shareholders to register their grievances.

d) Official News releases & other Communication

All other official news releases which are required to be disclosed pursuant to Regulation 46 of SEBI (Listing obligations and Disclosure Requirements) Regulations, 2015 are available on the website the Company www.tvstrakelinings.com in separate categories.

e) Presentations made to institutional investors or to the analysts

The Company has not made any Presentation to investors or to the analysts during the financial year ended 31st March, 2021.

9. GENERAL SHAREHOLDERS INFORMATION

a) Annual General Meeting

Date and time	Wednesday, 11 th August, 2021 at 10.01 A.M. IST
Mode	Video Conferencing / Other Audio Visual Means
Book Closure Date	5 th August, 2021 to 11 th August, 2021

b) Financial year

The financial year of the Company is 1st April to 31st March.

Calendar of financial year 2020-21

The Company follows April-March as the financial year. The meetings of Board of Directors for approval of Quarterly / Half yearly / Annual financial results during the financial year ended 31st March, 2021 were held on the following dates:

First Quarter Results	10 th August, 2020
Second Quarter and Half yearly Results	6 th November, 2020
Third Quarter Results	8 th February, 2021
Audited Annual Results	22 nd May, 2021

Tentative Calendar for financial year 2021-22

The tentative dates of meeting of Board of Directors for consideration of Quarterly / Half yearly / Annual Audited financial results inter alia with other business of the Company for the financial year 2021-22 are as follows:

First Quarter Results	Not later than 14 th August, 2021
Second Quarter and Half yearly Results	Not later than 14 th November, 2021
Third Quarter Results	Not later than 14 th February, 2022
Audited Annual Results	Not later than 30 th May, 2022

c) Dividend payment date

Payment of Dividend during the financial year 2019-20 is not applicable and no dividend is proposed for the financial year ended 31st March, 2021.

d) The name and address of each stock exchange(s) at which the listed entity's securities are listed and a confirmation about payment of annual listing fee to each of such stock exchange(s)

The equity securities of the Company are listed in National Stock Exchange (NSE) and the listing fee for the financial year 2020-21 was paid on 27th April, 2020. Further the shares of the Company are being traded in BSE under the permitted route for trading.

e) Stock Code

National stock Exchange of India Ltd (NSE) Code: SUNDRMBRAK EQ	BSE Limited (BSE) (Permitted security) Scrip Code: 590072
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f) Share Market price data - high, low during each month in last financial year:

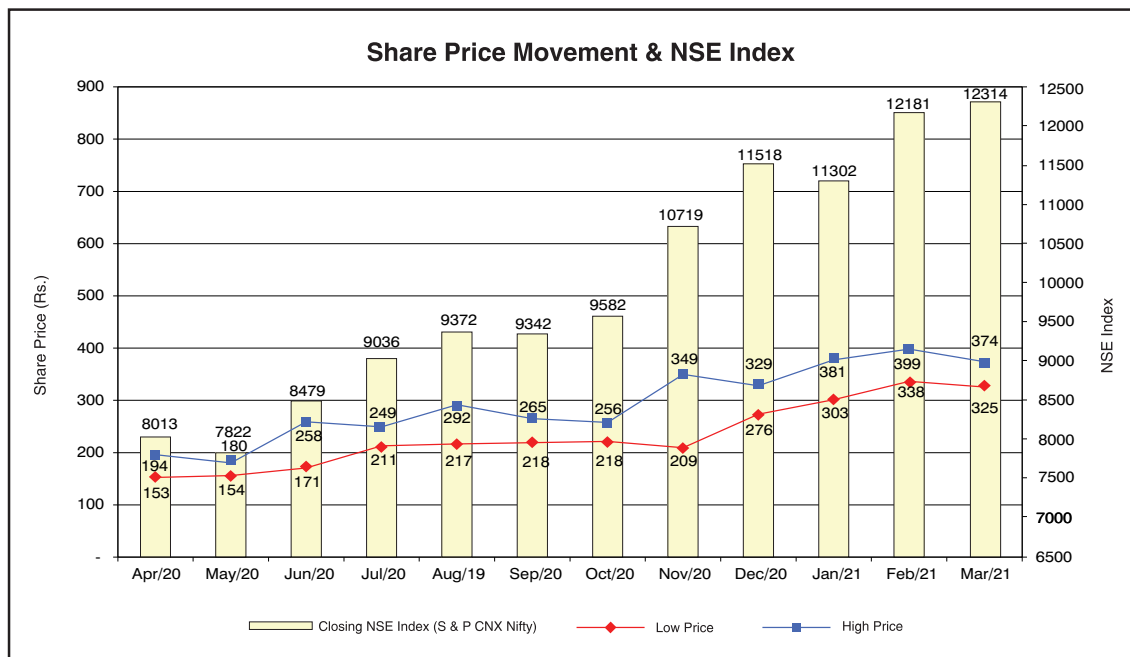
Month	NSE	
	High	Low
April - 20	194.00	153.00
May - 20	180.00	154.30
June - 20	257.80	171.10
July - 20	249.00	210.65
August - 20	292.00	216.50
September - 20	265.00	218.15
October - 20	255.50	217.90
November - 20	349.00	208.90
December - 20	328.60	276.10
January - 21	381.35	302.85
February - 21	399.00	338.45
March - 21	374.00	325.05

SUNDARAM BRAKE LININGS LIMITED

Month	BSE	
	High	Low
April - 20	190.90	156.00
May - 20	177.95	153.30
June - 20	259.00	170.50
July - 20	245.00	209.90
August - 20	298.95	216.70
September - 20	283.75	218.00
October - 20	256.00	185.00
November - 20	337.40	215.15
December - 20	327.00	275.00
January - 21	378.00	295.00
February - 21	414.00	341.00
March - 21	378.00	323.00

As an investor friendly initiative, BSE Limited had included the Company's scrip for trading in Bombay Stock Exchange under "Permitted Securities" category effective from 28th December, 2005. This has resulted in increase in the liquidity of the shares traded in the exchanges.

g. Share Price performance in comparison to broad based indices at NSE:



h. The securities of the Company were not suspended from trading during the financial year. Hence there is no explanation required to be provided in the Board's Report.

i. Registrar and Share Transfer Agent

M/s. Integrated Registry Management Services Private Limited,
2nd Floor, Kences Towers, No.1,
Ramakrishna Street, North Usman Road,
T. Nagar, Chennai - 600 017.

j. Share / Security Transfer System:

Since 1st April 2003, share / security transfers in physical forms are processed by M/s. Integrated Registry Management Services Private Limited, Chennai. Normally share transfers are processed within 15 days from the date of receipt, subject to the documents being valid in all aspects. At the meeting of the Board of Directors held on 29th April 2002, the power to transfer shares has been delegated to certain authorised officials in compliance with Listing Agreement to have periodic meeting with shorter intervals to ensure speedy transfer of securities and the same has been implemented now. Accordingly, the share transfer is effected once in every ten days. Transfers, transmissions etc., are approved once in 10 days and requests for dematerialisation are confirmed within 10 days. The relevant share certificates are dispatched by Registered Post / Courier.

In compliance with the directives of SEBI in appointing a common agency for share transfer related activities (both physical and demat), effective from 1st April 2003, M/s. Integrated Enterprises (India) Ltd., Chennai (M/s. Integrated Registry Management Services Private Limited, Chennai) are acting as Registrars and Share Transfer Agents (RTA) for providing the connectivity with National Securities Depository Ltd (NSDL) and Central Depository Services (India) Ltd (CDSL) and also for transfer of shares held in physical form.

k. Distribution of Shareholding pattern as on 31st March 2021:

No. of shares held	No. of shareholders	% of shareholders	No. of shares held	% of shareholding
Up to 500	8,121	94.78	6,10,081	15.51
501 - 1000	268	3.13	1,97,435	5.01
1001 - 2000	98	1.14	1,41,170	3.59
2001 - 3000	25	0.29	61,459	1.56
3001 - 4000	10	0.12	35,131	0.89
4001 - 5000	11	0.13	49,542	1.26
5001 - 10000	14	0.16	1,07,746	2.74
10001 & above	21	0.25	27,32,011	69.44
Total	8,568	100.00	39,34,575	100.00

Shareholding pattern as on 31st March 2021:

Category	No. of Shares held	% of total shares held
PROMOTERS & PROMOTER GROUP		
Promoter Companies	12,85,290	32.67
Promoter Group- Corporates	3,95,583	10.05
Promoter Group- Individual	8,97,911	22.82
Sub total (A)	25,78,784	65.54
PUBLIC AND OTHERS		
Directors & Relatives	190	0.00
Indian Financial Institution	1	0.00
Body Corporates	56,871	1.45
Non-Resident Indians	22,432	0.57
Clearing Member	6,894	0.18
Public Resident Individuals	12,22,365	31.07
Limited Liability Partnership	-	-
IEPF	46,794	1.19
Trusts	244	0.01
Sub total (B)	13,55,791	34.46
TOTAL (A+B)	39,34,575	100.00

I. Dematerialisation of shares and Liquidity:

In accordance with the SEBI Circular SEBI/Cir/ISD/3 2011 dated June 17, 2011, the entire shareholding of promoters' and promoter group of 25,78,784 shares are held in dematerialised form.

Out of the balance 13,55,791 equity shares held by the Public (other than Promoters), 12,67,551 equity shares have been dematerialised as on 31st March 2021 accounting for 93.49%

As per the directives issued by SEBI effective from 26th March 2001, the equity shares of the Company are placed in its compulsory demat list of securities for the purpose of trading.

Mode of holding	As on 31 st March, 2021		As on 31 ^s March, 2020	
	No. of Shares	% of Equity	No. of Shares	% of Equity
NSDL	33,49,934	85.14	33,50,095	85.15
CDSL	4,96,474	12.62	4,96,240	12.61
PHYSICAL	88,167	2.24	88,240	2.24

m. Outstanding GDRs / ADRs / Warrants or any Convertible instrument, Conversion date and likely impact on equity:

The Company has not issued any GDRs / ADRs / Warrants or any convertible instruments as on date.

n. commodity price risk or foreign exchange risk and hedging activities:

The Company does not have exposure to foreign exchange risk.

o. Plant Locations:

Padi, Chennai - 600 050 Phone : +91 44 26257853 Fax : +91 44 26254770 E-mail : sbl@tvssbl.com	TSK Puram Plant I & II Mustakurichi Post Virudhunagar District Pin code 626 106 Phone : 04566 250290 - 295 E-mail : tskp@tvssbl.com tskp2@tvssbl.com	Plant - 4 & Plant - 5 Plot No: AA6, 6 th Avenue Auto Ancillary SEZ Mahindra World City Natham Sub Post, Chengalpet, Kanchipuram District Pin code 603 004 Phone : 044 - 4749 0005 E-mail : plant4@tvssbl.com plant5@tvssbl.com
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p. Address for Correspondence:

Registrar and Share Transfer Agents	Integrated Registry Management Services Private Limited 2 nd Floor, "Kences Towers" No.1, Ramakrishna Street North Usman Road, T Nagar Chennai - 600 017.	Phone: +91-44- 28140801 - 808 Fax : +91-44-28142479 E-mail: kalyan@integratedindia.in
For any other general matters or in case of any difficulty / grievance	Chief Financial Officer & Company Secretary Sundaram Brake Linings Ltd Padi, Chennai - 600 050.	Phone: +91 44 26257853 Fax : +91 44 26254770 E-mail: srb@tvssbl.com

q. List of all credit ratings obtained by the entity along with any revisions thereto during the relevant financial year, for all debt instruments of such entity or any fixed deposit programme or any scheme or proposal of the listed entity involving mobilization of funds, whether in India or abroad

CREDIT RATING

Name of the Rating Agency	Type of Instruments	Amount (₹ in Crore)	Ratings Assigned
ICRA LIMITED	Long term - Fund-based-CC	55.00	BBB+ (Negative) reaffirmed and outlook revised to Negative from Stable
	Short term - Non-fund based	4.07	A2; reaffirmed
	Short term - Fund-based sub limits	(45.00)	A2; reaffirmed
	Short term -Non-fund based sub limits	(1.50)	A2; reaffirmed
Total		59.07	

10. OTHER DISCLOSURES:

a) Disclosure on materially significant related party transactions that may have potential conflict with the interests of listed entity at large

There were no materially significant related party transactions during the year under review that have conflict with the interest of the Company. Transactions entered into with related parties during FY 2020-21 were in the ordinary course of business and at arms' length basis and were approved by the

Audit Committee. The Board's approved policy for related party transactions is uploaded on the website of the Company.

The Company has adopted a policy on related party transaction and it is placed on website of the Company web link:

<http://tvsbrakelinings.com/images/assets/pdf/Policy%20for%20Related%20party%20transactions.pdf>

b) Details of non-compliance by the listed entity, penalties, and strictures imposed on the listed entity by stock exchange or the board or any statutory authority, on any matter related to capital markets, during the last three years

The Company has complied with the requirements of the Regulatory Authorities on Capital Markets. Neither has there been any instances of non-compliance by the Company on any matters related to the capital markets, nor has any penalty or stricture been imposed on the Company by the Regulatory Authorities or any statutory authority, on any matter related to capital markets, during the last three years.

c) Details of establishment of vigil mechanism, whistle blower policy, and affirmation that no personnel have been denied access to the audit committee

The Company has an established mechanism for Directors / Employees to report concerns about unethical behaviour, actual or suspected fraud, or violation of the code of conduct or ethics policy. It also provides for adequate safeguards against victimization of directors/employees who avail of the mechanism. The Company affirms that no personnel has been denied access to the audit committee. The Company has formulated a Policy of Vigil Mechanism and has established a mechanism that any personnel may raise Reportable Matters The Vigil Mechanism Policy shall be viewed at our company's website: www.tvsbrakelinings.com.

d) Details of compliance with mandatory requirements and adoption of the non-mandatory requirements

The company has fully complied with all the mandatory requirements and has adopted certain non-mandatory requirements as prescribed in Part - E of Schedule II to the Regulation 27 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

a) The Board

The Company has not appointed a non-executive director as the chairperson of the company and the reimbursement of expenses incurred in the performance of his duties does not arise.

b) Shareholders' Rights

Pursuant to regulations of SEBI (Listing obligations and Disclosure Requirements) Regulations, 2015 as the company's quarterly / half yearly / annual financial results are published in an English newspaper having wide circulation all over India and in Tamil newspaper widely circulated in Chennai and the Company is not sending the same to the shareholders of the Company individually. The same is being hosted in the company's website www.tvsbrakelinings.com within the stipulated time

c) Modified opinion(s) in audit report

The financial statement of the Company is a statement of an unmodified audit opinion.

d) Reporting of internal auditor

The Internal auditor is directly reporting to the Audit Committee covering the scope of Internal Audit.

e) Policy for Determining 'Material' Subsidiaries:

The Company does not have any material subsidiary. Hence the necessity for complying with respect to framing a policy for determining the material subsidiary does not arise.

f) Policy on dealing with related party transactions is available

The Policy on dealing with related party transactions is available in our Company's website www.tvstrakelinings.com.

g) Disclosure of Commodity Price Risks and Commodity Hedging Activities

The Company has commodity price risk, primarily related to the purchase of Steel and Aluminium. However, the Company does not bear any significant exposure to earnings risk, as such changes are included in the rate-recovery mechanisms with the customers and the Company does not indulge in any commodity hedging activities.

h) Details of utilisation of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32 (7A)

The Company has not raised funds through preferential allotment or qualified institutions placement during the year ended March 31, 2021.

i) Certificate from Practicing Company Secretary regarding disqualification of Directors

None of the Directors of the Company has been debarred or disqualified from being appointed or continuing as directors of companies by the Securities and Exchange Board of India or the Ministry of Corporate Affairs or any such statutory authority.

A Certificate to this effect, duly signed by the Practicing Company Secretary is annexed to this Report.

j) Details of recommendations of Committees which were not accepted by the board along with reasons:

During the year ended March 31, 2021, all recommendations made by the Committees of the Board of Directors (viz. Audit Committee, Nomination and Remuneration Committee, Stakeholders' Relationship Committee & CSR Committee) were accepted by the Board of the Company.

k) Total fees for all services paid by the Company on a consolidated basis, to the Statutory Auditors

M/s. Brahmaya & Co., Chartered Accountants (Firm Registration No.000511S) are the Statutory Auditors of the Company. The particulars of payment of Statutory Auditors' fees, on consolidated basis is given below:

S.No.	Particulars	Amount (₹ in Lakhs)
1.	Audit Fees	10.50
2.	Tax Audit Fees	2.00
3.	Other Services	4.35
4.	Reimbursement of expenses	0.07
	Total	16.92

I) Statement of Complaints in Relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

Particulars	Status
Number of complaints filed during the financial year	Nil
Number of complaints disposed of during the financial year	Nil
Number of complaints pending as on end of the financial year	Nil

11. Non-compliance of any requirement of S. No 2 to 10 of schedule V of Regulation 34 of SEBI (LODR) Regulations, 2015

The Company has complied with all the requirement of corporate governance report which is mentioned in S. No. 2 to 10 of Schedule V of Regulation 34 of SEBI (Listing Obligations and Disclosure Requirement) Regulations, 2015.

12. Affirmation that the corporate governance report has disclosed the extent to which the discretionary requirements as specified in Part E of the Schedule II to the Regulation 27 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

The Company has adopted the requirements as per Regulations 27(1) read with Part E of Schedule II of SEBI (Listing obligations and Disclosure Requirements) Regulations, 2015 as detailed in this Report.

13. DISCLOSURE OF THE COMPLIANCE WITH CORPORATE GOVERNANCE EQUIREMENTS SPECIFIED IN REGULATION 17 TO 27 AND CLAUSES (b) TO (i) OF SUB-REGULATION (2) OF REGULATION 46 OF SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATION 2015

Regulation	Particulars	Compliance Status (Yes / No / NA)
17	Board of Directors	Yes
18	Audit Committee	Yes
19	Nomination and Remuneration Committee	Yes
20	Stakeholders' Relationship Committee	Yes
21	Risk Management Committee	NA
22	Vigil Mechanism	Yes
23	Related Party Transactions	Yes
24	Corporate Governance requirements with respect to subsidiary companies	NA
25	Obligations with respect to Independent Directors	Yes
26	Obligations with respect to Directors and Senior Management	Yes
27	Other Corporate Governance Requirements	Yes
46(2) (b) to (i)	Website	Yes

Disclosures with respect to demat suspense account / unclaimed suspense account:

Aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year;	Not Applicable
Number of shareholders who approached listed entity for transfer of shares from suspense account during the year;	
Number of shareholders to whom shares were transferred from suspense account during the year;	
Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year; and	
The voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares.	

DECLARATION SIGNED BY THE MANAGING DIRECTOR STATING THAT THE MEMBERS OF BOARD OF DIRECTORS AND SENIOR MANAGEMENT PERSONNEL HAVE AFFIRMED COMPLIANCE WITH THE CODE OF CONDUCT OF BOARD OF DIRECTORS AND SENIOR MANAGEMENT IS PROVIDED BELOW:

This is to confirm that the Company has adopted a Code of Conduct for its Board of Directors and Senior Management personnel. The Code of Conduct is available on the Company's website www.tvstrakelinings.com.

It is hereby confirmed that the Members of the Board and the Senior Management Personnel of the Company have affirmed Compliance with the respective provisions of the Code of Conduct of the Company for the year ended 31st March 2021.

Place: Chennai
Date : May 22, 2021

KRISHNA MAHESH
Managing Director

DECLARATION OF COMPLIANCE OF INDEPENDENCE CRITERIA BY INDEPENDENT DIRECTORS

Based on our examination of the relevant Declaration on Independence and according to the information and explanations provided to us, in the opinion of the Board, it is confirmed that the Independent Directors on the Board of the Company are complying the required conditions laid down in the Regulation 25 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with Section 149 and Schedule IV of the Companies Act, 2013 in relation to conditions of Independence.

Further, it is hereby confirmed that the Members of the Board have affirmed that the Independent Directors have adhered to the standards as set out in the Code for Independent Directors as provided under Schedule IV of the Act.

Place: Chennai
Date : May 22, 2021

KRISHNA MAHESH
Managing Director

INFORMATION TO SHAREHOLDERS

Shareholders are requested to make note of the following procedure.

All communications including change of address, bank account details etc., are to be made to the Company's Registrar & Transfer Agent's address furnished elsewhere in this report.

As required by SEBI, it is advised that the investors shall furnish details of their bank account number, name and address of the bank for incorporating the same in the warrants. This information is required to avoid wrong credits being obtained by unauthorised persons.

The shareholders who are covered by the designated centres / cities as notified by the Reserve Bank of India where the Electronic Clearing Service (ECS) is extended by them, are requested to write to the Office and Factory of the Company at Padi, Chennai - 600 050 for obtaining the mandate format for their execution and return for credit of dividend to their bank account under ECS.

The Shareholders who have not availed nomination facility are requested to kindly fill in the nomination form and submit the same to the Company along with requisite proof of nomination.

The Shareholders are requested to kindly note that any dividend which remains unclaimed / un-encashed for a period of seven years will be transferred to Investors Education and Protection Fund - IEPF in terms of Section 124 of the Companies Act, 2013 and the rules made thereunder. Out of the dividends declared for all the financial years including and up to the financial year 2011-12, the amount which remained unclaimed has been transferred to the IEPF as per the provision of Section 124 of the Companies Act, 2013.

Shareholders holding shares in electronic form are requested to deal only with their depository participant in respect of change of address, nomination facility, furnishing of bank account details etc.

INDEPENDENT AUDITOR'S CERTIFICATE ON COMPLIANCE WITH THE CONDITIONS OF CORPORATE GOVERNANCE AS PER PROVISIONS OF CHAPTER IV OF SECURITIES AND EXCHANGE BOARD OF INDIA (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 (AS AMENDED)

To

The Members of Sundaram Brake Linings Limited

1. The Corporate Governance Report prepared by Sundaram Brake Linings Limited ("the Company"), contains details as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and para C and D of Schedule V of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("the Listing Regulations") ('applicable criteria') with respect to Corporate Governance for the year ended March 31, 2021. This report is required by the Company for annual submission to the Stock exchange and to be sent to the Shareholders of the Company.

Management's Responsibility

2. The preparation of the Corporate Governance Report is the responsibility of the Management of the Company including the preparation and maintenance of all relevant supporting records and documents. This responsibility also includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the Corporate Governance Report.
3. The Management along with the Board of Directors are also responsible for ensuring that the Company complies with the conditions of Corporate Governance as stipulated in the Listing Regulations, issued by the Securities and Exchange Board of India.

Auditors' Responsibility

4. Our responsibility is to provide a reasonable assurance in the form of an opinion whether the Company has complied with the condition of Corporate Governance, as stipulated in the Listing Regulation.
5. We conducted our examination of the Corporate Governance Report in accordance with the Guidance Note on Reports or Certificates for Special Purposes and the Guidance Note on Certification of Corporate Governance, both issued by the Institute of Chartered Accountants of India ("ICAI"). The Guidance Note on Reports or Certificates for Special Purposes requires that we comply with the ethical requirements of the Code of Ethics issued by ICAI.
6. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.
7. The procedures selected depend on the auditor's judgement, including the assessment of the risks associated in compliance of the Corporate Governance Report with the applicable criteria. The procedures includes but not limited to verification of secretarial records and financial information of the Company and obtained necessary representations and declarations from directors including independent directors of the Company.
8. The procedures also include examining evidence supporting the particulars in the Corporate Governance Report on a test basis. Further, our scope of work under this report did not involve us performing audit tests

for the purposes of expressing an opinion on the fairness or accuracy of any of the financial information or the financial statements of the Company taken as a whole.

Opinion

9. Based on the procedures performed by us as referred in paragraph 7 and 8 above and according to the information and explanations given to us, we are of the opinion that the Company has complied with the conditions of Corporate Governance as stipulated in the Listing Regulations, as applicable for the year ended March 31, 2021, referred to in paragraph 1 above.

Other Matters and Restriction on use

10. This Report is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.
11. This Report is addressed to and provided to the members of the Company solely for the purpose of enabling it to comply with its obligations under the Listing Regulations and should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care or for any other purpose or to any other party to whom it is shown or into whose hands it may come without our prior consent in writing. We have no responsibility to update this Report for events and circumstances occurring after the date of this Report.

For M/s BRAHMAYYA & CO
Chartered Accountants
Firm Registration Number: 000511 S

K JITENDRA KUMAR
Partner
Membership No. 201825
UDIN: 21201825AAAAFP6927

Place : Chennai
Date : May 22, 2021

Form No. MR-3
SECRETARIAL AUDIT REPORT
For the Financial Year 2020-21

[Pursuant to section 204(1) of the Companies Act, 2013 and rule No.9 of the Companies
(Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,

The Members,

M/s. SUNDARAM BRAKE LININGS LIMITED

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **M/s.Sundaram Brake Linings Limited (hereinafter called the company)**. Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/ statutory compliances and expressing my opinion thereon.

We have conducted online verification & examination of records, as facilitated by the Company, due to COVID-19 and for the purpose of issuing this Report.

Based on our verification of the **M/s. Sundaram Brake Linings Limited** books, papers, minute books, forms and returns filed and other records maintained by the company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, the explanations and clarifications given to us and the representations made by the Management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India warranted due to the spread of the COVID-19 pandemic, We hereby report that in our opinion, the Company has, during the audit period covering the financial year ended 31st March 2021, complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by **M/s. Sundaram Brake Linings Limited** ("the Company") for the financial year ended on 31st March 2021 according to the provisions of:

- (i) The Companies Act, 2013 (the Act) and the rules made thereunder;
- (ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- (iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- (iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings; (**Not applicable to the Company during the audit period**)
- (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-
 - (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

- (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
- (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 and amendments from time to time; **(Not applicable to the Company during the audit period)**
- (d) The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014; **(Not applicable to the Company during the audit period)**
- (e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008; **(Not applicable to the Company during the audit period)**
- (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client; **(Not Applicable)**
- (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009; **(Not applicable to the Company during the audit period)**
- (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; **(Not applicable to the Company during the audit period).**

Other Laws specifically applicable to this Company is as follows:

- (vi) Legal Metrology Act, 2009.

We have also examined compliance with the applicable clauses of the following:

- (i) Secretarial Standards issued by The Institute of Company Secretaries of India.
- (ii) Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

We further report that the Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. There is no change in the composition of the Board of Directors during the period under review.

Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent to at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Majority decision is carried through while the dissenting members' views are captured and recorded as part of the minutes.

We further report that there are adequate systems and processes in the company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

For V SURESH ASSOCIATES
Practising Company Secretaries
V Suresh
Senior Partner
FCS No. 2969
C.P.No. 6032

Place : Chennai
Date : 04.05.2021

Peer Review Cert. No. :667/2020
UDIN:F002969C000241009

ANNEXURE TO SECRETARIAL AUDIT REPORT

To,

The Members,

M/s. SUNDARAM BRAKE LININGS LIMITED

Padi, Chennai - 600050.

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial records is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Where ever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

For V SURESH ASSOCIATES
Practising Company Secretaries
V Suresh
Senior Partner
FCS No. 2969
C.P.No. 6032
Peer Review Cert. No. :667/2020
UDIN:F002969C000241009

Place : Chennai
Date : 04.05.2021

SUNDARAM BRAKE LININGS LIMITED

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
Sundaram Brake Linings Limited
Padi, Chennai - 600 050.

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Sundaram Brake Linings Limited having CIN:L34300TN1974PLC006703 and having registered office at Padi, Chennai - 600 050 (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, We hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on 31st March, 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.

Sr. No.	Name of Director	DIN	Date of appointment in the Company
1	Mr. Krishna Mahesh	00420048	06.02.2016
2	Mr. P S Raman	00003606	29.07.2004
3	Mr. Ashok V Chowgule	00018970	22.01.2007
4	Mr. T. Kannan	00040674	16.07.1999
5	Mr. K S D Sambasivam	01937321	27.10.2010
6	Ms. Sandhya Subramanyam	02753843	29.09.2014
7	Mr. K S. Ranganathan	02796986	29.10.2009
8	Ms. Shobhana Ramachandhran	00273837	13.08.2019
9	Ms. Shripriya Mahesh Ramanan	08632277	12.02.2020

Ensuring the eligibility of for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For V SURESH ASSOCIATES
Practising Company Secretaries
V Suresh
Senior Partner
FCS No. 2969
C.P.No. 6032

Place : Chennai
Date : 04.05.2021

Peer Review Cert. No. :667/2020
UDIN: F002969C000240998

INDEPENDENT AUDITORS' REPORT

To

THE MEMBERS OF SUNDARAM BRAKE LININGS LIMITED

Report on the Audit of the Financial Statements

1. Opinion

- 1.1 We have audited the financial statements of Sundaram Brake Linings Limited ("the Company"), which comprise the Balance Sheet as at 31st March 2021, and the Statement of Profit and Loss, Statement of changes in equity and Statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information ("the financial statements").
- 1.2 In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under Section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2021, the Profit and total comprehensive income, changes in equity and its cash flows for the year ended on that date.

2 Basis for Opinion

- 2.1 We conducted our audit in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Companies Act, 2013. Our responsibilities under those Standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Companies Act, 2013 and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

3 Emphasis of Matter

We draw attention to Note No 3 Critical accounting estimates and judgments - Impact of CoVID-19 on the Financial Statements wherein the Company has disclosed its assessment of CoVID- 19 pandemic. As mentioned therein, the assessment of the Management does not indicate any material effect on the carrying value of its assets and liabilities of the Company on the reporting date or any adverse change in the ability of the Company to continue as a Going Concern. The assessment of Management is dependent on the circumstance as they evolve considering the uncertainties prevailing in the economic situation.

Our opinion is not modified in respect of this matter.

4 Key Audit Matters

- 4.1 Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined that there are no key audit matters to communicate in our report.

4.2	Key audit matters	How our audit addressed the key audit matter
	<p><u>Assessment of provisions for taxation (Direct and indirect)</u></p> <p>- As at 31st March 2021, the Company had provisions in respect of taxation litigation at various jurisdictions. These provisions are estimated using a significant degree of management judgement in interpreting the various relevant rules, regulations and practices and in considering precedents in the various jurisdictions.</p> <p>This is a key audit matter because of the quantum of the balances and significant judgement required.</p>	<p>Assessing the adequacy of Company's tax provisions by reviewing correspondence with tax authorities;</p> <ol style="list-style-type: none"> 1. Discussing litigation and claims in detail with the management; 2. Obtaining letters from company external legal advisors including their views regarding the likely outcome and magnitude of and exposure to the relevant litigation and claims; 3. Reviewing previous judgements made by the relevant taxation authorities; and 4. Assessing the past estimates.

5 Information Other than the Financial Statements and Auditor's Report Thereon

- 5.1 The Company's Board of Directors is responsible for the preparation of the other information. The other information comprises the information included in Board's Report, but does not include the financial statements and our auditor's report thereon.
- 5.2 Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- 5.3 In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

6 Responsibilities of Management and Those Charged with Governance for the Financial Statements

- 6.1 The Company's Board of Directors is responsible for the matters stated in Section 134(5) of the Companies Act, 2013 ("the Act") with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Accounting Standards specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.
- 6.2 In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.
- 6.3 Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

7 Auditor's Responsibilities for the Audit of the Financial Statements

- 7.1 Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
- 7.2 As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:
- a. Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
 - b. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Companies Act, 2013, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls system in place and the operating effectiveness of such controls.
 - c. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
 - d. Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
 - e. Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 7.3 We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- 7.4 We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.
- 7.5 From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.
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8 Report on Other Legal and Regulatory Requirements

8.1 As required by the Companies (Auditor's Report) Order, 2016 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of Section 143 of the Act, we give in "**Annexure A**", a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

8.2 As required by Section 143 (3) of the Act, we report that:

- a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books;
- c) The Balance Sheet, the Statement of Profit and Loss, Statement of Changes in Equity and the Cash Flow Statement dealt with by this Report are in agreement with the books of account;
- d) In our opinion, the aforesaid financial statements comply with the Indian Accounting Standards prescribed under Section 133 of the Act, read with Rule 7 of the Companies (Accounts) Rules, 2014;
- e) On the basis of the written representations received from the directors as on 31st March, 2021 taken on record by the Board of Directors, none of the directors is disqualified as on 31st March, 2021 from being appointed as a director in terms of Section 164 (2) of the Act;
- f) with respect to the adequacy of the internal financial controls over financial reporting of the Company and the operating effectiveness of such controls, refer to our separate report in "**Annexure B**";
- g) In our opinion, the managerial remuneration for the year ended March 31, 2021 has been paid/ provided by the Company to its directors in accordance with the provisions of section 197 read with Schedule V to the Act; and
- h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial position in its financial statements - Refer Note No: 37 to the financial statements;
 - ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses; and
 - iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.

For M/s BRAHMAYYA & CO
Chartered Accountants
Firm Registration Number: 000511 S

K JITENDRA KUMAR
Partner
Membership No. 201825
UDIN No: 21201825AAAAFO3817

Place : Chennai
Date : 22nd May, 2021

ANNEXURE - A TO AUDITORS' REPORT

(Referred to in Paragraph 8.1 of our Report on Other Legal and Regulatory Requirements relevant to paragraph 3 & 4 of "the order")

The Annexure referred to in Independent Auditors' Report to the members of the Company on the financial statements for the year ended 31 March 2021, we report that:

- (i) (a) The Company has maintained proper records showing full particulars, including quantitative details and situation of its fixed assets.
 - (b) According to the information given to us, the fixed assets are physically verified by the management according to a phased program designed to cover all the items over a period of three years, which in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. The physical verification of fixed assets has been conducted by the management during the previous year. No material discrepancies were noticed on such verification. and have been properly dealt with in the books of account.
 - (c) The title deeds of immovable properties are held in the name of the Company.
- (ii) The inventory has been physically verified by the management at reasonable intervals. The discrepancies between the physical stocks and the book stocks were not material and have been properly dealt with in the books of account.
- (iii) According to the information and explanations given to us, during the year the Company has not granted any loans, secured or unsecured to companies, firms, Limited Liability Partnerships or other parties covered in the register maintained under Section 189 of the Companies Act, 2013.
- (iv) In our opinion and according to the information and explanations given to us, the Company has complied with the provisions of Section 185 and 186 of the Companies Act, 2013, with respect to the loans and investments made.
- (v) The Company has not accepted any deposit within the meaning of Sections 73 to 76 of the Companies Act, 2013, during the year.
- (vi) In respect of the Company, the provisions of the maintenance of cost records prescribed under sub-section (1) of Section 148 of the Act do not apply to the company.
- (vii) The Company has not defaulted in repayment of loans or borrowing to a financial institution, bank and Government. The Company has not issued any debentures.
- (viii) The Company had not raised moneys either by way of initial public offer or further public offer (including debt instruments) and The Company has not availed any term loans.

M/s BRAHMAYYA & CO

Chartered Accountants

- (ix) According to the information and explanations given to us by the management and based on audit procedures performed, no material fraud on or by the Company by its officers or employees has been noticed or reported during the course of our audit.
- (x) In our opinion and according to the information and explanations given to us, the Company has paid / provided managerial remuneration in accordance with the requisite approvals mandated by the provisions of Section 197 read with Schedule V to the Act.
- (xi) The Company is not a Nidhi company.
- (xii) (a) According to the records of the Company, the Company is generally regular in depositing with appropriate authorities undisputed statutory dues including Provident Fund, Employees State Insurance, Income-Tax, Customs duty, Goods and Service Tax, Cess and any other statutory dues with the appropriate authorities. According to the information and explanations given to us, no undisputed amounts payable in respect of the above were in arrears as at March 31, 2021 for a period of more than six months from the date on when they become payable. Sales tax, Service Tax, Excise duty and Value added Tax are not applicable to the Company for the current year.
- (b) According to the information and explanations given to us, there are no dues payable in respect of Sales Tax, Income Tax, Excise Duty, Goods and Service Tax, Wealth Tax, Custom Duty, Service Tax and Cess as at 31.03.2021 which were disputed except the following:

Name of the Statute	Nature of the dues	Total amount (in lakhs)	Financial year to which amount relates	Forum where dispute is pending
Tamil Nadu VAT Act 2006	Disallowance of Input Tax Credit	44.19	2007-08, 2008-09, 2009-10, 2011-12, 2012-13, 2013-14 and 2014-15	Madras High Court
Tamil Nadu VAT Act 2006	Disallowance of Input Tax Credit	4.57	2010-11	Assistant Commissioner (Commercial Taxes)
Tamil Nadu General Sales Tax Act 1959	Sales Tax	15.36	1986-87, 1992-93 and 2009-10	Sales Tax Appellate Tribunal

- (xiii) In our opinion and according to the information and explanations given to us, the Company is in compliance with Section 177 and 188 of the Companies Act, 2013 where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the financial statements as required by the applicable accounting standards.

M/s BRAHMAYYA & CO

Chartered Accountants

- (xiv) The Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year.
- (xv) In our opinion and according to the information and explanations given to us, during the year the Company has not entered into any non-cash transactions with its Directors or persons connected to its directors and hence provisions of Section 192 of the Companies Act, 2013 are not applicable to the Company.
- (xvi) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934.

For M/s BRAHMAYYA & CO
Chartered Accountants
Firm Registration Number: 000511 S

K JITENDRA KUMAR

Partner

Membership No. 201825

UDIN No: 21201825AAAAFO3817

Place : Chennai

Date : 22nd May, 2021

ANNEXURE - B TO THE AUDITORS' REPORT

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls over financial reporting of Sundaram Brake Linings Limited ("the Company") as of March 31, 2021 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

1. Management's Responsibility for Internal Financial Controls

The Company's management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

2. Auditors' Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls over financial reporting based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, to the extent applicable to an audit of internal financial controls, both issued by the Institute of Chartered Accountants of India. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls over financial reporting was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls system over financial reporting.

3. Meaning of Internal Financial Controls over Financial Reporting

A company's internal financial control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for

external purposes in accordance with generally accepted accounting principles. A company's internal financial control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

4. Inherent Limitations of Internal Financial Controls Over Financial Reporting

Because of the inherent limitations of internal financial controls over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls over financial reporting to future periods are subject to the risk that the internal financial control over financial reporting may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

5. Opinion

In our opinion, the Company has, in all material respects, an adequate internal financial controls system over financial reporting and such internal financial controls over financial reporting were operating effectively as at March 31, 2021, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

For M/s BRAHMAYYA & CO
Chartered Accountants
Firm Registration Number: 000511 S

K JITENDRA KUMAR
Partner

Membership No. 201825
UDIN No: 21201825AAAAFO3817

Place: Chennai
Date : 22nd May, 2021

SUNDARAM BRAKE LININGS LIMITED

BALANCE SHEET AS AT 31st MARCH, 2021

		(₹ in lakhs)	
	Note No.	As at 31.03.2021	As at 31.03.2020
(I) ASSETS			
1. Non-current Assets			
a) Property, Plant & Equipment	5	6,256.32	6,444.29
b) Right of use assets	5	273.99	277.25
c) Other Intangible Assets	5	107.65	12.69
d) Investment Property	6	36.40	36.68
e) Capital Work-in-progress		241.70	229.44
f) Intangible assets under development		38.15	88.59
		6,954.21	7,088.94
g) Financial Assets			
(i) Investments	7	92.48	92.48
(ii) Other financial assets	8	14.92	15.70
h) Non Current tax assets (Net)			
i) Other Non-Current Assets	9	340.34	343.15
		447.74	451.33
2. Current Assets			
a) Inventories	10	3,427.88	3,770.66
b) Financial Assets			
(i) Trade Receivables	11	6,465.23	5,267.64
(ii) Cash and Cash Equivalents	12	25.74	337.12
(iii) Other financial assets	13	80.37	59.07
c) Other Current assets	14	795.32	930.99
		10,794.54	10,365.48
TOTAL		<u>18,196.49</u>	<u>17,905.75</u>
(II) EQUITY AND LIABILITIES			
1. Equity			
a) Equity Share Capital	15	393.46	393.46
b) Other Equity	16	8,623.87	8,003.33
		9,017.33	8,396.79
LIABILITIES			
2. Non-current Liabilities			
a) Financial Liabilities			
(i) Borrowings	17	123.00	0.00
b) Provisions	18	96.32	150.72
c) Deferred Tax Liabilities (Net)	19	975.65	979.54
d) Liabilities for tax (Net)		-	1,064.20
		1,194.97	2,194.46
3. Current Liabilities			
a) Financial Liabilities			
(i) Borrowings	20	2,488.34	2,400.99
(ii) Trade Payables	21		
(A) total outstanding dues of micro enterprises and small enterprises		627.79	780.43
(B) total outstanding dues of creditors other than micro enterprises and small enterprises		3,117.73	2,568.94
(iii) Other financial Liabilities	22	1,531.46	1,215.38
b) Other Current Liabilities	23	167.57	327.71
c) Provisions	24	8.38	21.05
d) Liabilities for tax (Net)		42.92	-
		7,984.19	7,314.50
TOTAL		<u>18,196.49</u>	<u>17,905.75</u>
Significant Accounting Policies	2		
See Accompanying Notes to the financial Statements			
P S RAMAN Director DIN:00003606	ASHOK V CHOWGULE Director DIN:00018970	K S RANAGANATHAN Director DIN: 02796986	K S D SAMBASIVAM Director DIN:01937321
SHOBHANA RAMACHANDHRAN Director DIN:00273837	SHRIPRIYA MAHESH RAMANAN Director DIN:08632277	S RAMABADRAN Chief Financial Officer & Company Secretary	SANDHYA SUBRAMANYAM Director DIN: 02753843
Place : Chennai Date : May 22, 2021			KRISHNA MAHESH Managing Director DIN:00420048
			As per our Report Annexed for BRAHMAYYA & CO Chartered Accountants (FRN 000511 S) K JITENDRA KUMAR Partner Membership No. 201825

STATEMENT OF PROFIT AND LOSS FOR THE YEAR ENDED 31st MARCH, 2021

		Note	For the year ended	For the year ended
		No.	31.03.2021	31.03.2020
(₹ in lakhs)				
I.	Revenue from operations	25	23,684.70	25,814.17
II.	Other income	26	128.00	507.51
III.	Total Revenue (I + II)		<u>23,812.70</u>	<u>26,321.68</u>
IV.	Expenses			
	Cost of materials consumed	27	11,570.34	12,357.96
	Changes in inventories of finished goods and work-in-progress	28	575.76	(32.41)
	Employee benefit expenses	29	4,124.54	4,652.50
	Finance cost	30	106.49	157.83
	Depreciation and amortisation expense	5 & 6	562.38	542.37
	Other expenses	31	6,663.34	8,343.33
	Total expenses		<u>23,602.85</u>	<u>26,021.58</u>
V.	Profit / (Loss) before exceptional and extra-ordinary items and tax (III - IV)		209.85	300.10
VI.	Exceptional items		-	-
VII.	Profit / (Loss) Before Tax (V - VI)		<u>209.85</u>	<u>300.10</u>
VIII.	Tax expense:			
	- Current Tax		35.02	52.68
	- Prior Period Tax (Refer no 37 B)		(421.38)	-
	- Deferred Tax Liability (net)		(3.89)	(4.32)
IX.	Profit / (Loss) for the period from continuing operations (VII - VIII)		600.10	251.74
X.	Profit / (Loss) for the period from discontinued operations if any		-	-
XI.	Profit / (Loss) for the period (IX+X)		600.10	251.74
XII.	Other Comprehensive Income			
	a) (i) Item that will not be reclassified to Profit or Loss		24.53	(67.28)
	(ii) Income Tax relating to item that will not be reclassified to Profit or Loss		(4.09)	13.85
	b) (i) Item that will be reclassified to Profit or Loss		-	-
	(ii) Income tax relating to item that will be reclassified to Profit or Loss		-	-
XIII.	Total Comprehensive Income for the period (XI + XII) (Comprising of Profit / (Loss) and other comprehensive Income)		620.54	198.31
XIV.	Earnings per equity share - Basic and Diluted ₹	32	15.25	6.40
	(Face Value ₹ 10)			
	Significant Accounting Policies	2		
	See Accompanying Notes to the financial Statements			

P S RAMAN Director DIN:00003606	ASHOK V CHOWGULE Director DIN:00018970	K S RANAGANATHAN Director DIN: 02796986	K S D SAMBASIVAM Director DIN:01937321	SANDHYA SUBRAMANYAM Director DIN: 02753843	As per our Report Annexed for BRAHMAYYA & CO Chartered Accountants (FRN 000511 S)
SHOBHANA RAMACHANDHRAN Director DIN:00273837	SHRIPRIYA MAHESH RAMANAN Director DIN:08632277	KRISHNA MAHESH Managing Director DIN:00420048			K JITENDRA KUMAR Partner Membership No. 201825
Place : Chennai Date : May 22, 2021	S RAMABADRAN Chief Financial Officer & Company Secretary				

SUNDARAM BRAKE LININGS LIMITED

CASH FLOW STATEMENT FOR THE YEAR ENDED MARCH 31, 2021

	For the year ended 31.03.2021	(₹ in lakhs) For the year ended 31.03.2020
A Cash flow from Operating Activities		
Profit / (Loss) Before Tax	209.85	300.10
Adjustments for :		
Depreciation and Amortization	562.38	542.37
Unrealised (Gain) / loss on Foreign Exchange Fluctuations (Net)	31.58	(58.45)
Other adjustments	24.53	(67.30)
Profit / (Loss) on Sale of fixed assets	-	(0.83)
Advance written off	-	171.73
Payable written back	-	(280.96)
Provision for leave encashment	(67.07)	28.44
Interest Income	(14.68)	(32.74)
Interest Expenses	106.49	157.83
Cash Generated Before Working Capital Changes	853.08	760.19
Movement in Working Capital		
Increase / (Decrease) in Trade Payables	395.06	(149.46)
Increase / (Decrease) in Other Financial Liabilities	(90.00)	(14.97)
Increase / (Decrease) in Other Liabilities	(160.14)	204.07
(Increase) / Decrease in Trade Receivables	(1,224.96)	1,125.87
(Increase) / Decrease in Inventories	342.78	86.86
(Increase) / Decrease in Other Financial Assets	(39.64)	(1.98)
(Increase) / Decrease in Other Assets	175.59	(204.60)
Cash Generated From Operations	251.77	1,805.98
Direct Taxes Paid (net)	(639.02)	(88.30)
Net Cash Flow From / (Used in) Operating Activities	(387.25)	1,717.68
B Cash Flow From / (Used in) Investing Activities		
Purchase of PPE and Intangible Assets	(423.28)	(618.47)
Proceeds from Sale of PPE	-	1.56
Purchase of Non Current Investments /Advance	-	-
Deposit made for Margin money for Bank Guarantee	2.34	(2.34)
Sale of Non Current Investments	-	0.10
Interest Income Received	33.78	31.54
Net Cash Flow From / (Used in) Investing Activities	(387.16)	(587.61)

CASH FLOW STATEMENT FOR THE YEAR ENDED MARCH 31, 2021 - (contd.,)

	For the year ended 31.03.2021	(₹ in lakhs) For the year ended 31.03.2020
C Cash flow from / (Used in) Financing Activities		
Proceeds from/(to) Short - Term Borrowings (Net) *	86.63	(1,030.99)
Proceeds from Long Term Borrowings	489.00	-
Repayment of Long Term Borrowings	-	-
Interest Paid	(110.26)	(148.62)
Net Cash Flow From / (Used in) Financing Activities	<u>465.37</u>	<u>(1,179.61)</u>
Net Increase / (Decrease) in Cash and Cash Equivalents (A+B+C)	(309.04)	(49.54)
Cash and Cash Equivalents at the beginning of the year	334.78	384.32
Cash and Cash Equivalents at the end of the year	25.74	334.78
Components of Cash and Cash Equivalents		
Cash and cheques on Hand	23.27	22.92
Balances with Banks		
- On Current Accounts	2.37	11.86
- On Deposit Accounts	0.10	300.00
Cheques, Drafts on hand	-	-
Cash and cash Equivalent (as per Note 12)	<u>25.74</u>	<u>334.78</u>
Non Cash Investement / Financing Activities		
*Foreign Exchange Movement	0.72	32.39

Notes:

1 The above cash flow statement has been prepared under the 'Indirect Method' as set out in the Ind AS - 7 on Cash Flow Statements.

P S RAMAN Director DIN:00003606	ASHOK V CHOWGULE Director DIN:00018970	K S RANAGANATHAN Director DIN: 02796986	K S D SAMBASIVAM Director DIN:01937321	SANDHYA SUBRAMANYAM Director DIN: 02753843	As per our Report Annexed for BRAHMAYYA & CO Chartered Accountants (FRN 000511 S)
SHOBHANA RAMACHANDHRAN Director DIN:00273837	SHRIPRIYA MAHESH RAMANAN Director DIN:08632277	S RAMABADRAN Chief Financial Officer & Company Secretary	KRISHNA MAHESH Managing Director DIN:00420048	K JITENDRA KUMAR Partner Membership No. 201825	
Place : Chennai Date : May 22, 2021					

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY

Statement of Change in Equity As at 31 March 2021

A. EQUITY SHARE CAPITAL

Particulars	₹ Lakhs
As at 31 March 2020	393.46
Change in Equity Share Capital	-
As at 31 March 2021	393.46

B. OTHER EQUITY

₹ Lakhs

Particulars	Reserves and Surplus				Equity Instrument through Other Comprehensive Income	Other Items of Other Comprehensive Income	Total
	General Reserve	Capital Reserves	Securities Premium	Retained Earnings			
Balance at 1 st April 2019	4,849.38	0.03	1,700.43	1,236.09	0.61	18.48	7,805.02
Profit for the year				251.74			251.74
Other Comprehensive Income					-	(53.43)	(53.43)
Total Comprehensive Income for the Year	-	-	-	251.74	-	(53.43)	198.31
Balance As at 31 st March 2020	4,849.38	0.03	1,700.43	1,487.83	0.61	(34.95)	8,003.33
Balance at 1 st April 2020	4,849.38	0.03	1,700.43	1,487.83	0.61	(34.95)	8,003.33
Profit for the year		-	-	600.10			600.10
Other Comprehensive Income		-	-	-	-	20.44	20.44
Total Comprehensive Income for the Year		-	-	600.10	-	20.44	620.54
Balance As at 31 st March 2021	4,849.38	0.03	1,700.43	2,087.93	0.61	(14.51)	8,623.87

General reserve

The general reserve is a free reserve. The company transfers profits from time to time to general reserve.

Capital reserve

The Company recognises excess amount received on Reissue of forfeited shares.

Securities premium

Securities premium is used to record the premium on issue of shares. The reserve is utilised in accordance with the provisions of Section 52 of the Companies Act, 2013.

P S RAMAN Director DIN:00003606	ASHOK V CHOWGULE Director DIN:00018970	K S RANAGANATHAN Director DIN: 02796986	K S D SAMBASIVAM Director DIN:01937321	SANDHYA SUBRAMANYAM Director DIN: 02753843	As per our Report Annexed for BRAHMAYYA & CO Chartered Accountants (FRN 000511 S)
SHOBHANA RAMACHANDHRAN Director DIN:00273837	SHRIPRIYA MAHESH RAMANAN Director DIN:08632277	S RAMABADRAN Chief Financial Officer & Company Secretary		KRISHNA MAHESH Managing Director DIN:00420048	K JITENDRA KUMAR Partner Membership No. 201825
Place : Chennai Date : May 22, 2021					

NOTES TO FINANCIAL STATEMENTS (Contd.)

NOTE 1. CORPORATE INFORMATION

Sundaram Brake Linings Limited ('the company') is a public limited company incorporated in India whose shares are publicly traded. The registered office is located at Padi, Chennai - 600 050, Tamil Nadu, India. The Company has its primary listing on National Stock Exchange of India Limited, in India. Further, the equity shares of the Company are allowed to be traded in BSE Limited under "Permitted Securities" category as an investor friendly initiative effective from 28th December, 2005. The Company manufactures asbestos free friction materials. The Company has five manufacturing plants located in Tamil Nadu.

The financial statements were approved by the Board of Directors and authorised for issue on May 22, 2021.

NOTE 2. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of preparation:

These financial statements are prepared in accordance with Indian Accounting Standard (Ind AS), under the historical cost convention on the accrual basis except for certain financial instruments which are measured at fair values, the provisions of the Companies Act, 2013 ('the Act') (to the extent notified) and guidelines issued by the Securities and Exchange Board of India (SEBI). The Ind AS are prescribed under Section 133 of the Act read with Rule 3 of the Companies (Indian Accounting Standards) Rules, 2015 and relevant amendment rules issued thereafter.

Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or are vision to an existing accounting standard requires a change in the accounting policy hitherto in use.

The amounts disclosed in the financial statements and notes have been rounded off to nearest lakhs as per the requirement of schedule III, unless otherwise stated.

The financial statements are presented in Indian currency (INR), being the functional and presentation currency. Being the currency of the primary economic environment in which the company operate.

All assets and liabilities have been classified as current or non-current as per the Company's normal operating cycle and other criteria set out in the Schedule III to the Companies Act, 2013. Based on the nature of products and the time between the acquisition of assets for processing and their realisation in cash and cash equivalents, the Company has ascertained its operating cycle as 12 months for the purpose of current - non-current classification of assets and liabilities.

(b) Foreign Currency Translation and transactions:

Initial Recognition

On initial recognition, all foreign currency transactions (other than advance receipt or payment of foreign currency) receipts or payments are recorded by applying to the foreign currency amount the exchange rate between the reporting currency and the foreign currency at the date of the transaction. The foreign currency transactions received or paid in advance are accounted at the date of receipt or payment of foreign currency.

Subsequent Recognition

As at the reporting date, non-monetary items which are carried at historical cost and denominated in a foreign currency are reported using the exchange rate at the date of the transaction. All non-monetary items which are carried at fair value or other similar valuation denominated in a foreign currency are reported using the exchange rates that existed when the values were the fair value measured.

All monetary assets and liabilities in foreign currency are restated at the end of accounting period. Exchange differences on restatement of other monetary items are recognised in the Statement of Profit and Loss.

(c) Property, Plant and Equipment:

Freehold land is carried at historical cost. All other items of Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any.

All property, plant and equipment are initially recorded at cost. Cost includes the acquisition cost or the cost of construction, including duties and taxes (other than those refundable), expenses directly related to the location of assets and making them operational for their intended use and, in the case of qualifying assets, the attributable borrowing costs (refer note no. 2(p) below).

Subsequent expenditure relating to property, plant and equipment is capitalised only when it is probable that future economic benefits associated with these will flow to the Company and the cost of the item can be measured reliably.

An assets' carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Depreciable amount for assets is the cost of an asset, or other amount substituted for cost, less its estimated residual value at 5% of Cost.

Depreciation on tangible fixed assets has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Companies Act, 2013.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in the Statement of Profit and Loss.

For transition to Ind AS, the Company has elected to continue with the carrying value of all of its property, plant and equipment recognized as of April 1, 2015 (transition date) measured as per the previous GAAP and use that carrying value as its deemed cost as of the transition date.

Capital work in progress represents projects under which the property, plant and equipment's are not yet ready for their intended use and are carried at cost determined as aforesaid.

(d) Investment properties:

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and accumulated impairment loss, if any. The cost includes the cost of replacing parts and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of the investment property are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. All other repair and maintenance costs are recognised in profit or loss as incurred.

The Company depreciates building component of investment property on the straight-line method as per the useful life prescribed in Schedule II to the Companies Act, 2013.

For transition to Ind AS, the Company has elected to continue with the carrying value of all of its property, plant and equipment recognized as of April 1, 2015 (transition date) measured as per the previous GAAP and use that carrying value as its deemed cost as of the transition date.

Investment properties are derecognised either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition.

(e) Intangible Assets:

Intangible assets are initially measured at acquisition cost including any directly attributable costs of preparing the asset for its intended use.

Expenditure on projects which are not yet ready for intended use are carried as intangible assets under development.

Intangible assets with finite lives are amortized over their estimated useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired.

Amortisation:

Intangible assets with finite life are amortised over their estimated useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation periods are reviewed and impairment evaluations are carried out at least once a year. Intangible assets are amortised on straight-line method over ten years.

An intangible asset is derecognized on disposal, or when no future economic benefits are expected from use of disposal. Gains or losses arising from de-recognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, and are recognized in the Statement of Profit and Loss when the asset is derecognized.

For transition to Ind AS, the Company has elected to continue with carrying value of all of its intangible assets recognized as of April 1, 2015 (transition date) measured as per the previous GAAP and use that carrying value as its deemed cost as of the transition date.

(f) Impairment of assets:

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in the Statement of Profit and Loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognized immediately in Statement of Profit and Loss.

(g) Leases:

1. The Company as a lessee

The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether :(i) the contract involves the use of an identified asset (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Company has the right to direct the use of the asset.

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

At the date of commencement of the lease, the Company recognizes a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements include the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated from the commencement date on a straight line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e .the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cashflows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

The lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option. Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

2) The Company as a lessor

Leases for which the Company is a lessor is classified as a finance or operating lease. When ever the terms of the lease transfer substantially all the risks and rewards of owner ship to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

When the Company is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

For operating leases, rental income is recognized on a straight line basis over the term of the relevant lease.

Lease-hold land:

Leasehold land that normally has a finite economic life and title which is not expected to pass to the lessee by the end of the lease term is treated as an operating lease.

The payment made on entering into or acquiring a leasehold land is accounted for as leasehold land use rights (referred to as prepaid lease payments in Ind AS 17 "Leases") and is amortized over the lease term in accordance with the pattern of benefits provided.

NOTES TO FINANCIAL STATEMENTS (Contd.)

(h) Inventories:

Inventories are carried at the lower of cost (computed on a Weighted Average basis) or net realisable value. Cost include the cost of fair value of consideration paid including duties and taxes (other than those refundable), inward freight, and other expenditure directly attributable to the purchase. Trade discounts and rebates are deducted in determining the cost of purchase.

Inventories:

Stores and Spares and Tools	At weighted average cost
Components	At weighted average cost
Work in progress	At Cost
Finished Goods	At Lower of cost and net realisable value
Stock in trade	At Cost

Stocks of stores, spares and tools, components and stock in trade are valued at cost and not written down below cost to net realisable value since the finished products and the services in which they are to be incorporated are expected to be sold / billed at or above cost.

(i) Financial Instruments:

Financial Assets:

Classification

The Company classifies financial assets as subsequently measured at amortised cost, fair value through other comprehensive income ('FVTOCI') or fair value through profit or loss ('FVTPL') on the basis of its business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

Initial Recognition and measurement:

All financial assets (not measured subsequently at fair value through profit or loss) are recognised initially at fair value plus transaction costs that are attributable to the acquisition of the financial asset. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Company commits to purchase or sell the asset.

Debt instruments at amortised cost

A 'debt instrument' is measured at the amortised cost if both the following conditions are met:

- The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance income in the Statement of Profit and Loss. The losses arising from impairment are recognised in the Statement of Profit and Loss. This category generally applies to loans and advances, deposits, trade and other receivables.

Debt instruments included within the fair value through profit and loss (FVTPL) category are measured at fair value with all changes recognized in the Statement of Profit and Loss.

De-recognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Company's balance sheet) when:

- The rights to receive cash flows from the asset have expired, or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:
 - (a) the Company has transferred substantially all the risks and rewards of the asset, or
 - (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of the Company's continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

Impairment of financial assets

In accordance with Ind-AS 109, the Company applies Expected Credit Loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

- a) Financial assets that are debt instruments, and are measured at amortised cost e.g., loans, debt securities, deposits, and bank balance.
- b) Trade receivables

The Company follows 'simplified approach' for recognition of impairment loss allowance on trade receivables which do not contain a significant financing component.

The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each Balance Sheet date, right from its initial recognition.

Financial Liabilities

Classification

The Company classifies all financial liabilities as subsequently measured at amortised cost, except for financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value.

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

NOTES TO FINANCIAL STATEMENTS (Contd.)

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Company's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, financial guarantee contracts and derivative financial instruments.

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term.

Gains or losses on liabilities held for trading are recognised in the Statement of Profit and Loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in Ind-AS 109 - "Financial Instruments" are satisfied. For liabilities designated as Fair Value through Profit and Loss ("FVTPL"), fair value gains / losses attributable to changes in own credit risk are recognized in Other Comprehensive Income ("OCI"). These gains / loss are not subsequently transferred to the Statement of Profit and Loss. However, the Company may transfer the cumulative gain or loss within equity. All other changes in fair value of such liability are recognised in the Statement of Profit and Loss. The Company has not designated any financial liability as at fair value through profit or loss.

Loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in the Statement of Profit and Loss when the liabilities are derecognised.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the Effective Interest Rate ('EIR'). The EIR amortisation is included as finance costs in the Statement of Profit and Loss.

This category generally applies to interest-bearing loans and borrowings.

De-recognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the Statement of Profit and Loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

(j) Provisions and contingent liabilities and Contingent Assets:

Provisions are recognized, when there is a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources will be required to settle the obligation, and when a reliable estimate of the amount of the obligation can be made. If the effect of the time value of money is material, the provision is discounted using a pre-tax rate that reflects current market assessments of the

time value of money and the risks specific to the obligation and the unwinding of the discount is recognised as interest expense.

Contingent liabilities are recognized only when there is a possible obligation arising from past events, due to occurrence or non-occurrence of one or more uncertain future events, not wholly within the control of the Company, or where any present obligation cannot be measured in terms of future outflow of resources, or where a reliable estimate of the obligation cannot be made. Obligations are assessed on an ongoing basis and only those having a largely probable outflow of resources are provided for.

Contingent assets are not recognized in the financial statements.

(k) Equity instruments:

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognized at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognized and deducted directly in equity. No gain or loss is recognized in Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

(l) Revenue recognition:

a) The Company derives revenues primarily from sale of products. Revenue is recognized when the promised goods are transferred to the customer and the customer obtains control over them. In the sale of goods, control is typically transferred to the customer on delivery to the transporter. Invoicing usually takes place at the same time. Revenue is measured at the transaction price that is expected to be received as consideration and adjusted for volume discounts, price concessions and incentives or increased / decreased by agreed and estimated price adjustments, if any. Revenue also excludes taxes collected from customers.

Ind AS 115 requires Company to present a contract as an asset or a liability based on the relationship between its performance and the customer's payment. Contract assets (Trade receivable) recognized in the statement of financial position represent the Company's right to receive consideration for goods already transferred to customers. In contrast, contract liabilities (Advance received from customers) are presented when the Company has already received consideration from customers for goods still to be transferred and amount payable on volume discounts, price concessions and incentives or increased / decreased by agreed and estimated price adjustments.

Use of significant judgement in revenue recognition

Judgement is required to determine the transaction price for the contract. The transaction price could be either a fixed amount of customer consideration or variable consideration with elements such as volume discounts, price concessions, incentives and increased/decreased by agreed and estimated price adjustments. The transaction price is also adjusted for the effects of the time value of money if the contract includes a significant financing component. Any consideration payable to the customer is adjusted to the transaction price, unless it is a payment for a distinct product or service from the customer. The estimated amount of variable consideration is adjusted in the transaction price only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur and is reassessed at the end of each reporting period.

b) Dividends are accounted when the right to receive is established.

c) Interest income is accrued on a time proportion basis using the effective interest rate method.

NOTES TO FINANCIAL STATEMENTS (Contd.)

(m) Government Grants:

Government grants are recognised in the period to which they relate when there is reasonable assurance that the grant will be received and that the Company will comply with the attached conditions.

Government grants are recognised in the Statement of Profit and Loss on a systematic basis over the periods in which the Company recognises as expenses the related costs for which the grants are intended to compensate.

(n) Employee Benefits:

(i) Short-term Obligations

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

Other benefits, comprising of discretionary Long Service Awards and Leave Travel Allowances, are determined on an undiscounted basis and recognised based on the entitlement thereof.

(ii) Other long-term employee benefit obligations

The liabilities for earned leave are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. They are therefore measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The benefits are discounted using the market yields at the end of the reporting period that have terms approximating to the terms of the related obligation. Re-measurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur.

(iii) Post-employment obligations

The Company operates the following post-employment schemes:

- Retirement benefits in the form of Provident Fund are a benefit obligations scheme and the contributions are recognised, when the contributions to the respective funds are due. Both the employees and the Company make monthly contributions to the Sundaram Brake Linings Limited Employees Provident Fund equal to a specified percentage of the covered employee's salary. Company also contributes to a government administered pension fund on behalf of its employees. The interest rate payable by the trust to the beneficiaries every year is being notified by the Government. The Company has an obligation to make good the shortfall, if any, between the return from the investments of the trust and the notified interest rate.
- Gratuity liability is defined benefit obligations and is provided for on the basis of an actuarial valuation on projected unit credit method made at the end of each financial year. Re-measurement in case of defined benefit plans, gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income and they are included in retained earnings in the statement of changes in equity in the balance sheet.

- Superannuation: Certain employees of the company are participants in a defined contribution plan. The Company has no further obligations to the Plan beyond its monthly contributions which are periodically contributed to a trust fund, the corpus of which is invested with the Life Insurance Corporation of India
- Compensated absences are provided for on the basis of an actuarial valuation on projected unit credit method made at the end of each financial year. Re measurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.
- The amount of Non-current and Current portions of employee benefits is classified as per the actuarial valuation at the end of each financial year.

(o) Income Taxes:

Income tax expense comprises current tax expense and the net change in the deferred tax asset or liability during the year. Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity, respectively.

(i) Current tax:

Current Tax expenses are accounted in the same period to which the revenue and expenses relate. Provision for current income tax is made for the tax liability payable on taxable income after considering tax allowances, deductions and exemptions determined in accordance with the applicable tax rates and the prevailing tax laws.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle the asset and the liability on a net basis.

(ii) Deferred tax :

Deferred income tax is recognised using the balance sheet approach. Deferred income tax assets and liabilities are recognised for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount in financial statements, except when the deferred income tax arises from the initial recognition of goodwill, an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profits or loss at the time of the transaction.

Deferred income tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences in the foreseeable future and the carry forward of unused tax credits and unused tax losses can be utilised.

The carrying amount of deferred tax assets is reviewed at each Balance Sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the deferred income tax asset to be utilised.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realized, based on tax rates (and tax laws) that have been enacted or substantively enacted by the Balance Sheet date.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis.

NOTES TO FINANCIAL STATEMENTS (Contd.)

Minimum Alternative Tax ("MAT") credit is recognized as an asset only when and to the extent there is reasonable certainty that the Company will pay normal income tax during the specified period. Such asset is reviewed at each Balance Sheet date and the carrying amount of the MAT credit asset is written down to the extent there is no longer a reasonable certainty to the effect that the Company will pay normal income tax during the specified period.

(p) Borrowing Costs:

General and specific borrowing costs directly attributable to the acquisition or construction of qualifying assets that necessarily takes a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Borrowing costs consist of interest and other costs that the company incurs in connection with the borrowing of funds.

Interest income earned on temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization. Borrowing costs that are not directly attributable to a qualifying asset are recognised in the Statement of Profit or Loss using the effective interest method.

(q) Cash Flow Statement:

Cash flows are reported using the indirect method, whereby profit / (loss) before tax is adjusted for the effects of transactions of no cash nature and any deferrals or accruals of past or future cash receipts or payments. Cash flow for the year are classified by operating, investing and financing activities.

(r) Earnings Per Share:

Basic earnings per share is computed by dividing the profit / (loss) after tax (including the post-tax effect of extraordinary items, if any) by the weighted average number of equity shares outstanding during the year including potential equity shares, if any, on compulsory convertible debentures. Diluted earnings per share is computed by dividing the profit / (loss) after tax (including the post-tax effect of extraordinary items, if any) as adjusted for dividend, interest and other charges to expense or income (net of any attributable taxes) relating to the dilutive potential equity shares, by the weighted average number of equity shares considered for deriving basic earnings per share and the weighted average number of equity shares which could have been issued on the conversion of all dilutive potential equity shares.

(s) Segment Reporting:

The Company identifies operating segments based on the internal reporting provided to the chief operating decision-maker.

The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the committee that makes strategic decisions.

The accounting policies adopted for segment reporting are in line with the accounting policies of the Company. Segment revenue, segment expenses, segment assets and segment liabilities have been identified to segments on the basis of their relationship to the operating activities of the segment.

Inter-segment revenue is accounted on the basis of transactions which are primarily determined based on market / fair value factors. Revenue, expenses, assets and liabilities which relate to the Company as a whole and are not allocable to segments on reasonable basis have been included under "unallocated revenue / expenses / assets/ liabilities".

Note 3. Critical accounting estimates and judgments

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, disclosures of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses for the years presented. Actual results may differ from these estimates.

Estimates and underlying assumptions are continually evaluated. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

In particular, information about significant areas of estimation, uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements pertain to:

- **Useful lives of property, plant and equipment and intangible assets:** The Company has estimated useful life of each class of assets based on the nature of assets, the estimated usage of the asset, the operating condition of the asset, past history of replacement, anticipated technological changes, etc. The Company reviews the carrying amount of property, plant and equipment and Intangible assets at the Balance Sheet date. This reassessment may result in change in depreciation expense in future periods.
- **Impairment testing:** Property, plant and equipment and Intangible assets are tested for impairment when events occur or changes in circumstances indicate that the recoverable amount of the cash generating unit is less than its carrying value. The recoverable amount of cash generating units is higher of value-in-use and fair value less cost to sell. The calculation involves use of significant estimates and assumptions which includes turnover and earnings multiples, growth rates and net margins used to calculate projected future cash flows, risk-adjusted discount rate, future economic and market conditions.
- **Income Taxes:** Deferred tax assets are recognized to the extent that it is regarded as probable that deductible temporary differences can be realized. The Company estimates deferred tax assets and liabilities based on current tax laws and rates and in certain cases, business plans, including management's expectations regarding the manner and timing of recovery of the related assets. Changes in these estimates may affect the amount of deferred tax liabilities or the valuation of deferred tax assets and their tax charge in the statement of profit or loss.

Provision for tax liabilities require judgements on the interpretation of tax legislation, developments in case law and the potential outcomes of tax audits and appeals which may be subject to significant uncertainty. Therefore the actual results may vary from expectations resulting in adjustments to provisions, the valuation of deferred tax assets, cash tax settlements and therefore the tax charge in the statement of profit or loss.

- **Defined benefit plans:** The cost of the defined benefit plans and the present value of the defined benefit obligation are based on actuarial valuation using the projected unit credit method. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, etc. Due to the complexities involved in the valuation and its long term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each Balance Sheet date.
- **Impact of COVID-19:** The spread of COVID-19 has impacted global economic activity as has been witnessed in several countries. Due to the second wave of COVID-19, regional lockdowns continue to be implemented in areas where a significant number of COVID-19 cases exist. There have been disruptions in businesses in India during the Lockdown period. The situation is evolving and the assessment of impact due to COVID-19 is a continuous process, given the uncertainties.

Management has conducted the possible impact of known events arising from COVID-19 pandemic in the preparation of these financial statements and has analysed events post Balance Sheet date and believes that there will not be any material effect on the carrying values of the assets and liabilities of the Company on the reporting date and there is no change in its ability to continue as a Going Concern.

- **Standards issued but not yet effective:** Ministry of Corporate Affairs ("MCA") notifies new standard or amendments to the existing standards. There is no such notification which would have been applicable from April 1, 2021.

NOTES TO FINANCIAL STATEMENTS (Contd.)

(₹ in lakhs)

5. PROPERTY, PLANT & EQUIPMENT

Description	Property, Plant & Equipment								Other Intangible Assets	
	Free hold land	Buildings	Plant & Equipment	Furniture & Fixtures	Office Equipments	Computers	Vehicles	Total	Intangibles (Software)	Total
Cost of Assets										
As at 01-04-2019	107.01	1,326.83	7,116.68	18.51	31.70	28.18	36.64	8,665.55	–	–
Additions	–	3.91	313.46	0.13	0.15	1.63	5.44	324.71	14.85	14.85
Sub-total	107.01	1,330.74	7,430.14	18.64	31.85	29.81	42.08	8,990.26	14.85	14.85
Sales / deletion	–	–	26.47	–	10.17	0.35	3.84	40.83	–	–
Total	107.01	1,330.74	7,403.67	18.64	21.68	29.46	38.24	8,949.43	14.85	14.85
Depreciation / Amortisation										
Upto 31-03-2019	–	226.06	1,716.15	13.10	18.54	16.08	15.46	2,005.39	–	–
For the year	–	55.50	431.14	0.54	2.91	8.29	4.51	502.90	2.16	2.16
Sub-total	–	281.56	2,147.29	13.64	21.45	24.37	19.97	2,508.29	2.16	2.16
Withdrawn on assets sold / deleted	–	–	–	–	–	–	3.18	3.18	–	–
Depreciation / Amortisation Total	–	281.56	2,147.29	13.64	21.45	24.37	16.79	2,505.11	2.16	2.16
As on 31-03-2020	107.01	1,049.18	5,256.38	4.99	0.22	5.09	21.45	6,444.33	12.69	12.69
Cost of Assets										
As at 01-04-2020	107.01	1,330.74	7,403.67	18.64	21.68	29.46	38.24	8,949.43	14.85	14.85
Additions	–	118.91	209.56	–	–	3.99	–	332.45	133.35	133.35
Sub-total	107.01	1,449.65	7,613.23	18.64	21.68	33.45	38.24	9,281.89	148.20	148.20
Sales / deletion	–	–	–	–	–	–	–	–	–	–
Total	107.01	1,449.65	7,613.23	18.64	21.68	33.45	38.24	9,281.89	148.20	148.20
Depreciation / Amortisation										
Upto 31-03-2020	–	281.56	2,147.29	13.64	21.45	24.37	16.79	2,505.11	2.16	2.16
For the year	–	61.99	446.62	3.39	0.18	3.95	4.32	520.45	38.39	38.39
Sub-total	–	343.55	2,593.91	17.03	21.63	28.32	21.11	3,025.56	40.55	40.55
Withdrawn on assets sold / deleted	–	–	–	–	–	–	–	–	–	–
Depreciation / Amortisation Total	–	343.55	2,593.91	17.03	21.63	28.32	21.11	3,025.56	40.55	40.55
As on 31-03-2021	107.01	1,106.10	5,019.32	1.60	0.04	5.13	17.13	6,256.33	107.65	107.65

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

	As at 31.03.2021	As at 31.03.2020
(₹ in lakhs)		
6. INVESTMENT PROPERTY		
a) Residence Apartment		
Residence Apartment at Chennai (RA Puram)	44.78	44.78
Opening Accumulated Depreciation	(8.10)	(7.74)
Depreciation for the year	(0.29)	(0.36)
Closing Accumulated Depreciation	(8.39)	(8.10)
	<u>36.40</u>	<u>36.68</u>
NON-CURRENT ASSETS		
7. NON-CURRENT INVESTMENTS		
Unquoted Investments - Non-Trade		
a) Investments in equity instruments:		
i. 3,583 equity shares (Previous Year - 4,613 equity shares) of ₹ 10/- each fully paid up of Engineered Power Resources India Private Limited (cost ₹ 35,830/-)	0.39	0.39
ii. 1,100 Class 'C' equity shares (Previous Year - 1,100) of ₹ 10/- each with a premium of ₹ 126/- per share fully paid up of Suryadev Alloys & Power Private Limited (cost ₹ 1,49,600/-)	2.08	2.08
iii. 3,00,000 Class "B" equity shares (Previous Year - Nil) of ₹ 10/- each with a premium of ₹ 20/- per share fully paid up of Suryadev Alloys & Power Private Limited (cost ₹ 90,00,000/-)	90.00	90.00
	<u>92.47</u>	<u>92.47</u>
b) Others:		
500 shares (Previous Year 500 shares) of ₹ 1/- each fully paid up of TVS Co-operative Stores Limited (cost ₹ 500/-)	0.01	0.01
	<u>92.48</u>	<u>92.58</u>
8. OTHER FINANCIAL ASSETS		
a) Loans and Advances to Employees	14.92	15.70
	<u>14.92</u>	<u>15.70</u>
Loans Receivables which have significant increase in credit risk	-	-
Loans Receivables – credit impaired	-	-
9. OTHER NON-CURRENT ASSETS		
a) Capital Advances	40.49	3.38
c) Security Deposits	157.92	197.84
c) Cenvat / VAT / Service Tax Credit Receivable	104.61	104.61
d) Taxes Paid Under protest	37.32	37.32
	<u>340.34</u>	<u>343.15</u>

NOTES TO FINANCIAL STATEMENTS (Contd.)

	As at 31.03.2021	As at 31.03.2020
(₹ in lakhs)		
CURRENT ASSETS		
10. INVENTORIES		
a) Raw Materials:		
i) In stock	1,385.80	1,261.62
ii) In transit	139.93	61.84
b) Work-in-progress	262.41	226.63
c) Finished goods	1,143.29	1,754.83
d) Spares and Stores	339.29	326.29
e) Loose tools	157.16	139.45
	<u>3,427.88</u>	<u>3,770.66</u>
Inventories other than Finished Goods are valued at cost on Weighted average basis. Finished goods are valued at cost or net realisable value whichever is lower. Work-in-progress is valued at raw material cost plus cost of conversion excluding interest.		
11. TRADE RECEIVABLES		
(Unsecured, considered good)		
a) More than six months	82.95	138.51
b) Others	6,382.28	5,129.13
	<u>6,465.23</u>	<u>5,267.64</u>
Trade Receivables which have significant increase in credit risk	-	-
Trade Receivables – credit impaired	-	-
12. CASH AND CASH EQUIVALENTS		
a) Balances with banks		
i) on Current Account with banks	2.37	11.86
ii) On Deposit Accounts with bank with maturity less than three months from Balance Sheet Date	0.10	300.00
	<u>2.47</u>	311.86
iii) Cash on Hand	23.27	22.92
	<u>25.74</u>	334.78
b) Other Balances		
i) Margin Deposit with Banks	-	2.34
	<u>-</u>	2.34
	<u>25.74</u>	<u>337.12</u>

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

	As at 31.03.2021	As at 31.03.2020
(₹ in lakhs)		
13. OTHER FINANCIAL ASSETS		
a) Loans and advances to related parties	-	-
b) Others		
Interest receivable	7.58	26.70
Loans and Advances to Employees	25.77	20.07
Others	47.02	12.30
	<u>80.37</u>	<u>59.07</u>
Loans Receivables which have significant increase in credit risk	-	-
Loans Receivables – credit impaired	-	-
14. OTHER CURRENT ASSETS		
a) Loans and advances to related parties	-	-
b) Others		
i) Prepaid Expenses	174.17	128.30
ii) Advances for services / goods	62.04	67.24
iii) Goods and Services Tax - Input Credit / TDS	74.16	118.17
iv) Export incentive receivable	484.43	616.11
iv) Receivables / Claims	0.52	1.17
	<u>795.32</u>	<u>930.99</u>
Export incentive balance		
Opening balance-1 st April	616.11	417.55
Income accrued during the year	252.28	395.32
Amount received / Scrip Utilised during the year	383.96	196.76
Closing balance	<u>484.43</u>	<u>616.11</u>
15. SHARE CAPITAL		
Authorised		
50,00,000 equity shares of ₹ 10/- each	500.00	500.00
Issued, Subscribed and Paid-up		
39,34,575 equity shares of ₹ 10/- each fully paid up	393.46	393.46
a) The Company has issued only one class of shares referred to as equity shares having a par value of ₹ 10/-.		
b) Each holder of equity shares is entitled to one vote per share.		
c) The Company declares and pays dividends in Indian Rupees.		
d) Except interim dividend which is declared and paid based on the decision of the Board of Directors, all other dividends are proposed by the Board of Directors and paid on approval of the shareholders at the Annual General Meeting.		
e) In the event of liquidation of the Company, the holders of equity shares will be entitled to receive any of the remaining assets of the company, after distribution of all preferential amounts. However, no such preferential amounts exist currently. The distribution will be in proportion to the number of equity shares held by the shareholders.		
f) During the last five years immediately preceding the date of the Balance Sheet, the Company has not issued any shares as bonus shares or without payment being received in cash or has bought back any shares.		
g) During the financial year Nil (Previous Year 12,130) shares pertaining to the share holders, whose dividend were unclaimed for seven years, were transferred to Investor Education and Protection Fund (IEPF) Account.		

NOTES TO FINANCIAL STATEMENTS (Contd.)

- h) Following are the shareholders holding more than 5% equity shares and the number of equity shares held by each of them:

Name of the Shareholder	As at 31.03.2021		As at 31.03.2020	
	No. of shares held	% of total shares	No. of shares held	% of total shares
T V Sundram Iyengar & Sons Private Limited	552,955	14.05	552,955	14.05
Southern Roadways Private Limited	478,500	12.16	478,500	12.16
Sundaram Industries Private Limited	253,835	6.45	253,835	6.45
Krishna Mahesh	544,608	13.84	544,608	13.84

	As at 31.03.2021	As at 31.03.2020
(₹ in lakhs)		
16. RESERVES AND SURPLUS		
a) Capital Reserves		
i) Share premium account		
As per last Balance Sheet	1,700.43	1,700.43
ii) Reissue of forfeited shares		
As per last Balance Sheet	0.03	0.03
Total (i + ii)	<u>1,700.46</u>	<u>1,700.46</u>
b) Revenue Reserves		
i) General Reserve		
As per last Balance Sheet	4,849.38	4,849.38
	<u>4,849.38</u>	<u>4,849.38</u>
ii) Retained Earnings		
As per last Balance Sheet	1,487.83	1,236.09
Profit After Tax for the year	600.10	251.74
	<u>2,087.93</u>	<u>1,487.83</u>
iii) Other Comprehensive Income		
a) To be reclassified to Profit & Loss		
As per last Balance Sheet	0.61	0.61
Changes in fair value of investments	-	-
	<u>0.61</u>	<u>0.61</u>
b) Not to be reclassified to Profit & Loss		
As per last Balance Sheet	(34.95)	18.48
Actuarial gain / (loss) on Gratuity	24.53	(67.28)
Less: Deferred Tax on the above	(4.09)	13.85
	<u>(14.51)</u>	<u>(34.95)</u>
Total (i+ii+iii)	<u>6,923.41</u>	6302.87
	<u>8,623.87</u>	<u>8,003.33</u>

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

	As at 31.03.2021	As at 31.03.2020
(₹ in lakhs)		
NON-CURRENT LIABILITIES		
17. BORROWINGS		
Secured Borrowings		
Term Loan from a Bank		
a) From State Bank of India, Corporate Accounts Group Branch, Chennai secured primarily by extension of First charge on the entire Current Assets of the Company and Collaterally by First Charge on fixed assets of the Company and equitable Mortgage over company's immovable properties. Loan repayable in 18 Monthly instalments starting 6 months from the date of first disbursal (From February 2021)	123.00	-
	<u>123.00</u>	<u>-</u>
18. LONG-TERM PROVISIONS		
On account of employee benefits		
Provision for Leave Encashment	96.32	150.72
	<u>96.32</u>	<u>150.72</u>
19. DEFERRED TAX LIABILITIES (NET)		
a) Deferred Tax Liability		
On account of depreciation	1,026.33	1,064.64
b) Deferred Tax Asset		
On account of employee benefits	(50.68)	(85.10)
	<u>975.65</u>	<u>979.54</u>
CURRENT LIABILITIES		
20. BORROWINGS		
Cash Credit and Export Packing Credit from State Bank of India secured by first charge on present and future current assets and extension by way of second charge on other fixed assets - present and future (excluding vehicles)	2,488.34	2,400.99
	<u>2,488.34</u>	<u>2,400.99</u>
21. TRADE PAYABLES		
(A) Total outstanding dues of Micro, Small & Medium Enterprises	627.79	780.43
(B) Total outstanding dues of creditors other than micro enterprises and small enterprises	3,117.73	2,568.94
	<u>3,745.52</u>	<u>3,349.37</u>
Total outstanding dues of Micro, Small & Medium Enterprises		
a) Principal amount remaining unpaid	627.79	780.43
b) Interest due thereon	-	-
c) Interest paid by the Company in terms of Section 16 of the Micro, Small and Medium Enterprises Development Act, 2006, along with the amount paid to the supplier beyond the appointed day during the year	-	-
d) Interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the Micro, Small and Medium Enterprises Development Act, 2006	-	-

NOTES TO FINANCIAL STATEMENTS (Contd.)

	As at 31.03.2020	As at 31.03.2019
(₹ in lakhs)		
21. TRADE PAYABLES - (Contd.)		
e) Interest accrued and remaining unpaid	-	-
f) Further Interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise	-	-
Outstanding dues of Micro, Small and Medium Enterprises - ₹ 780.43 lakhs as on 31.03.2020 out of which ₹ 300.35 lakhs was outstanding for more than 45 days as on 31.03.2020. Interest is not applicable in this case, as the payments to Micro, Small and Medium Enterprises could not be made before 31.03.2020, due to the lockdown imposed by the Government from 24 th March, 2020.		
22. OTHER FINANCIAL LIABILITIES		
a) Current maturities of long term debt:		
i. From State Bank of India referred to in 17 above	366.00	-
a) Interest Accrued and but not due	5.44	9.21
b) Salaries and other benefits Payable	174.87	165.58
c) Amount payable in respect of Purchase of Fixed Assets	160.26	116.41
d) Liability towards contracts with customers	686.14	813.49
e) Other Payable	138.75	110.69
	<u>1,531.46</u>	<u>1,215.38</u>
Liability towards contracts with customers includes amount payable to customers for volume discounts, incentives, price difference and rebates		
23. OTHER CURRENT LIABILITIES		
a) Statutory dues	113.01	120.88
b) Advances from customers	54.86	206.83
	<u>167.87</u>	<u>327.71</u>
Advances from customers is recognised when payment is received before the related performance obligation is satisfied.		
This includes advances received from the customer towards Sale of goods. Revenue is recognised once the performance obligation is met. Revenue recognised during the period that was included in the opening balance of Customer Advances amounted to ₹ 199.38 Lakhs		
24. SHORT-TERM PROVISIONS		
a) Provision for employee benefits		
Provision for Leave Encashment	8.38	21.05
	<u>8.38</u>	<u>21.05</u>

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

	(₹ in lakhs)	
	For the year ended March 31, 2021	
	For the year ended March 31, 2020	
25. REVENUE FROM OPERATIONS		
a) Total revenue from contracts with customers	23,293.76	25,361.55
b) Other operating revenue		
i) Export duty drawback and other incentives*	252.28	395.32
ii) Scrap Sales	138.66	57.30
	<u>390.64</u>	<u>452.62</u>
	<u>23,684.70</u>	<u>25,814.17</u>
Set out below is the disaggregation of the Company's revenue from contracts with customers: (The Company derives its revenue from the transfer of goods at a point of time)		
Original Equipment	9,798.22	7,665.11
After Market	3,537.30	5,376.26
Export	9,958.23	12,320.18
	<u>23,293.76</u>	<u>25,361.55</u>
Reconciliation of revenue recognized with the contracted price is as follows:		
Contracted price	23,637.19	25,962.91
Reductions towards variable consideration components	343.43	601.36
Revenue recognised	<u>23,293.76</u>	<u>25,361.55</u>
The reduction towards variable consideration comprises of volume discounts, incentives, and rebates etc.		
* Merchandise Exports from India Scheme (MEIS) has since been withdrawn w.e.f. 1 st January, 2021. A new Scheme called Remission of Duties and Taxes on Exported Products (RoDTEP) has been introduced which shall refund the embedded duties suffered in export goods. Currently, the rate of duty of remission for the products under RoDTEP scheme is not yet notified by the Government of India.		
26. OTHER INCOME		
a) Interest Income	14.68	32.74
b) Cash discount	11.11	20.43
c) Gain on foreign currency transactions	78.19	152.36
d) Profit on sale of Assets	-	0.83
e) Insurance Claim	22.08	1.53
f) Payable Written back	-	280.96
g) Others	1.10	17.82
h) Other Non-Operating Revenue		
i) Rent	0.84	0.84
	<u>0.84</u>	<u>0.84</u>
	<u>128.00</u>	<u>507.51</u>

NOTES TO FINANCIAL STATEMENTS (Contd.)

	For the year ended March 31, 2021	For the year ended March 31, 2020
(₹ in lakhs)		
27. COST OF MATERIALS CONSUMED - RAW MATERIALS AND COMPONENTS		
Opening Stock : Raw materials and Components	1,261.62	999.16
Add: Purchase of Raw Materials and Components	<u>11,694.52</u>	<u>12,620.42</u>
	12,956.14	13,619.58
Less : Closing Stock -Raw materials and Components	<u>1,385.80</u>	<u>1,261.62</u>
	<u>11,570.34</u>	<u>12,357.96</u>
Raw materials comprise of resins, glass fibre and other metals and chemicals		
28. CHANGES IN INVENTORIES OF FINISHED GOODS AND WORK-IN-PROGRESS		
a) Opening Stocks:		
i) Work in progress	226.63	322.16
ii) Finished goods	<u>1,754.83</u>	<u>1,626.90</u>
	1,981.46	1,949.06
b) Closing Stocks:		
i) Work in progress	262.41	226.63
ii) Finished goods	<u>1,143.29</u>	<u>1,754.83</u>
	1,405.70	1,981.47
Net (increase) / decrease	<u>575.76</u>	<u>(32.41)</u>
29. EMPLOYEE BENEFIT EXPENSES		
a) Salaries, wages, bonus	3,334.34	3,831.12
b) Contribution to Employee benefit funds:		
i) Provident Fund	181.11	184.62
ii) Gratuity Fund	43.63	34.33
iii) Other funds	63.87	62.03
c) Staff welfare expenses	<u>501.59</u>	<u>540.40</u>
	<u>4,124.54</u>	<u>4,652.50</u>
30. FINANCE COST		
a) Interest expense	106.49	157.83
	<u>106.49</u>	<u>157.83</u>

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

	(₹ in lakhs)	
	For the year ended March 31, 2021	
	For the year ended March 31, 2020	
31. OTHER EXPENSES		
a) Stores consumed : Stores and spares		
i) Stores and Spares	677.87	738.28
ii) Loose Tools	338.71	369.56
	1,016.58	1,107.84
b) Power and Fuel	1,930.75	2,272.32
c) Rent	6.14	11.33
d) Rates and Taxes	174.54	195.03
e) Insurance	92.20	99.66
f) Repairs to Building	237.05	259.45
g) Repairs to Machinery	481.28	539.30
h) Other Repairs	82.66	98.23
i) Travelling expenses	129.62	398.86
j) Packing and Forwarding	1,172.60	1,345.25
k) Advertisement and Publicity	35.94	98.92
l) Advance Written off	-	171.73
m) Sitting fees	3.05	2.30
n) Auditors' remunerations		
i) As auditors	10.50	10.50
ii) Tax Audit Fees	2.00	2.00
iii) Other services	4.35	1.80
iv) Reimbursement of expenses	0.07	0.86
	16.92	15.16
o) Postage and Telephones	40.62	60.79
p) Research and Development expenses - refer Note no. 34	393.34	776.02
q) Commission on Sales	249.39	290.72
r) Professional and legal Fee	146.63	148.83
s) Royalty	23.96	22.98
t) Bank Charges	64.52	88.10
u) Printing and stationery	49.16	54.51
v) Donation	2.01	-
w) Security Charges	144.39	143.09
x) Miscellaneous expenses	169.99	142.91
	6,663.34	8,343.33
32. EARNING PER SHARE		
Earning per share is calculated by dividing the profit attributable to shareholders by the number of equity shares outstanding during the year. The earning per share is calculated as follows:		
Profit / (Loss) after tax - ₹ lacs	600.10	251.74
Number of Equity shares	39,34,575	39,34,575
Face value per share	₹ 10	₹ 10
Earnings per share (EPS)	15.25	6.40

NOTES TO FINANCIAL STATEMENTS (Contd.)

33. SEGMENT REPORTING

The operations of the Company relate only to one segment viz., friction materials.

Geographical Segments:

The analysis of geographical segment is based on the geographical location of the customers. The Company operates primarily in India and has presence in international markets as well. Its business is accordingly aligned geographically, catering to two markets i.e. India and Outside India. For customers located outside India, the Company has assessed that they carry same risk and rewards. The Company has considered domestic and exports markets as geographical segments and accordingly disclosed these as separate segments. The geographical segments considered for disclosure are as follows

- Sales within India include Sales to customers located within India.
- Sales outside India include sales to customers located outside India

Secondary Segment Reporting (by Geographical Segments)

The following is the distribution of the Company's total revenue of operations by geographical market, regardless of where the goods were produced:

Particulars	(₹ in lakhs)	
	For the year ended March 31, 2021	For the year ended March 31, 2020
Within India	13,335.53	13,041.37
Outside India	9,958.23	12,320.18
Total	<u>23,293.76</u>	<u>25,361.55</u>

The following table shows the carrying amount of trade receivables by geographical segments

Particulars	For the year ended March 31, 2021	For the year ended March 31, 2020
Within India	3,955.04	2,503.70
Outside India	2,510.19	2,763.94
Total	<u>6,465.23</u>	<u>5,267.64</u>

All other assets (other than trade receivables) used in the Company's business are located in India and are used to cater to both the categories of customers (within India and outside India), accordingly the total cost incurred during the year to acquire Plant & Equipment and intangible assets has not been disclosed.

34. EXPENDITURE ON RESEARCH AND DEVELOPMENT

(a) Capital Expenditure	-	28.95
(b) Revenue Expenditure		
- Raw Material & Components consumed	55.13	127.82
- Stores & Tools consumed	107.60	362.99
- Power cost	64.92	77.00
- Travelling expenses	9.67	34.47
- Product development expenses	56.52	54.93
- Other expenses	134.03	181.73
R&D Revenue Expenditure excluding employee benefit expenses	<u>427.87</u>	<u>838.94</u>
Add : R&D employees' Salaries, Wages & Bonus included in Employee Benefit Expenses under Note No. 29	301.21	348.04
Total R&D Revenue Expenditure	<u>729.08</u>	<u>1,186.99</u>
Less: Other income (Insurance Claim)	22.08	-
Total R&D Expenditure	<u>707.00</u>	<u>1,215.94</u>

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

35. EMPLOYEE BENEFITS

Defined Contribution Plans

(i) Superannuation

Eligible employees receive pension from Life Insurance Corporation of India, which is a defined contribution plan. Monthly Pension is paid after retirement, death, incapacitation or termination of employment for the life time and amount lying credit after the death is paid to the nominee. Company make every year contributions to Life Insurance Corporation of India (Group Superannuation policy) at specified percentage of the covered employee's salary.

The Company recognized ₹ 30.20 lakhs (Previous year ₹ 29.43 Lakhs) for superannuation contribution in the profit and loss account.

- (ii) In respect of the State Plans (Employee State Insurance), an amount of ₹ 33.68 Lakhs (Previous year: ₹ 32.63 Lakhs) has been recognized as expenditure in the Statement of Profit and Loss.

Defined Benefit Plans

(i) Provident fund

Eligible employees receive benefits from a provident fund, which is a defined contribution plan. Aggregate contributions along with interest thereon are paid at retirement, death, incapacitation or termination of employment. Both the employees and the Company make monthly contributions to the Sundaram Brake Linings Limited Employees Provident Fund equal to a specified percentage of the covered employee's salary. Company also contributes to a government administered pension fund on behalf of its employees. The interest rate payable by the trust to the beneficiaries every year is being notified by the government. The Company has an obligation to make good the shortfall, if any, between the return from the investments of the trust and the notified interest rate.

The Company recognized ₹ 181.11 Lakhs (Previous Year: ₹ 184.62 Lakhs) for provident fund contribution in the Statement of profit and loss.

(ii) Gratuity

The Company provides for gratuity, a defined benefit retirement plan (the "Gratuity Plan") covering eligible employees. The Gratuity Plan provides a lump sum payment to vested employees at retirement, death, incapacitation or termination of employment, of an amount based on the respective employee's salary and the tenure of employment. Vesting occurs upon completion of five years of service. Liabilities with regard to the Gratuity Plan are determined by actuarial valuation as of the balance sheet date, based upon which, the Company contributes all the ascertained liabilities to Life Insurance Corporation of India (Group gratuity policy).

(₹ in lakhs)

	Gratuity	
	For the year ended March 31, 2021	For the year ended March 31, 2020
Net Employee benefit expense recognized in the employee cost in statement of profit & loss account		
Current service cost	44.90	38.04
Interest cost on benefit obligation	36.71	37.37
Expected return on plan assets	(37.17)	(41.08)
Sub Total	<u>43.63</u>	<u>34.33</u>
Recognised in Other Comprehensive Income		
Net actuarial (gain) / loss recognized in the year		
i. Demographic Assumptions on obligation	-	-
ii. Financial Assumptions on obligation	(19.96)	66.33
iii. Experience Adjustments on obligation	-	-
iv. Financial Assumptions on plan assets	(4.57)	0.95
Sub Total	<u>(24.53)</u>	<u>67.28</u>
Net benefit expense	<u>19.10</u>	<u>101.61</u>

NOTES TO FINANCIAL STATEMENTS (Contd.)

(₹ in lakhs)

	Gratuity	
	For the year ended March 31, 2021	For the year ended March 31, 2020
Balance Sheet		
Benefit asset / liability		
Present value of defined benefit obligation	554.72	608.41
Fair value of plan assets	571.42	584.69
Assets / (Liability) recognized in the balance sheet	<u>16.70</u>	<u>(23.72)</u>
Change in the present value of the defined benefit obligation		
Opening defined benefit obligation	608.40	507.80
Benefit transferred in	-	-
Benefit transferred Out	-	-
Benefits paid	(114.53)	(41.14)
Expenses Recognised in Statement of Profit and Loss Account		
Current service cost	44.10	38.04
Interest cost on benefit obligation	36.71	37.37
Recognised in Other Comprehensive Income		
Actuarial (gain) / loss on obligation	(19.96)	66.33
Closing defined benefit obligation	<u>554.72</u>	<u>608.40</u>
Change in the fair value of plan assets		
Opening fair value of plan assets	586.48	524.88
Contributions by employer	57.73	62.61
Contributions transfer in	-	-
Benefits paid	(114.53)	(41.14)
Expenses Recognised in Profit and Loss Account		
Expected return	37.17	41.08
Recognised in Other Comprehensive Income		
Actuarial (gain) / loss on plan assets	4.57	(0.95)
Closing fair value of plan assets	<u>571.42</u>	<u>586.48</u>
Investment details of the plan assets: Company has deposited with Life Insurance Corporation of India (Group gratuity policy)		
Assumptions		
Discount Rate (%)	6.97%	6.66%
Estimated Rate of Return on Plan Assets	6.97%	6.66%
Attrition Rate p.a. (depending on age)	2.00%	2.00%
Expected rate of salary increase (%)	5.00%	5.00%
Expected Average Remaining Service (years)	17.30	17.50
Expected Average Remaining Service/mortality and withdrawal (years)	-	-

The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

	For the year ended March 31, 2021	(₹ in lakhs) For the year ended March 31, 2020
Expected cash flow for the following year		
Expected employer contribution	37.78	68.61
Expected total benefits payments		
Year 1	37.78	68.61
Year 2	49.19	28.56
Year 3	44.04	49.05
Year 4	53.32	51.93
Year 5	35.34	53.54
Next 5 Years	216.29	227.06

Sensitivity analysis of the defined benefit obligation

Particulars	0.5% Increase		0.5 % Decrease	
	2021	2020	2021	2020
Impact of the change in discount rate	528.67	580.18	582.95	639.03
Impact of the change in salary increase	583.78	639.83	527.69	579.20

(iii) Leave encashment

The employees of the Company are entitled to compensate absence. The employees can carry forward a portion of the unutilized accrued compensated absence and utilize it in future periods or receive cash compensation at retirement or termination of employment for the unutilized accrued compensated absence. The Company records an obligation for compensated absences in the period in which the employee renders the services that increase this entitlement. The Company measures the expected cost of compensated absence as the additional amount that the Company expects to pay as a result of the unused entitlement that has accumulated at the balance sheet date based on the Actuarial certificate.

36. CAPITAL AND OTHER COMMITMENTS

Estimated amount of contracts remaining to be executed on capital account other than investment property and not provided for

	For the year ended March 31, 2021	(₹ in lakhs) For the year ended March 31, 2020
	73.82	3.46

37. CONTINGENT LIABILITIES - NOT PROBABLE AND THEREFORE NOT PROVIDED FOR

A. Claims disputed by the company

a) Claims against the company not acknowledged as debt

1) Sales Tax under dispute	47.23	47.23
2) Excise Duty (Disallowance of Cenvat credit) #	6.23	9.91
3) Liability towards Labour cases	10.36	14.86

₹ 6.23 lakhs was paid as deposit towards disallowance of cenvat credit.

₹ 3.68 lakhs was paid under Sabka Viswas Scheme.

4) Income Tax under dispute

The Company has received Assessment order for Assessment year 2018-19 making disallowance of ₹ 3.79 Lakhs and addition of ₹ 73.39 lakhs towards reduction in profit because of application of Income Computation & Discloser Standards, thereby reducing the loss carried forward. The Company has filed an appeal with the first appellate authority and the same is pending for decision.

NOTES TO FINANCIAL STATEMENTS (Contd.)

	For the year ended March 31, 2021	(₹ in lakhs) For the year ended March 31, 2020
<p>The Company had during the previous year, received Assessment order for Assessment year 2017-18 making disallowance of ₹ 0.02 Lakh and addition of ₹ 37.87 lakhs towards interest under section 244A, thereby reducing the loss carried forward. The Company has filed an appeal with the first appellate authority and the same is pending for decision.</p> <p>The Company had filed appeals with the first appellate authority against the Assessment Orders received for Assessment Year 2013-14 and 2014-15 making disallowance of expenditure for ₹ 143.75 lakhs and ₹ 85.29 lakhs respectively, there by reducing the loss carried forward which are pending for decision.</p>		
<p>b) Guarantees</p> <p>1) Bank Guarantee</p>	59.04	59.04
<p>B. Others</p> <p>Income Tax demand aggregating to ₹ 2,282.65 lakhs was raised on the Company on completion of assessment / reassessment for the Assessment Year (AY) 2008-09 to 2012-13 in the earlier years. During the Financial Year 2016-17, the Company had received favourable Orders from the first appellate authority whereby the entire aforesaid demand has been nullified. The orders giving effect have been received for all the five AYs. During the Financial Year 2017-18, the Company had received order on the appeals filed by the Income Tax Department for all the five Assessment Years, from the Income Tax Appellate Tribunal (ITAT), which has upheld the decision of the first appellate authority. The Income Tax Department had filed appeals in the Hon'ble Madras High Court against the above Orders. The Company had availed benefit under the Direct Tax Vivad Se Vishwas scheme in March 2020. During the year, the Company has paid ₹ 632.35 Lakhs under the Act and reversed excess provision of ₹ 421.38 Lakhs made for AY's 2008-09 to 2012-13 and the same has been shown as Prior Period Tax in the accounts for the Financial Year 2020-21.</p>		
<p>38. INCOME TAX EXPENSE</p> <p>a) Income tax expense in the statement of profit and loss comprises:</p>		
Current tax	35.02	52.68
Excess provision for Tax - Prior Period Tax	(421.38)	-
Deferred tax	(3.89)	(4.32)
	<u>(390.25)</u>	<u>48.36</u>
Decrease (increase) in deferred tax assets	34.42	14.40
(Decrease) increase in deferred tax liabilities	(38.31)	(18.72)
Total deferred tax expenses / (benefit)	(3.89)	(4.32)
Income tax expense	<u>(390.25)</u>	<u>48.36</u>

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

	For the year ended March 31, 2021	For the year ended March 31, 2020
(₹ in lakhs)		
b) A reconciliation of the income tax provision to the amount computed by applying the statutory income tax rate to the income before income taxes is summarized below:		
Profit / (Loss) from the operation before income tax expenditure	209.85	300.10
Tax at Indian tax rate 26% (2019-20-26%)	54.56	78.03
Tax effect of amount which are not deductible in calculating taxable income		
Weighted Deduction for R&D Expenditure Under Section 35 (2AB)	–	(155.12)
Effect of Unrecognised MAT Credit as deferred tax assets	35.02	52.68
Effect of Unrecognised tax losses as deferred tax assets	(75.47)	68.32
Excess provision for Tax - Prior Period Tax	(421.38)	–
Others	17.02	4.45
Income tax expense	<u>(390.25)</u>	<u>48.36</u>
c) The following table provides the details of income tax assets and income tax liabilities as at March 31, 2021 and March 31, 2020:		
Income tax assets	294.84	288.17
Income tax liabilities	337.75	1,352.37
Net current income tax asset / (liability) at the end	<u>(42.91)</u>	<u>(1,064.20)</u>
d) The gross movement in the current income tax asset/ (liability) for the year ended March 31, 2021 and March 31, 2020 is as follows:		
Net current income tax asset/ (liability) at the beginning	(1,064.20)	(1,113.68)
Income tax paid	639.02	88.31
Excess provision for Tax - Prior Period Tax	421.38	–
Current income tax expense	(35.02)	(52.68)
Income tax on other comprehensive income	(4.09)	13.85
Net current income tax asset / (liability) at the end	<u>(42.91)</u>	<u>(1,064.20)</u>
e) Significant components of net deferred tax assets and liabilities for the year ended March 31, 2021 are as follows:		(₹ in lakhs)

	March 31, 2021				March 31, 2020			
	Opening balance	Recognised/ reversed through profit or loss	Recognised in/ reclassified from other comprehensive income	Closing balance	Opening balance	Recognised/ reversed through profit or loss	Recognised in/ reclassified from other comprehensive income	Closing balance
Deferred tax assets / (liabilities) in relation to Property, plant and equipment and Intangible assets	(1,064.64)	38.30		(1,026.34)	(1,083.36)	18.72		(1,064.64)
Provision for Employee Benefits	61.29	(18.50)		42.79	59.78	1.51		61.29
Expenditure incurred under voluntary retirement scheme	23.81	(15.91)		7.90	39.72	(15.91)		23.81
Net deferred tax Asset (Liability)	<u>(979.54)</u>	3.89	–	<u>(975.65)</u>	(983.86)	4.32	–	<u>(979.54)</u>

NOTES TO FINANCIAL STATEMENTS (Contd.)

- f) Deferred tax assets have not been recognised in respect of Carried forward losses (₹ 2,561.47 Lakhs) (Previous year ₹ 2,300.78 Lakhs) which can be carried forward for a period of 8 years and carried forward unabsorbed depreciation (₹ 3,467 Lakhs) (Previous year ₹ 4,342.51 Lakhs) under Indian Income Tax Act 1961 based on the working of the Company and considering the Virtual Certainty. If the Company were to recognise deferred tax assets, the profit for the year would be Lower by ₹ 75.47 Lakhs for the current year and the cumulative deferred tax asset not recognised would be ₹ 1,567.48 lakhs.
- g) Under the Indian Income Tax Act, 1961, the Company is liable to pay Minimum Alternate Tax (MAT) on book profits. MAT paid can be carried forward for a period of 15 years and can be set off against the future tax liabilities. MAT is recognised as a deferred tax asset only when the asset can be measured reliably and it is probable that the future economic benefit associated with the asset will be realised. Accordingly, the Company has not recognised a deferred tax asset of ₹ 22.38 Lakhs for current year and Cumulative deferred tax asset not recognised is ₹ 323.50 Lakhs.

39. EXPENDITURE ON CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

	For the year ended March 31, 2021	For the year ended March 31, 2020
Gross amount required to be spent by the company during the year	8.83	7.80
Amount spent during the year:		
Construction / acquisition of any asset	-	-
On purposes other than above	9.00	7.84

This policy encompasses the company's philosophy of delivering its responsibility as a corporate citizen and undertaking socially useful programs for the welfare and development of the communities in which it is operating. During the year under review, the Company's commitment towards CSR expenditure as required by the Companies Act, 2013 was ₹ 8.83 lakhs. The Company has spent an amount of ₹ 9 lakhs consisting of (i) ₹ 1 lakhs towards Reverse Osmosis (RO) Plant and accessories at Kanjamanaickenpatti village to provide safe drinking water to the residents of the Kanjamanaickenpatti village; (ii) ₹ 2 lakhs towards providing the essential groceries for 200 families residing in Virudhunagar District, Tamil Nadu; (iii) ₹ 3 lakhs towards providing 950 Nos. of Writing Desk to the students of Single Teacher Schools, Tamil Nadu; & (iv) ₹ 3 lakhs towards providing Solar Lamp – 70 Nos. to the students of Single Teacher Schools, Tamil Nadu during the current year.

40. RELATED PARTY DISCLOSURE

- a) Description of relationship and Names of related Parties
- | | |
|--|--|
| i) Subsidiaries | None |
| ii) Associates | None |
| iii) Group member | (i) Sundaram-Clayton Limited, Chennai
(ii) TVS Motor Company Limited, Chennai
(iii) Brakes India Private Limited, Chennai
(iv) India Motor Parts & Accessories Limited, Chennai
(v) Sundaram Industries Private Limited, Madurai
(vi) Southern Roadways Private Limited, Madurai
(vii) Lucas Indian Service Limited, Chennai |
| iv) Key Management Personnel | Mr. Krishna Mahesh, Managing Director
Mr. S Ramabadran, CFO & Company Secretary |
| v) Relatives of Key Management Personnel | Mr. K. Mahesh (Late)
Ms. Shrimathi Mahesh
Ms. Shrikirti Mahesh |
| vi) Enterprise with common Key Management Personnel | None |
| vii) Enterprise in which relatives of Key Management Personnel have significant interest | T V Sundram Iyengar & Sons Private Limited
Alagar Farms Private Limited
Alagar Resins Private Limited |

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

(₹ in lakhs)

Sl. No	Name of Transactions	Name of the Company	For the year ended March 31, 2021	For the year ended March 31, 2020
1	Sale of goods	T V Sundram Iyengar & Sons Private Limited	978.46	1,845.09
2	Sale of goods	T V S Motor Company Limited	683.75	831.99
3	Sale of goods	Brakes India Private Ltd.	5,789.86	4,215.34
4	Sale of goods	India Motor Parts & Accessories Limited	985.40	1,624.64
5	Rent received	T V Sundram Iyengar & Sons Private Limited	0.72	0.72
6	Rent received	Alagar Resins Private Limited	0.12	0.12
7	Purchase of Raw Materials	Sundaram Industries Private Limited	88.28	108.26
8	Contract Manufacture charges	Alagar Resins Private Limited	657.16	1,030.01
	Purchase of Raw Materials	Alagar Resins Private Limited	172.87	–
9	Purchase of Raw Materials	Alagar Farms Private Limited	285.89	353.37
10	Freight charges	Southern Roadways Private Limited	62.01	80.00
11	Purchase of Spares	Lucas Indian Service Limited	8.89	7.13
12	Managerial Remuneration paid	Mr. Krishna Mahesh	93.35	106.68
13	Remuneration paid	Mr S Ramabadran	44.41	43.57
14	Reimbursement of expenses	T V Sundram Iyengar & Sons Private Limited	8.00	8.00
15	Reimbursement of expenses	Sundaram-Clayton Limited	3.81	3.94
16	Reimbursement of expenses	Brakes India Private Ltd.	3.81	3.94
17	Outstanding as on 31 st March Receivables	T V Sundram Iyengar & Sons Private Limited	129.57	77.64
		T V S Motor Company Limited	221.23	287.04
		Brakes India Private Ltd.	1,839.35	695.96
		India Motor Parts & Accessories Limited	237.17	140.31
	Receivables towards claims made for Reimbursement of expenses	Sundaram-Clayton Limited	7.75	3.94
		Brakes India Private Ltd.	1.20	0.96
18	Outstanding as on 31 st March Payables	Sundaram Industries Private Limited	4.10	12.89
		Alagar Resins Private Limited	160.55	210.93
		Alagar Farms Private Limited	57.62	76.16
		Southern Roadways Private Limited	12.09	12.34
		Lucas Indian Service Limited	0.72	1.61

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

a. Capital Management

The objective of the Company's capital management structure is to ensure sufficient liquidity to support its business and provide adequate return to shareholders. Management monitors the long term cash flow requirements including externally imposed capital requirements of the business in order to assess the requirement for changes to the capital structure to meet the said objective. As part of this monitoring, the management considers the cost of capital and the risks associated with each class of capital and makes adjustments to the capital structure, where appropriate, in light of changes in economic conditions and the risk characteristics of the underlying assets. The funding requirement is met through a combination of equity, internal accruals, borrowings or undertake other restructuring activities as appropriate.

No changes were made in the objectives, policies or processes during the year ended 31 March 2021.

b. Financial Risk Management Framework

Company's principal financial liabilities comprise borrowings, trade payables and Other financial liabilities. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets include Investments, Trade receivables, loans, cash and bank balances and other financial assets.

Risk Exposures and Responses

The Company is exposed to market risk, credit risk and liquidity risk. The Board of Directors reviews policies for managing each of these risks, which are summarised below.

i) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market prices comprise three types of risk i.e. interest rate risk, currency risk, and Commodity risk.

Interest rate risk

The company obtains financing through borrowings. The Company's policy is to obtain the most favourable interest rates available.

The Company's exposure to interest rate risk relates primarily to interest bearing financial liabilities. Interest rate risk is managed by the company on an on-going basis with the primary objective of limiting the extent to which interest expense could be affected by an adverse movement in interest rates.

Sensitivity Analysis

An increase / decrease of 100 basis points in interest rate at the end of the reporting period for the variable financial instruments would (decrease) / increase profit before tax for the year by the amounts shown below. This analysis assumes all other variables remain constant.

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

(₹ in lakhs)

	Profit / (Loss) before tax	
	For the year ended March 31, 2021	For the year ended March 31, 2020
Financial Liabilities - Borrowings		
+1% (100 basis points)	(24.45)	(29.59)
-1% (100 basis points)	24.45	29.59
Financial Assets - Loans (not significant)		
There is no hedging instruments to mitigate this risk.		

Foreign currency risk

Foreign currency risk is the risk that the fair value of future cash flows of financial instruments will fluctuate because of changes in foreign exchange rates. The Company is exposed to foreign exchange risk arising from transactions i.e. imports of materials, recognised assets and liabilities denominated in a currency that is not the company's functional currency.

Company's Total Foreign currency exposure: (Un hedged)

Particulars	March 31, 2021			
	Currency	Exchange Rate (₹)	Amount in Foreign Currency (in lakhs)	₹ in lakhs
Trade Receivables	EUR	85.92	0.25	21.06
	GBP	100.96	0.73	73.33
	USD	73.17	29.09	2,128.87
Bank Balance	USD	73.17	0.00	0.27
Trade Payables	USD	73.17	1.80	131.69
	EUR	85.92	0.01	0.95
	JPY	0.66	-	-
Other payable	USD	73.17	0.13	9.41
	EUR	85.92	0.03	2.15
	JPY	0.66	60.00	39.60
Foreign currency term loans	USD	73.17	16.98	1,242.32

Particulars	March 31, 2020			
	Currency	Exchange Rate (₹)	Amount in Foreign Currency (in lakhs)	₹ in lakhs
Trade Receivables	EUR	83.08	0.72	59.98
	GBP	93.87	0.97	91.40
	USD	75.37	33.53	2,526.88
Bank Balance	USD	75.37	0.03	2.57
Trade Payables	USD	75.37	0.83	62.75
	EUR	83.08	-	0.15
	JPY	0.71	121.30	86.12
Other payable	USD	75.37	0.54	40.86
	EUR	83.08	0.03	2.08
Foreign currency term loans	USD	75.37	24.88	1,875.45

NOTES TO FINANCIAL STATEMENTS (Contd.)

Sensitivity

If foreign currency rates had moved as illustrated in the table below, with all other variables held constant, currency fluctuations on unhedged foreign currency denominated financial instruments, pre tax profit would have been affected as follows:

	(₹ in lakhs)	
	Profit / (Loss) before tax	
	For the year ended March 31, 2021	For the year ended March 31, 2020
USD sensitivity		
INR / USD- increase by 5%	(37.29)	(27.52)
INR / USD- decrease by 5%	37.29	27.52

Commodity Risk

The Company has commodity price risk, primarily related to the purchases of Steel and Aluminium. However, the company does not bear significant exposure to earnings risk, as such changes are included in the rate-recovery mechanisms with the customers.

ii. Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily for trade and other receivables), including short-term deposits with banks, and other financial assets.

Credit risk management

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Company is mainly exposed to credit risk from credit sales. At 31 March 2021, the Company has trade receivables of ₹ 6,465.23 Lakhs and ₹ 5,260.19 Lakhs as on 31 March 2020.

The Company is exposed to credit risk in respect of these balances such that, if one or more customers encounter financial difficulties, this could materially and adversely affect the company's financial results. The Company attempts to mitigate credit risk by assessing the creditworthiness of customers and closely monitoring payment history. The Company had taken credit risk insurance for the export receivable.

	(₹ in lakhs)	
	For the year ended March 31, 2021	For the year ended March 31, 2020
The ageing of debtors is given below:		
Period		
0-30 days	2,702.91	1,515.50
31 days to 60 days	2,232.95	1,793.97
61 days to 90 days	737.98	886.67
Greater than 91 days	791.39	1,064.05
	<u>6,465.23</u>	<u>5,260.19</u>

There have been no material impairments to trade or other receivables in the two years included within these financial statements and no indication of enhanced customer credit risk.

Credit risk on cash and cash equivalents is considered to be minimal as the counterparties are all substantial banks with high credit ratings.

The Directors are unaware of any factors affecting the recoverability of outstanding balances at 31st March 2021, and consequently no material provisions are required for bad and doubtful debts.

SUNDARAM BRAKE LININGS LIMITED

NOTES TO FINANCIAL STATEMENTS (Contd.)

iii. Liquidity risk

Liquidity risk arises from the company's management of working capital and the continued availability of its other funding facilities. It is the risk that the Company will encounter difficulty in meeting its financial obligations as they fall due. The company actively manages its cash generation and maintains sufficient cash holdings to cover its immediate obligations. There was an unutilised ₹ 3,043 Lakhs.

(₹ in lakhs)

March 31, 2021				
	Up to 1 year	1 to 2 years	2 to 5 years	Total
Cash credit	1,246.02			1,246.02
Term Loan from a Bank	366.00	123.00		489.00
Trade and other payables	4,649.19			4,649.19
Bank loans	1,242.32			1,242.32
Total	7,503.53	123.00	-	7,626.53

March 31, 2020				
	Up to 1 year	1 to 2 years	2 to 5 years	Total
Cash credit	525.54			525.54
Trade and other payables	3,784.32			3,784.32
Bank loans	1,875.45			1,875.45
Total	6,185.31	-	-	6,185.31

42. FAIR VALUE MEASUREMENTS

(i) Fair value hierarchy

Financial assets and financial liabilities measured at fair value in the statement of financial position are grouped into three Levels of a fair value hierarchy. The three Levels are defined based on the observability of significant inputs to the measurement, as follows:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (prices) or indirectly (derived from prices).

Level 3: Inputs for the asset or liability that are not based on observable market data.

(ii) Financial assets measured at fair value through Other Comprehensive Income (FVTOCI)

a. Financial assets measured at fair value – recurring fair value measurements (₹ in lakhs)

March 31, 2021				
	Level 1	Level 2	Level 3	Total
Un listed equity instruments	-	-	92.48	92.48
Total	-	-	92.48	92.48

March 31, 2020				
	Level 1	Level 2	Level 3	Total
Un listed equity instruments	-	-	92.48	92.48
Total	-	-	92.48	92.48

The fair value of unquoted equity Shares is determined using Level 3 inputs like Discounted cash flows, Market multiple method, Option pricing model etc.

There are no transfer between levels during the periods.

NOTES TO FINANCIAL STATEMENTS (Contd.)

b. Financial instruments by category

For amortised cost instruments, carrying value represents the best estimate of fair value.

(₹ in lakhs)

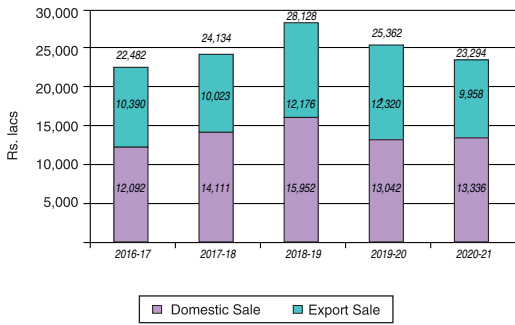
	March 31, 2021		
	Far Value Through Profit & Loss account (FVTPL)	FVTOCI	Amortised Cost
Financial assets			
Investments - Equity Shares		92.48	
Trade receivables			6,465.23
Loans			40.69
Cash and cash equivalents			2.47
Bank Balances			-
Other Financial Assets			54.60
Total	<u> =</u>	<u> 92.48</u>	<u> 6,562.99</u>
Financial liabilities			
Borrowings			2,488.34
Trade payables			3,117.73
Other Financial Liabilities			1,531.46
Total	<u> =</u>	<u> =</u>	<u> 7,137.53</u>

	March 31, 2020		
	FVTPL	FVTOCI	Amortised Cost
Financial assets			
Investments - Equity Shares		92.48	
Trade receivables			5,267.64
Loans			35.77
Cash and cash equivalents			311.86
Bank Balances			2.34
Other Financial Assets			39.00
Total	<u> =</u>	<u> 92.48</u>	<u> 5,656.61</u>
Financial liabilities			
Borrowings			2,400.99
Trade payables			2,568.94
Other Financial Liabilities			1,215.38
Total	<u> =</u>	<u> =</u>	<u> 6,185.31</u>

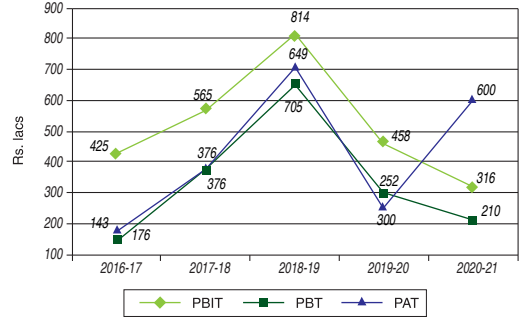
All financial instruments are carried at amortised cost and the carrying value of the Company's financial assets and liabilities is considered to approximate to their fair value at each reporting date.

P S RAMAN Director DIN:00003606	ASHOK V CHOWGULE Director DIN:00018970	K S RANAGANATHAN Director DIN: 02796986	K S D SAMBASIVAM Director DIN:01937321	SANDHYA SUBRAMANYAM Director DIN: 02753843	As per our Report Annexed for BRAHMAYYA & CO Chartered Accountants (FRN 000511 S)
SHOBHANA RAMACHANDHRAN Director DIN:00273837	SHRIPRIYA MAHESH RAMANAN Director DIN:08632277	S RAMABADRAN Chief Financial Officer & Company Secretary		KRISHNA MAHESH Managing Director DIN:00420048	K JITENDRA KUMAR Partner Membership No. 201825
Place : Chennai Date : May 22, 2021					

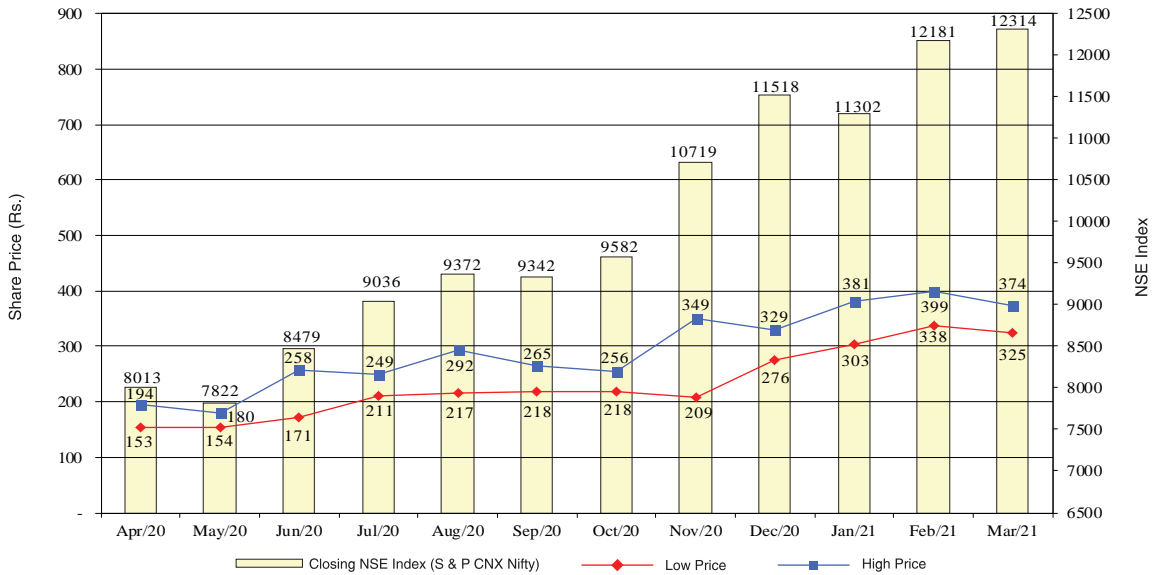
Net Sales



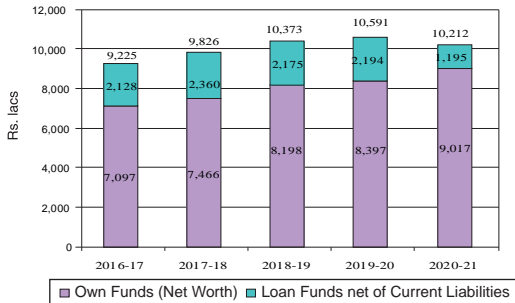
Profit Trend



Share Price Movement & NSE Index



Capital Employed



Earnings per share & Book Value

