

# FORTY SECOND ANNUAL REPORT 2016



SUNDARAM BRAKE LININGS LIMITED



---

**BOARD OF DIRECTORS**

K Mahesh  
**Chairman**  
K Ramesh - Director  
T Kannan - Director  
P S Raman - Director  
Ashok V Chowgule - Director  
K S Ranganathan - Director  
K S D Sambasivam - Director  
Sandhya Subramanyam - Director  
Krishna Mahesh - Managing Director

**BOARD'S SUB-COMMITTEES****1. AUDIT COMMITTEE**

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

**2. CORPORATE SOCIAL RESPONSIBILITY (CSR) COMMITTEE**

Ashok V Chowgule - Chairperson  
T Kannan  
K Mahesh

**3. NOMINATION & REMUNERATION COMMITTEE**

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

**4. STAKEHOLDERS' RELATIONSHIP COMMITTEE**

K S D Sambasivam - Chairperson  
K S Ranganathan  
Krishna Mahesh

**SENIOR MANAGEMENT**

G R Chandramouli - President (Marketing & Market Development)  
S Ramabadran - Chief Financial Officer & Company Secretary  
Chief Investor Relations Officer / Compliance Officer

**BANKERS**

State Bank of India  
Industrial Finance Branch,  
No. 155, Anna Salai, Chennai 600 002  
Export-Import Bank of India  
UTI House, 29, Rajaji Salai, Chennai - 600 001

**STATUTORY AUDITORS**

Sundaram & Srinivasan  
Chartered Accountants  
New No. 4, old No. 23,  
C.P. Ramasamy Road,  
Alwarpet, Chennai - 600 018.  
E-mail : yessendes @vsnl.net  
Phone No: 044-2498 8762

**SECRETARIAL AUDITOR**

V Suresh  
Practising Company Secretary  
28, 1st Floor, Ganapathy Colony,  
3rd Street, Teynampet, Chennai 600 018.  
E-mail : vsureshpcs@gmail.com  
Phone No: 044-24336022

**REGISTERED OFFICE**

180 Anna Salai, Chennai 600 006.

**FACTORIES**

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

**REGISTRAR AND SHARE TRANSFER AGENT**

Integrated Enterprises (India) Limited  
II Floor, "Kences Towers",  
No.1, Ramakrishna Street, North Usman Road,  
T Nagar, Chennai - 600 017.  
Phone : 91-44- 28140801 - 808  
Fax : 91-44-28142479  
E-mail : corpserv@integratedindia.in

**SHARE DEPARTMENT**

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

**WEBSITE**

www.tvssbrakelinings.com

**CONTENTS**

Particulars	Page No.
Highlights	3
Notice	4
Directors' Report & Annexures thereof	9
Report on Corporate Governanace	39
Management Discussion and Analysis Report	53
Independent Auditors' Report	56
Balance Sheet as at 31 <sup>st</sup> March 2016	62
Statement of Profit and Loss for the year ended 31 <sup>st</sup> March 2016	63
Cash Flow Statement as at 31 <sup>st</sup> March 2016	64
Notes on Financial Statements	65

## HIGHLIGHTS OF TEN YEAR PERFORMANCE

(Rs. in lakhs)

Particulars	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1 Sales & Other income	18,963	18,804	17,179	20,046	23,747	25,638	23,271	24,913	23,750	<b>22,959</b>
2 Export Sales	5,490	6,199	6,650	7,506	8,126	8,366	8,742	11,113	11,031	<b>11,213</b>
3 Profit before int, depn & Tax	2,899	2,719	1,843	2,336	2,431	2,264	669	776	164	<b>875</b>
4 Profit before extraordinary / exceptional item & tax	2,166	1,862	1,025	1,523	1,528	1,116	(411)	(328)	(893)	<b>30</b>
5 Profit after tax	1,377	708	451	617	630	56	(441)	(522)	(1,455)	<b>27</b>
6 Net fixed assets	7,441	7,462	7,113	7,181	8,522	8,803	8,608	8,715	8,074	<b>7,730</b>
7 Share capital	271.35	271.35	271.35	393.46	393.46	393.46	393.46	393.46	393.46	<b>393.46</b>
8 Reserves & Surplus	6,220	6,737	7,061	8,862	9,309	9,228	8,787	8,266	6,592	<b>6,619</b>
9 Net worth	6,491	7,008	7,332	9,255	9,702	9,622	9,181	8,659	6,986	<b>7,012</b>
10 Return on Net Worth (RONW) - PAT/Networth	21.2%	10.1%	6.2%	6.7%	6.5%	0.6%	-4.8%	-6.0%	-20.8%	<b>0.4%</b>
11 Return on Avg. Capital Employed (ROCE)	21.8%	11.5%	5.3%	8.1%	8.6%	1.9%	-0.6%	1.7%	-3.0%	<b>1.8%</b>
12 Cash earnings per share (Rs.)	68.24	47.33	38.08	32.36 <sup>@</sup>	32.09	20.81	8.62	7.35	(19.47)	<b>14.77</b>
13 Earnings per share (Rs.)	50.76	26.08	16.63	16.49 <sup>@</sup>	16.01	1.44	(11.20)	(13.26)	(36.97)	<b>0.68</b>
14 Dividend per share (Rs.)	13.00	6.00	4.00	4.00	4.00	3.00	—	—	—	<b>—</b>
15 Book value per share (Rs.)	239.21	258.27	270.22	235.23 <sup>@</sup>	246.59	244.54	233.34	220.08	177.55	<b>178.23 *</b>
16 Sundry Debtors - No. of days	85	81	71	72	71	67	73	78	76	<b>78</b>
17 Turnover / Avg Inventory (Times)	20.7	17.6	16.0	18.7	19.3	16.6	10.9	10.3	9.1	<b>8.4</b>
18 Current Ratio	1.45	1.47	1.66	1.73	1.72	1.49	1.47	1.32	1.06	<b>1.05</b>
19 R & D Expenses - as % on Net Income	1.8%	2.0%	1.5%	2.0%	1.3%	1.4%	2.7%	3.2%	2.7%	<b>2.6%</b>
20 Debt-Equity Ratio (=Total debts / Networth)	0.68	0.48	0.31	0.32	0.38	0.30	0.31	0.33	0.41	<b>0.39</b>

<sup>@</sup> Calculated based on Weighted average number of Equity Shares & considering the adjustment factor for the bonus element in Rights Issue for FY 2009-10.

\* Calculated on the expanded capital of 39,34,575 equity shares for FY 2010-11 to 2015-16.

## NOTICE TO THE SHAREHOLDERS

**NOTICE** is hereby given that the Forty Second Annual General Meeting of the Company will be held at **Rani Seethai Hall, No. 603, Anna Salai, Chennai - 600 006 on Monday, the 1<sup>st</sup> August, 2016, at 12.15 P.M.** to transact the following business:

### ORDINARY BUSINESS:

1. To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:  
"**RESOLVED THAT** the Audited Balance Sheet as at 31<sup>st</sup> March 2016, the Statement of Profit and Loss for the year ended 31<sup>st</sup> March 2016, the Cash Flow statement for the year ended 31<sup>st</sup> March 2016 and the Report of the Directors and the Auditors of the Company, be and are hereby approved and adopted."
2. To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:  
"**RESOLVED THAT** Mr K Ramesh, Director (having DIN: 00556922), who retires by rotation and being eligible for re-appointment, be and is hereby re-appointed as a Director of the Company."
3. To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:  
"**RESOLVED THAT** the appointment of Messrs Sundaram & Srinivasan, Chartered Accountants, Chennai having registration number 004207S, appointed in the Annual General Meeting held on 01-08-2014 for a transitional period of three years, as per the provisions of Section 139 of the Companies Act, 2013 and the Companies (Audit & Auditors) Rules, 2014, be and is hereby ratified for continuing as Statutory Auditors from the conclusion of this Annual General Meeting till the conclusion of next Annual General Meeting, (this being the last year of transitional period of three years) on such remuneration as may be determined by the Board of Directors of the Company in addition to tax audit fee, certification fee, service tax, travelling and other out-of-pocket expenses actually incurred by them in connection with the audit."

(By order of the Board)

Chennai  
24<sup>th</sup> May, 2016

S RAMABADRAN  
Chief Financial Officer & Company Secretary

Registered Office  
180, Anna Salai,  
Chennai - 600006

### Details of Director Seeking Re-appointment at the Annual General Meeting

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

#### Mr. K Ramesh

He was born on 17<sup>th</sup> February 1939, and is on the Board of Directors of the Company since November 1982. He holds a degree in Master of Arts. He has managerial experience of over 50 years. He took his initial management training in T V Sundram Iyengar & Sons Private Limited.

He holds 1,10,081 Equity shares in the Company and is related to Mr K Mahesh, Chairman and Mr Krishna Mahesh, Managing Director.

---

Directorship / Membership in other Companies

Directorship	Committee Membership
<p><b>As Chairman:</b></p> <ul style="list-style-type: none"><li>• Sundaram Textiles Limited</li><li>• TVS Sewing Needles Limited</li></ul> <p><b>As Chairman &amp; Managing Director</b></p> <ul style="list-style-type: none"><li>• Southern Roadways Limited</li></ul> <p><b>As Director:</b></p> <ul style="list-style-type: none"><li>• T V Sundram Iyengar &amp; Sons Private Limited</li><li>• Sundaram Industries Private Limited</li><li>• Sundram Fasteners Limited</li><li>• Menal Farms Limited</li></ul>	Nil

**I. General Instructions & Information:**

1. A member entitled to attend and vote at the meeting is entitled to appoint one or more Proxies to attend and vote instead of himself and the Proxy or Proxies so appointed need not be a member of the company. The instrument appointing the Proxy and the power of attorney or other authority, if any, under which it is signed or a notarial certified copy of that power of attorney or other authority shall be deposited at the registered office of the company not later than 48 hours before the time fixed for holding the meeting. A person shall not act as a Proxy for more than 50 members and holding in aggregate not more than ten percent of the total voting share capital of the Company. However, a single person may act as a Proxy for a member holding more than ten percent of the total voting share capital of the Company provided that such person shall not act as a Proxy for any other person.
2. The register of members and the share transfer register will remain closed for a period of seven days from **26<sup>th</sup> July 2016** to **1<sup>st</sup> August 2016** (both days inclusive) for the purpose of AGM.
3. To prevent fraudulent transactions, members are advised to exercise due diligence and notify the Company of any change in address or demise of any member as soon as possible. Members holding shares in electronic form are requested to advise change of their address to their Depository Participants. Members are also advised not to leave their demat account(s) dormant for a long period. Periodic statement of holdings should be obtained from the concerned Depository Participant and holdings should be verified.
4. The Securities and Exchange Board of India (SEBI) has mandated the submission of Permanent Account Number (PAN) by every participant in securities market. Members holding shares in electronic form are therefore, requested to submit the PAN to their Depository Participants with whom they are maintaining their demat accounts. Members holding shares in physical form can submit their PAN details to the company.
5. Members holding shares in physical form, in their own interest, are requested to dematerialize the shares to avail the benefits of electronic holding / trading.
6. As per the provisions of Section 205A of the Companies Act 1956, the amount of dividend remaining unpaid or unclaimed for a period of seven years from the due date is required to be transferred to Investor Education and Protection Fund (IEPF), constituted by the Central Government. The Company had accordingly transferred Rs.2,67,216/- being unpaid and unclaimed dividend amount pertaining to Interim Dividend for the Financial year 2007-08 on 13<sup>th</sup> July 2015 to the Investor Education and Protection Fund.

The Ministry of Corporate Affairs on 10<sup>th</sup> May 2012 notified the IEPF (Uploading of information regarding unpaid and unclaimed amounts lying with Companies) Rules 2012, which is applicable to the Company. The objective of the Rules is to help the shareholders to ascertain the status of the unclaimed amounts and overcome the problems due to misplacement of intimation thereof by post etc. In terms of the said Rules, the Company has uploaded the information in respect of the Unclaimed Dividends pertaining to the Financial years from 2007 as on the date of 41<sup>st</sup> Annual General Meeting held on 6<sup>th</sup> August 2015 on website of the IEPF viz [www.iepf.gov.in](http://www.iepf.gov.in) and under "Investors Section" on the website of the Company viz. [www.tvstrakelinings.com](http://www.tvstrakelinings.com).

7. Electronic copy of the Annual Report 2016 and Notice of 42<sup>nd</sup> Annual General Meeting of the Company inter alia indicating the process and manner of e-Voting along with Attendance slip and Proxy form is being sent to all the members whose email IDs are registered with the Company / Depository participant(s) for communication purposes unless any member has requested for a hard copy of the same. For members who have not registered their email address, physical copies of the above documents are being sent in the permitted mode.
8. Members are requested to affix their signatures at the space provided on the Attendance slip annexed to Proxy form and handover the slip at the entrance of the meeting hall. Corporate members are requested to send a duly certified copy of the board resolution / power of attorney authorizing their representatives to attend and vote at the AGM.
9. Members may also note that the Notice of the 42<sup>nd</sup> Annual General Meeting and the Annual Report for 2016 will also be available on the Company's website [www.tvstrakelinings.com](http://www.tvstrakelinings.com) for download. The physical copies of such documents will also be available at the Company's office in Padi, Chennai 600 050 for inspection during normal business hours on working days. Even after registering for e-communication, members are entitled to receive such communication in physical form, upon making a request for the same, by post free of cost. Members may send their requests to [srb@tvssbl.com](mailto:srb@tvssbl.com).
10. The business set out in the Notice of AGM will be transacted through electronic voting system. The members may cast their votes using an electronic voting system from a place other than the venue of the meeting (remote e-Voting). In terms of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 and Regulation 44 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the company has provided facility to exercise votes through electronic voting system to members holding shares as on **25<sup>th</sup> July 2016**, being the "Cut-Off date" fixed for determining voting rights of members entitled to participate in the e-Voting process through the e-Voting platform provided by NSDL.
11. The facility for voting through Ballot papers will also be available at the AGM and the members attending the AGM who have not cast vote by remote e-Voting shall be eligible and be able to vote at the AGM.
12. A member may participate in the AGM even after casting his / her vote through remote e-Voting but shall not be entitled to vote again.
13. Mr V Suresh, Practising Company Secretary holding certificate of practice (No.6032) issued by the Institute of Company Secretaries of India, has been appointed as the Scrutinizer to Scrutinize the voting process in a fair and transparent manner.
14. The Scrutinizer shall within a period not exceeding two working days from the conclusion of the e-Voting period unblock the votes in the presence of atleast two witnesses not in the employment of the Company and make a Scrutinizer's Report of the votes in favour or against, if any forthwith to the Chairman of the Company.
15. The voting results of the Annual General Meeting will be declared and communicated to the Stock Exchanges and would also be displayed on the Company's website at [www.tvstrakelinings.com](http://www.tvstrakelinings.com)



- 
16. Members whose names appear on the Register of Members / List of Beneficial Owners as on Cut-off date i.e **25<sup>th</sup> July 2016** will be considered for the purpose of availing Remote e-Voting or Vote in the Annual General Meeting. A person who is not a member as on the cut-off date should treat this Notice for information purposes only.

## **II. Instructions for Remote E-voting :**

- A. In case a Member receives an email from NSDL [for members whose email IDs are registered with the Company / Depository Participant(s)]:
- i. Open email and open PDF file viz; "SBL e-voting.pdf" with your Client ID or Folio No. as password. The said PDF file contains your user ID and password / PIN for e-Voting. Please note that the password is an initial password.
  - ii. Launch internet browser by typing the following URL: <https://www.evoting.nsdl.com>
  - iii. Click on Shareholder - Login
  - iv. Put user ID and password as initial password / PIN noted in step (i) above. Click Login.
  - v. Password change menu appears. Change the password / PIN with new password of your choice with minimum 8 digits / characters or combination thereof. Note new password. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.
  - vi. Home page of e-voting opens. Click on e-Voting: Active Voting Cycles.
  - vii. Select "EVEN" of SUNDARAM BRAKE LININGS LIMITED.
  - viii. Now you are ready for e-Voting as Cast Vote page opens.
  - ix. Cast your vote by selecting appropriate option and click on "Submit" and also "Confirm" when prompted.
  - x. Upon confirmation, the message "Vote cast successfully" will be displayed.
  - xi. Once you have voted on the resolution, you will not be allowed to modify your vote.
  - xii. 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. together with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer through e-mail to [vsscruinizer@gmail.com](mailto:vsscruinizer@gmail.com) or [evoting@tvssbl.com](mailto:evoting@tvssbl.com) with a copy marked to [evoting@nsdl.co.in](mailto:evoting@nsdl.co.in)
- B. In case a Member receives physical copy of the Annual Report [for members whose email IDs are not registered with the Company / Depository Participant(s) or requesting physical copy] :
- xiii. Initial password is provided on the Attendance Slip for the AGM: **EVEN** (E Voting Event Number) **USER ID PASSWORD / PIN**.
  - xiv. Please follow all steps from Sl. No. (ii) to Sl. No. (xii) above, to cast vote.

## **III. Other Information :**

1. 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 Downloads section of [www.evoting.nsdl.com](http://www.evoting.nsdl.com)
  2. If you are already registered with NSDL for e-voting then you can use your existing user ID and password / PIN for casting your vote.
  3. You can also update your mobile number and e-mail ID in the user profile details of the folio which may be used for sending future communication(s).
-

4. The Voting rights of the Members shall be in proportion to their shares of the paid up equity share capital of the Company as on the Cut off date **25<sup>th</sup> July 2016**.
5. The e-Voting period commences on **29<sup>th</sup> July 2016 (9.00 am)** and ends on **31<sup>st</sup> July 2016 (5.00 pm)**. During this period members of the Company holding shares either in physical form or in dematerialized form as on cut off date **25<sup>th</sup> July 2016** may cast their vote electronically. The e-Voting module shall be disabled by NSDL for voting thereafter. Once the vote on a resolution is cast by the shareholder, the shareholder shall not be allowed to change it subsequently.

**IV. Route Map for the Venue of the AGM of Sundaram Brake Linings Limited to be held on 1<sup>st</sup> August 2016 is given below :**

