



## KOKUYO CAMLIN LIMITED

Regd. Office : 48/2, Hilton House, Central Road  
MIDC, Andheri (East), Mumbai - 400 093. INDIA  
Tel.: 91-22-6655 7000 Fax : 91-22-2836 6579  
E-mail : info@kokuyocamlin.com  
Website : www.kokuyocamlin.com  
CIN : L24223MH1946PLC005434

6<sup>th</sup> August, 2021

The Secretary,  
**BSE Limited**  
Corporate Relationship Department  
1<sup>st</sup> Floor, New Trading Ring  
Rotunda Building, P.J.Towers,  
Dalal Street, Fort, Mumbai-400 001  
**Scrip Code: 523207**

The Manager,  
Listing Department  
**National Stock Exchange of India Limited**  
Exchange Plaza, Bandra-Kurla Complex  
Bandra (East), Mumbai - 400 051  
**Scrip Code: KOKUYOCMLN**

Dear Sir,

**Sub: Notice of 74<sup>th</sup> Annual General Meeting and Annual Report for the year 2020-2021**

Pursuant to Regulation 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith the Annual Report of the Company for the financial year 2020-2021 along with the Notice of 74<sup>th</sup> Annual General Meeting ("AGM") of the Company, to be held on Tuesday, August 31, 2021 at 11:00 a.m. IST through Video Conferencing ("VC")/ Other Audio Visual Means ("OAVM") without the physical presence of the Members.

This is in compliance with General Circular Nos. 14/2020 dated April 8, 2020, 17/2020 dated April 13, 2020, 20/2020 dated May 5, 2020 and 02/2021 dated January 13, 2021 issued by Ministry of Corporate Affairs ("MCA Circulars") and other applicable provisions of the Companies Act, 2013 and Circular No. SEBI/HO/CFD/CMD1/CIR/P/2020/79 dated May 12, 2020 and No. SEBI/HO/CFD/CMP2/CIR/P/2021/11 dated January 15, 2021 ("SEBI Circular") issued by the Securities and Exchange Board of India and relevant provisions of the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In accordance with the aforesaid MCA Circulars and SEBI Circular, the Annual Report together with the Notice of the AGM is being dispatched today by electronic mode to those Shareholders whose email addresses are registered with the Company/ Depository Participants.

The Notice and Annual Report of the Company are also available on the Company's website at <https://www.kokuyocamlin.com/annual-reports.html>.

Pursuant to Regulation 42 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we would like to inform you that the Register of Members of the Company will be closed from Friday, August 27, 2021 to Monday, August 31, 2021 (both days inclusive) for the purpose of AGM. The Company is providing to its members the facility to exercise their right to vote on resolutions proposed to be passed at the AGM by electronic mode. A person, whose name is recorded in the Register of Members or in the Register of beneficial owners maintained by the depositories as on the cut-off date viz., Tuesday, August 24, 2021, only shall be entitled to avail electronic voting facility.

The remote e-voting period commences from Saturday, August 28, 2021 at 9.00 am and ends on Monday, August 30, 2021 at 5.00 pm.

You are requested to take note of the above.

Thank you.

**For KOKUYO CAMLIN LIMITED**

**RAVINDRA V. DAMLE**  
**VICE PRESIDENT (CORPORATE)**  
**& COMPANY SECRETARY**

Encl : a/a



# Resilience

IS THE NEW SUSTAINABILITY



# scroll DOWN FOR...

## 9-64

### STATUTORY REPORTS

- 09** Notice
- 17** Board's Report
- 33** Management Discussion and Analysis
- 38** Corporate Governance
- 57** Business Responsibility Report

### INVESTOR INFORMATION

CIN	: L24223MH1946PLC005434
BSE Code	: 523207
Bloomberg Code	: CAMLN:IN
AGM Date	: Tuesday 31st August, 2021, 11.00 a.m
AGM Venue/Mode	: Video Conferencing ("VC") / Other Audio Visual Means ("OAVM")

Please find our online version at  
<https://www.kokuyocamlin.com/annual-reports.html>  
or  
Simply scan the QR code below to view our previous year's report:



## 01-08

### CORPORATE OVERVIEW

- Resilience in New Challenges **02**
- New Product Launches **03**
- Brand Recall **04**
- Goodness that Ensure Sustainability **06**

## 65-126

### FINANCIAL STATEMENTS

- Independent Auditor's Report **65**
- Balance Sheet **74**
- Statement of Profit and Loss **75**
- Statement of Cash Flows **76**
- Statement of Changes in Equity **78**
- Notes to the Financial Statement **79**

#### Disclaimer :

This document contains statements about expected future events and financials of Kokuyo Camlin Limited, which are forward looking. By their nature, forward-looking statements require the Company to make assumptions and are subject to inherent risks and uncertainties. There is significant risk that the assumptions, predictions and other forward-looking statements may not prove to be accurate. Readers are cautioned not to place undue reliance on forward-looking statements, as a number of factors could cause assumptions, actual future results and events to differ materially from those expressed in the forward-looking statements. Accordingly, this document is subject to the disclaimer and qualified in its entirety by the assumptions, qualifications and risk factors referred to in the Management Discussion and Analysis of this Annual Report.



# Resilience IS THE NEW SUSTAINABILITY

**Resilience** at Kokuyo Camlin ('KCL' or 'the Company' or 'we') has always been the guiding principle that shapes its thinking, planning and actions. It keeps the Company responsive to whatever changes may come. By anticipating disturbance, building capacity to withstand shocks, rebuilding as necessary and evolving, when possible, the Company has been able to sustain in the new normal.

Since inception, innovating with responsibility has been at the heart of building a sustainable enterprise. With the ability to meet the demands of the present generation without compromising on the needs of the future generations, the Company realises that only resilience can help it remain sustainable in its pursuit of growth.





# Resilience IN NEW CHALLENGES

The Covid-19 pandemic unleashed a state of turmoil and disruptions across the world wrapping under it lives and livelihoods of millions. Just like other industries, Kokuyo Camlin, too, had to tide over a few hurdles. However, our proactive and resilient team, which believes in facing the challenges from the front, weaved robust strategies to defy the challenges and keep us sailing through. In the year under review, the Company was able to operationalise its facilities at Patalganga, Tarapur and Samba in just two months into the pandemic with a limited workforce. All Government laid-down Covid-19-related norms were followed with utmost diligence. Safety of the workforce remained top priority and the Company ensured hygiene and protection for them at every step of the work process.

## HOW Resilience LED TO SUSTAINABILITY

### EXPRESS FEEDER AT PATALGANGA

Business during Covid-19 was unusual. The Company faced a few lows but the highs that followed was deeply fulfilling. The Patalganga plant faced used to face severe power issues. After a lot of hurdles and difficulties we finally were able to install the express feeder from the MSEDCL power substation. Around 75-80 electric poles were installed on the 4.8-km stretch between the MSEDCL power sub-station to the Patalganga factory. This not only ensured 24x7 uninterrupted power supply to the factory but also allowed the Company to achieve production targets seamlessly.





## New Product Launches

### SUPREME HD PENCILS: Darker and Smoother

Kokuyo Camlin revamped and relaunched its wooden pencil portfolio. Supreme HD is the first pencil which is 50% darker compared to other wooden pencils in the market. Technical evaluation of all writing pencils available in the market and consumer evaluation pan-India proved it. A lot of small changes have been incorporated in the new Supreme HD to make writing darker and smoother.

#### USPs of Supreme HD

- ▶ Super Dark Premium Pencils
- ▶ Smooth Writing
- ▶ Available in Blue and Red Colours
- ▶ Hexagonal Shape

### NOVA GLOWING RT: Glow Your Way

Nova Glowing RT was added to Kokuyo Camlin's wooden pencils portfolio in March 2021. These are triangular-shaped rubber-tipped graphite pencils. It offers premium quality and extra-dark graphite lead for dark handwriting. It also requires lesser pressure from the user while writing. The pencil has a soft and well-treated wood for easy sharpening. It's triangular for better grip, thus, making it user-friendly. The creative and vibrant box design make the pencils one of its kind and aesthetically appealing to the users. Nova Glowing RT has five attractive florescent colours and are useful for primary school students for smoother writing experience.

### GLUE STICKS: Get Glued to It

Camlin 8g Glue Sticks were already present in the market. However, to complete the glue sticks portfolio, small and big varieties were introduced in February 2021 with uniformity in design with all three variants of glue sticks - S, M, L - 5g, 8g, 15g.

These glue sticks have fast-drying formulation, which provides an instant solution to all the paper-to-paper gluing requirements. Apart from the rotational opening and easy-to-apply functionality, the glue sticks provide a smooth-applying experience sans hassle. Moreover, it is transparent adhesive that does not leave behind any mark upon drying.

### STAR KIT: For Star Kids

With the launch of the Star Kit-Pokémon Edition this year, the Company introduced a new trend in gifting. The kit has been exclusively developed keeping in mind the stationery requirements of children studying in Grade I to IV. Over the years, there has been a steady shift in the gifting pattern among kids. Toys and chocolates, which give temporary joy to kids, are getting replaced with fun stationery because they leave behind a sustained memory in kids. The Star Kit-Pokémon Edition has been designed and packaged in such a way that it builds excitement among kids. It has the best product assortment with Supreme pencil, trendy guitar-shaped sharpener for break-free sharpening, flora eraser for clear and dust-free erasing and exam scale (15 cm) for accurate measuring. It has an attractive packaging with the cartoon Pokémon character and freebie Pokémon stickers as collectibles for children.



# Resilience LEADS TO OPPORTUNITIES

## BRAND RECALL

### Art Hour Contest

The pandemic provided a unique opportunity to strengthen KCL's brand and also keep kids active when their parents were busy with work from home. The Company announced the #Art-Hour Contest in April 2020, where on a daily basis, it selected one theme and one product (for example pot painting with acrylic colours, sketching with pencils, pencil shavings art). Children were asked to draw/colour/paint anything based on the theme. They then shared their creativities with the Company. The best entries were featured on Kokuyo Camlin's fan page, EVERYDAY.

At the end of the contest, winners were rewarded with attractive Kokuyo Camlin hampers. The Company received hundreds of entries daily throughout the activity. The contest facilitated KCL to reach over 3 lakh fans, and also helped in adding 3,000 new followers to KCL's fan page. The healthy and productive online contest during the pandemic ushered in a great amount of positivity among kids, which KCL considers a huge achievement for the Company.





### THE GREAT WALL OF CAMLIN

In the year gone by, Rangoli International School in Gandhinagar, Gujarat, decided to paint their front office. The design selected to paint it was that of a 'rainbow', matching it with the school's name Rangoli (an array of colours). KCL's SAT promotional team, which has a long-standing relationship with the school authorities, proposed them the idea to create the array of colours, displaying colour pencils. The entire front office was decorated with Camlin colour pencils, which gave the brand value of Kokuyo Camlin a huge boost.



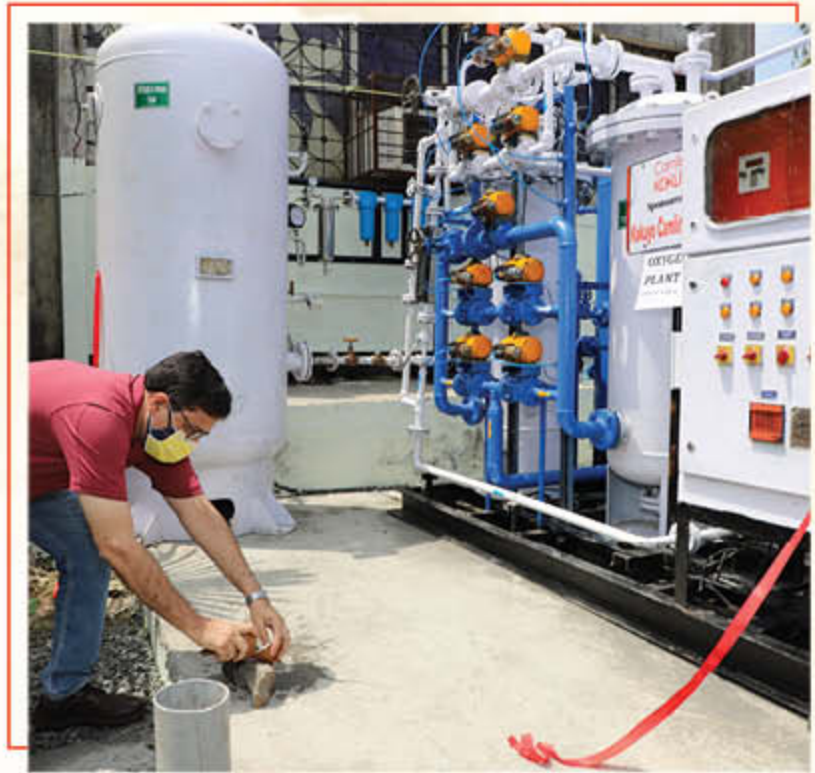


## GOODNESS THAT ENSURES SUSTAINABILITY

### COVID-19 INITIATIVES

As a responsible corporate, Kokuyo Camlin knows how significant is timely action. During the unprecedented Covid-19 pandemic, the Company did its best to support the communities around and light a candle of hope for the people.

When cases of Covid-19 infection peaked and several people were admitted in hospitals, there rose a unique problem in the nation - oxygen scarcity. Looking at the situation, the Company took a timely decision and converted its nitrogen-generating machine into an oxygen generating machine in a week. This plant was installed at TIMA Hospital in Boisar, aiding several people in getting another chance to breathe.









## Corporate Information

### CHAIRMAN EMERITUS

Mr. Subhash Dandekar

### BOARD OF DIRECTORS

Mr. Dilip Dandekar (*Chairman & Executive Director*)

Mr. Takuya Morikawa (*Sr. Vice Chairman & Non-Executive Director*)

Mr. Shriram Dandekar (*Vice Chairman & Executive Director*)

Mr. Nobuchika Doi (*Non-Executive Director*)

### INDEPENDENT DIRECTORS

Mr. Shishir Desai

Mr. Sriram Venkataraman

Ms. Nandini Chopra

Mr. Yasuyuki Kanebako

### CHIEF EXECUTIVE OFFICER

Mr. Satish Veerappa

### CHIEF FINANCIAL OFFICER

Mr. Chetan Badal

### VICE PRESIDENT (CORPORATE) & COMPANY SECRETARY

Mr. Ravindra Damle

### REGISTERED OFFICE

Hilton House, 48/2, Central Road,  
M.I.D.C., Andheri (East),  
Mumbai 400 093.

CIN: L24223MH1946PLC005434

### WORKS

**Patalganga:** Plot No. F/8,  
Additional Patalganga MIDC,  
Village: Chavane, Taluka: Panvel,  
Dist. Raigad 410 220.

**Tarapur:** M.I.D.C., Boisar, Tarapur,  
Dist. Thane 401 506.

**Jammu:** Industrial Growth Centre,  
Samba Phase I, Jammu, J&K State.  
101, Gangyal Industrial Area,  
Phase II, Jammu 180 004.

### AUDITORS

M/s. BSR & Co. LLP  
Chartered Accountants  
Mumbai

### BANKERS

Mizuho Bank Ltd.  
The Bank of Tokyo-Mitsubishi UFJ Ltd.  
Sumitomo Mitsui Banking Corporation  
HDFC Bank Ltd.

### REGISTRAR & TRANSFER AGENTS

Link Intime India Pvt Ltd.  
C-101, 247 Park,  
LBS Marg, Vikhroli (West),  
Mumbai 400 083  
Tel: 91-022-4918 6270  
Fax: 91-022-4918 6060  
Email: [rnt.helpdesk@linkintime.co.in](mailto:rnt.helpdesk@linkintime.co.in)

### AUDIT COMMITTEE

Mr. Shishir Desai, Chairman  
Mr. Takuya Morikawa, Member  
Mr. Sriram Venkataraman, Member  
Ms. Nandini Chopra, Member  
Mr. Yasuyuki Kanebako, Member

### STAKEHOLDERS' RELATIONSHIP COMMITTEE

Mr. Shishir Desai, Chairman  
Mr. Shriram Dandekar, Member  
Mr. Nobuchika Doi, Member

### REMUNERATION & NOMINATION COMMITTEE

Mr. Shishir Desai, Chairman  
Mr. Dilip Dandekar, Member  
Ms. Nandini Chopra, Member  
Mr. Sriram Venkataraman, Member

### CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Ms. Nandini Chopra, Chairperson  
Mr. Shriram Dandekar, Member  
Mr. Yasuyuki Kanebako, Member



# Notice

NOTICE is hereby given that the 74th Annual General Meeting of the Members of Kokuyo Camlin Limited, will be held on Tuesday the 31st August, 2021 at 11.00 a.m. through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM"), to transact the following business:

## ORDINARY BUSINESS:

1. To receive, consider and adopt the audited financial statements for the financial year ended 31st March, 2021 and the Reports of the Directors and Auditors thereon.

2. To appoint a Director in place of Mr. Nobuchika Doi (DIN: 03599835), who retires by rotation and being eligible offers himself for re-appointment.

## Regd. Office:

Kokuyo Camlin Limited  
CIN: L24223MH1946PLC005434  
48/2, Hilton House,  
Central Road, M.I.D.C,  
Andheri (East),  
Mumbai-400 093.  
Dated: 18th June, 2021

## By Order of the Board

**RAVINDRA V. DAMLE**  
**Vice President (Corporate) &**  
**Company Secretary**

## NOTES:

1. In view of second wave of COVID-19 pandemic, social distancing norms and restrictions on movement of persons at several places in the country and pursuant to General Circular Nos. 14/2020, 17/2020, 20/2020 and 02/2021 dated April 8, 2020, April 13, 2020, May 5, 2020 and January 13, 2021, respectively issued by the Ministry of Corporate Affairs ('MCA') (collectively referred to as 'MCA Circulars') and Circular Nos. SEBI/HO/CFD/CMD1/CIR/ P/2020/79 and SEBI/HO/CFD/CMD2/CIR/P/2021/11 dated May 12, 2020 and January 15, 2021, respectively issued by the Securities and Exchange Board of India (Collectively referred to as 'SEBI Circulars'), holding of the Annual General Meeting ('AGM') through VC/OAVM, without the physical presence of the Members, is permitted. In compliance with the provisions of the Companies Act, 2013 ('the Act'), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('Listing Regulations'), MCA Circulars and SEBI Circulars, the AGM of the Company is being held through VC/ OAVM which does not require physical presence of members at a common venue. The proceedings of the AGM will be deemed to be conducted at the Registered Office of the Company which shall be the deemed Venue of the AGM.
2. Pursuant to the provisions of the Act, a Member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on his/her behalf and the proxy need not be a Member of the Company. However, since

this AGM is being held through VC/ OAVM, whereby physical attendance of Shareholders has been dispensed with and in line with the said Circulars read with Circular No. SEBI/HO/CFD/CMD1/CIR/P/2020/79 dated 12th May, 2020 ("said SEBI Circular") issued by the Securities and Exchange Board of India ("SEBI"), THE FACILITY TO APPOINT A PROXY TO ATTEND AND CAST VOTE FOR THE SHAREHOLDER IS NOT MADE AVAILABLE FOR THIS AGM and hence the Proxy Form and Attendance Slip are not annexed to this Notice.

However, in terms of the provisions of Section 112 and 113 of the Act read with the said Circulars, Corporate Members are entitled to appoint their authorized representatives to attend the AGM through VC/ OAVM on their behalf and participate thereat, including cast votes by electronic means.

Corporate Members intending to appoint their authorized representatives to attend the Meeting pursuant to Section 113 of the Act are requested to send to the Company, a certified copy of the relevant Board Resolution together with their respective specimen signatures authorizing their representative(s) to attend and vote on their behalf.

3. The Shareholders 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 hereinbelow in the Notice. The facility of participation at the AGM through VC/ OAVM will be made available for 1,000 Shareholders on 'first come first



## Notes: (Contd.)

serve' basis. This will not include large Shareholders (i.e. Shareholders holding 2% or more), Promoters, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Remuneration and Nomination Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of 'first come first serve' basis.

4. The attendance of the Shareholders attending the AGM through VC/ OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act.
5. The Register of Members and Share Transfer Books will remain closed from 27th August, 2021 to 31st August, 2021 (both days inclusive).
6. In compliance with Section 124 (6) of the Act, the shares in respect of which dividend was unclaimed for a period of seven years or more have been transferred in the name of "Investor Education and Protection Fund" (IEPF) established by the Central Government. Members may claim the said shares and unpaid dividend by making an application to IEPF Authority in Form IEPF-5 available on [www.iepf.gov.in](http://www.iepf.gov.in).
7. As per the provisions of Investor Education and Protection Fund (Uploading of Information regarding Unpaid and Unclaimed Amounts lying with Companies) Rules, 2014, the Company has placed on its website ([www.kokuyocamlin.com](http://www.kokuyocamlin.com)) the information on dividend which remains unclaimed with the Company for the financial year ended 31st March, 2009 and thereafter. The information is also available on the website of the Ministry of Corporate Affairs ([www.mca.gov.in](http://www.mca.gov.in)).
8. As per Regulation 36(3) of the Listing Regulations and Secretarial Standard-2 details in respect of the Director seeking re-appointment at the Annual General Meeting forms integral part of the notice.
9. Any Member desirous of getting any information on the accounts or operations of the Company is requested to forward his/her queries to the Company at [investorrelations@kokuyocamlin.com](mailto:investorrelations@kokuyocamlin.com) at least seven working days prior to the meeting, so that the required information can be made available at the meeting.
10. The Securities and Exchange Board of India (SEBI) has mandated the submission of Permanent Account Number (PAN) by every participant in the securities market.

Accordingly, members holding shares in electronic form are requested to submit their PAN to the Depository Participants with whom they maintain their demat accounts. Members holding shares in physical form should submit their PAN to the Company/ R&T Agent.

11. In compliance with the provisions of Section 108 of the Act and the rules framed thereunder and Regulation 44 of the Listing Regulations, the members are provided with the facility to cast their votes electronically, through the e-voting services provided by NSDL, on the resolutions set forth in this notice. Any person who acquires shares of the Company and becomes member of the Company after dispatch of the notice of AGM and holding shares as on the cut-off date 24th August, 2021, may obtain the login ID and password by sending a request at [evoting@nsdl.co.in](mailto:evoting@nsdl.co.in). Instructions for e-voting are given hereunder. Resolution(s) passed by the members through e-voting is/ are deemed to have been passed as if they have been passed at the AGM.
12. Since the AGM is held through VC/OAVM, the facility for voting through Ballot paper shall not be made available at the AGM.
13. In compliance with the aforesaid MCA and SEBI Circulars, the Notice of the 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. Members may note that the Notice calling AGM and Annual Report 2020-21 are available on the website of the Company at [www.kokuyocamlin.com](http://www.kokuyocamlin.com), on the websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at [www.bseindia.com](http://www.bseindia.com) and [www.nseindia.com](http://www.nseindia.com) respectively, and on the website of National Securities Depository Limited (NSDL) i.e. [www.evoting.nsdl.com](http://www.evoting.nsdl.com) (the Authorised agency for providing voting through electronic means and AGM through VC/OAVM). Company's web-link on the above will also be provided in advertisement being published in newspaper having wide circulation in India (English Language) and local newspaper (Marathi Language).
14. Since the AGM will be held through VC/OAVM, the Route Map is not annexed to this Notice.
15. As per Regulation 40 of Listing Regulations, securities of listed companies can be transferred only in dematerialized form with effect from 1st April, 2019, except in case of request received for transmission or transposition of



securities. In view of this and to eliminate all risks associated with physical shares and for ease of portfolio management, members holding shares in physical form are requested to consider converting their holdings to dematerialized form. Members can contact the Company Secretary or Link Intime India Pvt. Ltd., Company's Registrar and Share Transfer Agents ("RTA") for assistance in this regard.

16. Members are requested to note that SEBI, vide its circular no. SEBI/HO/MIRSD/RTAMB/CIR/P/2020/166 dated 7th September, 2020, has fixed 31st March, 2021 as the cutoff date for re-lodgment of physical share transfer requests and has stipulated that such transferred shares shall be issued only in demat mode.
17. 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 are also advised to not leave their demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned Depository Participant ('DP') and holdings should be verified from time to time.
18. To support the 'Green Initiative', Members who have not yet registered their email addresses are requested to register the same with their DPs in case the shares are held by them in electronic form and with RTA in case the shares are held by them in physical form.



## Notes: (Contd.)

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

**The remote e-voting period begins on Saturday, 28th August, 2021 at 09:00 A.M. and ends on Monday, 30th August, 2021 at 05:00 P.M. The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the record date (cut-off date) i.e. 24th August, 2021, may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being 24th August, 2021.**

#### 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

#### 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.	1. If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: <a href="https://eservices.nsdl.com/">https://eservices.nsdl.com/</a> 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.
	2. If the user is not registered for IDeAS e-Services, option to register is available at <a href="https://eservices.nsdl.com">https://eservices.nsdl.com</a> . Select "Register Online for IDeAS" Portal or click at <a href="https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp">https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp</a>

	3.	Visit the e-Voting website of NSDL. Open web browser by typing the following URL: <a href="https://www.evoting.nsdl.com/">https://www.evoting.nsdl.com/</a> 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.
Individual Shareholders holding securities in demat mode with CDSL	1.	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 <a href="https://web.cdslindia.com/myeasi/home/login">https://web.cdslindia.com/myeasi/home/login</a> or <a href="http://www.cdslindia.com">www.cdslindia.com</a> and click on New System Myeasi.
	2.	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.
	3.	If the user is not registered for Easi/Easiest, option to register is available at <a href="https://web.cdslindia.com/myeasi/Registration/EasiRegistration">https://web.cdslindia.com/myeasi/Registration/EasiRegistration</a>
	4.	Alternatively, the user can directly access e-Voting page by providing demat Account Number and PAN No. from a link in <a href="http://www.cdslindia.com">www.cdslindia.com</a> 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.
Individual Shareholders (holding securities in demat mode) login through their depository participants		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 login, 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.



## Notes: (Contd.)

**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 <a href="mailto:evoting@nsdl.co.in">evoting@nsdl.co.in</a> 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 <a href="mailto:helpdesk.evoting@cdslindia.com">helpdesk.evoting@cdslindia.com</a> or contact at 022- 23058738 or 022-23058542-43

### B) Login Method 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 101456 then user ID is 101456001***

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**



## Notes: (Contd.)

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.nsdl.com](http://www.evoting.nsdl.com).
  - b) **“Physical User Reset Password?”** (If you are holding shares in physical mode) option available on [www.evoting.nsdl.com](http://www.evoting.nsdl.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](mailto: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 Annual General Meeting on NSDL e-Voting system.**

How to cast your vote electronically and join Annual 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.
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.

### **General Guidelines for shareholders**

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to [info@jhrasso.co.in](mailto:info@jhrasso.co.in) with a copy marked to [evoting@nsdl.co.in](mailto:evoting@nsdl.co.in).
2. 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](http://www.evoting.nsdl.com) to reset the password.
3. 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](http://www.evoting.nsdl.com) or call on toll free no.: 1800 1020 990 and 1800 22 44 30 or send a request to Ms. Sarita Mote, Assistant Manager, NSDL at [evoting@nsdl.co.in](mailto:evoting@nsdl.co.in)

### **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 [investorrelations@kokuyocamlin.com](mailto:investorrelations@kokuyocamlin.com).
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 [investorrelations@kokuyocamlin.com](mailto:investorrelations@kokuyocamlin.com). 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 shareholder/members may send a request to [evoting@nsdl.co.in](mailto:evoting@nsdl.co.in) for procuring user id and password for e-voting by providing above mentioned documents.
4. 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 required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.



## Notes: (Contd.)

### 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. Members are encouraged to join the Meeting through Laptops for better experience.
3. Further Members will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

#### Regd. Office:

Kokuyo Camlin Limited  
CIN :L24223MH1946PLC005434  
48/2, Hilton House,  
Central Road, M.I.D.C.,  
Andheri (East),  
Mumbai-400 093.  
Dated: 18th June, 2021

#### By Order of the Board

**RAVINDRA V. DAMLE**  
**Vice President (Corporate) &**  
**Company Secretary**

## Annexure to the Notice

### **Details of Director seeking Re-Appointment at the ensuing Annual General Meeting**

[Pursuant to Regulation 36(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Secretarial Standard 2 on General Meeting]

<b>Name</b>	<b>Nobuchika Doi</b>
Designation	Non-Executive Director
Director Identification Number	03599835
Age	54 years
Date of first Appointment on the Board	19th October, 2011
Expertise in Specific Functional Area	Business Strategy & Marketing, Planning, Research & Development, Production Technology and Distribution Management of Stationery Products
Qualification	Bachelor of Economics
Terms and Conditions of Re-appointment	Liable to retire by rotation
Details of remuneration sought to be paid	Not Applicable
Last drawn remuneration	₹ 45.71 Lakhs*
Relationship with other Directors and Key Managerial Personnel	Nil
Directorship in other Companies	Nil
Chairman/Member in the Committees of the Boards of other Listed Companies	Nil
No. of Shares held in the Company	Nil
Number of meetings of the Board attended during the year	5

\*Remuneration drawn in the Capacity of Executive Director till 31st October 2020



# Directors' Report

To,

The Shareholders of Kokuyo Camlin Limited

Your Directors have pleasure in presenting the 74th Annual Report on the business and operations of the Company together with the Audited Financial Statements for the financial year ended 31st March, 2021.

## FINANCIAL RESULTS:

(₹ In Lakhs)

Particulars	2020-2021	2019-2020
Gross Sales/Income from Business	43774.93	70881.82
Less : Discount on Sales	3462.56	7478.33
Net Sales/Income from Business	40312.37	63403.49
Other Income	32.51	81.23
Total Income	40344.88	63484.72
Profit Before Interest and Depreciation	916.84	3778.14
Less : Interest	892.90	971.93
Less : Depreciation	1840.23	1927.76
(Loss)/Profit Before Tax	(1816.29)	878.45
Less : Provision for Tax		
- Current	-	84.25
- Deferred	(351.58)	251.93
- Prior Years (Net)	(2.87)	106.65
(Loss)/Profit after Tax	(1461.84)	435.62
Balance carried to Balance Sheet	-	435.62
Earnings per share (Basic)	(1.46)	0.43
Earnings per share (Diluted)	(1.46)	0.43

## OVERVIEW OF COMPANY'S FINANCIAL PERFORMANCE:

During the year the Company reported gross sale/ income of ₹ 43774.93 Lakhs as compared to ₹ 70881.82 Lakhs for the last year reflecting a degrowth of 38.24% over the corresponding period of the previous year. There was a severe impact on the economy in first half of FY 2020-21 due to Covid – 19 pandemic which caused disruption in business and overall operations on account of lockdown imposed by the government. During the year, Company took major steps to reduce operating costs. Cost reduction was achieved through innovative ideas, renegotiations, and strong budgetary control.

The Company reported a Loss after tax for FY 2020-21 of ₹1461.84 Lakhs in comparison with a Profit after tax of ₹435.62 Lakhs for FY 2019-20.

## DIVIDEND:

In view of loss, the Board of Directors regrets its inability to recommend any dividend on equity shares. The Divided Distribution policy is being up loaded on the website of the Company at [www.kokuyocamlin.com](http://www.kokuyocamlin.com)

## TRANSFER TO RESERVE:

In view of loss during the year under review, the Company has not transferred any amount towards General Reserve.

## MANAGEMENT DISCUSSION AND ANALYSIS:

The Management Discussion and Analysis forms an integral part of this report and is presented separately. It gives details of the overall industry structure, economic developments, performance and state of affairs of your Company's operations and their adequacy, risk management systems and other material developments during the financial year 2020-2021.

## SHARE CAPITAL:

During the year under review, there was no change in the share capital structure and the paid-up capital of the Company as on 31st March, 2021 was ₹1003.04 Lakhs.

## CONSOLIDATED FINANCIAL STATEMENTS:

The Company does not have any subsidiary, associate or joint venture and hence, the Company is not required to prepare Consolidated Financial Statements.

## SUBSIDIARIES:

At present, the Company does not have any subsidiary. No new subsidiary was incorporated or acquired by the Company during the year under review. Since the Company does not have any subsidiary, associate or joint venture, Form AOC-1 pursuant to the provisions of Section 129(3) of Companies Act, 2013 is not applicable to your Company.

## DEPOSITS:

During the year under review, your Company has not accepted any deposits. There are no unclaimed deposits as on date. Pursuant to Ministry of Corporate Affairs (MCA) notification amending the Companies (Acceptance of Deposit) Rules, 2014, the Company has filed with the Registrar of Companies (ROC) the requisite returns for outstanding receipt of money / loan by the Company, which is not considered as deposits.

## Directors' Report (Contd.)

### **MATERIAL CHANGES AND COMMITMENTS, IF ANY, AFFECTING THE FINANCIAL POSITION OF THE COMPANY:**

There are no material changes affecting the financial position of the Company subsequent to the close of the FY 2020-21 till the date of this report except due to the outbreak of second wave of COVID-19 which has affected the business operations of the Company during the months of April and May, 2021. The Management is closely analyzing and monitoring the situation.

There is no change in the nature of the business of the Company.

### **IMPACT OF COVID-19 PANDEMIC ON THE PERFORMANCE:**

The year 2020 was an unusually challenging year for us. We were all affected by the Covid-19 pandemic in different ways as the lockdowns hit across the world. In these difficult times of the pandemic, resilience for an organisation is paramount. During the year, the Company focused on improving cash from operations and cutting costs while achieving its goals. The health of the employees and workers became a priority; stoppage of operations for an uncertain period resulted in a large financial burden on the one hand and workforce idling on the other. The Company initiated various measures for the entire business eco-system helping the vendors and employees wade through this crisis. We made timely payments to all our business partners, including vendors. Salaries were paid to all employees for the entire period.

The office based employees were working from home with the help of adequate digital and other assistance and those working from plants and other locations ensured undertaking utmost care and precaution at all times. Company's HR department is continuously in touch with the employees to guide them and solve their problems and have continuously created the awareness of Covid-19 among the employees of the Company through E-mails and has also educated the employees in respect of personal hygiene and precautions which needs to be taken in this situation of pandemic. India is currently experiencing a massive second wave of Covid-19 infections. However, we expect no major changes in the economic activity as the nation is preparing to face the Pandemic with vaccines and preparedness.

### **PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS:**

The Company has not granted any Loans, Guarantees or Investments during the financial year ended 31st March, 2021.

### **RELATED PARTY TRANSACTIONS:**

All Related Party Transactions are placed before the Audit Committee as also the Board for approval. Prior omnibus approval of the Audit Committee is obtained for the transactions which are of a foreseen and repetitive nature. The transactions entered into pursuant to the omnibus approval so granted are audited and a statement giving details of all related party transactions is placed before the Audit Committee and the Board of Directors for their review/approval on a quarterly basis.

All related party transactions that were entered into during the financial year were on an arm's length basis and were in the ordinary course of business. There are no materially significant related party transactions made by the Company with Promoters, Directors, and Key Managerial Personnel which may have a potential conflict with the interest of the Company at large. Accordingly, the disclosure of Related Party Transactions as required under Section 134 (3) (h) of the Companies Act 2013 in Form AOC-2 is not applicable to your Company.

The details of transaction with related parties are provided in the accompanying financial statements. The policy on Related Party Transactions as approved by the Board is uploaded on the Company's website at <https://www.kokuyocamlin.com/company-policies.html>

### **CORPORATE GOVERNANCE REPORT:**

Corporate Governance is all about ethical conduct, integrity and accountability. Good Corporate Governance involves a commitment of the Company to run the business in a legal, ethical and transparent manner and runs from the top and permeates throughout the organisation.

It is a key element improving the economic efficiency of Organisation. As per Listing Regulations, a separate section on Corporate Governance forms part of this report. A Certificate from M/s. JHR & Associates, Secretarial Auditor confirming compliance of Corporate Governance forms part of this Report.

Certificate of the CEO/CFO, confirming the correctness of the financial statements, compliance with the Company's Code of Conduct and the Audit Committee in terms of Regulation 17 of the Listing Regulations is attached in the Corporate Governance report and forms part of this report.

### **DIRECTORS AND KEY MANAGERIAL PERSONNEL:**

In terms of the provisions of the Companies Act, 2013, Mr. Nobuchika Doi, Director of the Company, retires by rotation at



## Directors' Report (Contd.)

the ensuing Annual General Meeting and being eligible, offers himself for re-appointment, you are requested to appoint him. The profile of Director seeking re-appointment forms integral part of the Notice.

During the year under review, Mr. Nobuchika Doi was re-appointed as a Director in Whole-time employment of the Company designated as Executive Director with effect from 1st November, 2020 subject to the approval of Central Government. Further, the Board of Directors re-designated Mr. Nobuchika Doi as Non-Executive Director in view of his cessation as Director in whole-time employment designated as Executive Director of the Company with effect from 1st February, 2021. The Board of Directors placed on record its appreciation for the contribution made by Mr. Nobuchika Doi during his tenure of office as Executive Director.

Further, the Board of Directors at its meeting held on 29th January, 2021 approved the re-appointment of Mr. Shriram S. Dandekar as 'Vice-Chairman & Executive Director', whose term expired on 31st January 2021, for the further period of one (1) year with effect from 1st February, 2021. The said appointment was also approved by the members by passing special resolution through Postal Ballot on 25th March, 2021.

None of the Directors are disqualified from being appointed as Directors as specified in section 164 of Companies Act, 2013.

The following persons have been designated as Key Managerial Personnel of the Company pursuant to Section 2(51) and Section 203 of the Act, read with the Rules framed thereunder.

1. Mr. Satish Veerappa - Manager designated as Chief Executive Officer
2. Mr. Chetan Badal - Chief Financial Officer
3. Mr. Ravindra Damle - Vice President (Corporate) & Company Secretary

The Disclosure required under Section 197(12) of the Companies Act, 2013, read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is annexed as "Annexure - B" forming an integral part of this report.

### MEETINGS OF BOARD:

During the financial year 2020-21 five Board Meetings were held, the details of which are given in the Corporate Governance Report. The intervening gap between the Meetings was within the period prescribed under the Companies Act, 2013.

### COMMITTEES OF THE BOARD:

As on March 31, 2021, the Board had four committees: the Audit committee, the Corporate Social Responsibility committee, the Remuneration and Nomination committee, and the Stakeholders Relationship committee. During the year, all recommendations made by the committees were approved by the Board. A detailed note on the composition of the Board and its committees is provided in the Corporate Governance Report.

### FAMILIARISATION PROGRAMME FOR THE INDEPENDENT DIRECTORS:

In compliance with the requirements of Listing Regulations, the Company has put in place a familiarisation program for the Independent Directors to familiarise them with their role, rights and responsibilities as Directors, the working of the Company, nature of the industry in which the Company operates, business model etc. The details of the familiarisation program are explained in the Corporate Governance Report. The same is also available on the website of the company and can be accessed by web link <https://www.kokuyocamlin.com/company-policies.html>.

### PERFORMANCE EVALUATION OF THE DIRECTORS:

Pursuant to applicable provisions of the Companies Act, 2013 and the Listing Regulations, the Board has carried out an annual evaluation of its own performance, its Committees and individual Directors.

Further, the Independent Directors had met separately without the presence of Non-Independent Directors and the members of management and discussed the performance evaluation of the Board Members as stipulated under the Listing Regulations.

### DECLARATION OF INDEPENDENCE:

Your Company has received declarations from all the Independent Directors confirming that they meet the criteria of independence as prescribed under the provisions of the Companies Act, 2013 read with the Schedules and Rules issued thereunder as well as Regulation 16(1) (b) of Listing Regulations (including any statutory modification(s) or re-enactment(s) for the time being in force). In the opinion of the Board, all the Independent Directors possess the integrity, expertise and experience including the proficiency required to be Independent Directors of the Company.

The Independent Directors of the Company have registered themselves with the data bank maintained by Indian Institute of Corporate Affairs (IICA).

## Directors' Report (Contd.)

### **REMUNERATION POLICY:**

The Board has, on the recommendation of the Remuneration and Nomination Committee framed a policy for selection, appointment and remuneration of Directors and KMPs. The Remuneration Policy is stated in the Corporate Governance Report and is also available on the website of the Company at <https://www.kokuyocamlin.com/company-policies.html>.

### **DIRECTORS RESPONSIBILITY STATEMENT:**

Pursuant to the requirement under section 134(3) (c) of the Companies Act, 2013, your Directors to the best of their knowledge and belief and according to the information and explanations obtained by them, hereby confirm:

- a. That in the preparation of the annual accounts for the financial year ended 31st March, 2021, the applicable accounting standards had been followed along with proper explanation relating to material departures;
- b. That the Directors had selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year ended 31st March, 2021 and of the Loss of the Company for the year ended on that date.
- c. That the Directors had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- d. That the Directors had prepared the annual accounts on a going concern basis; and
- e. That the Directors, had laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and were operating effectively.
- f. That the Directors had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

### **AUDITORS & AUDITORS REPORT: STATUTORY AUDITORS:**

Pursuant to the provisions of Section 139 of the Companies Act, 2013 read with Companies (Audit and Auditors) Rules, 2014, M/s. B S R & Co. LLP, Chartered Accountants (Firm Registration No.101248W/ W100022) were appointed as the Statutory Auditors of the Company for a term of five years, to hold office from the conclusion of 70th Annual General Meeting held on

28th June, 2017 till the conclusion of 75th Annual General Meeting of the Company. They have confirmed that they are not disqualified from continuing as the Auditors of the Company.

### **AUDITORS REPORT:**

The observation of the Auditors in their report read with relevant notes to the accounts are self-explanatory and therefore do not require further explanations. The Auditors Report to the members on the Financial Statements of the Company for the year ended 31st March, 2021 does not contain any qualifications, reservations or adverse remarks. There have been no instances of fraud reported by the Statutory Auditors under Section 143 (12) of the Companies Act, 2013 and the Rules framed thereunder either to the Company or to the Central Government.

### **SECRETARIAL AUDIT:**

M/s. JHR & Associates a firm of Company Secretaries were appointed as Secretarial Auditor for the financial year 2020-21 pursuant to Section 204 of the Companies Act, 2013. The Secretarial Audit Report submitted by them in the prescribed form MR-3 is attached as "Annexure – D" and forms part of this report.

There are no qualifications or observations or adverse remarks or disclaimer of the Secretarial Auditors in the Secretarial Audit/Compliance Report issued by them for the financial year 2020-21.

### **RECONCILIATION OF SHARE CAPITAL AUDIT:**

As directed by the Securities and Exchange Board of India (SEBI), Reconciliation of Share Capital Audit has been carried out at the specified period, by a Practicing Company Secretary.

### **ADEQUACY OF INTERNAL FINANCIAL CONTROLS WITH REFERENCE TO THE FINANCIAL STATEMENTS:**

The Companies Act, 2013 re-emphasizes the need for an effective Internal Financial Control System (IFC) in the Company which should be adequate and shall operate effectively. To ensure effective Internal Financial Controls the Company has its own process driven framework for the year ended 31st March, 2021.

The Board is of the opinion that the Company has sound IFC commensurate with the nature and size of its business operations; wherein controls are in place and operating effectively and no material weaknesses exist. The Company has a process in place to continuously monitor the existing



## Directors' Report (Contd.)

controls and identify gaps, if any, and implement new and /or improved controls wherever the effect of such gaps would have a material effect on the Company's operation.

### **INVESTOR EDUCATION AND PROTECTION FUND (IEPF):**

The Company was not required to transfer any amount to the Investor Education and Protection Fund established by the Central Government (IEPF) during the financial year 2020-21.

### **TRANSFER OF SHARES TO IEPF:**

The Company has not transferred any shares to IEPF during the financial year 2020-21.

Details of shares transferred prior to the financial year 2020-21 have been uploaded on the website of IEPF as well as the Company.

### **SEXUAL HARASSMENT OF WOMEN AT WORKPLACE:**

The Company is an equal opportunity employer and consciously strives to build a work culture that promotes dignity of all employees. As required under the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and Rules framed there under, the Company has implemented a policy on prevention, prohibition and redressal of sexual harassment at the workplace. All women, permanent, temporary or contractual including those of service providers are covered under the policy. An Internal Sexual Harassment Committee comprising management staff has been set up at office and factory locations, which includes three women to redress complaints relating to sexual harassment. The Committee also includes an outside woman representative from an NGO. One case reported during the previous financial year was resolved and no new complaint was received during the financial year 2020-21.

### **SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS:**

There are no significant or material orders passed by any regulator, tribunal or court that would impact the going concern status of the Company and its future operations.

### **CORPORATE SOCIAL RESPONSIBILITY:**

In terms of Section 135 of the Companies Act, 2013 read with Companies (Corporate Social Responsibility) Rules 2014, as amended and in accordance with the CSR Policy the Company has spent above 2% of the average net profits of the Company during the three immediately preceding financial years. The details are provided in the Annual Report on CSR activities has

been appended as "Annexure – C" which forms an integral part of this report. The CSR Policy of the Company is also available on the website of the Company <https://www.kokuyocamlin.com/pdf/CSR-Policy.pdf>. Key Initiatives which the Company engaged are:-

#### **Educate the Girl Child**

Your Company got associated with K.C. Mahindra Education Trust A/c - Nanhi Kali one of the largest community programs imparting education to under privileged girls across India. This partnership provided support to girl children through academic material and social backing by identifying critical centers of education through Nanhi kali project.

#### **PM Cares Fund**

Your Company also contributed to the PM Cares Fund set-up by the Central Government for dealing with any kind of emergency or distress situation, like posed by the COVID-19 pandemic, through donation to the above said fund.

#### **Setting up a Mini Science Center**

Your Company has contributed for setting up a Mini Science Center at five schools near our factories located at Tarapur, Samba and Patalganga.

In addition to the above the Company has been implementing other social activities which has not been considered for arriving at the spends as per the CSR rules.

Company is committed to doing as much as possible to strengthen the fight against Covid-19 pandemic. To mitigate the oxygen crisis faced by hospitals at Tarapur, Boisar our Tarapur plant team worked hard for conversion of Nitrogen generation plant into Oxygen generation plant. The Company handed over this plant to TIMA hospital. The capacity generation of this plant is sufficient for about 20 patients at a time for continuous Oxygen supply.

### **CODE OF ETHICS AND VIGIL MECHANISM/ WHISTLE BLOWER POLICY:**

The Company has adopted code of ethics and business conduct which lays down principles and standards that should govern the actions of the Company and employees. The Company has a vigil mechanism called "Whistle Blower Policy" with a view to provide a mechanism for employees of the Company to raise concerns of any violations of any legal or regulatory requirement, incorrect or misrepresentation of any financial statements and reports etc. The Company is committed to adhere to the highest standard of ethical, moral and legal conduct of business operations.

## Directors' Report (Contd.)

The Company has taken steps to establish Vigil Mechanism for Directors and Employees of the Company. The details of the Policy are posted on the website of the Company at [www.kokuyocamlin.com](http://www.kokuyocamlin.com)

### **PREVENTION OF INSIDER TRADING:**

The Company has also adopted a code of conduct for prevention of insider trading. All the Directors, Senior Management employees and other employees who have access to the unpublished price sensitive information of the Company are governed by this code. During the year under report, there has been due compliance with the said code of conduct for prevention of insider trading based on the SEBI (Prohibition of Insider Trading) Regulations 2015.

### **INSURANCE:**

The Company's plant, property, equipment's and stocks are adequately insured against major risks. The Company also has appropriate liability insurance covers particularly for product liability. The Company has also taken Directors' and Officers' Liability Policy to provide coverage against the liabilities arising on them.

### **RISK MANAGEMENT**

We operate in a dynamic business scenario that gives rise to external and internal risk factors. We have designed an integrated risk management approach called the ERM framework for risk identification, assessment and reporting. As required by the ERM Policy the company initiates risk identification and control testing exercise to provide briefing and reporting to the Board. The ERM policy is implemented by various department heads who take the risk ownership and monitor the risks on a periodical basis.

The ERM Framework will enable achievement of strategic objectives by identifying, analysing, assessing, mitigating, monitoring and governing any risk or potential threat to these company objectives. Systematic and proactive identification of risks and mitigation thereof will enable effective and quick decision making and will boost the performance of the organisation. The ERM framework will act as a decision enabler which not only seeks to minimise the impact of risks but also enable effective resource allocation based on risk ranking and risk appetite. Strategic decisions will be taken after careful consideration of risks based on secondary risks and residual risks.

There are no risks which in the opinion of the Board threatens the existence of the Company. However, some of the risks which may pose challenges are set out in the Management Discussion and Analysis Report which forms part of this Annual Report.

### **DISCLOSURE ON CONFIRMATION ON THE SECRETARIAL STANDARDS:**

Your Directors confirm that the Secretarial Standards issued by the Institute of Company Secretaries of India have been duly complied with.

### **ENERGY CONSERVATION, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO:**

The information on conservation of energy, technology absorption and foreign exchange earnings and outgo stipulated under Section 134(3)(m) of the Companies Act, 2013 read with Rule 8 of the Companies (Accounts) Rules, 2014, is annexed herewith as "Annexure – A".

### **EXTRACT OF ANNUAL RETURN:**

In line with the requirement of the Companies (Amendment) Act, 2017, effective from 31st July, 2018, the extract of annual return is no longer required to be part of the Board Report. However, in compliance to the provisions of Section 92 and Section 134 of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014, the extract of the Annual Return of the Company for the financial year ended 31st March, 2021 and other policies of the Company is placed on the Company's website at [www.kokuyocamlin.com](http://www.kokuyocamlin.com) under the Investor Relations Section.

### **PARTICULARS OF EMPLOYEES:**

The information required pursuant to Section 197 of Companies Act, 2013 read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 in respect of employees of the Company, will be provided upon request. In terms of Section 136 of Companies Act, 2013 the Report and Accounts are being sent to the Members and others entitled thereto, excluding the information on employees' particulars which is available for inspection by the Members through electronic mode on the website of the Company at <https://www.kokuyocamlin.com/notices.html>.



**BUSINESS RESPONSIBILITY REPORT (BRR)**

The Listing Regulations mandate the inclusion of the BRR as part of the Annual Report for the top 1,000 listed entities based on market capitalization. In compliance with the Listing Regulations, we have integrated BRR disclosures into our Annual Report.

**ACKNOWLEDGEMENT:**

Your Directors express their gratitude to the members, bankers, customers, financial institutions and other business constituents for their continued faith, assistance and support extended to the Company. Your Directors also sincerely appreciate the high degree of professionalism, commitment and dedication

displayed by employees at all levels thereby contributing largely to the growth and success of the Company.

The Directors deeply regret the loss of life caused due to the outbreak of COVID-19 and are grateful to every person who risked their life and safety to fight this pandemic.

Your Directors also wish to place on record their appreciation for the support and guidance provided by its parent Company Kokuyo Co., Ltd. Japan.

**For & on behalf of the Board**

Place : Mumbai

Dated : 18th June, 2021

**Dilip D. Dandekar**  
**Chairman & Executive Director**

# Annexure 'A' to the Board's Report

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

[Section 134(3)(m) of the Companies Act, 2013 read with rule 8(3) of the Companies (Accounts) Rules, 2014]

### A) CONSERVATION OF ENERGY

#### (a) Energy conservation measures taken:

- Usage of Servo motors in Machines.
- Installed and commissioned 564 KWP Solar Power Plant at Patalganaga plant.
- Installation of energy savers on air conditioners.
- Use of Solar Energy for process water heating.
- Install Turbo ventilator on Roofs operated on wind to reduce heat and also improve shop floor ventilation.
- In all factories we are not discharging treated effluents from ETP but it is recycled and reused, resulting in saving of 20% of water.
- Use of gravity in some process has reduced electricity for transfer of material.
- Use of LED lights across all factory locations.
- Usage of natural lights in manufacturing area to reduce power consumption.
- Diesel consumption of power generator is reduced due to starting of express feeder power line at Patalganaga plant.
- Use of stored rain water for gardening is reducing water consumption at Patalganaga. We have 50 Lakhs LTR rain water storage pond.
- Use of electric injection moulding machines in place of hydraulic machines which has reduced substantial energy consumption.

#### (b) Additional Investments and proposals, if any, being implemented for reduction of consumption of energy:

Extension of 200 KWP solar plant at Patalganaga factory is planned and can be commissioned by March 2022.

We are also planning to add 270 KWP solar plant capacity at Patalganaga factory and 300 KWP at Tarapur factory in coming year.

#### (c) Impact of the above matters:

As a result of measures taken/to be taken, enumerated in (a) and (b) above there is a reduction in unit consumption which has helped in reducing the cost of production.

### B) TECHNOLOGY ABSORPTION:

#### RESEARCH AND DEVELOPMENT (R & D):

1.	Specific areas in which R & D Carried out by the Company	New product development, process development.
2.	Benefits derived as a Result of the above R & D	Cost reduction, quality up gradation, development of new markets.
3.	Future plan of action	Future plan of action envisages acceleration in the process of development already set in motion and undertaking more process development work for achieving cost reduction, and improvement in quality.

(₹ in Lakhs)

		2020-2021	2019-2020
4.	Expenditure on R&D		
a)	Capital	-	-
b)	Recurring	402.25	435.14
	Total	402.25	435.14
	Total R&D Expenditure as a Percentage of total turnover	1.00	0.69

### TECHNOLOGY ABSORPTION, ADAPTATION AND INNOVATION:

1.	Efforts made towards Technology Absorption, Adaptation and Innovation	The Company's R&D Laboratory is recognized by the Department of Scientific and Industrial Research, Govt. of India, where continuous efforts are made to innovate new products and improve the quality of Art Material, Stationery and Adhesive products, manufactured / procured by the Company to make the manufacturing process safe, cost effective and environment friendly.
----	---	---



## Annexure 'A' to the Board's Report (Contd.)

2.	Benefits derived as a result of the above efforts, e.g. product improvement, cost reduction, product development, import substitution, etc.	Technological innovations and improvements undertaken at the laboratory scale have been successfully absorbed at plant level. These efforts shall benefit the Company in increasing sales, reducing cost, improving quality and scale of the production and customer satisfaction.
3.	Technology Import	N.A

Major countries of export are SAARC Countries, Middle East and Japan.

(b) Total Foreign Exchange used and earned:

(₹ in Lakhs)

	2020-2021	2019-2020
Foreign exchange used	2146.21	3800.56
Foreign exchange earned	1320.13	1901.99

### C) FOREIGN EXCHANGE EARNINGS AND OUTGO:

- (a) Activities relating to exports, initiatives taken to increase exports, development of new export markets for products and services and export plans:

**For & on behalf of the Board**

Place : Mumbai

Dated : 18th June, 2021

**Dilip D. Dandekar**  
**Chairman & Executive**  
**Director**

## ANNEXURE - B

### Disclosure In Directors' Report Pursuant To Section 197(12) Of The Companies Act, 2013 Read With Companies (Appointment And Remuneration Of Managerial Personnel) Rules, 2014

1. The ratio of the remuneration of each director to the median remuneration of the employees of the company for the financial year:

Name of the Director	Designation	Ratio to median remuneration
Mr. Dilip Dandekar	Chairman and Executive Director	46.41
Mr. Shriram Dandekar	Vice Chairman and Executive Director	39.35
Mr. Nobuchika Doi*	Executive Director	16.38

\*Mr. Nobuchika Doi ceased as an Executive Director with effect from 1st February, 2021.

- The median remuneration of employees of the Company was ₹ 2.79 Lakhs.
  - For this purpose, Sitting Fees paid to the Directors have not been considered as remuneration.
2. The percentage increase in remuneration of each Director, Chief Executive Officer, Chief Financial Officer and Company Secretary in the financial year:

Name of the Director/KMP	Designation	% increase/(decrease) in remuneration
Mr. Dilip Dandekar	Chairman and Executive Director	(20.20)
Mr. Shriram Dandekar	Vice Chairman and Executive Director	(19.80)
Mr. Satish Veerappa	Chief Executive Officer	(36.05)
Mr. Chetan Badal	Chief Financial Officer	(11.78)
Mr. Ravindra Damle	Vice President(Corporate) & Company Secretary	(5.98)

\* Mr. Nobuchika Doi was re-appointed as an Executive Director w.e.f 1st November, 2020 subject to the approval of Central Government. The Company had made an application to the Central Government for seeking approval for re-appointment of Mr. Nobuchika Doi. Since the Company had not received the approval of Central Government as on 31st March, 2021, the remuneration was paid to him only for the period from 1st April, 2020 to 31st October, 2020. Further, Mr. Nobuchika Doi was re-designated as Non-Executive Director with effect from 1st February, 2021.

- The above increase/(decrease) is on the basis of actual remuneration paid for both the years
3. The percentage increase in the median remuneration of employees in the financial year: Nil
4. The number of permanent employees on the rolls of company: 1161
5. Average percentage increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentage increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration
- Average increase in remuneration is 0 % for Employees other than Managerial Personnel and 0 % for Managerial Personnel.
6. Affirmation that the remuneration is as per the remuneration policy of the Company.
- The Company affirms remuneration is as per the remuneration policy of the Company.

**For & on behalf of the Board**

Place : Mumbai  
Dated: 18th June, 2021

**Dilip D. Dandekar**  
**Chairman & Executive Director**



# ANNEXURE - C

## ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES

**[Pursuant to clause (o) of sub-section (3) of section 134 of the Act and Rule 8 of the Companies (Corporate Social Responsibility) Rules, 2014]**

1. Brief outline on CSR Policy of the Company.

The Company proposes to undertake the relevant activities on priority basis in the following focused areas:

- a) Promoting health care including preventive health care and sanitation including undertaking of activities related to the Government's Swachh Bharat Abhiyaan program & contribution to the Swachh Bharat Kosh set-up by the Central Government for promotion of sanitation and making available safe drinking water.
- b) Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, and the differently abled, and livelihood enhancement projects;
- c) Contribution to the Prime Minister's National Relief Fund or any other Fund set up by the Central Government for socio-economic development and relief and welfare of the Scheduled Castes, the Scheduled Tribes, other backward Classes, minorities and women;

2. Composition of CSR Committee:

Sl. 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	Ms. Nandini Chopra	Chairperson	2	2
2	Mr. Shriram Dandekar	Member	2	2
3	Mr. Yasuyuki Kanebako	Member	2	2

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company.- <https://www.kokuyocamlin.com/>
4. Provide the 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). – Not Applicable
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 – Not Applicable

Sl. 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 ₹)
1	-	-	-
	<b>TOTAL</b>		

6. Average net profit of the company as per section 135(5): ₹ **1634.43 Lakhs**
7. (a) Two percent of average net profit of the company as per section 135(5): ₹ **32.69 Lakhs**  
 (b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years: Nil  
 (c) Amount required to be set off for the financial year, if any: Nil  
 (d) Total CSR obligation for the financial year (7a+7b- 7c): ₹ **32.69 Lakhs**

## ANNEXURE - C (Contd.)

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.
33.48 Lakhs	Nil	-	-	-	-

(b) Details of CSR amount spent against **ongoing projects** for the financial year:

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)	(11)	
Sl. 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.	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	
				State.	District.						Name	CSR Registration number.
1												
	TOTAL											

(c) Details of CSR amount spent against **other than ongoing projects** for the financial year:

(₹ in Lakhs)

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sl. 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 on Project (In ₹)	Mode of implementation - Direct (Yes/No).	Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
1	Nanhi Kali Provides educational support (material and academic) to underprivileged girls through an after school support program. During the year the Company supported education of 102 girls.	Promoting Education	No	Maharashtra	Nashik, Pune	6.00	No	K. C. Mahindra Education Trust	CSR00000511
2	PM Cares Fund	contribution to the Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund	No	-	-	5.00	Yes		
3.	Setting up of mini science centres During the year, the Company set up mini science centres at five schools near the Company's factory locations. These mini science centres are stepping stones for the dreams of underprivileged children, which give them hands on experience for exploring science in practical and fun way	Promoting education	Yes	Maharashtra, Jammu and Kashmir	Thane, Raigad and Jammu	22.48	No	Samabhavana	CSR00000687
	<b>TOTAL</b>					<b>33.48</b>			

(d) Amount spent in Administrative Overheads :

Nil

(e) Amount spent on Impact Assessment, if applicable :

Nil

(f) Total amount spent for the Financial Year (8b+8c+8d+8e)

₹ **33.48 Lakhs**

## ANNEXURE - C (Contd.)

(g) Excess amount for set off, if any

Sl. No.	Particular	Amount (in ₹)
(i)	Two percent of average net profit of the company as per section 135(5)	32.69 Lakhs
(ii)	Total amount spent for the Financial Year	33.48 Lakhs
(iii)	Excess amount spent for the financial year [(ii)-(i)]	0.79 Lakhs
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	-
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	0.79 Lakhs

9. (a) Details of Unspent CSR amount for the preceding three financial years: Not Applicable

Sl. No.	Preceding Financial Year.	Amount transferred to Unspent CSR Account under section 135 (6) (in Rs.)	Amount spent in the reporting Financial Year (in Rs.).	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 Rs).	Date of transfer.	
1	-	-	-	-	-	-	-
	TOTAL						

(b) Details of CSR amount spent in the financial year for **ongoing projects** of the preceding financial year(s): Not Applicable

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Sl. 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.
1								
	TOTAL							

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

(asset-wise details).

(a) Date of creation or acquisition of the capital asset(s).

(b) Amount of CSR spent for creation or acquisition of capital asset.

(c) Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc.

(d) Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset).

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.

**Satish Veerappa**

Chief Executive Officer

Place : Mumbai

Dated: 18th June, 2021

**Nandini Chopra**

Chairperson- CSR Committee



# ANNEXURE - D

Form No. MR-3

## Secretarial Audit Report For The Financial Year Ended 31st March, 2021

[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]

The Members,

Kokuyo Camlin Limited

Hilton House, Central Road, MIDC, Andheri (East), Mumbai- 400 093

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Kokuyo Camlin Limited - CIN: L24223MH1946PLC005434 (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 our opinion thereon.

Based on our verification of the Company's 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 authorised representatives during the conduct of Secretarial Audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on 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 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 and External Commercial Borrowings;
- 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; (Not applicable to the Company during audit period);
  - d. Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014; (Not applicable to the Company during audit period);
  - e. The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008; (Not applicable to the Company during 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;
  - g. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009; (Not applicable to the Company during audit period);

## ANNEXURE - D (Contd.)

- h. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; (Not applicable to the Company during audit period);
- i. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;
- j. The Securities and Exchange Board of India (Issue and Listing of Non- Convertible and Redeemable Preference Shares) Regulations, 2013; (Not applicable to the Company during audit period);
- k. The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018.

There are no laws which specifically apply to the type of activities undertaken by the Company.

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) The Listing Agreements entered into by the Company with National Stock Exchange of India Limited and BSE Limited.

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations and Guidelines, etc. mentioned above.

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. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice of atleast seven days was given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent generally 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.

As per minutes of the meetings duly recorded and signed by the Chairman, the decisions of the Board were unanimous and no dissenting views have been recorded.

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

We further report that during the Audit period, consent of the members by postal ballot were accorded for: -

- Appointment of Mr. Nobuchika Doi (DIN: 03599835) as Director in Whole-Time Employment designated as 'Executive Director' of the Company for a period Three (3) years with effect from 1st November, 2020 and remuneration payable to him on 28th December, 2020.
- Re-appointment of Mr. Shriram S. Dandekar (DIN 01056318) as Director in Whole-Time Employment Designated as 'Vice- Chairman & Executive Director for a period of One (1) year effective from 1st February, 2021 to 31st January, 2022 and remuneration payable to him on 25th March 2021.

**For JHR & Associates  
Company Secretaries**

**J. H. Ranade  
Partner**

**(FCS: 4317, CP: 2520)**

UDIN:- F004317C000482564

Place: Thane

Date: 18th June, 2021

## ANNEXURE - D (Contd.)

The Members,

**Kokuyo Camlin Limited**

Hilton House, Central Road,  
MIDC, Andheri (East),  
Mumbai- 400 093

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

1. Maintenance of secretarial record 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 JHR & Associates  
Company Secretaries**

**J. H. Ranade  
Partner  
(FCS: 4317, CP: 2520)**

Place: Thane

Date: 18th June, 2021



# Management Discussion and Analysis

## Global Economic Overview

Highs and lows make a year, but 2020 can be summed up as overall dispirited. The year unfolded as intense for healthcare and eventually volatile for the global economy. We witnessed some major shake-ups and disruptions because of the spread of the novel coronavirus, which led to precautionary lockdowns and thereby brought the world to a standstill. The pandemic wreaked havoc not only in terms of lives lost but affected the livelihood of millions across the globe too. The gauging tool could be the IMF estimates, which state that the global economy is expected to contract by 3.3% in 2020 as compared to the growth of 2.8% in 2019.

## Outlook

The pandemic acted as an accelerator of transformation and amplifier of disruptive forces. Now, after a year of uncertainty, we are finally getting to see light at the end of the tunnel with the vaccine roll out. The distribution of vaccines is aiding the economy to come out of the recession and a few nations have already been able to emerge out of the negative growth numbers. For instance, China became the first major economy to post positive GDP number within a year into the pandemic.

Various measures are being taken by the governments and central banks worldwide to safeguard the world economies. Reducing interest rates, injecting liquidity and providing stimulus were some of the immediate steps taken to brace the sudden crisis. However many countries like UK, Belgium, Germany and many other countries have witnessed second wave of COVID, but their rapid vaccine drive helped them to control the virus spread. Prospects are looking better for the second half of the year, on account of removal of restrictions and pent-up demand. The global economy is expected to rebound to 6% growth in 2021 with advanced economies and emerging economies growing by 5.1% and 6.7% respectively.

## Indian Economy

The Indian economy is also under similar stress as the two coronavirus waves slammed the brakes of the economic activities since the government had to impose lockdowns across the country to curb the spread of the virus.

On a positive note, the government-induced lockdowns led to slowing down of the pandemic and saved millions from getting infected. In the second quarter, the economic activities started picking up with gradual lifting of lockdown measures. The Indian

government promoted 'Atmanirbhar Bharat' scheme for a 'self-sufficient India' and infused a special relief package of Rs 20 lakh crore under the scheme. A good festival demand and vaccine's roll out advancing the growth story, GST collections touched an all-time high putting out positive feelers to the market. However with the second wave dampened the spirits re-imposing the lockdown and leading to contraction of GDP by 7.3% for FY 2020-21

## Outlook

A strong rebound of the Indian economy is expected from the second half of 2021. India is expected to be the fastest growing nation among the emerging countries. IMF estimates the Indian economy to register a growth of 6.7% in FY2021-22 on the back up of increase in pent-up demand, private investments and government stimulus.

## Stationery Industry

### Overview

India's stationery sector has been one of the fastest growing markets driven by emphasis on literacy, rising enrolment ratios, thrust on the education sector and a favourable demographic profile of the country's population. The ease of doing business in India, too, paved way for a greater number of corporate offices in India, leading to improved demand.

The global stationery market is anticipated to witness CAGR of 9.5% over 2020-2024, reaching USD 149 billion by 2024.

The industry is a mix of school-office-personalised stationeries. It can be fragmented into paper (notebooks, copier paper, premium paper) and non-paper stationery (largely dominated by writing instruments), where paper stationery occupies 60% of the pie. Globally, the size of paper notebooks is poised to grow by 9% over 2020-24.

The Asia Pacific Accreditation Cooperation (APAC) incorporated region is the largest consumer base for paper notebooks and it has tremendous scope for fresh market. There has been a renewed thrust in demand for paper notebooks from the education sector, government offices and organisations, which is a healthy sign for the product.

The global writing instrument market, on the other hand, is estimated to witness CAGR of 5% over 2019-2023, valuing worth USD 20 billion. Overall, India's stationery market is expected to witness a growth of 8% over the next few years.

## Management Discussion and Analysis (Contd.)

The year that was...

Though the global office stationery and supply are gaining traction, the industry had taken a massive hit during the year because of the pandemic. The pandemic postponed academic sessions, which coincided with peak-season sales and thereby affecting revenues. The nationwide lockdown and academics shifting online also made short-term dents.

### **Evolving trends in the stationery market**

**Digitalisation:** Growing internet penetration and rising e-commerce business in India has provided a huge opportunity for the stationery market players to grow their businesses and extend their products' reach through online sales. According to Statista the number of internet users have increased by around 50%, providing ample scope for the businesses to reach out to the customers wherever they are.

**Premiumisation:** There's no denying consumers have become more conscious when it comes to stationery. Digital content on stationery products and their use has seen a considerable increase over the years. This has brought in a trend where influencers and reviewers can impact demand. A richer and wider range of pigments in paints and crayons and environment-friendly materials are gaining popularity. This is purely because buyers have evolved and premium products are being redesigned to suit consumer preferences. The Indian stationery customers are now gradually shifting from inexpensive to quality products seeking value for money and shunning cheap local brands.

**Universal access to education:** The government's thrust to provide education through Sarva Shiksha Abhiyan and introduction of the New Education Policy is expected to boost the gross enrollment in higher education from 26% in 2018-19 to 50% by 2035, says a report by EdexLive. This will prove to be a major factor in determining the growth of the stationery industry.

**Fund allocation:** The budget earmarked Rs 99,300 crore in 2020-21 for the education sector. More than 15,000 Adarsh Vidyalayas would be created for primary and secondary education.

**Rising literacy:** India's literacy rate is continuously increasing. According to the last Indian census, 82.14% men and 65.46% women are literate. It will have a direct impact on the stationery items, as they will generate larger revenue when more students are enrolled in the educational sector.

### **Outlook**

The number of COVID-19 cases in India is declining. The government is now likely to re-open schools and is also trying to conduct offline exams. This has ushered in a lot of positivity in the industry because it would boost the school stationery demand. Moreover, as the nation is adapting to the new normal, offices and educational institutions are slowly creating a renewed demand for stationery products. The pandemic wasn't all negative. It also allowed several people to take time off and pursue their hobbies in art and painting. This also added a new dimension of growth for the industry.

### **Company Overview**

Kokuyo Camlin Limited is one of the oldest and recognised stationery brands in India. Its operations started in the year 1931 with fountain pen ink under the brand name Camel and became a private company in 1946. Since then, it has continuously produced quality stationery for schools and offices. It became a public company in 1988. In the year 2011, Japanese technology brand Kokuyo and India's Camlin came under a single roof to become Kokuyo Camlin Limited.

The Company has a diversified portfolio in office and school stationery segment, which comprises inks, colours, writing instruments, technical and drawing instruments, office stationery, markers, notebooks, scholastic and hobby art materials. The Company has state-of-the-art manufacturing facilities in Patalganga and Tarapur in Maharashtra and Samba in Jammu and Kashmir, enabling it to offer superior and innovative products.

However, notwithstanding the rich legacy and product line, the year gone by wasn't kind to the industry because of the COVID-19 pandemic. The Company had to take simple yet bold steps to withstand the impact of COVID-19. Though the pandemic had a cascading effect across industries, Kokuyo Camlin's resilience made it sail through safely during the trying times. It was because of some prompt tweaks and adjustments in its initiatives that the Company managed to focus on how to reach out to its customers.

### **Key Initiatives Taken**

Kokuyo Camlin focused on strengthening the spine of the business and bringing about structural improvements across the organisation right from supply chain management to sales operations management to sales force automation.

## Management Discussion and Analysis (Contd.)

### Key initiatives taken during the year:

**E-connection:** Deeper engagement with customers

**Enhancing B2C reach:** During the peak of the pandemic, the Company was the first in its space to experiment and offer digital solutions. It tied up with Swiggy to deliver products and reach the end consumer enhancing the B2C model.

**E-comfort and E-convenience:** Change is the only constant and the Company believed focusing more on digital channels is important. During the year, it built a fresh eco-system by creating and connecting its microsite with local dealer networks. This pushed the distribution and expanded the reach to the customers with ease.

**Digitalisation of sales force:** The Company got the first-mover advantage by launching sales force automation in the organisation. Over a period of time, it expects 60-70% of the business executed in an automated manner.

### Distribution frontier: Strengthening the core

**Beyond the stationery outlet:** With significant curtailment of shopping due to restrictions in traveling long distances, there was shift to a need-based shopping. Kokuyo Camlin strategised to make its products available in local kirana stores also, so that, consumers could pick them up when they go out of the house to get their essentials.

**Rural penetration:** The Company is present in more than 900 towns with a significant pie catering to rural India. With lower cases of COVID-19 in rural areas, it was able to leverage its network strength and cater to the demand of growing rural India.

### Focused Portfolio: Firmly Footed

**Non-school portfolio:** The non-school portfolio, contributing around 45% of the business, witnessed traction in these tough times. Products focused on artists, hobbyists, B2B industries saw volume growth and better performance this year.

**Innovation:** Products focused on the art segment has performed well and most of the innovations were inclined towards this area.

Keeping in mind the current external situation we consciously took initiatives which would keep the kids and artists engaged. We undertook several engaging activities like conducting online Arthour contests, introducing innovative products and expanding our product portfolio. (Please find the details in pg 3-4)

### Cost control: Minimising costs, maximising efficiency

The Company made continuous efforts to ensure liquidity throughout the lockdown period. A strict control was maintained over inventory and procurement. Production plans across manufacturing locations were rationalised. The Company has renegotiated contracts and cut costs across most line items of expenditure, which include salaries, renegotiation of contracts, rent, publicity and travel.

The operations were restructured in such a way that they become more efficient, more reliable and more economic.

### Performance Review

Analysis of major items of the financial statement:

#### Revenue from operations

(₹ in Lakhs)			
	FY 2021	FY 2020	Change (%)
Revenue from operations	₹ 40,312.37	₹ 63,403.49	-36.42
Foreign exchange earned	₹ 1,320.13	₹ 1,901.99	-30.59

#### Other Income

(₹ in Lakhs)			
	FY 2021	FY 2020	Change (%)
Other income	₹ 32.51	₹ 81.23	-59.98

#### Cost of Material

(₹ in Lakhs)			
	FY 2021	FY 2020	Change (%)
Cost of material	₹ 12,963.43	₹ 22,772.37	-43.07

#### Employee benefit expenses

(₹ in Lakhs)			
	FY 2021	FY 2020	Change (%)
Employee benefit expenses	₹ 7,306.97	₹ 8,330.29	-12.28

#### Finance cost

(₹ in Lakhs)			
	FY 2021	FY 2020	Change (%)
Finance cost	₹ 892.90	₹ 971.93	-8.13

#### Depreciation and Amortisation Expenses

(₹ in Lakhs)			
	FY 2021	FY 2020	Change (%)
Depreciation	₹ 1,840.23	₹ 1,927.76	-4.54



## Management Discussion and Analysis (Contd.)

### Other Expense

(₹ in Lakhs)			
	FY 2021	FY 2020	Change (%)
Other Expenses	8490.67	13300.61	-36.16%

### Key Financial Ratios:

The Company has identified the following ratios as key financial ratios

(₹ in Lakhs)		
Particulars	2020-2021	2019-2020
Debtors Turnover Ratio (Days)	46	43
Inventory Turnover Ratio (Days)	116	106
Current Ratio	1.61	1.44
Debt to Equity Ratio	0.29	0.49
Operating Profit Margin (%)	2.42	5.96
Revenue Growth (%)	-36.4	-7.9

Ratios where there has been a significant change as compared to immediately preceding financial year

There has been a change of more than 25% in Debtor Turnover Ratio and Revenue Growth due to Covid 19 pandemic.

### Return on Net worth:

Particulars	2020-2021	2019-2020
Return on Net worth (%)	-7.2	3.5

The return on net worth has decreased due to the decrease in the profits of the Company owing to Covid 19 pandemic from ₹ 435.62 lakhs in the previous Financial Year 2019-20 to loss of ₹ 1461.84 lakhs in the Current Financial Year 2020-21.

### Outlook

The pandemic induced lockdowns closed all schools and colleges nationwide. This was bound to have an impact on the Company's business. The vaccine drive, however, gave schools, offices and colleges a new hope and millions have now come out of their homes. To make its business relatable, the Company is now more focussed on the digital platforms, as it would further enhance its customer base. The Company will also focus on diversifying its channels and making them more digitalised. With strong fundamentals and efforts towards innovations and cost control, the Company will only grow from here.

### Risk Management

**Economic risk:** We are recovering from the effects of the pandemic and our economy is returning to pre-normal level, but

any new wave of COVID-19 can again hamper our economy and stagger our growth.

**Mitigation:** Trying to maintain enough liquidity for tough times. Focusing on deeper and wide market penetration, as wide market presence can lower the risks of losing out.

**Business cyclical risk:** Major revenue is generated from selling school and office stationery and a slowdown again in our peak season can hamper business and lower the sale of stationery.

**Mitigation:** We diligently track the school season timings across various parts of the country and accordingly launch new products, plan production and re-stock the distribution channels and retailers. Thus, we not only ensure adequate supply of products during the peak season but also ensure that every product is within the reach of our consumers.

**Raw material risk:** Non-availability of raw materials required to make our products can increase the production time and cost of the item, which would lead to decreased profit. Fluctuating raw material cost also dents the smooth flow of operations.

**Mitigation:** We have healthy relationship with our suppliers and vendors, so information on increasing prices or shortage of any product is likely to be available with us.

**Product portfolio risk:** Inability to serve our customers with different products could affect product demand.

**Mitigation:** We have created a diversified product portfolio surrounding school and office stationery needs, which include pen, pencil, markers, notebook, colours and other stationery items.

**Network risk:** Maintaining weak distribution and marketing channel can lead to decreased sale and less reach to our customers.

**Mitigation:** We have a strong network and distribution channel, which help us to sell our products across the nation. We are also focusing on creating online channels to expand reach.

**Brand risk:** Presence of unorganised players and highly competitive market can lead to erosion of brand value.

**Mitigation:** We are delivering superior products to our customers for the past nine decades without compromising on quality. This has helped us maintain a reputation and evolve into an easily recognised brand.

## Management Discussion and Analysis (Contd.)

### Internal Control Systems

The Company has a proper and adequate system of internal controls. These controls ensure transactions are authorized, recorded and reported correctly and assets are safeguarded and protected against loss from unauthorized use or disposition. In addition, extensive program of internal audits and management reviews supplements the process of internal financial control framework. The policies, guidelines and procedures are in place for effective management of internal financial controls. The well-defined MIS system further ensures that all expenses are within the budgetary allocations

### Human Resources

Employees are an unparalleled asset to each organization. Our company being an employee-centric organization has always kept the benefits of their employees at forefront. The Covid19 pandemic that dawned upon us last year has given out many lessons to us and showcased the unity and spirit of our organization. Despite the unprecedented circumstances that arose, our employees rose above it to conquer each obstacle. The organization has shown immense competence by quickly adapting to the situations and forging the path ahead. The Key highlights are as follows –

- 1. Implementing Work from Home (WFH):** A clear and concise policy was prepared to facilitate the WFH structure for all the employees. This policy was implemented by keeping in mind the well-being and safety of our employees. Rather than implementing the WFH for this pandemic, the policy is structured to assist our organization workflow for many years to come as we have included hybrid working as well.
- 2. Ensuring Business Continuity and Income:** We have taken all measures in our capacity to maintain the continuity of our business in these dreadful times and also ensured payment of salary to each employee without any discontinuity.
- 3. Product Training for Sales Employees:** With the advent of Covid19, we decided to shift our timely trainings to online mode. We made use of technology to bridge the gap between the trainees and trainer. We delivered Product Training to our sales employees wherein the trainees were given a thorough understanding of all our products and the Supply Chain Management behind those products. This ensured that all our Sales employees have a better

understanding of our products and could improve the sales. We received an overwhelming response from the trainees for the training.

- 4. POSH Training:** The mandatory Prevention of sexual harassment (POSH) training was now taken Online to reach out to our employees in various parts of the country. Despite the physical distance we could reach out to everyone and could deliver the importance of POSH training. We included various Case Studies to make it better for understanding the concept. This helped in creating awareness amongst our employees.
- 5. Project Management Training:** We introduced this training to have an amalgamation of various departments and to create a better delivery system having all the departments in unison. The members from various teams like RnD, Production, Marketing and Sales were involved in this Training. This training aimed to provide cross-functionality between these teams and map the organization goals..
- 6. Induction Training:** The Induction training which was traditionally held offline was now delivered online. The Online mode of training empowered us to reach out to a larger audience than usual. The Induction Training emphasizes on the culture at Kokuyo Camlin and gives a broad idea of the history of Kokuyo Camlin. The other points being delivered through this training are the knowledge about Code of Conduct, our products and the production Structure, sales and marketing Structure, asset management to ensure security and risk mitigation, HR Policies and various points of contact in case of need. The Induction training is held every month and has received amazing response from all the batches.

As on 31st March 2021, our Kokuyo Camlin family has 1161 employees who are efficiently working for the success of our organization.

### Cautionary Statement

*Estimate and expectations stated in this Management Discussion and Analysis may be 'forward-looking statements' within the meaning of applicable laws and regulations. Actual result could differ materially from those expressed or implied. Important factors that could make difference to your Company's operations include economic conditions in the Government regulations, tax laws, other statutes and other incidental factors.*

# REPORT ON CORPORATE GOVERNANCE

Your Director's present the Company's report on Corporate Governance as per SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations) for the year ended 31st March, 2021.

## **COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE:**

Your Company believes that Corporate Governance is a prerequisite for attaining sustainable growth in this competitive world. Transparency and accountability are the two basic tenets of Corporate Governance. It involves a set of relationships between a Company's Management, its Board, Shareholders and Stakeholders. It is one of the key elements in improving the economic efficiency of the enterprise. Credibility generated by sound Corporate Governance enables an enterprise in enhancing the confidence of the investors – both domestic and foreign, and in establishing productive and lasting business relationship with all stakeholders.

It is your Company's unending mission to regularly nurture and develop steadfast professionalism, astute accountability and increased disclosures by taking all steps necessary towards superior growth in its value for its stakeholders.

The Board of Directors ('The Board') is responsible for and committed to sound principles of Corporate Governance in the Company. The Board plays a crucial role in overseeing how the management serves the short term and long-term interests of shareholders and other stakeholders. This belief is reflected in our governance practices, under which we strive to maintain an effective, informed and independent Board. We keep our governance practices under continuous review and benchmark ourselves to best practices across the globe.

## **BOARD OF DIRECTORS:**

At Kokuyo Camlin, the Board is at the core of the Corporate Governance practice. Your Company has an optimum mix of eminent personalities on the Board of Directors with members from diverse experience and expertise.

The Composition of the Board as on 31st March, 2021 is in conformity with Regulation 17 of the Listing Regulations as well as the Companies Act, 2013. The Board of Directors is chaired by Executive Promoter Chairman and has an optimum combination of Executive, Non - Executive and Independent Directors.

None of the Non-Executive Directors have any material pecuniary relationships or transactions with the Company.

A declaration to this effect is also submitted by all the Non-Executive Directors at the beginning of each financial year.

The Board of Directors, based on the declaration received from the Independent Directors, confirms that in their opinion, the independent directors fulfill the conditions specified in the Companies Act, 2013 and the Listing Regulations and are independent of the management.

The Company has also issued formal appointment letters to all the Independent Directors in the manner provided under the Companies Act, 2013 read with rules issued there under and the same is available on the website of the Company at the following link: <https://www.kokuyocamlin.com/company-policies.html>

## **DIRECTORS' ATTENDANCE RECORD AND THEIR OTHER DIRECTORSHIPS/COMMITTEE MEMBERSHIPS:**

As mandated by Listing Regulations, none of the Directors is a member of more than ten Board level Committees or Chairman of more than five Committees across companies in which he/she is Director. Relevant details of the Board as on 31st March, 2021 are given as follows:



## REPORT ON CORPORATE GOVERNANCE : (Contd.)

Name, Designation & DIN of Directors	Category	No. of Board Meetings Attended	No. of Directorships held in other Companies (+)	Name of the Listed Entity in which Directorship held and Category of Director	Attendance at last AGM	No. of Committee positions held in other Companies.	
						Chairman of Committee	Member of Committee
Mr. Dilip D. Dandekar Chairman & Executive Director (00846901)	ED(P)	5	10	Camlin Fine Sciences Limited Chairperson, NED Datamatics Global Services Limited - NED (I)	Yes	Nil	2
Mr. Takuya Morikawa Sr. Vice Chairman (03599830)	NED	5	1	Nil	Yes	Nil	Nil
Mr. Shriram S. Dandekar Vice Chairman & Executive Director (01056318)	ED (P)	5	1	Nil	Yes	Nil	Nil
Mr. Nobuchika Doi* Non- Executive Director (03599835)	NED	5	Nil	Nil	Yes	Nil	Nil
Mr. Shishir B. Desai (01453410)	NED (I)	5	3	Paramount Cosmetics (India) Limited - NED (I)	Yes	Nil	Nil
Mr. Sriram Venkataraman (06790179)	NED (I)	5	1	Nil	Yes	Nil	Nil
Ms. Nandini Chopra (07891312)	NED (I)	5	Nil	Nil	Yes	Nil	Nil
Mr. Yasuyuki Kanebako (08580880)	NED (I)	4	Nil	Nil	Yes	Nil	Nil

\* Mr. Nobuchika Doi ceased as an Executive Director of the Company with effect from 1st February, 2021 and the Board of Directors noted his change in designation as Non-Executive Director with effect from 1st February, 2021.

ED - Executive Director / ED (P) – Executive Director (Promoter) / NED – Non-Executive Director / NED (I) – Non-Executive Director (Independent).

+ Includes Directorship in Private Limited Companies, Companies under section 8 and Foreign Companies. As on 31st March 2021, none of the Directors are related inter-se.

The Non-Executive/ Independent Directors are not holding any shares of the Company as on 31st March, 2021.

List of core skills/expertise/competencies identified by the Board of Directors as required in the context of the Company's business and sector for it to function effectively and those available with the board.

The following skills and competencies are identified for the Company's business:

Sr. No	Areas of Core Skills/Expertise/Competence
1.	Business Development
2.	General Management/ Governance
3.	Financial Skills
4.	Sales and Marketing
5.	Information Technology
6.	Technical and professional skills including legal and regulatory aspects

## REPORT ON CORPORATE GOVERNANCE : (Contd.)

The above mentioned skills are also available with the Company's Board of Directors. Details of the directors who have such skills / expertise / competence are as under:

Name of the Director	Skills / Expertise / Competence
Mr. Dilip Dandekar	Over 50 years of wide experience in the field of Marketing, Administration and overall Management of the Company.
Mr. Takuya Morikawa	Over 38 years of experience in the field of Projects, Research and Development and Corporate Strategy.
Mr. Shiram Dandekar	Over 37 years of wide experience in the field of Business Expansion, Diversification, Research and Development, Product Development, Business Planning and Marketing.
Mr. Nobuchika Doi	Over 31 years of wide experience in the field of business strategy and marketing, planning, research and development, production technology and distribution management, of stationery products.
Mr. Shishir Desai	Over 41 years of experience as a practicing advocate and solicitor in India.
Mr. Sriram Venkataraman	Wide experience in the field of Business Development and Technology advisory services. He is a guest faculty in renowned management schools both in India and Japan.
Ms. Nandini Chopra	Over 26 years of experience in financial advisory especially to the consumer and retail sector in India. She also has a wide range of experience in mergers and acquisitions, sales and divestitures, JV advisory, private equity raises, IPOs, debt syndication and valuations.
Mr. Yasuyuki Kanebako	Wide experience in facility planning and engineering to reduce energy consumption and enhance productivity with ME engineering skill and innovative technology in various countries. He also has ample knowledge in quality management.

### NUMBER OF BOARD MEETINGS:

During the financial year 2020-21, 5 (Five) Meetings were held and details are given below and the maximum gap between two meetings did not exceed one hundred and twenty days:

Sr.No	Date of Meeting	Board Strength	No. of Directors present
1	15.05.2020	8	8
2	08.07.2020	8	8
3	05.08.2020	8	7
4	28.10.2020	8	8
5	29.01.2021	8	8

### CODE OF CONDUCT:

The Board has laid down a Code of Conduct for all Board members and Senior Managerial personnel of the Company. The Code of Conduct is available on the website of the Company at [www.kokuyocamlin.com](http://www.kokuyocamlin.com). All the Board Members and Senior Managerial Personnel have affirmed compliance with the Code of Conduct and a declaration to that effect signed by the Chief Executive Officer has been obtained. Profile of member of the Board of Directors being re-appointed:

i. Mr. Nobuchika Doi

Mr. Nobuchika Doi aged 54 years is a Non-Executive Director of the Company. He has a degree of Bachelor of Economics from Kawansei Gakuin University. He is associated with the Kokuyo Group since 1989. He has a wide experience in the field of Business Strategy & Marketing, Planning, Research & Development, Production Technology and Distribution Management of Stationery Products. Mr. Nobuchika Doi served as an Executive Director of the Company from the year 2011 till January, 2021 where he looked after all business aspects of Strategy, Planning & Execution of the Company.

Other Directorship – Nil

Shareholding in the Company – Nil

### INDUCTION AND FAMILIARISATION PROGRAMMES FOR INDEPENDENT DIRECTORS:

The Company organizes an induction programme for new Directors and an ongoing familiarisation programme for Independent Directors with respect to the business/ working of the Company. On appointment of a Director, the concerned Director is issued a letter of appointment setting out in detail, the terms of appointment, duties, roles, rights and responsibilities. The Director is also explained the compliances required to be done by him/ her under various Acts, shown a presentation on

## REPORT ON CORPORATE GOVERNANCE : (Contd.)

organisational set up of the Company, functioning of various divisions/ departments, company's market share, governance and internal control processes.

As an ongoing process, the Board of Directors are updated on a quarterly basis on overall economic trends, business performance and the initiatives taken/ proposed to be taken to bring about an overall improvement in the performance of the Company. Further, training programmes are held and presentations are given to the Directors, updating them with statutory changes and compliances applicable to the Company.

The details of the familiarisation program can be accessed from the website [www.kokuyocamlin.com](http://www.kokuyocamlin.com).

### COMMITTEES OF THE BOARD:

The committees constituted by the Board play an important role on the governance structure of the Company. The committees are in line with the Listing Regulations and Companies Act, 2013. The minutes of the Committee meetings are tabled at the Board Meetings and the chairperson of each Committee brief the members about the important deliberations and discussion.

The Minutes of Board Meeting and other committees are captured in accordance with the provisions of the Companies Act, 2013.

### COMPOSITION OF COMMITTEES OF DIRECTORS AND THEIR ATTENDANCE AT THE MEETINGS:

Kokuyo Camlin has the following Board Level Committees:

- A) Audit Committee
- B) Remuneration and Nomination Committee
- C) Stakeholder Relationship Committee
- D) Corporate Social Responsibility Committee

Various Committees of Directors have been appointed by the Board for taking informed decisions in the best interest of the Company. These Committees monitor the activities falling within their respective terms of reference. The Board's Committees are as follows:

#### A. AUDIT COMMITTEE

The Audit Committee has played an important role in ensuring the financial integrity of the Company. The Audit Committee's role includes the financial reporting process, Audit process, Related Party Transactions and other applicable laws.

The composition of the Audit Committee is in line with the provisions of section 177 of Companies Act, 2013 and Listing Regulations. Further the Committee invites the Whole time Directors, Chief Executive Officer, Chief Financial Officer, Statutory and Internal Auditor to attend the Audit Committee Meetings. Minutes of the Audit Committee are placed and discussed in the next meeting of the Board.

The composition of the Audit Committee along with the details of the meetings held and attended during the financial year as on 31st March, 2021, are given below.

### Meetings, Members and Attendance:

During the financial year 2020-21 the Audit Committee held 4 (four) meetings on 8th July, 2020, 5th August, 2020, 28th October, 2020 and 29th January, 2021. The time gap between any two meetings was less than one hundred twenty days. The details of attendance of Audit Committee meetings are as under:

Name of Member	Category	Status	No. of Meetings	
			Held	Attended
Mr. Shishir Desai	NED(I)	Chairman	4	4
Mr. Sriram Venkataraman	NED(I)	Member	4	4
Mr. Takuya Morikawa	NED	Member	4	4
Ms. Nandini Chopra	NED(I)	Member	4	4
Mr. Yasuyuki Kanebako	NED(I)	Member	4	3

The Board has designated Mr. Ravindra Damle, Vice President (Corporate) & Company Secretary to act as Secretary to the Committee.

Members of the Audit Committee have accounting and financial management expertise. The Chairman of the Committee attended the AGM held on 4th September, 2020 to answer the shareholders' queries.

The role of Audit Committee, the powers exercised by it pursuant to the terms of reference, and the information reviewed by it are in accordance with the requirements as specified in the Listing Regulations, Companies Act, 2013 and other applicable laws, if any. Apart from the above, the Audit Committee also exercises the role and powers entrusted upon it by the Board of Directors from time to time.



## REPORT ON CORPORATE GOVERNANCE : (Contd.)

### Terms of reference:

The terms of reference to this committee, inter alia covers all the matters specified under Regulation 18 of Listing Regulations, as well as in Section 177 of the Companies Act, 2013, besides other terms as may be referred by the Board of Directors, from time to time. These broadly include (i) review of financial reporting processes, risk management, internal control and governance processes, (ii) develop an Audit plan for committee, (iii) risk management framework concerning critical operations of the Company, (iv) discussion on quarterly, half yearly and Annual financial statements and the auditor's report, (v) interaction with statutory, internal auditors to ascertain their independence and effectiveness of audit process, (vi) recommendation for appointment, remuneration and terms of appointment of auditors (vii) related party transactions. The Audit Committee has also powers inter alia to investigate any activity within its terms of reference and to seek information from any employee of the Company and seek legal and professional advice.

### B. REMUNERATION AND NOMINATION COMMITTEE:

As on 31st March, 2021 the Remuneration & Nomination Committee comprises of Members as stated below. The composition of the Committee is in conformity with the Listing Regulations.

#### Meetings, Members and Attendance

During the Financial Year 2020-21, the Remuneration & Nomination Committee held 2 (Two) meetings on 27th October, 2020 and 25th January, 2021. The details of attendance of the Members are as under:

Name of Member	Category	Status	No. of Meetings	
			Held	Attended
Mr. Shishir Desai	NED (I)	Chairman	2	2
Ms. Nandini Chopra	NED (I)	Member	2	2
Mr. Dilip Dandekar	ED	Member	2	2
Mr. Sriram Venkataraman	NED (I)	Member	2	2

The Board has designated Mr. Ravindra Damle, Vice president (Corporate) & Company Secretary to act as Secretary to the Committee.

### Terms of reference:

The terms of reference to this committee, inter alia covers all the matters specified under Regulation 19 of Listing Regulations, as well as in Section 178 of the Companies Act, 2013, besides other terms as may be referred by the Board of Directors, from time to time. These include:

- i. 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;
- ii. Formulation of criteria for evaluation of performance of Independent Directors and the Board of Directors;
- iii. Devising a policy on diversity of Board of Directors;
- iv. 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.
- v. 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.
- vi. Recommendation of remuneration to the Board of Directors of Senior Management one level below the Chief Executive Officer.

### Performance Evaluation

The criteria for performance evaluation cover the areas relevant to the performance, participation, conduct, effectiveness etc. The performance evaluation of Independent Directors was done by the entire Board of Directors and the Directors subject to evaluation had not participated in the same. The Independent Directors evaluated the performance of Non-Independent Directors and Board as a whole.

### Policy for Remuneration to Director/ Key Managerial Personnel

#### 1. Remuneration to Managing/ Whole-time Directors:

- a) The Remuneration to be paid to Managing/ Whole-time Directors, shall be governed as per provisions of the Companies Act, 2013 and rules made there under or any other enactment for the time being in force and the approvals obtained from the Members of the Company.

## REPORT ON CORPORATE GOVERNANCE : (Contd.)

- b) The Remuneration and Nomination Committee shall make such recommendation to the Board of Directors, as it may consider appropriate with regard to remuneration to Managing/ Whole-time Directors.

### 2. Remuneration to Non-Executive/ Independent Directors:

- a) The Non-Executive/Independent Directors may receive sitting fees and such other remuneration as permissible under the provisions of Companies Act, 2013. The amount of sitting fees shall be such as may be recommended by the Remuneration and Nomination Committee and approved by the Board of Directors.
- b) All the remuneration of the Non- Executive/ Independent Directors (excluding remuneration for attending meetings as prescribed under Section 197 (5) of the Companies Act, 2013) shall be subject to ceiling/ limits as provided under Companies Act, 2013 and rules made there under or any other enactment for the time being in force.

The amount of such remuneration shall be such as may be recommended by the Remuneration and Nomination Committee and approved by the Board of Directors or shareholders, as the case may be.

- c) An Independent Director shall not be eligible to get Stock Options and also shall not be eligible to participate in any share based payment schemes of the Company.
- d) Any remuneration paid to Non- Executive / Independent Directors for services rendered which are of professional in nature shall not be considered as part of the remuneration for the purposes of clause (b) above if the following conditions are satisfied:
- The Services are rendered by such Director in his capacity as the professional; and
  - In the opinion of the Committee, the director possesses the requisite qualification for the practice of that profession.

### 3. Remuneration to key managerial personnel:

- a) The Remuneration to Key Managerial Personnel shall consist of fixed pay and incentive pay, in compliance with the provisions of the Companies Act, 2013 and in accordance with the Company's Policy.
- b) The fixed pay shall include monthly remuneration, employer's contribution to Provident Fund, contribution to pension fund, pension schemes, etc. as decided from time to time in accordance with the Company's Policy.
- c) The incentive pay shall be decided based on the balance between performance of the Company and performance of the Key Managerial Personnel, to be decided annually or at such intervals as may be considered appropriate.

A brief of the Remuneration paid to Directors and Manager is given below:

#### A. Directors:

Name of Director	Sitting Fees	Salary Including HRA	Perqui- site#	(₹ in Lakhs)
				Total
Mr. Dilip D. Dandekar	N.A.	92.20	37.28	129.49
Mr. Shriram S. Dandekar	N.A.	77.85	31.94	109.80
Mr. Nobuchika Doi*	N.A.	25.41	20.30	45.71
Mr. Shishir B. Desai	5.70	N.A.	N.A.	5.70
Mr. Sriram Venkataraman	4.90	N.A.	N.A.	4.90
Ms. Nandini Chopra	5.30	N.A.	N.A.	5.30
Mr. Yasuyuki Kanebako	0.00	N.A.	N.A.	0.00

\*Mr. Nobuchika Doi ceased as an Executive Director of the Company with effect from 1st February, 2021.

Mr. Nobuchika Doi was re-appointed as an Executive Director w.e.f 1st November, 2020 subject to the approval of Central Government. The Company had made an application to the Central Government for seeking

## REPORT ON CORPORATE GOVERNANCE : (Contd.)

approval for re-appointment of Mr. Nobuchika Doi. Since the Company had not received the approval of Central Government as on 31st March, 2021, the remuneration was paid to him only for the period from 1st April, 2020 to 31st October, 2020. Further, Mr. Nobuchika Doi was re-designated as Non-Executive Director with effect from 1st February, 2021.

#Perquisites inter alia, include reimbursement of expenses/ allowance for utilities such as gas, electricity, water, furnishing and repairs, medical reimbursement, leave travel concession, club fees, provision of car and driver, telephone/fax facilities, benefit of personal accident insurance scheme etc. All the Executive Directors are entitled to gratuity and encashment of leave as per the rules of the Company. Further, some of the Executive Directors are also entitled to Company's contribution to provident fund and superannuation.

The Board of Directors at their meeting held on 29th January, 2021 have appointed Mr. Shriram S. Dandekar as Director in Whole-time employment designated as "Vice-Chairman and Executive Director" for a further period of 1 (One) year with effect from 1st February, 2021. The necessary agreement has been executed with Mr. Shriram S. Dandekar.

The aforesaid appointment was approved by the members by way of passing special resolutions through Postal ballot on 25th March, 2021.

### B. Manager

Mr. Satish Veerappa, Manager designated as Chief Executive Officer was paid a remuneration of ₹ 88.45 Lakhs during the year.

Due to the outbreak of COVID-19 pandemic, during the financial year 2020-21, the Executive Directors, Manager and senior management employees of the Company had voluntarily offered to the Company to deduct a part of their salaries/ remuneration to reduce the financial crunch faced by the Company. The % of deduction varied according to the salary slab.

### C. STAKEHOLDER RELATIONSHIP COMMITTEE:

#### Terms of reference:

The terms of reference to this committee, inter alia covers all the matters specified under Regulation 20 of Listing Regulations, as well as in Section 178 of the Companies Act, 2013, besides other terms as may be referred by the Board of Directors, from time to time. The Committee

was constituted to specifically look into the mechanism of redressing of Shareholders and Investors Complaints concerning transfer of shares, non- receipt of dividend, non-receipt of annual report etc.

### Meetings, Members and Attendance

During the Financial Year 2020-2021 the Committee held 4 (four) meetings on 8th July, 2020, 5th August, 2020, 28th October, 2020 and 29th January, 2021.

The details of attendance of Members are as under:

Name of Member	Category	Status	No. of Meetings	
			Held	Attended
Mr. Shishir Desai	NED(I)	Chairman	4	4
Mr. Shriram Dandekar	ED	Member	4	4
Mr. Nobuchika Doi	NED	Member	4	4

The Board has designated Mr. Ravindra Damle, Vice President (Corporate) & Company Secretary to act as Secretary to the Committee.

### Complaints received and redressed by the Company during the financial year 2020-2021:

During the financial year 2020-21, two complaints were received from the shareholders out of which one complaint was redressed by the Company and one complaint which was received in the last quarter was pending as on 31st March, 2021.

### D. CORPORATE SOCIAL RESPONSIBILITY COMMITTEE (CSR):

#### Meetings, Members and Attendance

During the Financial Year 2020-2021 the Committee held 2 (two) meetings on 8th July, 2020 and 27th January, 2021.

The details of attendance of Members are given below:

Name of Member	Category	Status	No. of Meetings	
			Held	Attended
Ms. Nandini Chopra	NED (I)	Chairperson	2	2
Mr. Shriram Dandekar	ED (P)	Member	2	2
Mr. Yasuyuki Kanebako	NED (I)	Member	2	2



## REPORT ON CORPORATE GOVERNANCE : (Contd.)

The Board has designated Mr. Ravindra Damle, Vice President (Corporate) & Company Secretary to act as Secretary to the Committee.

### Terms of Reference:

Formulate and recommend the CSR policy to the Board which shall indicate the activities to be undertaken by the company, recommend the amount of expenditure to be incurred on the activity and monitor the CSR policy of the Company from time to time. The Company has formulated the CSR Policy in line with Schedule VII of the Companies Act, 2013.

### E. INDEPENDENT DIRECTORS MEETING:

In accordance with provisions of the Schedule IV (Code for Independent Directors) of the Companies Act, 2013 and Listing Regulations, a meeting of the Independent Directors of the Company was scheduled on 25th March 2021. But due to COVID-19 pandemic and lockdown throughout the country the Independent Directors could not meet physically inspite of relaxation given by the authorities for holding the meeting the Independent Director had their meeting through video conferencing as per original plan. The meeting was attended by all Independent Directors in absence of Non Independent Directors and Members of the Management.

## 4. GENERAL BODY MEETINGS:

### I. DETAILS OF THE ANNUAL GENERAL MEETING HELD DURING THE PRECEDING 3 YEARS AND SPECIAL RESOLUTIONS PASSED THEREAT GIVEN BELOW:

FINANCIAL YEAR	VENUE	DATE & TIME	DETAILS OF SPECIAL RESOLUTION PASSED
2019-20	Video Conferencing ("VC") / Other Audio Visual Means ("OAVM")	4th September, 2020 at 11.00 a.m.	There was no special resolution passed.
2018-19	Walchand Hirachand Hall, IMC Building, Indian Merchants Chamber Marg, Churchgate, Mumbai-400 020	8th August, 2019 at 3.00 p.m.	There was no special resolution passed.
2017-18	Walchand Hirachand Hall, IMC Building, Indian Merchants Chamber Marg, Churchgate, Mumbai-400 020	8th August, 2018 at 3.00 p.m.	<ol style="list-style-type: none"> <li>Appointment of Mr. Dilip D. Dandekar (DIN: 00846901), as a Director in Whole-time employment designated as 'Chairman &amp; Executive Director' for a period of one (1) year effective from 1st February, 2018 and remuneration payable to him.</li> <li>Appointment of Mr. Shriram S. Dandekar (DIN: 01056318), as a Director in Whole-time employment designated as 'Vice Chairman &amp; Executive Director' for a period of one (1) year effective from 1st February, 2018 and remuneration payable to him.</li> </ol>

## REPORT ON CORPORATE GOVERNANCE : (Contd.)

### II. DETAILS OF POSTAL BALLOT AND SPECIAL RESOLUTIONS PASSED THROUGH POSTAL BALLOT GIVE BELOW:

During the year 2020-21, the Company successfully completed the process of obtaining the approval of members by way of postal ballot on two occasions in respect of the following special resolutions:

SR. NO.	PARTICULARS OF RESOLUTIONS	PASSED ON
1	Appointment of Mr. Nobuchika Doi (DIN: 03599835) as Director in Whole-time employment designated as 'Executive Director' for a period of three (3) years effective from 1st November, 2020 to 31st October, 2023 and remuneration payable to him.	28th December 2020
2	Re-appointment of Mr. Shriram S. Dandekar (DIN: 01056318) as Director in Whole-time employment designated as 'Vice- Chairman & Executive Director' for a period of one (1) year effective from 1st February, 2021 to 31st January, 2022 and remuneration payable to him.	25th March, 2021

The Company had appointed Mr. J. H. Ranade, Practicing Company Secretary (FCS No. 4317, C.P. No. 2520) of M/s.JHR & Associates as scrutinizer for conducting the postal ballot/ e-voting process in a fair and transparent manner.

Mr. Dilip D. Dandekar, Chairman & Executive Director announced the Postal Ballot results as per the scrutinizers report on 29th December, 2020 in respect of the resolution No. 1 and further on 26th March, 2021 in respect of the resolution no. 2 and the results were displayed at the Registered Office of the Company, intimated to the Stock Exchanges where the Company's shares are listed and displayed along with the Scrutiniser's report on the Company's website, [www.kokuyocamlin.com](http://www.kokuyocamlin.com).

Details of the Voting pattern in respect of the Special Resolutions are as under:

Resolution Required : (Special)			Appointment of Mr. Nobuchika Doi (DIN: 03599835) as Director in Whole-time employment designated as 'Executive Director' for a period of three (3) years effective from 1st November, 2020 to 31st October, 2023 and remuneration payable to him.					
Whether promoter/ promoter group are interested in the agenda/resolution?			NO					
Category	Mode of Voting	No. of shares held	No. of votes polled	% of Votes Polled on outstanding shares	No. of Votes – in favour	No. of Votes –Against	% of Votes in favour on votes polled	% of Votes against on votes polled
		[1]	[2]	[3] = {[2]/[1]} * 100	[4]	[5]	[6] = {[4]/[2]} * 100	[7] = {[5]/[2]} * 100
Promoter and Promoter Group	E-Voting	75215950	75215950	100.00	75215950	0	100.00	0.00
	Postal Ballot		0	0.00	0	0	0.00	0.00
	Poll		0	0.00	0	0	0.00	0.00
	<b>Total</b>		<b>75215950</b>	<b>100.00</b>	<b>75215950</b>	<b>0</b>	<b>100.00</b>	<b>0.00</b>
Public Institutions	E-Voting	77125	0	0.00	0	0	0.00	0.00
	Postal Ballot		0	0.00	0	0	0.00	0.00
	Poll		0	0.00	0	0	0.00	0.00
	<b>Total</b>		<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>
Public Non Institutions	E-Voting	25010731	173787	0.69	166820	6967	95.99	4.01
	Postal Ballot		0	0.00	0	0	0.00	0.00
	Poll		0	0.00	0	0	0.00	0.00
	<b>Total</b>		<b>173787</b>	<b>0.69</b>	<b>166820</b>	<b>6967</b>	<b>95.99</b>	<b>4.01</b>
<b>Total</b>		<b>100303806</b>	<b>75389737</b>	<b>75.16</b>	<b>75382770</b>	<b>6967</b>	<b>99.99</b>	<b>0.01</b>

## REPORT ON CORPORATE GOVERNANCE : (Contd.)

Resolution Required : (Special)			Re- appointment of Mr Shiram S Dandekar (DIN: 01056318) as Director in whole time employment designated as Vice-Chairman & Executive Director for a period of one (1) year effective from the 1st February, 2021 to 31st January, 2022 and remuneration payable to him.					
Whether promoter/ promoter group are interested in the agenda/resolution?			NO					
Category	Mode of Voting	No. of shares held	No. of votes polled	% of Votes Polled on outstanding shares	No. of Votes – in favour	No. of Votes –Against	% of Votes in favour on votes polled	% of Votes against on votes polled
		<b>[1]</b>	<b>[2]</b>	<b>[3] = {[2]/ [1]} * 100</b>	<b>[4]</b>	<b>[5]</b>	<b>[6] = {[4]/ [2]} * 100</b>	<b>[7] = {[5]/ [2]} * 100</b>
Promoter and Promoter Group	E-Voting	75215950	75215950	100.00	75215950	0	100.00	0.00
	Poll		0	0.00	0	0	0.00	0.00
	Postal Ballot		0	0.00	0	0	0.00	0.00
	<b>Total</b>		<b>75215950</b>	<b>100.00</b>	<b>75215950</b>	<b>0</b>	<b>100.00</b>	<b>0.00</b>
Public Institutions	E-Voting	87506	0	0.00	0	0	0.00	0.00
	Poll		0	0.00	0	0	0.00	0.00
	Postal Ballot		0	0.00	0	0	0.00	0.00
	<b>Total</b>		<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0.00</b>
Public Non Institutions	E-Voting	25000350	1058680	4.23	1055126	3554	99.66	0.34
	Poll		0	0.00	0	0	0.00	0.00
	Postal Ballot		0	0.00	0	0	0.00	0.00
	<b>Total</b>		<b>1058680</b>	<b>4.23</b>	<b>1055126</b>	<b>3554</b>	<b>99.66</b>	<b>0.34</b>
<b>Total</b>		<b>100303806</b>	<b>76274630</b>	<b>76.04</b>	<b>76271076</b>	<b>3554</b>	<b>100.00</b>	<b>0.00</b>

At present, the Company is not proposing to conduct Postal Ballot for passing a Special Resolution.

#### Procedure for Postal Ballot:

After receiving the approval of the Board of Directors, the Postal Ballot notice along with the explanatory statement, were dispatched to the members through e-mail on:

- 27th November, 2020 to enable them to vote within a period of 30 days, starting from Sunday, 29th November, 2020 at 9:00 a.m. (IST) to Monday, 28th December, 2020 at 5:00 p.m. (IST). After the last date of receipt of postal Ballot forms, the scrutinizer after due verification submitted his report on 29th December, 2020. Thereafter, the result of Postal Ballot was declared by the Chairman on 29th December, 2020 and the same was intimated to the stock exchanges, put up on the Notice Board at the Registered Office and on the website of the Company.
- 22nd February, 2021 to enable them to vote within a period of 30 days, starting from Wednesday, 24th February, 2021 at 9:00 a.m. (IST) to Thursday, 25th March, 2021 at 5:00 p.m. (IST). After the last date of receipt of postal Ballot forms, the scrutinizer after due verification submitted his report on 25th March, 2021. Thereafter, the result of Postal Ballot was declared by the Chairman on 26th March, 2021 and the same was intimated to the stock exchanges, put up on the Notice Board at the Registered Office and on the website of the Company.

## 5. MEANS OF COMMUNICATION

Kokuyo Camlin recognises communication as a key element of the overall Corporate Governance framework and therefore emphasises on prompt, continuous, efficient and relevant communication to all external constituencies.

**WEBSITE:** The Company's website [www.kokuyocamlin.com](http://www.kokuyocamlin.com) contains a separate section "Investor" for use of investors. The Quarterly, half yearly and Annual Financial Results are promptly and prominently displayed on website. Notices, Annual Report, Quarterly Shareholding Pattern and other Communication are also available on the website.



## REPORT ON CORPORATE GOVERNANCE : (Contd.)

**FINANCIAL RESULTS:** The Quarterly, Half yearly and Annual Results are regularly posted by the Company on its website. These are also submitted to the Stock Exchanges i.e. NSE through NEAPS (NSE Electronic Application Processing System) and BSE (Corporate Compliance and Listing Centre) in accordance with Listing Regulations. The Quarterly, Half Yearly and Annual Results are normally published in Financial Express (English) and Loksattta (Marathi) newspapers within 48 hours of approval

**ANNUAL REPORT:** Annual Report containing inter-alia, salient features of the Audited Financial Statements, Director's Report (Including Management Discussion and Analysis), Corporate Governance Report and other important information is circulated to members and others entitled thereof.

**CORPORATE FILING:** Announcements, Quarterly Results, Shareholding Pattern etc. of the Company are regularly filed by the Company with BSE Ltd. and National Stock Exchange of India Ltd. and are also available on the website of the Company.

There were no presentations made to the institutional investor analysts during the year.

### 6. GENERAL SHAREHOLDER INFORMATION:

Annual General Meeting (Day, Date, Time)	Tuesday, 31st August, 2021, 11.00 a.m.
Mode	The Company is conducting meeting through VC / OAVM pursuant to the MCA Circulars dated May 5, 2020, April 8, 2020, April 13, 2020 and January 13, 2021 and as such there is no requirement to have a venue for the AGM
Financial Year	1st April, 2020– 31st March, 2021
Date of Book Closure	27th August, 2021– 31st August, 2021
Financial Results Calendar*	First Quarter Results: by 14th August, 2021 Second Quarter Results: by 14th November, 2021 Third Quarter Results: by 14th February, 2022 Fourth Quarter Results: by 30th May, 2022
Listing on Stock Exchanges	BSE Ltd. (Scrip Code: 523207) National Stock Exchange of India Ltd. (Symbol: KOKUYOCLIN)
International Securities Identification Number (ISIN)	INE760A01029
Corporate Identification Number (CIN)	L24223MH1946PLC005434

\* Dates indicated above are tentative. Actual dates may depend on relaxation of time as announced by SEBI from time to time under COVID 19 situation.

**Note:** The Annual Listing Fees for the year 2021-22 has been paid to BSE & NSE.

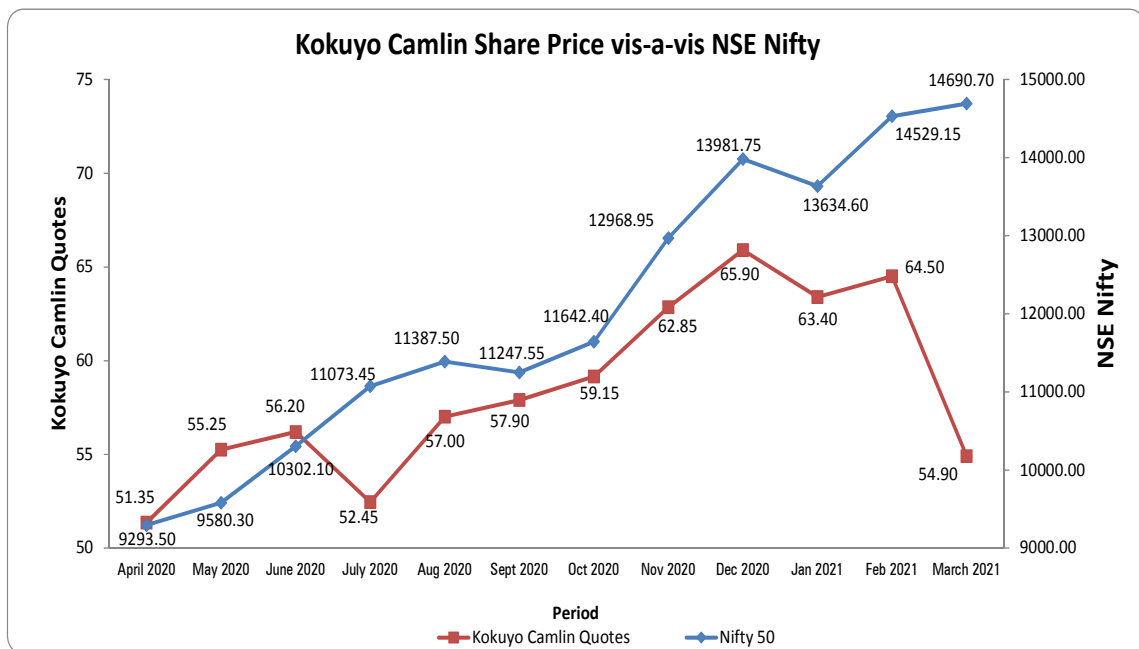
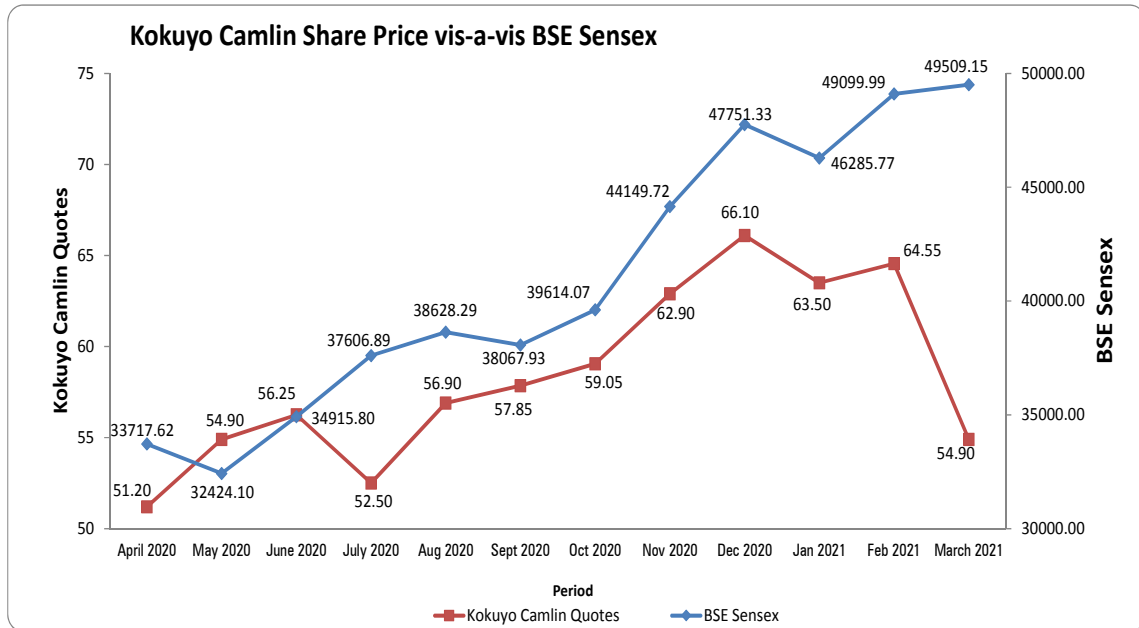
### 7. STOCK MARKET DATA:

Share Prices (High/Low) for the year at BSE and NSE are as follows:

Month	BSE		NSE	
	High ₹	Low ₹	High ₹	Low ₹
April, 2020	56.75	40.00	56.55	38.30
May, 2020	61.40	43.25	61.70	43.35
June, 2020	66.50	50.00	66.50	53.10
July, 2020	59.85	50.00	60.00	50.50
August, 2020	65.35	50.85	65.50	51.00
September, 2020	74.00	55.00	73.95	55.00
October, 2020	73.50	56.85	67.40	57.55
November, 2020	67.90	57.30	67.45	57.00
December, 2020	73.50	59.75	73.50	60.00
January, 2021	75.35	61.05	75.40	62.00
February, 2021	69.25	60.40	69.30	60.30
March, 2021	68.70	54.00	68.80	52.70

## REPORT ON CORPORATE GOVERNANCE : (Contd.)

### 8. STOCK PERFORMANCE:



## REPORT ON CORPORATE GOVERNANCE : (Contd.)

### 9. REGISTRARS AND SHARE TRANSFER AGENT FOR SHARES:

M/s Link Intime India Private Limited C-101, 247 Park, L.B.S. Marg Vikhroli (West) Mumbai-400083, Tel: (022) 49186270, Fax: (022) 49186060 email id: rnt.helpdesk@linkintime.co.in are acting as Registrar & Transfer Agents (RTA) for handling the shares related matters both in Physical & Dematerialised mode.

Shareholders are advised to send all the correspondence to the RTA. However for the convenience of shareholders, documents relating to shares received by the Company are forwarded to the RTA for necessary actions thereon.

### 10. SHARE TRANSFER SYSTEM:

In terms of Regulation 40 (1) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, securities can be transferred only in dematerialized form w.e.f. April 01, 2019, except in case of request received for transmission or transposition of securities. Members holding shares in physical form are requested to consider converting their holdings to dematerialized form. Transfers of equity shares in electronic form are effected through the depositories with no involvement of the Company. Shareholders who desire to demat their shares can get in touch with any Depository Participant having registration with SEBI to open a demat account and follow the procedure for dematerialization of share.

### 11. RECONCILIATION OF SHARE CAPITAL AUDIT:

A Company Secretary-in-Practice carried out a Reconciliation of Share Capital Audit to reconcile the total admitted capital with NSDL and CDSL and the total issued and listed capital. The audit confirms that the total issued/paid up capital is in agreement with the aggregate of the total number of shares in physical form and the total number of shares in dematerialised form (held with NSDL and CDSL).

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

No. of Shares	No. of Shareholders	Percentage	No. of Shares	Percentage
Up to 5000	30757	98.20	13312704	13.27
5001-10000	331	1.06	2400965	2.39
10001-20000	128	0.41	1858896	1.85
20001-30000	43	0.14	1083055	1.08
30001-40000	18	0.06	642953	0.64
40001-50000	9	0.03	422505	0.42
50001-100000	17	0.05	1202378	1.20
100001-9999999	16	0.05	4714400	4.70
10000000 & above	1	0.00	74665950	74.44
<b>Total</b>	<b>31320</b>	<b>100.00</b>	<b>100303806</b>	<b>100.00</b>

### 13. Category of Shareholding as per 31st March, 2021:

Category of Shareholder	Total No. of Shares	Percentage of Total Shares
Promoter and Promoter Group (A)	75215950	74.99
Public Shareholding (B)		
Nationalised Banks	2125	-
Foreign Portfolio Investors (Corporate)	85381	0.08
Investor Education and Protection Fund	729018	0.73
Bodies Corporate	1354057	1.35
Clearing Member	190091	0.19
Individuals	20769856	20.71
Non Resident (Rep)	794627	0.79
Non – Resident (Non-Rep.)	387955	0.39
Hindu Undivided Family	719745	0.72
Unclaimed Shares	55001	0.05
Total Public Shareholding (B)	25087856	25.01
<b>Total Shareholding = (A) + (B)</b>	<b>100303806</b>	<b>100.00</b>

## REPORT ON CORPORATE GOVERNANCE : (Contd.)

### 14. Dematerialisation of Shares:

The Company's Equity Shares are held in dematerialised form by National Securities Depository Ltd. (NSDL) and Central Depository Services India Ltd. (CDSL) under ISIN No. INE 760A01029. As on 31st March, 2021, 98.93% of the total shares of the Company have been dematerialised. The Shareholders holding shares in physical form are requested to dematerialise their shares as the Company's shares are required to be compulsorily traded at the stock exchanges in dematerialised form only. The shares of the company are regularly traded at the National Stock Exchange of India Limited and the BSE Limited.

### 15. UNCLAIMED SUSPENSE ACCOUNT:

In accordance with the requirements of Regulation 34, 39 read with Schedule V(F) of Listing Regulations details of equity shares in Kokuyo Camlin Limited Unclaimed Suspense Account are as follows:

Particulars		No. of shareholders	No. of Equity Shares
Opening Balance	Aggregate number of shareholders and the outstanding shares in the Unclaimed Suspense Account lying as on 1st April, 2020	31	55001
Add	No. of Shareholders whose shares got transferred during the year and No. of shares transferred	0	0
Less	Number of shareholders who approached the Company for transfer of shares and shares transferred from suspense account during the year	0	0
Less	Number of shareholders whose shares got transferred from suspense account to IEPF during the year	0	0
Closing Balance	Aggregate number of shareholders and outstanding shares lying in the suspense account as on 31st March, 2021	31	55001

The shareholders after verifying from RTA that their shares have been transferred to Unclaimed Suspense Account can make their claim with the Company or RTA. Thereafter, Company on proper verification of the shareholder's identity and address would transfer the shares in their favour. All the corporate benefits against those shares like bonus shares, split, dividend etc, would also be transferred to Unclaimed Suspense Account of the Company. The voting rights on shares lying in unclaimed suspense account shall remain frozen till the rightful owner claims the shares.

### 16. SUBSIDIARY COMPANY:

The Company does not have any Subsidiary Company.

### 17. Credit Ratings and any revisions thereto for debt instruments or any fixed deposit programme or any scheme or proposal involving mobilization of funds, whether in India or abroad:

The Company has not issued any debt instruments and does not have any fixed deposit programme or any scheme or proposal involving mobilization of funds in India or abroad during the financial year ended 31st March, 2021. The ratings given by CRISIL for short-term borrowings and long-term borrowings of the Company are A1 and A respectively. There was no revision in the said ratings during the year under review.

### 18. Plant Locations:

Tarapur	M.I.D.C, Boisar, Tarapur, Dist Thane 401506
Patalganga	Plot No. F/8, Additional Patalganga, MIDC, Village Chavane, Tal. Panvel, Dist Raigad, Pin - 410 220
Jammu	Industrial Growth Center, Samba Phasel, Jammu, J&K State.
	101, Gangyal Industrial Area, Phase II, Jammu - 180 004.

### 19. Address for correspondence:

Registered Office	Hilton House, 48/2, Central Road, MIDC, Andheri (East), Mumbai-400093
Tel. No.	022-6655 7000
Fax No.	022- 2836 6579
Email	investorrelations@kokuyocamlin.com

### 20. Secretarial Department:

The Company's Secretarial Department headed by the Vice President (Corporate) & Company Secretary is situated at



## REPORT ON CORPORATE GOVERNANCE : (Contd.)

the Registered Office mentioned above. Shareholders/ Investors may contact the Company Secretary for any assistance they may need.

<b>Name of the Compliance officer</b>	: Mr. Ravindra Damle
<b>Designation</b>	: Vice President (Corporate) & Company Secretary
<b>Telephone</b>	: 022- 6655 7000
<b>Fax No.</b>	: 022- 2836 6579
<b>Email</b>	: investorrelations@kokuyocamlin.com.

### 21. DISCLOSURES:

#### i. **Strictures and Penalties:**

The Company has complied with all the requirements of the Stock Exchanges as well as the regulations and guidelines of SEBI and other regulatory authorities. Consequently, no penalties were imposed or strictures passed against the Company by SEBI, Stock Exchanges or any other statutory authorities on any matter relating to capital markets during the last 3 years.

#### ii. **Compliance with Accounting Standards:**

In preparation of the Financial Statements, the Company has followed the Accounting standards applicable to the Company.

#### iii. **CEO/ CFO Certification:**

The Chief Executive Officer and Chief Financial Officer of the Company have furnished the requisite Certificates to the Board of Directors as per Listing Regulations.

#### iv. **Internal Control system and their adequacy:**

The Company has adequate internal control procedures commensurate with its size and nature of business. The Company has appointed Internal Auditors who audit the adequacy and effectiveness of the internal controls laid down by the management and suggest improvements

The Audit Committee of the Board of Directors periodically reviews the audit plans, internal audit reports and adequacy of internal controls and risk management.

#### v. **Related Party Transactions:**

The Company did not enter into any materially significant related party transactions, which had potential conflict with the interest of the Company at large. The related party transactions entered into with the related parties as defined under the Companies Act, 2013 and as per Listing Regulations during the financial year were in the ordinary course of business and the same have been approved by the Audit Committee/ Board of Directors. Transactions with the related parties are disclosed under Schedule 41 to the financial statements in the Annual Report. The Board of Directors has approved a policy of related party transactions which has been uploaded on the website of the Company [www.kokuyocamlin.com](http://www.kokuyocamlin.com).

#### vi. **Recommendations of the Committees of the Board:**

There were no instances during the financial year 2020-21, wherein the Board had not accepted recommendations made by any Committee of the Board.

#### vii. **Risk Management:**

We operate in a dynamic business scenario that gives rise to external and internal risk factors. We have designed an integrated risk management approach called the ERM framework for risk identification, assessment and reporting. To identify key risks to our business model, during the course of the year we have conducted a risk management exercise that assisted the senior management in identification of key risks and selection of most suited risk management strategies to manage principal risks effectively. The Board has approved the Enterprise Risk Management Policy as part of the ERM framework that covers key business functions, processes and units. As required by the ERM Policy the company initiates risk identification and control testing exercise to provide briefing and reporting to the Board. The ERM policy is implemented through the Risk Management Committee and various department heads who take the risk ownership and monitor the risks on a periodical basis.

The ERM Framework will enable achievement of strategic objectives by identifying, analysing, assessing, mitigating, monitoring and governing any risk or potential threat to these company objectives.

## REPORT ON CORPORATE GOVERNANCE : (Contd.)

Systematic and proactive identification of risks and mitigation thereof will enable effective and quick decision making and will boost the performance of the organization. The ERM framework will act as a decision enabler which not only seeks to minimize the impact of risks but also enable effective resource allocation based on risk ranking and risk appetite. Strategic decisions will be taken after careful consideration of risks based on secondary risks and residual risks.

### viii. Vigil Mechanism (Whistle Blower Policy):

The Company has a vigil mechanism called "Whistle Blower Policy" with a view to provide a mechanism for Directors and employees of the Company to raise concerns of any violations of any legal or regulatory requirement, incorrect or misrepresentation of any financial statement and reports etc. The policy also includes reporting of instances relating to leak of Unpublished Price Sensitive Information. The Company is committed to adhere to the highest standards of ethical, moral and legal conduct of business operations.

### ix. Secretarial Compliance Report

The Company has engaged the services of Mr. J. H. Ranade (CP No. 2520), Partner of M/S. JHR & Associates, Practicing Company Secretaries and Secretarial Auditors of the Company for providing the certificate pursuant to SEBI Circular No. CIR/CFD/CMD1/27/2019 dated 8th February, 2019 read with Regulation 24 (A) of the Listing Regulations and the said certificate was placed before the Board of Directors at their meeting held on 18th June, 2021

### x. Certificate from Practicing Company Secretary

Certificate as required under Part C of Schedule V of the Listing Regulations received from Mr. J. H. Ranade Partner of M/S. JHR & Associates, Practicing Company Secretaries, that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as directors of the Company by the Securities and Exchange Board of India/Ministry of Corporate Affairs or any such statutory authority was placed before the Board of Directors at their meeting held on 18th June, 2021 and is annexed to this Report.

### xi. Total fees paid to the Statutory Auditor

Total fees of ₹ 34.47 Lakhs during the financial year 2020-21, for all the services was paid by the Company, to the Statutory Auditor and all entities in the network firm/ network entity of which the Statutory Auditor is a part.

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

a)	Number of complaints pending at the beginning of the financial year 2020-2021	:	1
b)	Number of complaints filed during the financial year 2020-2021	:	-
c)	Number of complaints disposed of during the financial year 2020-2021	:	1
d)	Number of complaints pending as on end of the financial year 2020-2021.	:	-

### xiii. Code of Conduct to Regulate, Monitor and Report Trading by Designated Persons:

The Company has adopted Code of Conduct to Regulate, Monitor and Report Trading by Designated Persons under Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015.

The Company has complied with all the mandatory requirements 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) Regulations, 2015.

The Corporate Governance Report of the Company for the year ended 31st March, 2021 are in compliance with the requirements of Corporate Governance under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The status of adoption of the discretionary requirements as specified in Part E of Schedule II is as under:-

- **Non-Executive Chairman's Office:**

The Chairman of the Company is the Executive Chairman and hence, this provision is not applicable.

## REPORT ON CORPORATE GOVERNANCE : (Contd.)

- **Shareholders Rights:**

Extract of the Quarterly, Half Yearly and Annual Financial Results of the Company are published in the Newspaper and are also posted on Company's corporate website [www.kokuyocamlin.com](http://www.kokuyocamlin.com). The complete Annual Report is sent to each and every Shareholder of the Company.

- **Modified opinion in Auditors Report**

The Company's financial statement for the year ended 31st March, 2021 does not contain any modified Audit opinion

- **Separate posts of Chairperson and Chief Executive Officer:**

The Chairman on the Board is an Executive Director. The Company has also appointed Manager designated as the Chief Executive Officer.

- **Reporting of Internal Auditor:**

The Internal Auditor of the Company reports to the CEO and has direct access to the Audit Committee.

**For & on behalf of the Board**

**Dilip D. Dandekar**

**Chairman & Executive Director**

Place: Mumbai

Date: 18th June, 2021

## COMPLIANCE WITH CODE OF BUSINESS CONDUCT

As provided under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board Members and the Senior Management Personnel have confirmed compliance with the Code of Conduct for the year ended 31st March, 2021.

**For Kokuyo Camlin Limited**

Place: Mumbai

Date: 18th June, 2021

**Satish Veerappa**  
**Chief Executive Officer**

### CHIEF EXECUTIVE OFFICER (CEO) & CHIEF FINANCIAL OFFICER (CFO) CERTIFICATE

**To,**

**The Board of Directors**

**Kokuyo Camlin Limited**

We, Satish Veerappa, Chief Executive Officer and Chetan R. Badal, Chief Financial Officer heading the Finance Functions, to the best of our knowledge and belief, hereby certify that:

1. We have reviewed the Balance Sheet as at 31st March, 2021, Profit & Loss Account for the year ended on that date along with all its schedules, notes to accounts as well as cash flow statement and Directors Report for the year and based on our knowledge and information confirm that:
  - a. these statements do not contain any materially untrue statement or omit to state any material fact or contain statements that may be misleading;
  - b. these statements together present true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
2. Based on our knowledge and information, there are no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's Code of Conduct.
3. We, along with the Company's other certifying officers accept responsibility for establishing and maintain internal controls and have evaluated the effectiveness of internal control system of the Company and have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of internal controls, if any, of which, we are aware and the steps we have taken or propose to take to rectify these deficiencies.
4. We, along with the Company's other certifying officers, have indicated to the Auditors and the Audit Committee of the Company, the following:
  - a. Significant changes in internal control during the year;
  - b. Significant changes in accounting policies during the year and that the same have been disclosed in the notes to the financial statements; and
  - c. Instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or any employee having significant role in the Company's internal Control System.

**SATISH VEERAPPA**  
**CHIEF EXECUTIVE OFFICER**

Place: Mumbai

Date: 18th June, 2021

**CHETAN BADAL**  
**CHIEF FINANCIAL OFFICER**



**Certificate from Practicing Company Secretaries Regarding  
Non-Disqualification of Directors  
CERTIFICATE**

Based on our verification of the records maintained by Kokuyo Camlin Limited L24223MH1946PLC005434 (hereinafter called 'the Company') including declarations / notices received from its Directors and also information / record available on the website(s) of the Ministry of Corporate Affairs, Securities and Exchange Board of India and Stock Exchanges where the equity shares of the Company are listed, we hereby certify that, during the Financial year 2020-21, none of the Directors on the Board of the Company were debarred or disqualified from being appointed or continuing as directors of the Company by the Securities and Exchange Board of India / Ministry of Corporate Affairs or any such statutory authority.

This certificate is being issued as per the requirements of Schedule V (C) (10) (i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Place: Thane

Date: 18th June, 2021

**For JHR & Associates  
Company Secretaries**

**J. H. Ranade  
(Partner)**

**FCS: 4317, CP: 2520**

UDIN:F004317C000482520

**Certificate from Practicing Company Secretaries Regarding  
Compliance of Conditions of Corporate Governance  
CERTIFICATE**

To

The Members of **KOKUYO CAMLIN LIMITED**

We have examined the compliance of conditions of Corporate Governance by Kokuyo Camlin Limited - CIN: L24223MH1946PLC005434 ('the Company') for the year ended on 31st March, 2021 as stipulated in Chapter IV of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 pursuant to the Listing Agreements of the said Company with Stock Exchanges ('the Regulations').

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

In our opinion and to the best of our information and according to the explanations given to us, we certify that the Company has complied with the conditions of Corporate Governance as specified in the Regulations referred above.

We further state that such compliance 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.

**For JHR & Associates  
Company Secretaries**

**J. H. Ranade  
Partner**

**(FCS: 4317, CP: 2520)**

UDIN:- F004317C000482509

Place: Thane

Date: 18th June, 2021

# Business Responsibility Report

The Directors present the Business Responsibility Report of the Company for the financial year ended on 31st March, 2021 pursuant to Regulation 34(2) (f) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

## SECTION A: GENERAL INFORMATION ABOUT THE COMPANY

1	Corporate Identity Number (CIN) of the Company.	L24223MH1946PLC005434
2	Name of the Company	Kokuyo Camlin Limited
3	Registered address	48/2, Hilton House, Central Road, MIDC, Andheri (E), Mumbai – 400093
4	Website	www.kokuyocamlin.com
5	E-mail id :	corporate@kokuyocamlin.com
6	Financial Year reported :	1st April 2020 to 31st March, 2021
7	Sector(s) that the Company is engaged in (industrial activity code-wise)	Stationery & Art Material Products
8	List three key products/services that the Company manufactures/provides (as in balance sheet)	Scholastic Products & Note books Writing and Marking Instruments Fine Art and Graphics/ Fashion and Hobby colours
9	Total number of locations where business activity is undertaken by the Company	5
a	Number of International Locations (Provide details of major 5)	Nil
b	Number of National Locations	The Company's manufacturing operations are located at three locations i.e. Adli Patalganga and Tarapur in Maharashtra and In Samba in J & K Union Territory. With Branch offices at New Delhi & Kolkatta
10	Markets served by the Company –Local/State/National/International	The markets for the Company's products are across India. Globally, it serves markets in SAARC countries, Middle East & Japan.

## SECTION B: FINANCIAL DETAILS OF THE COMPANY

1	Paid up Capital (INR)	₹ 100303806
2	Total Turnover (INR) (Net)	₹ 40,312.37 lakhs
3	Total profit after taxes (INR)	₹ -1461.84 lakhs.
4	Total Spending on Corporate Social Responsibility (CSR) as percentage of profit after tax (%)	₹ 33.48 lakhs
5	List of activities in which expenditure in 4 above has been incurred:-	a) Girl Education-Nanhi Kali A/c K. C. Mahindra Education b) Setting up of Science labs in Primary/Secondary Schools c) Contribution to PM Care Fund

## Business Responsibility Report (Contd.)

### SECTION C: OTHER DETAILS

1	Does the Company have any Subsidiary Company/ Companies?	No
2	Do the Subsidiary Company/Companies participate in the BR Initiatives of the parent company? If yes, then indicate the number of such subsidiary company(s)	N.A
3	Do any other entity/entities (e.g. Suppliers, distributors etc.) that the Company does business with, participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity/entities? [Less than 30%, 30-60%, More than 60%]	Currently other entities (suppliers/ distributors, etc.) do not participate in BR initiatives of the Company

### SECTION D: BR INFORMATION

#### 1. Details of Director/Directors responsible for BR

##### (a) Details of the Director/Directors responsible for implementation of the BR policy/policies

No	Particulars	Details
1	DIN Number	01056318
2	Name	Shriram Dandekar
3	Designation	Vice Chairman and Executive Director

##### (b) Details of the BR head

No	Particulars	Details
1	DIN Number (if applicable)	-
2	Name	Satish Veerappa
3	Designation	CEO
4	Telephone number	022-66557000
5	e-mail id	satish.veerappa@kokuyocamlin.com

#### 2. Principle-wise (as per NVGs) BR Policy/policies

The National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business released by the Ministry of Corporate Affairs has adopted nine areas of Business Responsibility. These are as follows:

P 1:	Businesses should conduct and govern themselves with Ethics, Transparency and Accountability
P 2:	Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle
P 3:	Businesses should promote the wellbeing of all employees
P 4:	Businesses should respect the interests of, and be responsive towards all stakeholders, Especially those who are disadvantaged, vulnerable and marginalized.
P 5:	Businesses should respect and promote human rights
P 6:	Business should respect, protect, and make efforts to restore the Environment
P 7:	Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner
P 8:	Businesses should support inclusive growth and equitable development
P 9:	Businesses should engage with and provide value to their customers and consumers in a responsible manner

## Business Responsibility Report (Contd.)

(a) Details of compliance (Reply in Y/N)

No.	Questions	P	P	P	P	P	P	P	P	P
		1	2	3	4	5	6	7	8	9
1	Do you have a policy/policies for	Y	Y	Y	Y	Y	Y	Y	Y	Y
2	Has the policy being formulated in consultation with the relevant stakeholders?	Yes								
3	Does the policy conform to any national / international standards? If yes, specify? (50 words)	Yes The policy are in line with applicable legal requirements and are as per ISO and Occupational Health and Safety Assessment systems.								
4	Has the policy being approved by the Board? Is yes, has it been signed by MD/ owner/ CEO/ appropriate Board Director?	Yes it is signed by the CEO.								
5	Does the company have a specified committee of the Board/Director/Official to oversee the implementation of the policy?	The implementation and adherence to the Code of Conduct for employees is overseen by the human resource department. The Corporate Social Responsibility Policy is administered by the CSR Committee in line with requirements of the Companies Act, 2013. The CEO is responsible for the implementation of Environment Health and Safety (EHS) policy/ies								
6	Indicate the link for the policy to be viewed online?	All employee related policies are uploaded on the intranet portal of the Company for communication and implementation. Other policies are uploaded on the Company's website www.kokuyocamlin.com. Relevant policies are also published in the Annual Report.								
7	Has the policy been formally Communicated to all relevant internal and external stakeholders?	Policies are communicated to all relevant stakeholders through Company website, meetings, emails, annual report, etc.								
8	Does the company have in house structure to implement the policy/policies	Yes								
9	Does the Company have a grievance redressal mechanism related to the policy/policies to address Stakeholders' grievances related to the policy/policies?	Yes								
10	Has the company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?	It is carried out wherever applicable.								

(b) If answer to the question at serial number 1 against any principle, is 'No', please explain why: (Tick up to 2 options)

No.	Questions	P	P	P	P	P	P	P	P	P
		1	2	3	4	5	6	7	8	9
1	The company has not understood the Principles.	NOT APPLICABLE								
2	The company is not at a stage where it finds itself in a position to formulate and implement the policies on specified principles.									
3	The company does not have financial or manpower resources available for the task.									
4	It is planned to be done within next 6 months.									
5	It is planned to be done within the next 1 year.									
6	Any other reason (please specify).									



## Business Responsibility Report (Contd.)

### 3 Governance related to BR

Business responsibility performance will be reviewed, at least annually, by the Board. The BR report is part of Annual report and will be published annually. The Annual report is available on the Company's website: [www.kokuyocamlin.com](http://www.kokuyocamlin.com)

#### SECTION E: PRINCIPLE-WISE PERFORMANCE

##### Principle 1 Businesses should conduct and govern themselves with ethics, transparency and accountability:

The composition of the Board of Directors of the company is governed by the Companies Act 2013 and SEBI Listing Regulations 2015. As on March 31, 2021, the Company has 8 directors on its board (including the Chairman), of which 4 are independent, 2 are Executive non-independent, and 2 are non-executive non-independent Directors.

The Board along with its Committees provides leadership and strategic guidance to the Company's management while discharging its fiduciary responsibilities thereby ensuring that the management adheres to high standards of ethics, transparency and disclosures. The Board's objective is to create sustainable value for all stakeholders, provide vision to the Company and oversee implementation of the Board's decisions.

To ensure accountability and monitoring, the Board has constituted various committees such as: Audit Committee, Nomination & Remuneration Committee, Corporate Social Responsibility (CSR) Committee and Stakeholders' Relationship Committee. The committees meet periodically during the year to review performance and advice on the necessary direction to be taken.

The Company is committed to adhere to the highest standards of ethical, moral and legal conduct of business operations. The Company, in order to maintain these standards has adopted the 'Code of Conduct', which lays down the principles and standards that should govern the actions of the employees in the course of conduct of business of the Company.

The Company has a 'Whistle Blower policy' which protects employees wishing to raise a concern about serious irregularities within the Company.

1. Does the policy relating to ethics, bribery and corruption cover only the company? Yes/No. Does it extend to the Group/Joint Ventures/ Suppliers/ Contractors/NGOs /Others?

The Company's Policy on ethics, bribery and corruption includes within its ambit all the employees, at all levels and grades, as also the Directors on the Board. The efficacy and performance of the Company's Whistleblower Policy and Code of Ethics are reviewed by the Audit Committee of the Board. The existing Code of Conduct for Board Members and senior management executives covers only the Company.

2. How many stakeholder complaints have been received in the past financial year and what percentage was satisfactorily resolved by the management? If so, provide details thereof, in about 50 words or so.

Stakeholders	Complaints received	Complaints resolved	%
Investors complaints	2	1	50%
Consumers complaints	278	278	100%
Total	280	279	99.64%

##### Principle 2 Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle:

The Company as always continues to believe and incorporate environment friendly initiatives and business practices in its operations. We take best efforts to ensure that our products do not contribute to any environmental concern /risk/opportunities. While designing the product the company ensures that it is safe while using. From sourcing of raw material to the technology we use at our plants we are ensuring that our manufacturing process and technologies are resource efficient and sustainable. We treat the process waste by in house treatment plants and follow safe disposal procedures.

##### Principle 3 Businesses should promote the well-being of all employees:

Employee's safety and health is extremely important to the Company. It believes in giving its employees ample opportunities to perform as employee well-being is vital to achieve a profitable growth. The Company provide its people with a safe working environment, respecting their human rights, promotes their professional development and creates an inclusive work environment. Human Resource policies and benefits have been articulated in the 'HR Policy Manual'. The manual defines eligibility,

## Business Responsibility Report (Contd.)

entitlement, terms & conditions and associated documentation for each policy.

The Company ensures that every woman employee is treated with dignity, respect and equality. There is zero tolerance towards sexual harassment and any act of sexual harassment invites serious disciplinary action. The Company has established a policy against Sexual Harassment for its employees. The policy allows any employee to freely report any such act and prompt action will be taken thereon.

The Company has strengthened its performance-driven orientation through robust competence mapping, gap identification, training and development. The Company contributes to the medical insurance of its employees and their immediate family members and also organizes health check-ups and camps for employees. It is deeply committed to safety of its employees at workplace.

Safety and skill upgradation programs are provided from time to time to the employees and over a period of time most of the employees are covered under such programs. Employees are encouraged to participate in safety programs and be acquainted with the safety measures. It regularly organizes mock fire drills and fire safety training classes at all its locations.

As on 31st March 2021, the total number of permanent employees on the payroll of the Company were 1161 and the total number of employees hired on Temporary/contractual/casual basis were 1183 and 75 third party sales employee. The permanent women employees were 69 and permanent employee with disability is 2. All factory workers at our unit in Tarapur are members of recognized labour union.

The details of complaints filed during the financial year are as under:

No	Category	No of complaints filed during the financial year	No of complaints pending as on end of the financial year
1	Child labor/forced labor/involuntary labor	Nil	Nil
2	Sexual harassment	Nil	Nil
3	Discriminatory employment	Nil	Nil

During the wrath of the second wave of Covid19, HR department of the Company formed a war room to extend help to all the KCL Employees and their family who were affected by the infection of the virus. The team extended help to all the KCL Employees to reduce their anxiety and provide a helping hand to them and their families in these dire times. The support that the War Room offered was in following areas:-

- Finding hospital bed according to situation and need of the patient.
- Procuring any specific medicines needed for treatment.
- Arranging for Ambulance Services

In addition to the above mentioned the team also arranged for any financial support in the form of advance.

**Principle 4: Business should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized**

The Company has identified its internal and external stakeholders and endeavors to maintain healthy engagement with these stakeholders which allows participation and collaboration wherever possible

Company recognises employees, business associates viz suppliers, stockists and dealers, customers, shareholders/investors and communities surrounding our operations and regulatory authorities as key stakeholders.

The Company's website, [www.kokuyocamlin.com](http://www.kokuyocamlin.com) contains comprehensive information for the stakeholders about the Company. The Company also has designated an exclusive email-id for investor services – [investorrelations@kokuyocamlin.com](mailto:investorrelations@kokuyocamlin.com)

While developing our CSR strategy we have ensured that all communities benefit from our CSR activities, with special focus on those groups that are socially and economically marginalized.

**Principle 5: Businesses should respect and promote human rights:**

The Code of conduct is applicable to all employees of the company. The Company follows its policy on Human Rights which are applicable to all employees in the Company. We do not discriminate against any team member or applicant for employment on the basis of nationality, race, colour, religion, caste, gender, gender identity/expression, sexual orientation, disability, age, or marital status.

## Business Responsibility Report (Contd.)

The Company encourages its Business Partners to follow the policy. Company discourages dealing with any supplier/contractor if it is in violation of human rights and also prohibits the use of forced or child labor at all manufacturing units /with business associates. If the company finds any supplier/contractor employing child labour the company discontinues its engagement with the said supplier/contractor.

No complaint was received pertaining to human rights violation during the reporting period

### **Principle 6: Businesses should respect, protect and make efforts to restore the environment:**

We are continually investing in new technologies, implementing process improvements and innovating. We have deployed a dedicated team for devising and implementing strategies for managing these risks and opportunities

EHS Policy of the Company, processes have been deployed to continually improve the environmental performance. The said policy has been deployed across the Company. Company has three manufacturing units across India. It has Integrated Management system certification i.e. ISO 9001, 14000 and 45000, which covers quality, environment and safety management system. The policy covers only to our plants in India.

Global warming is one of the threat for mankind. To address the same Company has planned their strategy to focus more on Reduce, Recycle & Re use. Our Goal is Zero accident, Zero waste & Zero defect and to have a safe and secure environment."

Some of our steps are:

- a) We are using Plastics for our stationery products, and recycling maximum material which gets released as waste.
- b) All our ETP/ STP plants are ZLD i.e. zero liquid discharge, we are using the treated effluent for garden, Utilities and Processes.
- c) The Company is using the best of rainwater harvesting practices within the industry premises to ensure ground water recharge. The Patalganga factory has a 50 Lacs Liter Open water storage pond. The rainwater is collected in the pond and excess is then transferred to a stream and thereafter to the river in Patalganga.

- d) Every factory is having LED lights to reduce the power consumption.
- e) We have solar water heating system which is used for processing Oil pastels production. It has replaced the electrical heating partially. ,
- f) The Patalganga Plant is having 564 KW solar power generation plant to reduce carbon footprints.

The Company makes all efforts to identify environment aspects and manage its environmental impacts and continually improve its environmental performance, driven by our Environment Health & Safety Policy. All manufacturing plants in India are certified to ISO 14001: 2015 – Environment Management System & ISO 45001: 2018 – Occupational Health & Safety Management System. As part of EMS implementation, potential environmental risks are identified and appropriate mitigation strategies to reduce the risk are in place

We do not have any project under Clean development Mechanism (CDM).

We have solar plant of 564 KW, capacity, which generates 600 Tons CO2 emission saving /year.

For emission generation, we have one non IBR boiler where all the emission norms are followed as per MPCB guideline.

1. Has the company undertaken any other initiatives on-clean technology, energy efficiency, renewable energy, etc. Y/N. If yes, please give hyperlink for web page etc.

**Clean Technology:** We are utilizing maximum day light in our factory, as mentioned earlier we have solar power plant and Solar water heating system as well.

- \* **Energy Conservation:** Energy efficiency is improved by replacing high power consuming motors with Servo based motors. All Lightings are LED and we have proper energy monitoring system which check for any abnormality during the day .
- \* **Reduction in water use:** We have been able to reduce our water usage by Fully recycling the treated water. We have 50 Lakh Liter rain water harvesting pond. This also improves the water density across area.
- \* **Reduce food waste:** We have educated all the employees for reducing the food wastage. All the garden waste and food waste is used as compost for improving Green area.

## Business Responsibility Report (Contd.)

- \* **Awareness Program:** Safety week is the biggest event in our plants which creates the awareness on environment, safety, health. Many programs such as Drawing Competition, Slogan Competition, etc. are also held.
- \* **Plantations:** Every year all factories undertake plantation drives to increase green area in and around our factories. Under the heading of IDEAL SCHOOL PROJECT we are monitoring the tree plantation drive and around 5000 saplings are planted per year.

All our manufacturing Plants comply with the prescribed permissible limits for air emissions, effluent quality and discharge, solid and hazardous waste generation and disposal as per their Regulatory Consents/Authorizations...

As on 31 March, 2021, there is no pending show cause or legal notice received from MPCB/CPCB, to the best of the Company's knowledge and understanding.

### **Principle 7: Business when engaged in influencing Public and Regulatory Policy, should do so in a responsible manner:**

Company is the member of several Industry bodies and trade Associations. They are listed as under:-

- a. Confederation of Indian Industries (CII);
- b. Federation of Indian Chamber of Commerce and Industries (FICCI);
- c. Indian Merchants Chamber. (IMC)
- d. Maharashtra Chamber of Commerce, Industry & Agriculture. (MACCIA)
- e. Chemicals export promotion council (Chemexcil)

Being an industry-house, our major areas of concern are those public policies which deals with industry/business. Therefore, our submissions are related to economic policy changes and other issues, which affect the sustainability and competitiveness of the industry.

These platforms are utilized to update the industry concerns to the relevant government offices through seminars, delegations and memorandum. Through these forums, we also provide our inputs sought by the State & Central Governments from time to time related to current problems faced by the industry, future prospects and policy imperatives required to overcome bottlenecks.

These forums are used to advance the cause of the industry and are not used to take up company specific issues

### **Principle 8 Businesses should support inclusive growth and equitable development:**

The Company undertakes initiatives through the CSR committee of the Board as per the CSR policy of the Company. A brief outline of the policy for undertaking the CSR activities of the Company includes the following:

- Promoting healthcare, water and sanitation programmes;
- Promoting education, enhancing vocational skills and livelihood enhancement projects;

These projects are in accordance with schedule VII of the Companies Act, 2013 and rules made thereunder

The aforesaid projects have been carried out by the Company directly and/or through implementing agencies. The details can be found in Annexure-C of the Directors Report.

In several locations the Company continuously engage with communities surrounding it's operations through focused meetings. This is done to gauge the needs, priorities and expectations of the local community. Initiatives are thus designed and delivered in a transparent manner in line with inputs from the community itself. This is done to ensure continuity even if the Company is unable to support the programme in the future. This ensures successful adoption by communities to the extent possible.

The Company is committed to doing as much as possible to strengthen the fight against Covid-19 pandemic. To mitigate the oxygen crisis faced by hospitals at Tarapur, Boisar. Our Tarapur plant team worked hard for conversion of Nitrogen generation plant into Oxygen generation plant. The Company handed over this plant to TIMA hospital. The capacity generation of this plant is sufficient for about 20 patients at a time for continuous Oxygen supply

### **Principle 9 Businesses should engage with and provide value to their customers and consumers in a responsible manner:**

Understanding our customer is the key to add value. We try to understand what drives value for our customers and offer best quality products with a prime focus of developing memorable customer experience. We take care of the well-being of our customers as well as the society. We take care



## Business Responsibility Report (Contd.)

of environment and implement practices that do not harm our society. We consistently work to improve customer satisfaction. We deliver value proactively by anticipating changes in customer's desired needs.

We disclose all the information on our labels in compliance with the legal requirements and let customers make an informed decision

There is no case pending against the company regarding unfair trade practice

As part of our stakeholder engagement strategy, Company engages with its customers and carries consumer surveys for different products every year to know the customer satisfaction level so that necessary steps may be taken to enhance customer satisfaction levels. Our marketing team routinely carries out these surveys and gives inputs to business on taking remedial action, if required.

# Independent Auditors' Report

To The Members of  
Kokuyo Camlin Limited

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Kokuyo Camlin Limited ("the Company"), which comprise the balance sheet as at 31 March 2021, and the statement of profit and loss (including other comprehensive income), 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 the significant accounting policies and other explanatory information.

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 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2021, and loss and other comprehensive income, changes in equity and its cash flows for the year ended on that date.

### Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those SAs 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 Act 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 on the financial statements.

### Key Audit Matters

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 matter.

### Description of Key Audit Matter

The key audit matter	How the matter was addressed in our audit
<p><b>Revenue recognition (refer note 3.01 and 44 – to the financial statements)</b></p> <p>Revenue from the sale of goods is recognised when the control of the goods has passed to the customers, which is on dispatch/delivery of the goods. There is a risk that revenue may be overstated to achieve performance targets at the reporting period end.</p> <p>Revenue is measured net of discounts, incentives and rebates earned by customers on the Company's sales. The estimation of discounts, incentives and rebates is significant and considered to be complex and requires significant degree of judgment. There is a risk that revenue may be overstated through incorrect estimation of the discounts, incentives and rebates recognised to achieve performance targets at the reporting period end.</p> <p>Accordingly, revenue recognition is a key audit matter.</p>	<p><b>Our audit procedures included the following:</b></p> <ul style="list-style-type: none"> <li>Accounting policies: Assessed the Company's accounting policies with respect to revenue recognition, discounts and rebates by comparing with applicable accounting standards.</li> <li>Control testing: Tested the design, implementation and operating effectiveness of the Company's controls over recording revenue and estimating and recording the amount of provisions for schemes and discounts.</li> <li><b>Tests of details:</b> <p>Tested, by selecting statistical samples, underlying documentation/records for sales transactions recorded at year end to determine whether revenue has been recognised in the correct period.</p> <p>Tested, by selecting statistical samples, the underlying documentation for discounts, incentives and rebates recorded and disbursed during the year.</p> <p>Assessed the Company's computations for accrual of discounts, incentives and rebates, on a sample basis, and compared the accruals made with the approved schemes and underlying documents.</p> <p>Assessed manual journals posted to revenue to identify unusual or irregular items.</p> <p>Compared past trends of payments and reversals of provisions for discounts, incentives and rebates to evaluate the historical accuracy of provisions made.</p> </li> <li>Considered the adequacy of the Company's disclosures in respect of revenue.</li> </ul>

The key audit matter	How the matter was addressed in our audit
<p><b>Provisioning for slow moving inventory (refer note 10 – to the financial statements)</b></p> <p>The Company makes provisions for slow moving / non-moving inventories based on certain specific percentages assigned to the inventory ageing. The Company also makes specific provisions for slow moving items. Due to the significant number of stock keeping units (SKUs) in the various categories of inventories, significant judgment is required by the Company in determining the inventory provisioning.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> <li>Accounting policies: Assessed the Company's accounting policies for inventory provisioning.</li> <li>Control testing: Tested the effectiveness of the Company's controls over the assessment and recording of slow moving inventory provision.</li> <li>Tests of details:</li> </ul>
<p>There is a risk that inventory may be overstated on account of inappropriate provisioning for non-moving inventories.</p> <p>Accordingly, provisioning for inventory is a key audit matter.</p>	<p>Tested the sales of slow moving inventory during the period and assessed the Company's plans for future disposal of such stocks.</p> <p>Tested the estimated future sales values, less estimated costs to sell against the carrying value of the inventories.</p> <p>Compared the historical trend of Company's estimates against actual outcomes to assess the impact of provision of slow moving inventory.</p> <p>Tested the inventory written off against the provisions recorded.</p> <ul style="list-style-type: none"> <li>Considered the adequacy of the Company's disclosures in respect of provisions for inventory.</li> </ul>

## Other Information

The Company's management and Board of Directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include the financial statements and our auditors' report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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.

## Management's and Board of Directors' Responsibility for the Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the state of affairs, profit/loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) 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 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.

In preparing the financial statements, the Management and Board of Directors are 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 the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is also responsible for overseeing the Company's financial reporting process.

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

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.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- 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.
- 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 Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures in the financial statements made by the Management and Board of Director.
- Conclude on the appropriateness of the Management and Board of Directors 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.

- 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.

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.

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.

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 matter. We describe these matters in our auditors' 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.

### **Report on Other Legal and Regulatory Requirements**

1. As required by the Companies (Auditors' Report) Order, 2016 ("the Order") issued by the Central Government in terms of section 143 (11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
- 2 (A) 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 (including other comprehensive income), the statement of changes in equity and the statement of cash flows dealt with by this Report are in agreement with the books of account.
- d) In our opinion, the aforesaid financial statements comply with the Ind AS specified under section 133 of the Act.
- e) On the basis of the written representations received from the directors as on 31 March 2021 taken on record by the Board of Directors, none of the directors is disqualified as on 31 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 with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".
- B) With respect to the other matters to be included in the Auditors' 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 as at 31 March 2021 on its financial position in its financial statements - Refer Note 32 to the financial statements;
- ii) The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts – Refer Note 42 to the financial statements;
- iii) There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company; and
- iv) The disclosures in the financial statements regarding holdings as well as dealings in specified bank notes during the period from 8 November 2016 to 30 December 2016 have not been made in these financial statements since they do not pertain to the financial year ended 31 March 2021.
- C) With respect to the matter to be included in the Auditors' Report under Section 197(16) of the Act:
- In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.101248W/W-100022

**Vijay Mathur**

Partner

Membership No: 046476

UDIN: 21046476AAAAEB2398

Mumbai

18 June 2021

# Annexure A to the Independent Auditors' Report on Financial Statements

**(Referred to our report of even date)**

- i. (a) The Company has maintained proper records showing full particulars, including quantitative details and situation of fixed assets and investment properties.
- (b) The Company has a regular programme of physical verification of its fixed assets and investment properties by which the property, plant and equipment and investment properties are verified by the management according to a programme designed to cover all the items over one year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. In accordance with the policy, the Company has physically verified all its fixed assets and investment properties during the year and no material discrepancies were noticed on such verification.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties of land and buildings and investment properties as disclosed in note 4 and note 5 of the financial statements, are held in the name of the Company.
- ii. The inventories, except goods in transit and stocks lying with third parties, have been physically verified by the management at reasonable intervals during the year. In our opinion, the frequency of such verification is reasonable. For stocks lying with third parties at the year end, written confirmations have been obtained and in respect of goods-in-transit, subsequent goods receipts have been verified. The discrepancies noticed on verification between the physical stocks and the book records have been properly dealt with in the books of account.
- iii. In our opinion and according to the information and explanations given to us, 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 Act. Accordingly, paragraph 3 (iii) of the Order is not applicable to the Company.
- iv. In our opinion and according to the information and explanations given to us, the Company has complied with the provisions of section 186 of the Act with respect to investments made. The Company has not granted any loans or provided any guarantees or security to parties covered under section 185 and 186 of the Act.
- v. In our opinion and according to the information and explanations given to us, the Company has not accepted any deposits to which the directives issued by the Reserve Bank of India or the provisions of sections 73 to 76 or any other relevant provisions of the Act and the rules framed there under apply. Accordingly, paragraph 3(v) of the Order is not applicable to the Company.
- vi. We have broadly reviewed the books of account relating to manufacture of stationery items maintained by the Company pursuant to the rules prescribed by the Central Government for the maintenance of cost records under section 148(1) of the Act and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. We have not, however, made a detailed examination of the same with a view to determine whether they are complete or accurate.
- vii. (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, amounts deducted/ accrued in the books of account in respect of undisputed statutory dues including Provident Fund, Employees' State Insurance, duty of customs, Goods and Services Tax, Income Tax, Cess, Professional tax, Labor welfare fund and other material statutory dues have generally been regularly deposited during the year by the Company with the appropriate authorities.

According to the information and explanations given to us, no undisputed amounts payable in respect of Provident Fund, Employees' State Insurance, duty of customs, Goods and Services Tax, Income Tax, Cess, Professional tax, Labor welfare fund and other material statutory dues were in arrears as at 31 March 2021 for a period of more than six months from the date they became payable.

- (b) According to the information and explanations given to us, there are no dues of Income Tax, Sales-tax, Service tax, duty of customs, duty of excise, Goods and Services tax and Value added tax which have not been deposited with the appropriate authorities on account of any dispute, except as follows:

Name of the Statute	Nature of dues	Amount Demanded Rs. in lakhs	Amount Paid Rs. in lakhs	Period to which the amount relates	Forum where dispute is pending
The Income tax Act, 1961	Income tax	2,040.92	-	AY 2006-07 and AY 2018-19	Income tax Appellate Tribunal
The Income tax Act, 1961	Income tax	35.71	-	AY 2017-18	Assessing officer
Central Excise Act, 1944	Excise duty (including Interest and penalty, if applicable)	53.60	32.97	1990-95	Mumbai High court
Central Excise Act, 1944	Excise duty (including Interest and penalty, if applicable)	9.05	-	Jan 1991 to June 1991	The Customs, Excise and Service Tax Appellate Tribunal (CESTAT)
Central Sales Tax Act, 1956 and Local Sales Tax Act	Sales tax (including interest and penalty, if applicable)	725.90	202.74	1995-96, 1998-99 to 2001-02, 2004-05 to 2005-06, 2007-08, 2009-10 to 2013-14, 2014-15 2015-16 2016-17	First Appel- late
Central Sales Tax Act, 1956 and Local Sales Tax Act	Sales tax (including interest and penalty, if applicable)	39.70	37.92	1996 to 1998 and 2000-2001 to 2008-09	Sales Tax- Tribunal
Central Sales Tax Act, 1956 and Local Sales Tax Act	Sales tax (including interest and penalty, if applicable)	18.95	-	2015-16 to 2017-18	Assessing officer

- viii. According to the information and explanations given to us, the Company has not defaulted in repayment of dues to any financial institution or bank during the year. The Company did not have any loans or borrowings during the year from debenture holders or from the government.
- ix. According to the information and explanations given to us, the Company has not raised any monies by way of initial public offer or further public offer (including debt instruments) during the year. In our opinion and according to the information and explanations given to us, the term loans taken by the Company have been applied for the purpose which they were raised.
- x. According to the information and explanations given to us, no material fraud by the Company or on the Company by its officers or employees has been noticed or reported during the course of our audit.
- xi. According to the information and explanations given to us and based on our examination of the records of the Company, managerial remuneration has been paid / provided in accordance with the requisite approvals mandated by the provisions of section 197 read with Schedule V to the Act.
- xii. In our opinion and according to the information and explanations given to us, the Company is not a Nidhi company. Accordingly, paragraph 3(xii) of the Order is not applicable to the Company.
- xiii. According to the information and explanations given to us and based on our examination of the records of the Company, transactions with the related parties are in compliance with sections 177 and 188 of the Act where applicable and details of such transactions have been disclosed in the financial statements as required by the applicable accounting standards.
- xiv. According to the information and explanations given to us and based on our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, paragraph 3 (xiv) of the Order is not applicable to the Company.

- xv. According to the information and explanations given to us and based on our examination of the records of the Company, the Company has not entered into non-cash transactions with directors or persons connected with him. Accordingly, paragraph 3(xv) of the Order is not applicable to the Company.
- xvi. According to the information and explanations given to us, the Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, paragraph 3(xvi) of the Order is not applicable to the Company.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.101248W/W-100022

**Vijay Mathur**

Partner

Mumbai

18 June 2021

Membership No: 046476

UDIN: 21046476AAAAEB2398



# Annexure B to the Independent Auditors' Report on the financial statements of Kokuyo Camlin Limited for the year ended 31 March 2021

## **Report on the internal financial controls with reference to the aforesaid financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013**

**(Referred to in paragraph 2 (A)(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)**

### **Opinion**

We have audited the internal financial controls with reference to financial statements of Kokuyo Camlin Limited ("the Company") as of 31 March 2021 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2021, based on the internal financial controls with reference to financial statements 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 (the "Guidance Note").

### **Management's Responsibility for Internal Financial Controls**

The Company's management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. 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 (hereinafter referred to as "the Act").

### **Auditors' Responsibility**

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. 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 with reference to financial statements were established and maintained and whether 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 with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of such internal financial controls, 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 with reference to financial statements.

### **Meaning of Internal Financial controls with Reference to Financial Statements**

A company's internal financial controls with reference to financial statements 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 controls with reference to financial statements include 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.

### **Inherent Limitations of Internal Financial controls with Reference to Financial Statements**

Because of the inherent limitations of internal financial controls with reference to financial statements, 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 with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.101248W/W-100022

**Vijay Mathur**

Partner

Mumbai

18 June 2021

Membership No: 046476

UDIN: 21046476AAAAEB2398

# Balance Sheet

as at 31 March, 2021

(₹ in Lakhs)

Particulars	Note No.	As at 31 March 2021	As at 31 March 2020
<b>A Assets</b>			
<b>1 Non-current assets</b>			
(a) (i) Property, plant and equipment	4	<b>14,373.87</b>	15,746.25
(ii) Right of use asset	4	<b>1,969.21</b>	2,001.32
(b) Investment property	5	<b>2.73</b>	2.73
(c) (i) Other intangible assets	4	<b>158.63</b>	82.42
(ii) Other intangible assets under development		<b>38.68</b>	-
d) Financial assets			
(i) Investments	6	<b>1,369.07</b>	548.04
(ii) Loans	7	<b>224.35</b>	234.82
(iii) Other financial assets	8	<b>72.92</b>	14.72
(e) Income tax assets (net)		<b>354.29</b>	325.13
(f) Other non-current assets	9	<b>105.92</b>	383.47
<b>Total non-current assets (A)</b>		<b>18,669.67</b>	19,338.90
<b>2 Current Assets</b>			
(a) Inventories	10	<b>12,707.59</b>	18,362.60
(b) Financial assets			
(i) Trade receivables	11	<b>5,114.67</b>	7,550.76
(ii) Cash and cash equivalents	12	<b>670.90</b>	487.30
(iii) Bank balances other than (ii) above	13	<b>34.53</b>	52.73
(iv) Loans	14	<b>7.25</b>	14.77
(c) Other current assets	15	<b>1,823.96</b>	2,312.51
<b>Total current assets (B)</b>		<b>20,358.90</b>	28,780.67
<b>TOTAL ASSETS (A + B)</b>		<b>39,028.57</b>	48,119.57
<b>B EQUITY AND LIABILITIES</b>			
<b>1 Equity</b>			
(a) Equity share capital	16	<b>1,003.04</b>	1,003.04
(b) Other equity	17	<b>23,351.92</b>	23,916.92
<b>Total equity (C)</b>		<b>24,354.96</b>	24,919.96
<b>2 Liabilities</b>			
Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	18	<b>1,342.76</b>	2,168.66
(ii) Other financial liabilities	19	<b>113.40</b>	47.97
(b) Provisions	20	<b>557.06</b>	613.47
(c) Deferred tax liabilities (net)	37	-	349.39
<b>Total Non-current liabilities (D)</b>		<b>2,013.22</b>	3,179.49
<b>Current liabilities</b>			
(a) Financial Liabilities			
(i) Short term borrowings	21	<b>5,708.99</b>	9,659.59
(ii) Trade payables	22		
Total outstanding dues of micro enterprises and small enterprises		<b>11.39</b>	9.76
Total outstanding dues of creditors other than micro enterprises and small enterprises		<b>3,800.03</b>	7,073.74
(iii) Other financial liabilities	23	<b>2,327.07</b>	2,265.01
(b) Other current liabilities	24	<b>684.13</b>	864.35
(c) Provisions	25	<b>128.78</b>	147.67
<b>Total Current Liabilities (E)</b>		<b>12,660.39</b>	20,020.12
<b>TOTAL EQUITY AND LIABILITIES (C+ D+ E)</b>		<b>39,028.57</b>	48,119.57

The attached notes 1 to 45 form an integral part of these financial statements.

As per our report of even date attached.

For **B S R & Co. LLP**  
Chartered Accountants  
Firm's Registration No: 101248W/W-100022

**Vijay Mathur**  
Partner  
Membership No: 046476

Mumbai  
18 June 2021

**Satish Veerappa**  
Chief Executive Officer

**Shishir B. Desai**  
Director  
(DIN-01453410)

**Chetan Badal**  
Chief Financial Officer

**Ravindra Damle**  
V P (Corporate) and  
Company Secretary

For and on behalf of the Board of Directors of  
**Kokuyo Camlin Limited**  
CIN : L24223MH1946PLC005434

**Dilip Dandekar**  
Chairman and Executive Director  
(DIN-00846901)

**Shriram Dandekar**  
Vice Chairman & Executive Director  
(DIN-01056318)

# Statement of Profit and Loss

For the year ended 31 March 2021

(₹ in Lakhs)

Particulars	Note No.	Year ended 31 March 2021	Year ended 31 March 2020
<b>REVENUE</b>			
<b>I</b> Revenue from operations	26	<b>40,312.37</b>	63,403.49
<b>II</b> Other income	27	<b>32.51</b>	81.23
<b>III Total Income (I + II)</b>		<b>40,344.88</b>	63,484.72
<b>IV EXPENSES</b>			
(a) Cost of materials consumed	28	<b>12,963.43</b>	22,772.37
(b) Purchases of stock-in-trade	28	<b>5,278.42</b>	14,367.79
(c) Changes in stock of finished goods, work-in-progress and stock-in-trade	28	<b>5,389.45</b>	935.52
(d) Employee benefits expense	29	<b>7,306.07</b>	8,330.29
(e) Finance costs	30	<b>892.90</b>	971.93
(f) Depreciation and amortisation expense	4	<b>1,840.23</b>	1,927.76
(g) Other expenses	31	<b>8,490.67</b>	13,300.61
<b>Total Expenses (IV)</b>		<b>42,161.17</b>	62,606.27
<b>V (Loss) / profit before tax (III - IV)</b>		<b>(1,816.29)</b>	878.45
<b>VI Tax expense</b>	36		
(a) Current tax		-	84.25
(b) Deferred tax -(credit) / charge		<b>(351.58)</b>	251.93
(c) Prior years - Income tax		<b>(2.87)</b>	106.65
<b>Total tax expense (VI)</b>		<b>(354.45)</b>	442.83
<b>VII (Loss) / profit after tax (V -VI)</b>		<b>(1,461.84)</b>	435.62
<b>VIII Other comprehensive income / (loss)</b>		<b>896.84</b>	(403.26)
(i) Items that will not be reclassified subsequently to profit or loss			
(a) Remeasurements of the defined benefit plans		<b>78.00</b>	(314.15)
(b) Fair value changes on equity instruments		<b>821.03</b>	(90.17)
(ii) Income tax relating to items that will not be reclassified to profit or loss		<b>(2.19)</b>	1.06
<b>IX Total comprehensive income / (loss) for the year</b>		<b>(565.00)</b>	32.36
<b>X Earnings per share (Face value Re. 1/- each):</b>			
Basic earnings per share	39	<b>(1.46)</b>	0.43
Diluted earnings per share		<b>(1.46)</b>	0.43

The attached notes 1 to 45 form an integral part of these financial statements.

As per our report of even date attached.

For **B S R & Co. LLP**  
Chartered Accountants  
Firm's Registration No: 101248W/W-100022

**Vijay Mathur**  
Partner  
Membership No: 046476

Mumbai  
18 June 2021

**Satish Veerappa**  
Chief Executive Officer

**Shishir B. Desai**  
Director  
(DIN-01453410)

**Chetan Badal**  
Chief Financial Officer

**Ravindra Damle**  
V P (Corporate) and  
Company Secretary

For and on behalf of the Board of Directors of  
**Kokuyo Camlin Limited**  
CIN : L24223MH1946PLC005434

**Dilip Dandekar**  
Chairman and Executive Director  
(DIN-00846901)

**Shriram Dandekar**  
Vice Chairman & Executive Director  
(DIN-01056318)



# Statement of Cash Flows

For the year ended 31 March 2021

(₹ in Lakhs)

Particulars	Year ended 31 March 2021	Year ended 31 March 2020
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
(Loss) / profit before tax for the year	<b>(1,816.29)</b>	878.45
<b>Adjustments for :</b>		
Depreciation and amortisation	<b>1,808.12</b>	1,895.65
Amortisation of right of use assets	<b>32.11</b>	32.11
Unrealised foreign exchange (gain)/loss	<b>(0.51)</b>	29.64
Finance costs	<b>892.90</b>	971.93
Interest income	<b>(20.79)</b>	(28.25)
Provision for doubtful receivables	<b>391.20</b>	79.12
Provision for doubtful advances (net)	<b>32.84</b>	5.62
(Profit) on sale of property, plant and equipment(net)	<b>(11.62)</b>	(52.92)
<b>Total</b>	<b>1,307.96</b>	<b>3,811.35</b>
<b>Working capital adjustments</b>		
- Decrease in trade receivables	<b>2,044.89</b>	4,121.17
- Decrease in other current assets	<b>457.36</b>	427.72
- Decrease in Inventories	<b>5,655.01</b>	1,558.00
- Decrease / (increase) in other non-current assets	<b>18.09</b>	(41.93)
- Decrease / (increase) in loans	<b>10.47</b>	(25.18)
- Decrease in trade payables	<b>(3,271.57)</b>	(1,838.35)
- Increase / (decrease) in provisions	<b>2.70</b>	(226.62)
- Decrease in other current liabilities	<b>(22.64)</b>	(956.64)
<b>Total</b>	<b>4,894.31</b>	3,018.17
<b>CASH GENERATED FROM OPERATING ACTIVITIES</b>	<b>6,202.27</b>	6,829.52
Tax (paid)/refund (net)	<b>(26.29)</b>	(375.00)
Net cash generated from operating activities	<b>6,175.98</b>	6,454.52
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Acquisition of property, plant and equipment	<b>(349.25)</b>	(1,381.91)
Proceeds from sale of property, plant and equipment	<b>18.74</b>	77.15
Deposits (placed)	<b>(124.63)</b>	(121.84)
Deposits matured	<b>84.63</b>	650.00
Interest received	<b>28.31</b>	38.86
Net cash used in investing activities	<b>(342.20)</b>	(737.74)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
(Repayment) of short term borrowings (net)	<b>(3,950.59)</b>	(4,407.45)
(Repayment) of term borrowings	<b>(806.55)</b>	(350.66)
Interest and other finance cost paid	<b>(892.83)</b>	(971.85)
Repayment of principal towards lease liability	<b>(0.14)</b>	(0.14)
Interest paid on lease liability	<b>(0.07)</b>	(0.08)
<b>Net cash used in financing activities</b>	<b>(5,650.18)</b>	(5,730.18)
<b>Net increase/ (decrease) in cash and cash equivalents</b>	<b>183.60</b>	(13.40)
<b>Cash and cash equivalents at the beginning of the year</b>	<b>487.30</b>	500.70
<b>Cash and cash equivalents at the end of the year</b>	<b>670.90</b>	487.30

# Statement of Cash Flows

For the year ended 31 March 2021

(₹ in Lakhs)

Notes :-

- The above Cash Flow Statement has been prepared under the 'Indirect Method' as set out in the Indian Accounting Standard (Ind AS) 7 - "Statement of Cash Flows "
- Cash and cash equivalents at the end of the year

Particulars	As at 31 March 2021	As at 31 March 2020
Balance with banks		
in current accounts	<b>603.96</b>	343.68
in EEFC accounts	<b>29.54</b>	107.64
Deposits with original maturity of less than three months	<b>34.14</b>	31.90
Cash on hand	<b>3.26</b>	4.08
	<b>670.90</b>	487.30

- Debt reconciliation statement in accordance with IND AS 7

Particulars	As at 31 March 2021	As at 31 March 2020
Opening balances		
Long term borrowings (including curent maturities)	<b>2,921.32</b>	3,271.98
Short term borrowings	<b>9,659.59</b>	14,067.03
Cash movement		
Long term borrowings	<b>(806.55)</b>	(350.66)
Short term borrowings	<b>(3,950.59)</b>	(4,407.45)
Closing balance		
Long term borrowings (including curent maturities)	<b>2,114.77</b>	2,921.32
Short term borrowings	<b>5,708.99</b>	9,659.59

- Lease Liability reconciliation statement in accordance with IND AS 116

Particulars	As at 31 March 2021	As at 31 March 2020
Opening balance	<b>0.85</b>	0.91
Add: Interest accrued during the year	<b>0.07</b>	0.08
Less: Payments during the year	<b>(0.14)</b>	(0.14)
Closing balance	<b>0.78</b>	0.85

The attached notes 1 to 45 form an integral part of these financial statements.

As per our report of even date attached.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No: 101248W/W-100022

**Vijay Mathur**

Partner

Membership No: 046476

Mumbai

18 June 2021

**Satish Veerappa**

Chief Executive Officer

**Shishir B. Desai**

Director

(DIN-01453410)

**Chetan Badal**

Chief Financial Officer

**Ravindra Damle**

V P (Corporate) and

Company Secretary

For and on behalf of the Board of Directors of  
Kokuyo Camlin Limited

CIN : L24223MH1946PLC005434

**Dilip Dandekar**

Chairman and Executive Director

(DIN-00846901)

**Shriram Dandekar**

Vice Chairman & Executive Director

(DIN-01056318)

# Statement of Changes in Equity

for the year ended 31 March 2021

## (a) Equity Share Capital

Particulars	Note No.	₹ In Lakhs	
		31 March 2021	31 March 2020
Balance at the beginning of the year	16	1,003.04	1,003.04
Changes in equity share capital during the year		-	-
<b>Balance at the end of the year</b>		<b>1,003.04</b>	<b>1,003.04</b>

## (b) Other equity

Particulars	Reserves and surplus			Items of Other comprehensive income	Total equity
	Capital reserve	Securities premium	General reserve		
Balance at 1 April 2019	52.70	17,901.56	1,966.30	573.07	23,884.94
Adjustment on account of transition to new lease standard, net of taxes	-	-	-	(0.38)	(0.38)
Restated balance as at beginning of the reporting period (1 April 2019)	52.70	17,901.56	1,966.30	573.07	23,884.56
<b>Profit for the year</b>	-	-	-	435.62	435.62
<b>Other comprehensive income for the year</b>	-	-	-	-	-
Equity Instruments through Other Comprehensive Income (net of tax)	-	-	-	(89.11)	(89.11)
Remeasurements of defined benefit plan (net of tax)	-	-	-	(314.15)	(314.15)
<b>Balance at 31 March 2020</b>	<b>52.70</b>	<b>17,901.56</b>	<b>1,966.30</b>	<b>483.96</b>	<b>23,916.92</b>
Loss for the year	-	-	-	(1,461.84)	(1,461.84)
<b>Other comprehensive income for the year</b>	-	-	-	-	-
Equity Instruments through Other Comprehensive Income (net of tax)	-	-	-	818.84	818.84
Remeasurements of defined benefit plan	-	-	-	78.00	78.00
<b>Balance at 31 March 2021</b>	<b>52.70</b>	<b>17,901.56</b>	<b>1,966.30</b>	<b>2,128.56</b>	<b>23,351.92</b>

The attached notes 1 to 45 form an integral part of these financial statements.  
As per our report of even date attached.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No: 101248W/W-100022

**Vijay Mathur**

Partner

Membership No: 046476

Mumbai

18 June 2021

For and on behalf of the Board of Directors of  
**Kokuyo Camlin Limited**  
CIN : L24223MH1946PLC005434

**Satish Veerappa**  
Chief Executive Officer

**Chetan Badal**  
Chief Financial Officer

**Dilip Dandekar**  
Chairman and Executive Director  
(DIN:00846901)

**Shishir B. Desai**  
Director  
(DIN:01453410)

**Ravindra Damle**  
V P (Corporate) and  
Company Secretary

**Shriram Dandekar**  
Vice Chairman & Executive Director  
(DIN:01056318)

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 1 BACKGROUND OF THE COMPANY

Kokuyo Camlin Limited (the "Company") was incorporated in India in 1946 as "Camlin Private Limited" under the Indian Companies Act, 1913. Subsequently, the Company was converted into a Public Limited Company in 1988 as Camlin Limited and was listed on BSE Ltd (BSE) and listed on National Stock Exchange of India Ltd (NSE) in the year 2008. In the year 2011, Kokuyo S&T Co. Ltd, (now Kokuyo Company Limited) a Japanese corporation engaged in the business of stationery acquired a majority stake in the Company and presently holds 74.44% shares in the Company. The registered office of the Company is located at 48/2, Hilton House, Central Road, MIDC, Andheri (East), Mumbai, India.

Kokuyo Camlin Limited manufactures, and trades in scholastic products, writing instruments, notebooks, marker pens, inks, fine-art colours and accessories, hobby colours, pencils and other stationery products.

## 2 BASIS OF PREPARATION

### (a) Statement of compliance

These financial statements have been prepared in accordance with Indian Accounting Standards (Ind AS) as per the Companies (Indian Accounting Standards) Rules, 2015 notified under Section 133 of the Companies Act, 2013 ('the Act') and other relevant provisions of the Act.

The financial statements for the year ended 31 March 2021 have been reviewed by the Audit Committee and approved by the Board of Directors in their meetings held on 18 June 2021.

Details of the Company's significant accounting policies are disclosed in Note 3.

### (b) Functional and presentation currency

These financial statements are presented in Indian Rupees (INR), which is also the Company's functional currency. All amounts are mentioned in lakhs and rounded off to 2 decimals unless, otherwise stated.

### (c) Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following assets and liabilities which have been measured at fair value:

- 1 Certain financial assets and liabilities (including derivative instruments and equity investments) - measured at fair value
- 2 Net defined benefit (asset)/liability - fair value of plan assets less present value of defined benefit obligations

### (d) Use of estimates and judgements

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses, including any impacts arising from COVID-19 pandemic (refer note (c) below). Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.



# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment is included in the following notes:

- Note 3.01 and 44 – recognition of schemes and rebates;
  - Note 3.09 and 37 – recognition of deferred tax assets: availability of future taxable profit against which minimum alternate tax can be used;
  - Note 3.11 and 10 – recognition and measurement of provision for inventories;
  - Note 3.13 and 40 – measurement of defined benefit obligations: key actuarial assumptions;
  - Notes 3.15 and 32 – recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of an outflow of resources;
  - Note 3.04 and 3.13– impairment of financial and non financial assets.
  - Note 3.02 and 3.03 – management estimate for useful life of plant and machinery, electrical installation and intangible assets.
  - Note 42 - fair value measurement of financial instruments
- (e) The Company's operations were adversely impacted by the various lockdowns imposed to contain the spread of COVID-19 pandemic from the second week of March 2020. The operations gradually resumed with requisite safety precautions during the period with limited manpower and disruption in supply chain. The Company has evaluated the impact of this pandemic on its business operations, liquidity and financial position and based on management's review of current indicators and economic conditions, no significant adjustment is required in the financial statements for the year ended 31 March 2021. Given the uncertainty associated with its nature and duration, the impact may be different from that estimated as at the date of approval of these financial statements. The Company will continue to monitor any material changes to future economic conditions. In view of the above, the financial statements for the year ended 31 March 2021 are not comparable with those of the previous year.

(f) **Current vs non current classification**

Any asset or liability is classified as current if it satisfies any of the following conditions:

- i. the asset/liability is expected to be realised/settled in the Company's normal operating cycle;
- ii. the asset is intended for sale or consumption;
- iii. the asset/liability is held primarily for the purpose of trading;
- iv. the asset/liability is expected to be realised/settled within twelve months after the reporting period;
- v. the asset is cash or cash equivalent unless it is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date;
- vi. in the case of a liability, the Company does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

All other assets and liabilities are classified as non-current. For the purpose of current/non-current classification of assets and liabilities, the Company has ascertained its normal operating cycle as twelve months. This is based on the nature of goods and services and the time between the acquisition of assets or inventories for processing and their realisation in cash and cash equivalents.

## **(g) Fair value measurement**

The Company measures certain financial instruments, such as derivatives and equity investments, at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- A. In the principal market for the asset or liability, or
- B. In the absence of a principal market, in the most advantageous market for the asset or liability.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as under, based on the lowest level input that is significant to the fair value measurement as a whole:

- A. Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- B. Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- C. Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Further information about the assumptions made in measuring fair value is included in the following notes.

- Note 5 - Investment property
- Note 42 - Financial instruments

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 3 SIGNIFICANT ACCOUNTING POLICIES

### 3.01 Revenue recognition

#### Revenue from Contracts with Customers

Revenue represents amounts received and receivable from third parties for goods supplied to the customers and for services rendered. Revenue is recognised when control of the goods has been transferred to the customer, which happens on dispatch/delivery of the goods. Revenue is measured as the amount of consideration which the Company expects to receive, net of returns and allowances, trade/cash discounts and volume rebates. Accumulated experience is used to estimate and accrue for the discounts (using the most likely method) and returns considering the terms of the underlying schemes and agreements with the customer. No element of financing is deemed present as the sales are made with normal credit days consistent with market practice. A liability is recognised where payments are received from customers before transferring control of the goods being sold.

#### Interest income

Interest income from financial assets is recognised when it is probable that economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial assets to that asset's net carrying amount on initial recognition.

#### Dividend:

Dividend is recognised as revenue when the right to receive dividend payment has been established.

### 3.02 Property, plant and equipment

#### (i) Recognition and measurement

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

The cost of an item of property, plant and equipment comprises:

- a) its purchase price, including import duties and non-refundable taxes (net of Cenvat, VAT and GST), after deducting trade discounts and rebates.
- b) any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.
- c) borrowing costs for long-term construction projects if the recognition criteria are met.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

#### (ii) Subsequent expenditure

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company.

#### (iii) Depreciation

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

Depreciation is calculated on cost of items of property, plant and equipment less their estimated residual values, if any, over their estimated useful lives using the straight line method in the manner and at the rates prescribed by Part 'C' of Schedule II of the Act, except as stated below. Depreciation is charged on a monthly pro-rata basis for assets purchased or sold during the year.

The Company has used the following rates to provide depreciation on its fixed assets.

	Useful life as Per Schedule II	Useful life as Per Company's Policy	Reasons
Site development	30 years	30 years	
Buildings & sheds	30 years and 60 years	30 years and 60 years	
Plant & Machinery & Electrical Installation	7.5 years to 15 years	7.5 years to 25 years	Management's estimation based on internal technical evaluation
Office equipment	3 to 6 years	3 to 6 years	
ERP Hardware	5 years	5 years	
Furniture & Fittings	10 years	10 years	
Vehicles	8 to 10 years	8 to 10 years	

Gains and losses on disposals are determined by comparing sale proceeds with carrying amount. These are included in profit or loss within other gains/(losses).

### 3.03 Intangible assets

Intangible assets comprise application software purchased / developed, which are not an integral part of the related hardware, and are amortised using the straight line method over a period of the software license, which in Management's estimate represents the period during which the economic benefits will be derived from their use.

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates.

The useful lives of intangible assets are as mentioned below:

	Useful life as Per Schedule II	Useful life as Per Company's Policy	Reasons
Licenses and software	5 years	10 years	Management's estimation based on internal technical evaluation
ERP software	5 years	5 years	

Development expenditure is capitalised as part of the cost of the resulting intangible asset only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Company intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in profit and loss as incurred. Subsequent to initial recognition, the asset is measured at cost less accumulated amortisation and any accumulated impairment loss.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 3.04 Impairment of non financial assets

The Company's non financial assets are tested for impairment at each reporting date to determine whether there are events or changes in circumstances which indicate that the carrying amount may not be recoverable. Management periodically assesses using, external and internal sources, whether there is an indication that an asset may be impaired.

The recoverable amount is higher of the asset's/cash-generating unit's net selling price or value in use, i.e. the present value of future cash flows expected to arise from the continuing use of the asset and its eventual disposal. An impairment loss is recognised in the statement of profit and loss if the carrying amount of an asset/cash-generating unit exceeds its estimated recoverable amount. An impairment loss for an asset is reversed if, and only if, the reversal can be related objectively to an event occurring after the impairment loss was recognised. The carrying amount of an asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortization or depreciation) had no impairment loss been recognised for the asset in prior year.

## 3.05 Foreign currency transactions

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in profit or loss.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

## 3.06 Borrowing cost

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

Other borrowing costs are expensed in the period in which they are incurred.

## 3.07 Leases

"On inception of a contract, the Company (as a lessee) assesses whether it contains a lease. A contract is, or contains a lease when it 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.



# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

As a lessee, the Company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful life of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate. Lease payments included in the measurement of the lease liability comprise the fixed payments, including insubstance fixed payments. The lease liability is measured at amortised cost using the effective interest method.

The Company has used number of practical expedients when applying Ind AS 116: - Short-term leases, leases of low-value assets and single discount rate. The Company has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Lease liability have been presented under other financial liabilities and Right of use asset have been separately presented in the Balance Sheet and lease payments are presented as follows in Company's statement of cash flows:

- short-term lease payments, payments for leases of low-value assets and variable lease payments that are not included in the measurement of the lease liabilities are presented within cash flows from operating activities;
- payments for the interest element of recognised lease liabilities are included in 'interest paid' within cash flows from financing activities; and
- payments for the principal element of recognised lease liabilities are presented within cash flows from financing activities.

### **3.08 Investment property**

Investment property is property held either to earn rental income or for capital appreciation or for both but not for sale in the ordinary course of business, or for use in the production or supply of goods or services or for administrative purpose. Upon initial recognition, an investment property is measured at cost. Subsequent to initial recognition, investment property is measured at cost less accumulated depreciation and accumulated impairment losses, if any.

### **3.09 Income-tax**

Income tax expense comprises of current and deferred tax. It is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in OCI.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## (i) Current tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of previous year. It is measured using tax rates enacted or substantively enacted at the reporting date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Minimum Alternate Tax ('MAT') under the provisions of Income-tax Act, 1961 is recognised as current tax in the statement of profit and loss. MAT paid in accordance with the tax laws, which gives future economic benefits in the form of adjustment to future income tax liability, is considered as an asset if there is a convincing evidence that the Company will pay normal tax in future. Accordingly, MAT is recognized as an asset in the balance sheet when it is probable that the future economic benefit associated with it will flow to the Company.

Current tax assets and liabilities are offset only if, the Company:

- a) has a legally enforceable right to set off the recognised amounts; and
- b) intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

## (ii) Deferred tax

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax relating to items recognised outside profit or loss are recognised as a part of these items (either in other comprehensive income or in equity).

Deferred tax assets and liabilities are offset only if:

- a) the entity has a legally enforceable right to set off current tax assets against current tax liabilities; and
- b) the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on the same taxable entity.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 3.10 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

## 3.11 Inventories

Inventories are valued at the lower of cost and net realisable value.

Costs incurred in bringing each product to its present location and condition are accounted for as follows:

- Raw materials: cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on moving weighted average basis.
- Finished goods and work in progress: cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity. Cost is determined on moving weighted average basis.
- Traded goods: cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on moving weighted average basis.
- Provision is made for obsolescence, slow moving inventories and other anticipated losses, wherever considered necessary.

## 3.12 Financial instruments

Financial assets and financial liabilities are recognised when a Company becomes a party to the contractual provisions of the instruments.

### (i) Initial Recognition:

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss and ancillary costs related to borrowings) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in Statement of Profit and Loss.

### (ii) Classification and Subsequent Measurement: Financial Assets

The Company classifies financial assets as subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI") or fair value through profit or loss ("FVTPL") on the basis of following:

- the entity's business model for managing the financial assets and
- the contractual cash flow characteristics of the financial asset.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## **Amortised Cost:**

A financial asset shall be classified and measured at amortised cost if both of the following conditions are met:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

## **Fair Value through OCI:**

A financial asset shall be classified and measured at fair value through OCI if both of the following conditions are met:

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investments that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment by investment basis.

## **Fair Value through Profit or Loss:**

A financial asset shall be classified and measured at fair value through profit or loss unless it is measured at amortised cost or at fair value through OCI.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets..

### **(iii) Classification and Subsequent Measurement: Financial liabilities**

Financial liabilities are classified as measured at amortised cost or FVTPL . A financial liability is classified as at FVTPL if it is classified as held for trading or it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gain and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

### **(iv) Impairment of financial assets:**

Financial assets, other than those at FVTPL, are assessed for indicators of impairment at the end of each reporting period. The Company recognises a loss allowance for expected credit losses on financial asset. In case of trade receivables, the Company follows the simplified approach permitted by Ind AS 109 – Financial Instruments for recognition of impairment loss allowance. The application of simplified approach does not require the Company to track changes in credit risk.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## **(v) Derecognition of financial assets and financial liabilities:**

### *Financial assets*

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the right to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial assets.

If the Company enters into transactions whereby it transfers assets recognised on its balance sheet but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not derecognised.

### *Financial Liabilities*

The Company derecognises a financial liability when the contractual obligations are discharged or cancelled, or expire.

The Company also derecognises financial liabilities when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in profit or loss.

## **(vi) Derivatives**

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at fair value through Statement of Profit and Loss.

## **(vii) Offsetting financial instruments**

Financial assets and liabilities are offset and the net amount is reported in the balance sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or the counterparty.

## **3.13 Employee benefits**

### **(i) Short term employee benefits**

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.



# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## (ii) Compensated absences

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 by a qualified Actuary at 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 the statement of profit and loss.

## (iii) Defined contribution plans

Obligations for contributions to defined contribution plans are expensed as the related service is provided. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

## (iv) Defined benefit plans

The Company's net obligation in respect of defined benefit plans is calculated separately by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Company, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Remeasurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), are recognised immediately in the balance sheet with a corresponding debit or credit to the retained earnings through OCI in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Company recognises gains and losses on the settlement of a defined benefit plan when the settlement occur.

## (v) Other long-term employee benefits

The Company's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Re-measurement are recognised in profit or loss in the period in which they arise.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 3.14 Provisions and contingent liabilities

Provisions are recognised when the Company has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value, wherever the Company can estimate the time of settlement, of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The increase in the provisions due to passage of time is recognised as interest expense.

Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made.

Where the likelihood of outflow of resources is remote, no provision or disclosure is made.

## 3.15 Earnings per share

Basic earnings per share is computed by dividing the profit / (loss) after tax by the weighted average number of equity shares outstanding during the year. The weighted average number of equity shares outstanding during the year is adjusted for the events for bonus issue, bonus element in a rights issue to existing shareholders, share split and reverse share split (consolidation of shares).

Diluted earnings per share is computed by dividing the profit / (loss) after tax 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 conversion of all dilutive potential equity shares.

## 3.16 Government grants

The Company is entitled to 'Scheme of budgetary support' under Goods and Service Tax Regime in respect of eligible manufacturing units located in specified regions. Such grants are measured at amount receivable from the government and are recognised as other operating revenue when there is a reasonable assurance that they will be received and the Company will comply with all necessary conditions attached to the grant.

Income from such grants is recognised on a systematic basis over the periods to which they relate.

## 3.17 Research and Development

Expenditure on research activities is recognised in profit and loss as incurred.

Development expenditure is capitalised as part of the cost of the resulting intangible asset only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Company intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in profit and loss as incurred. Subsequent to initial recognition, the asset is measured at cost less accumulated amortisation and any accumulated impairment loss.

## 3.18 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker (CODM). Chief operating decision maker's function is to allocate the resources of the entity and assess the performance of the operating segment of the Company.

## 3.19 Recent pronouncements

Ministry of Corporate affairs ("MCA") notifies new standards or amendments to the existing standards. There is no such notification which would have been applicable from April 1, 2021

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 4 PROPERTY, PLANT AND EQUIPMENT

Description	Site development	Buildings and shed	Plant and machinery	Office Equipment	ERP hardware	Furniture and fixtures	Motor vehicles*	Total
Gross block								
As at 1 April 2019	985.88	6,435.07	12,093.16	595.47	82.58	220.50	191.88	20,604.54
Add: Additions during the year	30.78	102.21	1,072.39	21.42	-	19.43	-	1,246.23
Less: Disposal/adjustments during the year	-	13.02	91.79	55.51	-	-	-	160.32
As at 31 March 2020	1,016.66	6,524.26	13,073.76	561.38	82.58	239.93	191.88	21,690.45
<b>Add: Additions during the year</b>	<b>19.55</b>	<b>9.67</b>	<b>301.85</b>	<b>79.14</b>	<b>8.00</b>	<b>3.18</b>	<b>-</b>	<b>421.39</b>
<b>Less: Disposal/adjustments during the year</b>	<b>-</b>	<b>-</b>	<b>92.24</b>	<b>-</b>	<b>-</b>	<b>3.53</b>	<b>-</b>	<b>95.77</b>
<b>As at 31 March 2021</b>	<b>1,036.21</b>	<b>6,533.93</b>	<b>13,283.37</b>	<b>640.52</b>	<b>90.58</b>	<b>239.58</b>	<b>191.88</b>	<b>22,016.07</b>
Depreciation for the year								
As at 1 April 2019	66.42	479.09	3,181.91	283.60	67.18	95.77	62.14	4,236.11
Add: Depreciation for the year	34.73	236.45	1,416.60	87.26	15.40	29.19	24.55	1,844.18
Less: Depreciation on deletion	-	4.35	78.94	52.80	-	-	-	136.09
As at 31 March 2020	101.15	711.19	4,519.57	318.06	82.58	124.96	86.69	5,944.20
<b>Add: Depreciation for the year</b>	<b>35.80</b>	<b>239.08</b>	<b>1,385.16</b>	<b>86.16</b>	<b>0.89</b>	<b>18.50</b>	<b>21.06</b>	<b>1,786.65</b>
<b>Less: Depreciation on deletion</b>	<b>-</b>	<b>-</b>	<b>85.12</b>	<b>-</b>	<b>-</b>	<b>3.53</b>	<b>-</b>	<b>88.65</b>
<b>As at 31 March 2021</b>	<b>136.95</b>	<b>950.27</b>	<b>5,819.61</b>	<b>404.22</b>	<b>83.47</b>	<b>139.93</b>	<b>107.75</b>	<b>7,642.20</b>
Net block								
As at 31 March 2020	915.51	5,813.07	8,554.19	243.32	-	114.97	105.19	15,746.25
<b>As at 31 March 2021</b>	<b>899.26</b>	<b>5,583.66</b>	<b>7,463.76</b>	<b>236.30</b>	<b>7.11</b>	<b>99.65</b>	<b>84.13</b>	<b>14,373.87</b>

\*Motor vehicles with a carrying amount of ₹ 84.13 lakhs as at 31 March 2021 (31 March 2020: ₹105.19 lakhs) are provided as security against loans taken.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## Intangible assets

Description	ERP software	Licenses and software	Total
<b>Gross block</b>			
As at 1 April 2019	247.40	79.05	326.45
Add: Additions during the year	3.00	12.64	15.64
As at 31 March 2020	250.40	91.69	342.09
<b>Add: Additions during the year</b>	<b>77.39</b>	<b>20.29</b>	<b>97.68</b>
<b>As at 31 March 2021</b>	<b>327.79</b>	<b>111.98</b>	<b>439.77</b>
Amortisation for the year			
As at 1 April 2019	202.70	5.50	208.20
Add: Amortisation for the year	43.36	8.11	51.47
As at 31 March 2020	246.06	13.61	259.67
<b>Add: Amortisation for the year</b>	<b>12.36</b>	<b>9.11</b>	<b>21.47</b>
<b>As at 31 March 2021</b>	<b>258.42</b>	<b>22.72</b>	<b>281.14</b>
Net block			
As at 31 March 2020	4.34	78.08	82.42
<b>As at 31 March 2021</b>	<b>69.37</b>	<b>89.26</b>	<b>158.63</b>

## Right of use assets

Description	Land
<b>Gross block</b>	
As at 1 April 2019	2,032.83
Add: Additions during the year	0.60
As at 31 March 2020	2,033.43
Add: Additions during the year	-
<b>As at 31 March 2021</b>	<b>2,033.43</b>
Depreciation for the year	
As at 1 April 2019	-
Add: Depreciation for the year	32.11
As at 31 March 2020	32.11
<b>Add: Depreciation for the year</b>	<b>32.11</b>
<b>As at 31 March 2021</b>	<b>64.22</b>
Net block	
<b>As at 31 March 2020</b>	<b>2,001.32</b>
<b>As at 31 March 2021</b>	<b>1,969.21</b>

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 5 INVESTMENT PROPERTY

	31 March 2021	31 March 2020
<b>Freehold land</b>	<b>2.73</b>	2.73
(Fair value)		
As at 31 March 2021 - ₹ 53.61 lakhs		
As at 31 March 2020 - ₹.33.66 lakhs		

### Fair value hierarchy

The Fair value of investment property has been determined by external, independent property valuers, having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued.

The Fair value measurement of the property has been categorised as Level 3 fair value based on the inputs to the valuation technique used.(refer Note 2(g))

### Description of valuation technique used

The Company obtains Independent Valuations of its investment property as at the year end. The fair value of the investment property have been determined by registered valuer, who have considered the prevalent prices based on market enquiries for similar and comparable properties.

## 6 INVESTMENTS

Particulars	31 March 2021	31 March 2020
<b>Investments in Equity Instruments (fully paid up)</b>		
<b>Quoted equity shares at fair value through OCI</b>		
800,000 (31 March 2020 : 800,000) equity shares of Re. 1 each in Camlin Fine Sciences Limited	<b>1,123.60</b>	312.00
<b>Unquoted equity shares</b>		
2,150 (31 March 2020 : 2,150) Equity shares of ₹ 100/- each in Excella Pencils Limited at fair value through OCI	<b>245.47</b>	236.04
247,950 (31 March 2020 : 247,950) Equity shares of ₹ 10 each in ColArt Camlin Canvas Private Limited at fair value through OCI	<b>24.80</b>	24.80
Less: Provision for diminution in value of investment	<b>(24.80)</b>	(24.80)
	<b>1,369.07</b>	548.04
Aggregate amount of quoted investments - at cost	<b>9.73</b>	9.73
Aggregate amount of quoted investments - at market value	<b>1,123.60</b>	312.00
Aggregate amount of unquoted investments - at cost	<b>26.95</b>	26.95
Aggregate amount of impairment in value of investment	<b>24.80</b>	24.80



# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 7 LOANS

Particulars	31 March 2021	31 March 2020
<b>(Unsecured, Considered good)</b>		
Security deposits	<b>224.35</b>	234.82
	<b>224.35</b>	234.82

## 8 OTHER FINANCIAL ASSETS

Particulars	31 March 2021	31 March 2020
Fixed Deposits maturing after twelve months *	<b>72.92</b>	14.72
	<b>72.92</b>	14.72

\*Lodged as security with Government Departments ₹ 72.92 lakhs (31 March 2020 : ₹ 14.72 lakhs).

## 9 OTHER NON-CURRENT ASSETS

Particulars	31 March 2021	31 March 2020
<b>Unsecured, considered good</b>		
Prepaid expenses	-	18.09
Capital advances	<b>105.92</b>	365.38
<b>Unsecured, considered doubtful</b>		
Capital advances	<b>12.40</b>	10.74
Provision for doubtful advances	<b>(12.40)</b>	(10.74)
	<b>105.92</b>	383.47

## 10 INVENTORIES

(At lower of cost or net realisable value)

Particulars	31 March 2021	31 March 2020
Raw materials (includes in transit ₹ 25.76 lakhs(31 March 2020: ₹ 159.72 lakhs))	<b>2,071.92</b>	1,939.96
Packing materials (includes in transit ₹ 113.84 lakhs (31 March 2020: ₹ 133.76 lakhs))	<b>2,100.31</b>	2,483.93
Spares and tools	<b>152.75</b>	166.65
Work-in-progress	<b>1,636.76</b>	1,801.48
Finished goods	<b>4,265.26</b>	6,917.48
Stock-in-trade (includes in transit ₹ Nil ( 31 March 2020 ₹ 3.79 lakhs))	<b>2,480.59</b>	5,053.10
	<b>12,707.59</b>	18,362.60

During the year ended 31 March 2021, an amount of ₹ 545.82 lakhs (31 March 2020: ₹ 699.34 lakhs) was charged to the statement of profit and loss on account of write-down of inventories including damaged and slow moving inventory. The provision for inventory as on 31 March 2021 is ₹.1,488.67 lakhs (31 March 2020: ₹ 943.86 lakhs)

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 11 TRADE RECEIVABLES

Particulars	31 March 2021	31 March 2020
Trade receivables considered good - secured	-	-
Trade receivables considered good - unsecured	5,114.67	7,550.76
Trade receivables which have significant increase in credit risk	-	-
Trade receivables - credit impaired	546.86	216.91
	5,661.53	7,767.67
Provision for doubtful debts - credit impaired	(546.86)	(216.91)
	5,114.67	7,550.76

- (i) No trade receivables are due from directors or other officers of the Company either severally or jointly with any other person nor any trade or other receivable are due from firms or private companies respectively in which any director is a partner, a director or a member.
- (ii) The Company's exposure to credit and currency risk and loss allowances related to trade receivables are disclosed in note 42.

## 12 CASH AND CASH EQUIVALENTS

Particulars	31 March 2021	31 March 2020
<b>Balances with banks</b>		
In current accounts	603.96	343.68
In EEFC accounts	29.54	107.64
Deposits with original maturity of less than three months *	34.14	31.90
Cash on hand	3.26	4.08
	670.90	487.30

\*Lodged as security with Government Departments ₹ 34.14 lakhs (31 March 2020 : ₹. 31.90 lakhs).

## 13 OTHER BANK BALANCES

Particulars	31 March 2021	31 March 2020
Deposits with maturity of more than three months but less than twelve months *	34.53	52.73
	34.53	52.73

\*Lodged as security with Government Departments ₹ . 34.53 lakhs (31 March 2020 : ₹ . 52.73 lakhs).

## 14 LOANS

Particulars	31 March 2021	31 March 2020
<b>Unsecured, considered good</b>		
Interest accrued on deposits	7.25	14.77
	7.25	14.77

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 15 OTHER CURRENT ASSETS

### Unsecured

Particulars	31 March 2021	31 March 2020
Advances to related parties (refer note 41)	0.27	0.13
Advances to suppliers	493.35	480.01
Less : doubtful advances	(52.72)	(21.54)
	440.63	458.47
Prepaid expenses	277.04	144.40
Deposits, balances and input credits for other taxes and duties	819.45	1,527.42
Gratuity fund (refer note 40)	251.68	-
Other advances	34.89	182.09
	1,823.96	2,312.51

## 16 EQUITY SHARE CAPITAL

Particulars	31 March 2021	31 March 2020
<b>Authorised</b>		
200,000,000 (31 March 2020: 200,000,000) Equity Shares of Re. 1/- each	2,000.00	2,000.00
<b>Issued, Subscribed &amp; Paid-up</b>		
100,303,806 (31 March 2020: 100,303,806 ) Equity Shares of Re 1/- each, fully paid	1,003.04	1,003.04

Reconciliation of the number of shares and amount outstanding at the beginning and at the end of the reporting period.

Particulars	31 March 2021		31 March 2020	
	No of shares	Amount	No of shares	Amount
<b>At the beginning of the year</b>	100,303,806	1,003.04	100,303,806	1,003.04
<b>Outstanding at the end of the year</b>	100,303,806	1,003.04	100,303,806	1,003.04

### Terms/rights attached to equity shares

The Company has only one class of equity shares with a par value of Re. 1/- per share. Each holder of equity shares is entitled to one vote per share.

The Company declares and pays dividends in Indian Rupees.

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 number of equity shares held by the shareholders.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## Shares held by the Holding/ultimate Holding Company and/or their Subsidiaries/Associates.

Out of the equity shares issued by the company, shares held by its Holding Company are as under:

Name of the Holding Company	31 March 2021		31 March 2020	
	No of shares	Amount	No of shares	Amount
KOKUYO CO., Limited. Japan ( a company incorporated in Japan )	<b>74,665,950</b>	<b>74.44%</b>	74,665,950	74.44%

Details of shareholders holding more than 5% shares in the company

Other than Kokuyo Co. Ltd, there are no shareholders holding more than 5% shares in the Company.

## 17 OTHER EQUITY

Particulars	31 March 2021	31 March 2020
<b>Capital reserve</b>		
Balance, beginning and end of the year	<b>52.70</b>	52.70
<b>Securities premium account</b>		
Balance, beginning and end of the year	<b>17,901.56</b>	17,901.56
<b>General reserve</b>		
Balance, beginning and end of the year	<b>1,966.30</b>	1,966.30
<b>Surplus in the statement of profit and loss</b>		
Balance, beginning of the year	<b>3,512.40</b>	3,391.31
Less : Adjustment on account of transition to the new lease standard (net of taxes)	-	(0.38)
Restated opening balance	<b>3,512.40</b>	3,390.93
Add: (Loss) / Profit for the year	<b>(1,461.84)</b>	435.62
Add: Remeasurement of defined benefit plan during the year	<b>78.00</b>	(314.15)
Balance, end of the year	<b>2,128.56</b>	3,512.40
<b>Other Comprehensive Income</b>		
Balance, beginning of the year	<b>483.96</b>	573.07
Add: Fair value gain/(loss) on equity instruments	<b>818.84</b>	(89.11)
Balance at the end of the year	<b>1,302.80</b>	483.96
	<b>23,351.92</b>	23,916.92

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## Capital reserve

Capital reserve represents the grant received from government for set up of plant in specific area.

## Securities premium

Securities premium is used to record the premium received on issue of shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

## General reserve

The general reserve is used from time to time to transfer profits from retained earnings for appropriation purposes. There is no policy of regular transfer.

## Retained earnings

This Reserve represents the cumulative profits of the Company and effects of remeasurement of defined benefit obligations. This Reserve can be utilized in accordance with the provisions of the Companies Act, 2013.

## Other comprehensive income

This Reserve represents the cumulative gains (net of losses) arising on the revaluation of Equity Instruments measured at Fair Value through Other Comprehensive Income, net of amounts reclassified, if any, to Retained Earnings when those instruments are disposed of.

## Capital management

The Company's objectives when managing capital are to (a) maximise shareholder value and provide benefits to other stakeholders and (b) maintain an optimal capital structure to reduce the cost of capital.

For the purposes of the Company's capital management, capital includes issued capital, securities premium and all other equity reserves attributable to the equity holders.

The Company monitors capital using debt-equity ratio, which is total debt less investments divided by total equity.

Particulars	31 March 2021	31 March 2020
Total Debt (Bank and other borrowings)	<b>7,823.76</b>	12,580.91
Less : Liquid Investments including bank deposits	<b>636.76</b>	455.40
	<b>7,187.00</b>	12,125.51
Equity	<b>24,354.96</b>	24,919.96
Debt to equity (net)	<b>0.30</b>	0.49



# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 18 BORROWINGS

Particulars	31 March 2021	31 March 2020
Non-current borrowings from bank		
Unsecured	<b>1,339.93</b>	2,159.49
Secured	<b>2.83</b>	9.17
Total non-current borrowings	<b>1,342.76</b>	2,168.66
Current maturities of non-current borrowings		
Unsecured	<b>765.67</b>	746.84
Secured	<b>6.34</b>	5.82
Total current borrowings	<b>772.01</b>	752.66
Total borrowings from bank	<b>2,114.77</b>	2,921.32
<b>Less: Amount included under other financial liabilities (refer note 23)</b>	<b>(772.01)</b>	(752.66)
	<b>1,342.76</b>	2,168.66

Long term borrowing comprise

- (a) External Commercial borrowing (ECB) in USD from Sumitomo Mitsui Banking Corporation with carrying amount of ₹ NIL (31 March 2020 - ₹ 550.52 lakhs)

The terms of the loan are as follows:

1. Rate of Interest is based on LIBOR plus agreed spread.
2. Repayable in 8 equal half yearly installments starting from 2 September 2017 with last installment paid on 2 March 2021.

- (b) External Commercial borrowing (ECB) in USD from Mizuho Bank, Ltd with carrying amount of ₹ 2,105.60 lakhs (31 March 2020 - ₹ 2,355.81 lakhs)

The terms of the loan are as follows:

1. Rate of Interest is based on LIBOR plus agreed spread. Interest payable quarterly starting from 24 January 2019.
2. Repayable in 12 equal quarterly installments starting from 25 January 2021 with last installment payable on 24 October 2023.

- (c) The secured loan from HDFC bank is a vehicle loan with carrying amount of ₹ 9.17 lakhs (31 March 2020 - ₹ 14.99 lakhs)

1. Rate of Interest is 8.50 %p.a.
2. Repayable in monthly installments starting from September 2017 with last installment payable on 5 August 2022.
3. Secured against hypothecation of vehicle.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 19 OTHER FINANCIAL LIABILITIES

Particulars	31 March 2021	31 March 2020
Derivative liabilities (refer note 42 (c) (vi))	112.62	47.12
Lease liabilities	0.78	0.85
	<b>113.40</b>	47.97

## 20 PROVISIONS

Particulars	31 March 2021	31 March 2020
Compensated absences - (refer note no. 40)	557.06	613.47
	<b>557.06</b>	613.47

## 21 BORROWINGS

Unsecured

Particulars	31 March 2021	31 March 2020
Loans repayable on demand		
From bank		
Overdraft/working capital demand loan	4,156.77	5,890.02
Bills payable*	1,552.22	3,769.57
	<b>5,708.99</b>	9,659.59

\* for discounting of trade payables

## 22 TRADE PAYABLES

Particulars	31 March 2021	31 March 2020
Total outstanding dues of micro enterprises and small enterprises	11.39	9.76
Total outstanding dues of creditors other than micro enterprises and small enterprises	3,800.03	7,073.74
	<b>3,811.42</b>	7,083.50

The disclosures relating to Micro and Small Enterprises as defined under "The Micro, Small and Medium Enterprises Development Act 2006" is given under note 35

## 23 OTHERS FINANCIAL LIABILITIES

Particulars	31 March 2021	31 March 2020
<b>Current maturities of long term borrowings - banks</b>		
- Unsecured (refer note 18)	765.67	746.84
- Secured (refer note 18)	6.34	5.82
Employee dues	625.15	469.04
Security deposits	779.91	804.74
Capital creditors	21.36	70.66
Interest accrued but not due on bills payable	2.61	19.23
Payable to customers	126.03	148.68
	<b>2,327.07</b>	2,265.01

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 24 OTHER CURRENT LIABILITIES

Particulars	31 March 2021	31 March 2020
Advance from customers	16.03	17.23
Statutory liabilities	287.87	276.67
Accrued expenses	314.32	554.09
Others	65.91	16.36
	<b>684.13</b>	864.35

## 25 PROVISIONS

Particulars	31 March 2021	31 March 2020
<b>Provisions for employee benefits</b>		
Gratuity fund - (Refer note 40)	-	74.66
Compensated absences - (Refer note 40)	128.78	73.01
	<b>128.78</b>	147.67

## 26 REVENUE FROM OPERATIONS

Particulars	31 March 2021	31 March 2020
Revenue from sale of products (refer note 3.01 and note 44)	43,751.53	70,775.48
Less: Discount on sales	(3,462.56)	(7,478.33)
Revenue from sale of products (refer note 3.01 and note 44)	40,288.97	63,297.15
Other operating revenues	23.40	106.34
<b>Total revenue from operations</b>	<b>40,312.37</b>	63,403.49

## 27 OTHER INCOME

Particulars	31 March 2021	31 March 2020
Interest income	20.79	28.25
Profit on sale of property, plant and equipment (net)	11.62	52.92
Miscellaneous receipts	0.10	0.06
	<b>32.51</b>	81.23

## 28 COST OF MATERIALS CONSUMED

Particulars	31 March 2021	31 March 2020
Opening stock of materials	4,423.89	5,069.56
Add: Purchases	12,711.77	22,126.70
Less: Closing stock of materials	(4,172.23)	(4,423.89)
	<b>12,963.43</b>	22,772.37
Purchase of stock-in-trade		
Stationery items	5,278.42	14,367.79
	<b>5,278.42</b>	14,367.79

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

Changes in the inventories of finished goods, work-in-process and stock-in-trade

Particulars	31 March 2021	31 March 2020
Stocks as at beginning of the year		
Work in process	<b>1,801.48</b>	2,099.92
Stock-in-trade	<b>5,053.10</b>	5,161.86
Finished goods	<b>6,917.48</b>	7,445.80
	<b>13,772.06</b>	14,707.58
Less :		
Closing stock as at year end		
Work in process	<b>1,636.76</b>	1,801.48
Stock-in-trade	<b>2,480.59</b>	5,053.10
Finished goods	<b>4,265.26</b>	6,917.48
	<b>8,382.61</b>	13,772.06
	<b>5,389.45</b>	935.52

## 29 EMPLOYEE BENEFITS EXPENSE

Particulars	31 March 2021	31 March 2020
Salaries, wages and bonus	<b>6,518.59</b>	7,369.47
Contribution to Provident, Gratuity and other funds (refer note 40)	<b>565.75</b>	554.48
Staff and labour welfare	<b>221.73</b>	406.34
	<b>7,306.07</b>	8,330.29

## 30 FINANCE COSTS

Particulars	31 March 2021	31 March 2020
Interest on bank borrowings	<b>561.14</b>	517.38
Interest on delayed payment of taxes	<b>22.08</b>	51.29
Other borrowing costs	<b>309.61</b>	403.18
Interest on lease liabilities	<b>0.07</b>	0.08
	<b>892.90</b>	971.93

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 31 OTHER EXPENSES

Particulars	31 March 2021	31 March 2020
Power and fuel	<b>451.70</b>	830.22
Job work charges	<b>1,201.69</b>	2,549.92
Repairs		
- Building	<b>3.15</b>	0.06
- Machinery	<b>125.44</b>	214.86
- Others	<b>251.10</b>	316.09
Rent	<b>1,364.44</b>	1,346.51
Rates and taxes	<b>55.95</b>	75.05
Net losses in respect of translations of foreign currencies	<b>136.12</b>	103.97
Insurance	<b>130.48</b>	125.64
Advertisement and sales promotion	<b>598.56</b>	1,443.01
Transport & forwarding charges	<b>1,584.90</b>	2,345.17
Commission and service charges on sales	<b>522.78</b>	1,055.65
Travelling & conveyance	<b>518.93</b>	1,157.96
Provision for doubtful debts	<b>452.45</b>	79.37
Less: Bad debts written off	<b>(61.25)</b>	(0.25)
Provision for doubtful debts	<b>391.20</b>	79.12
Provision for doubtful advances	<b>32.84</b>	5.62
Payment to auditors*	<b>29.34</b>	41.23
Miscellaneous expenses (refer note 46)	<b>1,092.05</b>	1,610.53
	<b>8,490.67</b>	13,300.61
* Payment to auditors		
Audit fees (including quarterly limited review)	<b>23.00</b>	24.00
Tax audit fees	<b>2.00</b>	2.00
Fees for other services	<b>3.00</b>	12.76
Expenses reimbursed	<b>1.34</b>	2.47
	<b>29.34</b>	41.23



# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 32 CONTINGENT LIABILITIES AND COMMITMENTS (TO THE EXTENT NOT PROVIDED FOR)

Particulars	31 March 2021	31 March 2020
<b>a Commitments</b>		
(i) Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	<b>223.51</b>	197.77
<b>b Claims against the Company not acknowledged as debts in respect of (to the extent not provided for)</b>		
(i) Income tax	<b>2,076.62</b>	155.01
(ii) Indirect tax cases*	<b>847.20</b>	780.09
(iii) Other matters	<b>20.43</b>	20.42
* Tax paid under protest as at 31 March 2021: ₹ 36.22 lakhs (31 March 2020 - ₹ 36.22 lakh).		
The Company's pending litigations comprise of proceedings pending with direct tax authorities (pertaining to disallowance of additional depreciation, expenses, etc.) and indirect tax authorities (pertaining to non submission of form 'C' and form 'F', input tax disallowance, misclassification of goods etc.). The Company has reviewed all its pending litigations and proceedings and believes that these claims are not tenable against the Company and hence, no provision is considered necessary. It is not practicable for the Company to estimate the timing of cash outflows, if any, in respect of the above, pending resolution of the respective proceedings, as it is determinable only on receipt of judgments/decisions pending with various forums/authorities.		
<b>c Bank Guarantees</b>		
Bank guarantees as on 31 March 2021 is ₹ 51.33 lakhs (31 March 2020: ₹ 72.33 lakhs)	-	-

## 33 EXCISE REMISSION AND BUDGETARY SUPPORT AT JAMMU :

- The Jammu and Kashmir High Court delivered a judgment dated 23 December 2010 quashing the Excise Notification No. 19/2008-CE, applicable to the undertakings set up in Jammu, which restricted the quantum of excise duty remission and upheld the entitlement to total exemption from excise duty. In view of the legal advice confirming the Company's right to such total exemption on the grounds laid down in the judgment of the High Court, rebate of excise duty being the duty on assessable value of goods, net of Cenvat Credit has been recognized in the books of accounts till January 2013. The cumulative amount of remission so recognized upto 31st January 2013 is ₹ 1,146.67 lakhs.
- A writ petition was filed by the Company praying the quashing of the impugned notification in its case. Pending final disposal of the petition filed by the Company, the Hon'ble High Court had modified the earlier interim order, in March 2013. Consequently the Hon'ble High Court had directed the department to release 50% of the amount due to the manufacturers, subject to the approval of Jurisdictional Commissioner of Excise for manufacturers' solvency. Post such order the Company has claimed excise rebate as per the earlier quashed notification from February 2013 to 30th June 2017.
- The Company undertook substantial expansion of its facility in Jammu in the year 2017 and sought approval for eligibility of the unit for availing exemption in terms of Notification No. 01/2010-CE dated 06.02.2010 which was approved by the authorities for a period of 10 years from the date of expansion i.e. 30.06.2017.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

However, on 5 December 2019, the Company has received a demand notice of ₹148.93 lakhs, towards Goods and Service Tax (GST) rebate claim in-terms of above notification for the period July 2018 to June 2019. The Company has filed an appeal against the said order on 4 March 2020 before the appellate authority, Central Goods and Service Tax. Further, Company has not received actual disbursement of rebate amount as mentioned above though same was approved by the appropriate authority.

- d. During the year the Company has filed a writ petition before the Hon'ble High court of Jammu and Kashmir on 12 January 2021. Consequently, stay has been granted against recovery proceedings in the Demand Notice dated 5 December 2019.

## 34 EXPENDITURE ON RESEARCH AND DEVELOPMENT :

Revenue expenses incurred on Research and Development expense comprises of the following:

Sr	Particulars	31 March 2021	31 March 2020
1	Employee cost	393.18	415.55
2	Cost of materials	0.00	1.71
3	Other expenses	9.07	17.88
		<b>402.25</b>	435.14

## 35 DUES TO MICRO, SMALL AND MEDIUM ENTERPRISES

The Management has identified enterprises which have provided goods and services to the Company and which qualify under the definition of micro, small and medium enterprises, as defined under Micro, Small and Medium Enterprises Development Act, 2006. Accordingly, the disclosure in respect of the amounts payable to such enterprises as at 31 March 2021 has been made in the financial statements based on information received and available with the Company.

Particulars	31 March 2021	31 March 2020
1 the amounts remaining unpaid to micro, small and medium suppliers as at the end of the year		
- Principal	11.39	9.76
- Interest	Nil	0.08
2 the amount of interest paid by the buyer as per the Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act, 2006);	6.56	Nil
3 the amounts of the payments made to the suppliers beyond the appointed day during each accounting year;	74.27	151.73
4 the amount of 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 MSMED Act, 2006;	0.27	1.25
5 the amount of interest accrued and remaining unpaid at the end of each accounting year;	1.60	8.16
6 the amount of 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 enterprises for the purposes of disallowances as a deductible expenditure under the MSMED Act, 2006;	Nil	Nil

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 36 TAX EXPENSE

### (a) Amounts recognised in profit and loss

Particulars	31 March 2021	31 March 2020
<b>I. Current income tax expense</b>		
Current year	-	84.25
Tax adjustments relating to prior years	(2.87)	106.65
	(2.87)	190.90
<b>Deferred income tax liability / (asset), net</b>		
Origination and reversal of temporary differences	(518.55)	195.00
Effect of changes in tax rates (refer note 37)	166.97	(238.24)
Tax adjustments relating to prior years	-	295.16
<b>Deferred tax - (credit) / charge</b>	(351.58)	251.93
<b>Tax expense for the year</b>	(354.45)	442.83

### (b) Amounts recognised in other comprehensive income

Particulars	31 March 2021			31 March 2020		
	Before tax	Tax (expense) benefit	Net of tax	Before tax	Tax (expense) benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurements of the defined benefit plans	78.00	-	78.00	(314.15)	0.00	(314.15)
Fair value changes on equity instruments	821.03	(2.19)	818.84	(90.17)	1.06	(89.11)
	899.03	(2.19)	896.84	(404.32)	1.06	(403.26)

### (c) Reconciliation of effective tax rate

Particulars	31 March 2021	31 March 2020
(Loss)/Profit before tax	(1,816.29)	878.45
Company's domestic tax rate %	33.38	33.38
Tax using the Company's domestic tax rate (Current year 33.38% and Previous Year 33.38%)	(606.35)	293.26
Non-deductible tax expenses	22.33	(28.56)
Adjustment for deferred taxes (previous period)	-	295.16
Effect of reversal of deferred taxes due to tax rate changes	166.97	(238.24)
Prior year tax (Income)/expense	(2.87)	106.65
Others	4.29	14.55
Deferred tax asset not recognised	61.18	-
	(354.45)	442.83

The Company's effective tax rates for the year ended 31 March 2021 is 19.52% and for year ended 31 March 2020 is 50.41% respectively.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 37 DEFERRED TAXES :

Deferred Tax Assets	Deferred Tax Assets / (liabilities) 1 April 2020	Recognised in Statement of Profit and Loss	Recognised in OCI	Net deferred tax assets/(liabilities) 31 March 2021
Expenses allowed on payment basis	159.21	-	-	159.21
Others	337.01	103.95	-	440.96
Provision for doubtful debts/advances	83.19	141.01	-	224.20
Indexation benefit on investment property	1.21	-	-	1.21
MAT Credit entitlement	130.51	-	-	130.51
Unabsorbed Depreciation	-	88.90	-	88.90
<b>Deferred Tax Assets</b>	<b>711.13</b>	<b>333.86</b>		<b>1,044.99</b>
<b>Deferred Tax Liabilities</b>				
Tangible and intangible assets	(1,008.30)	17.72	-	(990.58)
Fair valuation of investments	(52.22)	-	(2.19)	(54.41)
	(1,060.52)	17.72	(2.19)	(1,044.99)
<b>Net tax assets / (liability)</b>	<b>(349.39)</b>	<b>351.58</b>	<b>(2.19)</b>	<b>-</b>

The Company has evaluated the option of lower tax rates allowed under Section 115BAA of the Income Tax Act, 1961 as introduced by the Taxation Laws (Amendment) Ordinance, 2019. Considering the MAT credit available, the Company has elected not to exercise the option permitted under Section 115 BAA for the current year. However, the Company has applied the lower income tax rates on the deferred tax assets / liabilities to the extent these are expected to be realised or settled in the future period when the Company may be subjected to lower tax rate and accordingly reversed net deferred tax liability of ₹ 238.24 lakhs during the previous year. Further, deferred tax during the previous year includes tax adjustments relating to prior years of ₹ 295.16 Lakhs.

As at March 31, 2021, unrecognised deferred tax assets amounts to INR 61.18 lakhs. These relate to depreciation carry forwards, which can be carried forward indefinitely. The deferred tax asset has not been recognised on the basis that its recovery is not probable in the foreseeable future.

Deferred Tax Assets	Deferred Tax Assets / (Liability) 1 April 2019	Recognised in Statement of Profit and Loss	Recognised in OCI	Net deferred tax assets/(liabilities) 31 March 2020
<b>Expenses allowed on payment basis</b>	455.71	(296.49)	-	159.21
Others	498.37	(161.36)	-	337.01
Provision for doubtful debts/advances	57.56	25.63	-	83.19
Indexation benefit on investment property	1.14	0.07	-	1.21
MAT Credit entitlement	182.77	(52.26)	-	130.51
<b>Deferred Tax Assets</b>	<b>1,195.55</b>	<b>(484.41)</b>	<b>-</b>	<b>711.13</b>
<b>Deferred Tax Liabilities</b>				
Tangible and intangible assets	(1,240.78)	232.48	-	(1,008.30)
Fair valuation of investments	(53.28)	-	1.06	(52.22)
	(1,294.06)	232.48	1.06	(1,060.52)
<b>Net tax assets / (liability)</b>	<b>(98.51)</b>	<b>(251.93)</b>	<b>1.06</b>	<b>(349.39)</b>

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 38 LEASES:

As a Lessee (Ind AS 116)

- (a) Lease expenses recognized in Statement of Profit and loss, not included in the measurement of lease liabilities:-

Particulars	31 March 2021	31 March 2020
Expenses related to short term leases	1,364.44	1,346.51

- (b) Maturity analysis of lease liabilities-contract undiscounted cash flows:-

Particulars	31 March 2021	31 March 2020
Less than one year	0.14	0.14
One to five years	0.70	0.70
More than five years	0.28	0.42
Total undiscounted lease liabilities	1.12	1.26
Discounted lease liabilities included in the statement of financial position	0.85	0.92
Current lease liability	0.07	0.07
Non-Current lease liability	0.78	0.85

- (c) Interest on lease liabilities for the year ended 31 March 2021 ₹.0.07 lakhs (31 March 2020: ₹.0.08 lakhs)

- (d) The total cash outflow for leases for the year ended 31 March 2021 including short term leases is ₹.1,364.65 lakhs (31 March 2020: ₹.1,346.73 lakhs).

## 39 EARNINGS PER SHARE (BASIC AND DILUTED):

Particulars	31 March 2021	31 March 2020
Net (loss) / profit available for equity shareholders	(1,461.84)	435.62
1. Number of equity shares outstanding at the beginning of the year	100,303,806	100,303,806
2. Number of shares issued during the year	-	-
Weighted average of numbers of equity shares outstanding at the end of the year (Nos.)	100,303,806	100,303,806
Earnings per equity share ( Face value of Re. 1/- each)- Basic	(1.46)	0.43
Earnings per equity share ( Face value of Re. 1/- each)- Diluted	(1.46)	0.43

## 40 EMPLOYEE BENEFITS :

### Defined Contribution Plans

Company's contributions paid/payable during the year to provident fund, ESIC and superannuation fund are recognised in the statement of profit and loss. The contributions charged to the statement of profit and loss is ₹.455.56 lakhs (31 March 2020 ₹. 483.26 lakhs)



# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## Defined Benefit Plans

Company's liabilities towards gratuity and leave encashment are determined on actuarial basis using the projected unit credit method, which consider each period of service as giving rise to an additional unit of benefit and measure each unit separately to build up the final obligation. Obligation is measured at the present value of estimated future cash flow using a discount rate that is determined by reference to market yields at the Balance Sheet date on government bonds where the currency and terms of the government bonds are consistent with the currency and estimated terms of the defined benefit obligation.

## Description of the Plan

The Company has covered its gratuity liability by a Group Gratuity Policy named 'Employee Group Gratuity Assurance Scheme' issued by LIC of India. Under the plan, employees at retirement are eligible for benefit, which will be equal to 15 days salary for each completed year of service. Thus, it is a defined benefit plan and the aforesaid insurance policy is the plan asset.

### a Actuarial assumptions:

Particulars	31 March 2021	31 March 2020
Discount rate	6.85%	6.83%
Rate of increase in salary	5.00%	5.00%
Expected return on plan assets	6.85%	6.83%
Attrition rate	For Service 4 years and below- 20% ,5 years and above - 2.5%	For Service 4 years and below- 20% ,5 years and above - 2.5%

### b Reconciliation of benefit obligation:

Particulars	31 March 2021	31 March 2020
Present value of benefit obligations at the beginning of the year	<b>1,619.91</b>	1,277.55
Interest cost	<b>110.64</b>	98.24
Current service cost	<b>105.09</b>	66.36
Benefit paid from the fund	<b>(160.89)</b>	(132.86)
Actuarial (gain) / loss on obligations recognized in other comprehensive income	<b>(74.80)</b>	310.62
Present value of defined benefit obligation at the end of the year	<b>1,599.95</b>	1,619.91

As at 31 March 2021, the weighted average duration of defined benefit obligation was 7 years. (31 March 2020 : 8 years)

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## c Reconciliation of fair value of plan assets:

Particulars	31 March 2021	31 March 2020
Fair value of plan assets at the beginning of the year	<b>1,545.23</b>	1,220.88
Expected return on plan assets	<b>105.53</b>	93.88
Contributions by the employer	<b>358.53</b>	366.86
Benefit Paid	<b>(160.89)</b>	(132.86)
Actuarial gain / (loss) on plan assets recognized in other comprehensive income	<b>3.20</b>	(3.53)
Fair Value of Plan Assets at the end of the year	<b>1,851.60</b>	1,545.23

## Expected Contribution

The expected contribution for defined benefit plan for the next financial year will be in line with the contribution for the period and is expected by the management to be ₹. 100.00 lakhs ( 31 March 2020 ₹. 366.88 lakhs)

## d Balance sheet reconciliation

Particulars	31 March 2021	31 March 2020
Opening net liability	<b>74.66</b>	56.67
Expenses recognized in the Statement of Profit and Loss	<b>110.19</b>	70.72
(Income) / expenses recognized in Other Comprehensive Income	<b>(78.00)</b>	314.15
Employer's contribution	<b>(358.53)</b>	(366.88)
Net (asset)/liability recognised in Balance sheet	<b>(251.68)</b>	74.66

## e Expenses recognized in the Statement of profit and loss under the head employee benefits expenses

Particulars	31 March 2021	31 March 2020
Current service cost	<b>105.09</b>	66.36
Net interest cost	<b>5.10</b>	4.36
Expenses recognized in the Statement of profit and loss	<b>110.19</b>	70.72

## f Expenses recognised in Other Comprehensive Income for the year

Particulars	31 March 2021	31 March 2020
Actuarial (gain)/losses on obligation for the period	<b>(74.80)</b>	310.62
Actuarial (gain)/losses on plan assets	<b>(3.20)</b>	3.53
(Income)/Expenses recognized in the other comprehensive income	<b>(78.00)</b>	314.15

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## g Sensitivity Analysis

Particulars	31 March 2021	31 March 2020
Defined Benefit Obligation		
Discount Rate		
a. Discount Rate - 100 basis points	<b>101.04</b>	105.48
b. Discount Rate + 100 basis points	<b>(88.57)</b>	(92.85)
Salary Increase Rate (considered taking into account inflation, seniority, promotion and other relevant factors)		
a. Rate - 100 basis points	<b>(90.84)</b>	(95.22)
b. Rate + 100 basis points	<b>101.90</b>	106.36
Employee Turnover		
a. Rate - 100 basis points	<b>(13.48)</b>	(13.41)
b. Rate + 100 basis points	<b>12.00</b>	11.93

## Note on Sensitivity Analysis

- 1 Sensitivity analysis for each significant actuarial assumptions of the Company which are discount rate and salary assumptions as of the end of the reporting period, showing how the defined benefit obligation would have been affected by changes is shown in the table above.
- 2 The method used to calculate the liability in these scenarios is by keeping all the other parameters and the data same as in the base liability calculation except for the parameters to be stressed.

## h Expected future cash flows

The expected future cash flows in respect of gratuity as at Balance Sheet dates will be as follows :

Projected benefits payable in future years from the date of reporting	31 March 2021	31 March 2020
1st following year	<b>427.80</b>	194.51
2 nd following year	<b>92.59</b>	143.86
3 rd following year	<b>110.79</b>	351.86
4 th following year	<b>98.08</b>	107.48
5 th following year	<b>114.45</b>	99.30
Sum of years 6 to 10	<b>597.56</b>	542.09
Sum of years 11 and above	<b>1,272.82</b>	1,325.18

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## Other long term employee benefit - Compensated absences

The accrual for unutilised leave is determined for the entire available leave balance standing to the credit of the employees at the year-end. The value of such leave balances that are eligible for carry forward, is determined by an actuarial valuation as at the end of the year and actuarial gains and losses are charged to the Statement of profit and loss. The following table provides details in relation to compensated absences.

Particulars	31 March 2021	31 March 2020
Expense for the year	53.41	146.43
Closing balance	685.84	686.48

## 41 RELATED PARTIES:

Related party disclosures, as required by Indian Accounting Standard 24 (Ind AS 24) are given below :

### a Name of related parties and nature of relationship

- Kokuyo Co. Limited Holding Company

### b Name of related parties with whom there were transactions during the year

#### Fellow Subsidiary

- Kokuyo Vietnam Trading Co. Limited
- Kokuyo Riddhi Paper Products Private Limited

#### Entities over which KMPs /directors and/or their relatives are able to exercise significant influence

- Excella Pencils Limited
- Camlin Fine Sciences Limited
- Nilmac Packaging Industries Private Limited

### c Key Management Personnel and their Relatives

Name of the Person	Nature of Relationship
<b>Key Management Personnel</b>	
Mr. Dilip Dandekar	Chairman & Executive Director (C& ED)
Mr. Shriram Dandekar	Vice Chairman & Executive Director (VC & ED)
Mr. Nobuchika Doi *	Executive Director
Mr. Takeo Iguchi **	Executive Director
Mr. Satish Veerrappa	Chief Executive Officer
Mr. Chetan Badal	Chief Financial Officer
Mr. Ravindra Damle	V.P. (Corporate) & Company Secretary

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

Name of the Person	Nature of Relationship
<b>Relatives</b>	
Mr. Subhash. Dandekar	Chairman Emeritus and brother of C & ED
Mrs. Aditi Dighe	General Manager and daughter of C & ED
Mr. Rahul Dandekar	General Manager and son of C & ED

\* Mr. Nobuchika Doi ceased to be executive director with effect from 1 February 2021

\*\* Mr. Takeo Iguchi ceased to be executive director with effect from 1 November 2019

## d Transactions with Holding Company

Particulars		31 March 2021	31 March 2020
Purchase of goods	Kokuyo Co. Limited	<b>164.97</b>	204.33
	<b>Total</b>	<b>164.97</b>	204.33
Sale of goods	Kokuyo Co. Limited	<b>641.21</b>	735.67
	<b>Total</b>	<b>641.21</b>	735.67
Reimbursement of expenses paid	Kokuyo Co. Limited	-	1.28
	<b>Total</b>	-	1.28
Reimbursement of expenses received	Kokuyo Co. Limited	<b>13.24</b>	30.00
	<b>Total</b>	<b>13.24</b>	30.00

## Balances with Holding Company

		31 March 2021	31 March 2020
Net amount receivable	Kokuyo Co. Limited	<b>127.04</b>	39.64
	<b>Total</b>	<b>127.04</b>	39.64

## e Transactions with Fellow subsidiary company

Particulars	Name of entity	31 March 2021	31 March 2020
Purchase of goods	Kokuyo Vietnam Trading Co. Limited	<b>6.83</b>	3.28
	Kokuyo Riddhi Paper Products Pvt. Ltd.	<b>117.77</b>	193.23
	<b>Total</b>	<b>124.60</b>	196.51
Sale of goods	Kokuyo Vietnam Trading Co. Limited	<b>2.62</b>	-
	<b>Total</b>	<b>2.62</b>	-
Purchase of fixed assets	Kokuyo International (M) SDN BHD	-	8.32
	<b>Total</b>	-	8.32



# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## Balances with Fellow subsidiary company

Particulars	Name of entity	31 March 2021	31 March 2020
Net amount payable	Kokuyo Riddhi Paper Products Pvt. Ltd.	-	108.86
	<b>Total</b>	<b>-</b>	<b>108.86</b>
Net amount receivable	Kokuyo Vietnam Trading Co. Limited	<b>2.62</b>	-
	<b>Total</b>	<b>2.62</b>	<b>-</b>

## f Transactions with entities over which KMPs / directors and/or their relatives are able to exercise significant influence

Particulars	Name of entity	31 March 2021	31 March 2020
Receiving services	Dandekar Inks & Adhesives Limited	-	4.58
	Nilmac Packaging Industries Private Limited	<b>293.06</b>	679.94
	Excella Pencils Limited	<b>777.89</b>	1,127.78
	<b>Total</b>	<b>1,070.95</b>	<b>1,812.30</b>
Reimbursement of expenses	Excella Pencils Limited	<b>17.89</b>	24.31
	Nilmac Packaging Industries Private Limited	<b>20.73</b>	11.77
	Camlin Fine Sciences Limited	<b>0.14</b>	0.15
	<b>Total</b>	<b>38.76</b>	<b>36.23</b>

Balances with entities over which KMPs / directors and/or their relatives are able to exercise significant influence

Particulars	Name of entity	31 March 2021	31 March 2020
Net amount payable	Excella Pencils Limited	<b>22.68</b>	9.26
	Nilmac Packaging Industries Private Limited	<b>3.36</b>	5.23
	<b>Total</b>	<b>26.04</b>	<b>14.49</b>
Net amount receivable	Camlin Fine Sciences Limited	<b>0.27</b>	0.13
	<b>Total</b>	<b>0.27</b>	<b>0.13</b>

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## g Remuneration to Key Management Personnel and their relatives

Particulars	Name of entity	31 March 2021	31 March 2020
Remuneration	Mr. Dilip Dandekar	129.49	162.26
	Mr. Shriram Dandekar	109.80	136.90
	Mr. Nobuchika Doi*	45.71	88.97
	Mr. Takeo Iguchi **	-	53.60
	Mr. Satish Veerappa	88.45	138.30
	Mr. Chetan Badal	70.22	79.60
	Mr. Ravindra Damle	43.25	46.00
	Ms. Aditi Dighe	24.60	25.70
	Mr. Rahul Dandekar	22.10	23.64
	<b>Total</b>	<b>533.62</b>	754.97

\* Mr. Nobuchika Doi ceased to be executive director with effect from 1 February 2021

\*\* Mr. Takeo Iguchi ceased to be executive director with effect from 1 November 2019

## 42 FINANCIAL INSTRUMENTS – FAIR VALUES AND RISK MANAGEMENT

### A. Accounting classification and fair values

Carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy, are presented below. It does not include the fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

31 March 2021	Carrying amount				Fair Value			
	FVTOCI	FVTPL	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
<b>Financial assets</b>								
<b>Non-Current</b>								
(i) Investments	1,369.07	-	-	1,369.07	1,123.60	-	245.47	1,369.07
(ii) Loans	-	-	224.35	224.35	-	-	-	-
(iii) Other financial assets	-	-	72.92	72.92	-	-	-	-
<b>Current</b>								
(iv) Trade receivables	-	-	5,114.67	5,114.67	-	-	-	-
(v) Cash and cash equivalents	-	-	670.90	670.90	-	-	-	-
(vi) Bank balances other than (v) above	-	-	34.53	34.53	-	-	-	-
(vii) Loans	-	-	7.25	7.25	-	-	-	-
	<b>1,369.07</b>	<b>-</b>	<b>6,124.62</b>	<b>7,493.69</b>	<b>1,123.60</b>	<b>-</b>	<b>245.47</b>	<b>1,369.07</b>

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

<b>Financial liabilities</b>								
<b>Non-Current</b>								
(i) Borrowings	-	-	1,342.76	1,342.76	-	-	-	-
(ii) Other financial liabilities	-	112.62	0.78	113.40	-	112.62	-	112.62
<b>Current</b>								-
(i) Short term borrowings	-	-	5,708.99	5,708.99	-	-	-	-
(ii) Trade payables	-	-	3,811.42	3,811.42	-	-	-	-
(iii) Other financial liabilities	-	-	2,327.07	2,327.07	-	-	-	-
	-	<b>112.62</b>	<b>13,191.02</b>	<b>13,303.64</b>	-	<b>112.62</b>	-	<b>112.62</b>

<b>31 March 2020</b>	<b>Carrying amount</b>				<b>Fair Value</b>			
	<b>FVTOCI</b>	<b>FVTPL</b>	<b>Amortised Cost</b>	<b>Total</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
<b>Financial assets</b>								
<b>Non-Current</b>								
(i) Investments	548.04	-	-	548.04	312.00	-	236.04	548.04
(ii) Loans	-	-	234.82	234.82	-	-	-	-
(iii) Other financial assets	-	-	14.72	14.72	-	-	-	-
<b>Current</b>								
(iv) Trade receivables	-	-	7,550.76	7,550.76	-	-	-	-
(v) Cash and cash equivalents	-	-	487.30	487.30	-	-	-	-
(vi) Bank balances other than (v) above	-	-	52.73	52.73	-	-	-	-
(vii) Loans	-	-	14.77	14.77	-	-	-	-
	<b>548.04</b>	-	<b>8,355.10</b>	<b>8,903.14</b>	<b>312.00</b>	-	<b>236.04</b>	<b>548.04</b>
<b>Financial liabilities</b>								
<b>Non-Current</b>								
(i) Borrowings	-	-	2,168.66	2,168.66	-	-	-	-
(ii) Other financial liabilities	-	47.12	0.85	47.97	-	47.12	-	47.12
<b>Current</b>								
(i) Short term borrowings	-	-	9,659.59	9,659.59	-	-	-	-
(ii) Trade payables	-	-	7,083.50	7,083.50	-	-	-	-
(iii) Other financial liabilities	-	-	2,265.01	2,265.01	-	-	-	-
	-	<b>47.12</b>	<b>21,177.61</b>	<b>21,224.73</b>	-	<b>47.12</b>	-	<b>47.12</b>

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## B. Measurement of fair values

### Fair value hierarchy/Valuation technique

No financial instruments are recognised and measured at fair value, except derivative contracts which are measured at fair value through Statement of profit and loss and certain investments in equity instruments which are measured at fair value through OCI. These derivative contracts are currency and interest rate swap contracts that are not traded in an active market. Their fair valuation is determined using valuation techniques that maximise the use of observable market data and rely as little as possible on entity-specific estimates and quotes received from the banks. Since all significant inputs required to fair value these derivative contracts are observable, the instruments are classified as level 2.

For all the financial assets and liabilities referred above that are measured at amortised cost, their carrying amounts are reasonable approximations of their fair values. The carrying amounts of loans, trade receivables, trade payables, cash and cash equivalents, other bank balances, other financial assets, other financial liabilities are considered to be the same as their fair values due to their short term nature.

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

The Company has established the following fair value hierarchy that categorises the values into 3 levels. The inputs to valuation techniques used to measure fair value of financial instruments are:

Investments in quoted equity shares are measured at fair value through other comprehensive income using quoted market price as at reporting date. These instruments are classified as level 1. For investments in non quoted equity shares the Company obtained Independent Valuations of underlying assets of the entity to determine the fair value of Land and Building and arrived at fair value of its investments. These instruments are classified as level 3.

Level 1: This hierarchy uses quoted (unadjusted) prices in active markets for identical assets or liabilities. The fair value of all equity instruments which are traded in the stock exchanges is valued using the closing price or dealer quotations as at the reporting date.

Level 2: The fair value of financial instruments that are not traded in an active market (For example, over the counter derivatives) is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on company specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

Valuation techniques and significant unobservable inputs ( for level 2 and level 3 instruments)

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurements
Un-quoted investments	Valuation of underlying assets of the entity	Market rate used for valuation	10% increase (decrease) would result in increase (decrease) in fair value by Rs 24.54 lakhs
Other financial liabilities -Derivative Liabilities	"The fair value of currency swap is calculated as the present value determined using forward exchange rates, currency basis spreads between the respective currencies, interest rate curves and an appropriate discount factor. The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves and an appropriate discount factor."	Not applicable	Not applicable

## Reconciliation of fair value measurement of investment in unquoted equity instrument classified as FVTOCI (Level 3):

The following table shows a reconciliation from the opening balances to closing balances for Level 3 fair value.

	31 March 2021	31 March 2020
Opening balances	236.04	240.23
Remeasurement recognised in OCI	9.43	(4.19)
<b>Closing balances</b>	<b>245.47</b>	236.04

## C Financial risk management

### Risk management framework

The Company's business activities expose it to a variety of financial risks, namely credit risk, liquidity risk and market risks. The Company's senior management and key management personnel have the ultimate responsibility for managing these risks. The Company has a process to identify and analyse the risks faced by the Company, to set appropriate risk limits and to control and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities.

#### i Management of the credit risk

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. Credit risk is managed through credit approvals, establishing credit limits and continuously monitoring the credit worthiness of customers to which the Company grants credit terms in the normal course of business.



# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## Trade Receivables

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. Concentrations of credit risk with respect to trade receivables are limited, due to the Company's customer base being large. All trade receivables are reviewed and assessed for default on a regular basis. The historical experience of collecting receivables, supported by the level of default, is that the credit risk is low.

Exposures to customers outstanding at the end of each reporting period are reviewed by the Company to determine incurred and expected credit losses. The Company assesses and manages credit risk based on the Company's credit policy. Under the Company's credit policy, each new customer is analyzed individually for credit worthiness before the Company's standard payment and delivery terms and conditions are offered. The Company assesses on a forward looking basis the expected credit losses associated with its assets carried at amortised cost. For trade receivables, the Company applies the simplified approach permitted by Ind AS 109 Financial Instruments, which requires expected lifetime losses to be recognised from initial recognition of the receivables. When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit losses, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward looking information.

The Company's trade receivables are geographically dispersed. The Management do not believe there are any particular customers or group of customers that would subject the Company to any significant credit risks in the collection of accounts receivable.

The carrying amount of trade receivables represents the maximum credit exposure. The maximum exposure to credit risk was ₹. 5,114.67 lakhs and ₹. 7,550.76 lakhs as at 31 March 2021 and 31 March 2020, respectively.

## Following is the movement in Provision for Expected credit loss on trade receivables:

Particulars	31 March 2021	31 March 2020
Opening balance	216.91	138.04
Impairment loss recognised	391.20	79.12
Amounts written off	(61.25)	(0.25)
<b>Closing balance</b>	<b>546.86</b>	216.91

## Cash and cash equivalents

The Company is also exposed to credit risks arising on cash and cash equivalents and term deposits with banks. The Company believes that its credit risk in respect of cash and cash equivalents and term deposits is insignificant as funds are invested in term deposits at pre-determined interest rates for specified period of time. For cash and cash equivalents and other bank balances, only high rated banks are accepted.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## Other Financial Assets:

The Company periodically monitors the recoverability and credit risks of its other financial assets including employee loans, deposits and other receivables. The Company evaluates 12 month expected credit losses for all the financial assets for which credit risk has not increased. In case credit risk has increased significantly, the Company considers life time expected credit losses for the purpose of impairment provisioning.

## Following is the movement in Provision for Expected credit loss on Other non-current and current assets:

Particulars	31 March 2021	31 March 2020
Loss allowance at the beginning of the year	32.28	26.66
Changes in allowance during the year	32.84	5.62
Loss allowance as at the end of the year	65.12	32.28

## ii Liquidity risk

“Liquidity risk is the risk that the Company will face in meeting its obligations associated with its financial liabilities. The Company’s approach to managing liquidity is to ensure that it will have sufficient funds to meet its liabilities when due without incurring unacceptable losses. The Company maintains a cautious funding strategy. This is the result of cash generated from the business. Cash flow from operating activities provides the funds to service the working capital requirement. The Company also has adequate borrowings limits/funding from long term/short term sources. Accordingly, low liquidity risk is perceived.

### Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted, and include estimated interest payments and exclude the impact of netting agreements.

Particulars	Contractual cash flows				
	Carrying amount	Total	Less than 1 year	1- 5 years	More than 5 years
<b>As at 31 March 2021</b>					
<b>Non-derivative financial liabilities</b>					
<b>Term Loans (including current maturities)</b>	<b>2,114.77</b>	<b>2,114.77</b>	<b>772.01</b>	<b>1,342.76</b>	-
Short term borrowings	5,708.99	5,708.99	5,708.99	-	-
Trade payables	3,811.42	3,811.42	3,811.42	-	-
Other financial liabilities	1,555.06	1,555.06	1,555.06	-	-
Lease liabilities	0.78	0.78	-	0.35	0.43
<b>Derivative financial liabilities</b>					
Currency and interest rate swap contracts	112.62	112.62	-	112.62	-

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

Particulars	Carrying amount	Contractual cash flows			
		Total	Less than 1 year	1- 5 years	More than 5 years
As at 31 March 2020					
<b>Non-derivative financial liabilities</b>					
Term Loans (including current maturities)	2,921.32	2,921.32	752.66	2,168.66	-
Short term borrowings	9,659.59	9,659.59	9,659.59	-	-
Trade payables	7,083.50	7,083.50	7,083.50	-	-
Other financial liabilities	1,512.35	1,512.35	1,512.35	-	-
Lease liabilities	0.85	0.85		0.35	0.50
<b>Derivative financial liabilities</b>					
Currency and interest rate swap contracts	47.12	47.12	-	47.12	-

### iii Market risk - Currency risk

The Company's operations result in it being exposed to foreign currency risk on account of trade receivables, trade payables and borrowings. The foreign currency risk may affect the Company's income and expenses, or its financial position and cash flows. The objective of the Company's management of foreign currency risk is to maintain this risk within acceptable parameters, while optimising returns. The Company's exposure to, and management of these risks is explained below:

**The Company's exposure to foreign currency risk at the end of the reporting period expressed in lakhs, are as follows:**

Particulars	31 March 2021		31 March 2020	
	Foreign currency Amount	Amount in INR	Foreign currency Amount	Amount in INR
<b>Loan from - Banks (Unsecured and Hedged)</b>				
USD	28.65	2,105.60	39.05	2,952.90
Less: Currency swap		2,105.60		2,952.90
Net exposure		-		-
<b>Receivables</b>				
USD	4.72	346.94	7.18	541.27
YEN	272.52	180.84	258.77	180.23
<b>Payables</b>				
YEN	271.98	180.49	561.91	391.37
USD	-	-	0.17	13.21

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

Particulars	31 March 2021		31 March 2020	
	Foreign currency Amount	Amount in INR	Foreign currency Amount	Amount in INR
<b>Net exposure</b>				
USD	4.72	346.94	7.01	528.06
JPY	0.54	0.36	(303.14)	(211.14)

A 10% strengthening/weakening of the respective foreign currencies with respect to functional currency of the Company would result in increase or decrease in profit or loss and equity as shown in table below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases. The following analysis has been worked out based on the exposures as of the date of statements of financial position.

Effect in INR	Profit or (loss)/ Equity	
	31 March 2021	31 March 2020
<b>Currencies (increase in rate by 10%)</b>		
USD	34.69	52.81
JPY	0.04	(21.11)
	<b>34.73</b>	<b>31.70</b>

If the rate is decreased by 10% then there will be decrease in profit and equity of ₹ 34.73 lakhs for the year ended 31 March 2021 and decrease in profit and equity of ₹ 31.70 lakhs for the year ended 31 March 2020.

#### iv Market risk - Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates relates primarily to the Company's short term borrowings (excluding commercial paper) with floating interest rates. For all long-term borrowings with floating rates, which are in foreign currency, the risk of variation in the interest rates is mitigated through interest rate swaps and hence, considered fixed rate borrowings. The Company constantly monitors the credit markets and rebalances its financing strategies to achieve an optimal maturity profile and financing cost.

#### Interest rate exposure:

Particulars	Total borrowings	Floating rate borrowings	Fixed rate borrowings
Term loan and short term borrowings	5,718.16	5,708.99	9.17
External Commercial borrowings	2,105.60	-	2,105.60
<b>Total as at 31 March 2021</b>	<b>7,823.76</b>	<b>5,708.99</b>	<b>2,114.77</b>
Term loan and short term borrowings	9,674.58	9,659.59	14.99
External Commercial borrowings	2,906.33	-	2,906.33
Total as at 31 March 2020	12,580.91	9,659.59	2,921.32

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## Interest rate sensitivities for unhedged exposure (impact on profit on increase of interest rate by 100 bps):

Particulars	As at 31 March 2021	As at 31 March 2020
Term loan and short term borrowings	(57.09)	(96.60)
External commercial borrowings (hedged against interest rate swap)	-	-

If the rate is decreased by 100 bps profit will increase by an equal amount. Interest rate sensitivity has been calculated assuming the borrowings outstanding at the reporting date have been outstanding for the entire reporting period.

### v Market risk - Other market price risks

The Company is exposed to equity price risk, which arises from Fair Value through Other Comprehensive Income (FVOCI) equity securities which are listed on Bombay Stock Exchange (BSE) and National Stock Exchange (NSE) in India. For such investments, classified as FVOCI, a 2% increase in the BSE index at 31 March 2021 would have increased equity by ₹.22.37 lakhs (31 March 2020 : ₹.6.24 lakhs); an equal change in the opposite direction would have decreased equity by ₹. 22.37 lakhs (31 March 2020 : ₹.6.24 lakhs).

### vi Derivative instruments :

Currency and Interest Rates Swaps Contracts:

Derivatives for hedging currency and interest rates, outstanding are as under:

Particulars	Purpose	Currency	As at 31 March 2021	As at 31 March 2020	Cross Currency
Currency and interest rate swaps	ECB*	USD	28.65	39.05	Rs.

\*External Commercial Borrowings

Mark-to-market on above derivative contracts ₹. 112.62 Lakhs (31 March 2020 : ₹. 47.12 lakhs) is recognised as derivative liability under 'Other financial liabilities' in the balance sheet.

## 43 SEGMENT REPORTING

The Company is in the business of manufacturing, trading and selling of stationery. It manufactures art material, marker pens, inks, pencils and others stationery products. The Management is of the view that the risks and returns for these products are not significantly different. Accordingly, the Company has a single reportable segment i.e. 'Consumer products' as per Ind AS 108 'Operating Segments' which is reviewed by Chief Operating Decision Maker (CODM). Further, export sales are not significant and there is no reportable secondary segment.

# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 44 IND AS 115 – REVENUE FROM CONTRACTS WITH CUSTOMERS

(A) The Company is in the business of manufacturing, trading and selling of stationery. All sales are made at a point in time and revenue recognised upon satisfaction of the performance obligations which is typically upon dispatch/ delivery depending on the contractual terms with the customers. Accruals for discounts/ incentives are estimated (using the most likely method) based on accumulated experience and underlying schemes and agreements with customers. The Company has a credit evaluation policy based on which the credit limits for the trade receivables are established and the Company does not give significant credit period resulting in no significant financing component.

### (B) Reconciliation of revenue as per contract price and as recognised in statement of profit and loss:

Particulars	As at 31 March 2021	As at 31 March 2020
Revenue from contracts with customer as per Contract price	<b>44,691.66</b>	71,640.58
Less: Discounts, incentives, rebates	<b>3,462.56</b>	7,478.33
Less:- Sales Returns /Credits / Reversals	<b>940.13</b>	865.10
Revenue from contracts with customer as per statement of profit and loss	<b>40,288.97</b>	63,297.15

### Disaggregation of revenue from contract with customers

Particulars	As at 31 March 2021	As at 31 March 2020
<b>Geography</b>		
Domestic	<b>38,629.25</b>	60,796.44
Exports	<b>1,659.72</b>	2,500.71
<b>Total</b>	<b>40,288.97</b>	63,297.15
<b>Sales channel</b>		
Distributors or dealers( including exports)	<b>37,360.37</b>	58,215.16
Modern trade	<b>2,928.60</b>	5,081.99
	<b>40,288.97</b>	63,297.15

### (C) Contract liability (advance from customers)

Particulars	As at 31 March 2021	As at 31 March 2020
Advance from customers	<b>16.03</b>	17.23



# Notes

to the Financial Statements for the year ended 31 March, 2021

(₹ in Lakhs)

## 45 CORPORATE SOCIAL RESPONSIBILITY EXPENDITURE

As per Section 135 of the Companies Act 2013, the Company has formed a Corporate Social Responsibility (CSR) Committee. The CSR Committee approved CSR Policy where certain focus areas out of list of activities covered in Schedule VII of the Companies Act 2013, have been identified to incur CSR expenditure.

Particulars	As at 31 March 2021	As at 31 March 2020
Amount required to be spent by the Company	<b>32.69</b>	28.51
Construction/acquisition of any asset	-	-
<b>On purposes other than above</b>		
Contribution to NGOs	<b>28.98</b>	27.11
Contribution to Central Government	<b>5.00</b>	2.00
<b>Total amount spent in cash</b>	<b>33.98</b>	29.11

As per our report of even date attached.

For **B S R & Co. LLP**  
Chartered Accountants  
Firm's Registration No: 101248W/W-100022

**Vijay Mathur**  
Partner  
Membership No: 046476

Mumbai  
18 June 2021

**Satish Veerappa**  
Chief Executive Officer

**Shishir B. Desai**  
Director  
(DIN-01453410)

**Chetan Badal**  
Chief Financial Officer

**Ravindra Damle**  
V P (Corporate) and  
Company Secretary

**For and on behalf of the Board of Directors of  
Kokuyo Camlin Limited  
CIN : L24223MH1946PLC005434**

**Dilip Dandekar**  
Chairman and Executive Director  
(DIN-00846901)

**Shriram Dandekar**  
Vice Chairman & Executive Director  
(DIN-01056318)