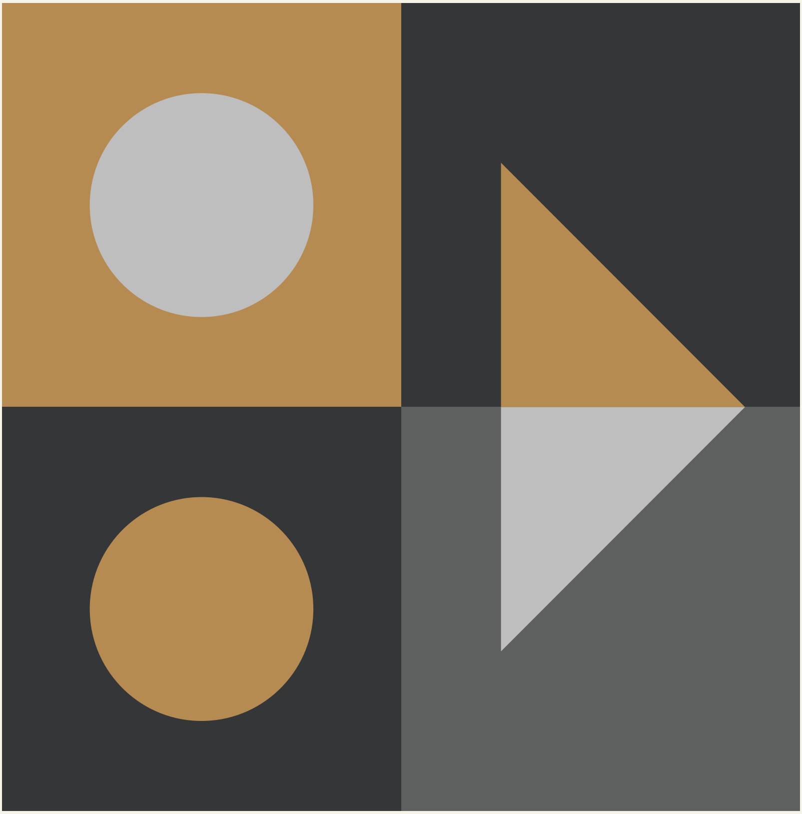
LINC PEN AND PLASTICS LIMITED

Annual Report 2020-21

REINVENTING LINC



Forward-looking statement

In this Annual Report, we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This report and other statements - written and oral - that we periodically make, contain forward-looking statements that set out anticipated results based on the management's plans and assumptions. We have tried wherever possible to identify such statements by using words such as 'anticipates', 'estimates', 'expects', 'projects', 'intends', 'plans', 'believes' and words of similar substance in connection with any discussion of future performance. We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in our assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialise, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should bear this in mind. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

CONTENTS

REINVENTING **LINC**

Preparing for a life beyond writing instruments

When the educational institutions closed following the outbreak of the pandemic, we were faced with well-meaning advice from all over.

'Lie low for as long as the schools and colleges do not re-open.'

'Take a shutdown for a few months to save fixed costs.'

'Reduce production and seek a repayment moratorium.'

The advice was about protection, preservation and survival.

At Linc, we emerged with a response that we believe will be more enduring.

Reinvention.

Linc.

For around four decades, one of India's **most trusted** writing instrument brands.

Now positioned at the point of exciting transformation.

Driven by the prospect of servicing the under-addressed needs of consumers across India.

Across a range of products and categories. Across a larger sweep of geographies.

To enhance value for stakeholders in a sustainable way.

Vision

To establish Linc as a global brand known for its values, assertiveness and the acumen to adapt to an ever-changing environment.

Mission

To deliver innovative, user-friendly and better-quality products at best value to customers, keeping in mind the prosperity of the Company and its stakeholders.

Core values

We are proud of our ethical ways and integrity is our soul. We endeavor to create customer delight. We are dedicated to each cause that we take up and each relationship that we build. Creating innovative products and finding innovative solutions is in our core.

Pedigree

Linc Pen & Plastics Limited is one of India's most trusted writing instrument brands. Over the years, the Company has grown from an Indian presence to a global footprint. The Company is among the three leading brands in India's writing instruments industry.

Facilities

Linc's state-of-the-art integrated manufacturing facilities are located in Umbergaon (Gujarat), Falta (SEZ) and Serakole (West Bengal).

Products

Linc possesses one of the most diversified product portfolios in the industry ranging from gel pens, ball pens and fountain pens to markers, mechanical pencils, files and folders.

Certifications

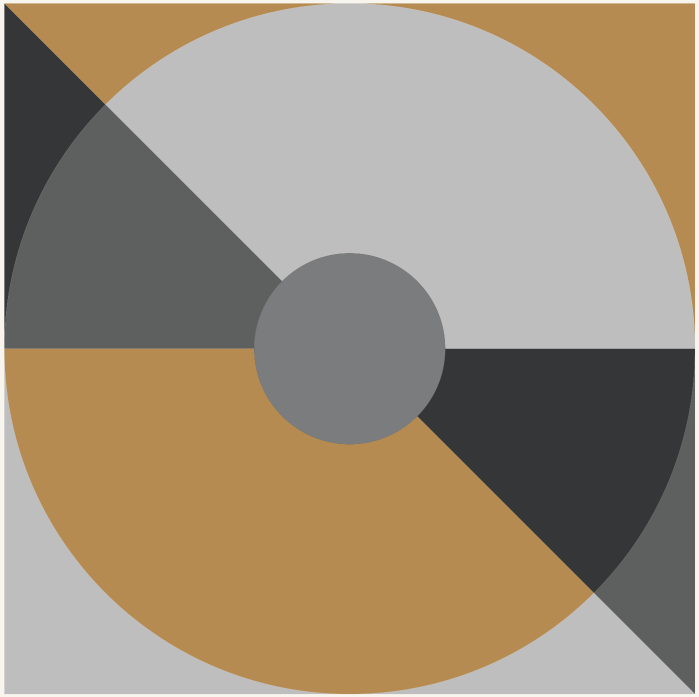
Linc has been accredited with the ISO 9001:2008 certification, validating the Company's compliance with stringent quality management norms.

Footprint

Linc's distribution network comprises 40 channel partners, 2,500+ distributors and a sales force of 325 people servicing 1,48,000+ retailers. The Company has a presence across over 40 countries.

Listing

The Company, listed on the National Stock Exchange (NSE) and the Bombay Stock Exchange (BSE), enjoyed a market capitalisation of ₹223 crores as on 31st March, 2021.



The principal message that we wish to send out to our shareholders is that Linc is transforming.

Decisively.

From a stationery-focused company to a multi-products organisation.

From a brand cum manufacturing driven company to a brand cum distribution focused company.

From feet-on-the street for engaging with retailers to digital interventions intended to take the company ahead.

How we performed across the four quarters of a challenging FY2020-21

		QUARTER ONE	QUARTER TWO	QUARTER THREE	QUARTER FOUR
Revenues (₹ crores)	FY2020-21	27.41	64.56	70.93	93.77
	FY2019-20	100.19	100.74	95.92	100.14
EBITDA (₹ crores)	FY2020-21	(1.25)	3.04	2.18	7.66
	FY2019-20	10.76	9.18	10.28	11.05
Profit after tax (₹ crores)	FY2020-21	(3.99)	(0.88)	(1.28)	6.20
	FY2019-20	4.27	5.68	4.33	4.98
Cash profit (₹ crores)	FY2020-21	(2.22)	2.10	1.53	7.47
	FY2019-20	9.25	7.75	8.95	9.85

The financial hygiene of our business

		QUARTER ONE	QUARTER TWO	QUARTER THREE	QUARTER FOUR
EBITDA margin (%)	FY2020-21	(4.6)	4.7	3.1	8.2
	FY2019-20	10.7	9.1	10.7	11.0
Interest cover (x)	FY2020-21	(1.3)	3.3	3.4	38.3
	FY2019-20	7.2	6.4	7.7	9.2
Interest outflow (₹ crores)	FY2020-21	0.96	0.93	0.65	0.20
	FY2019-20	1.50	1.43	1.33	1.20

Our performance across the years

Revenues
(₹ crores)

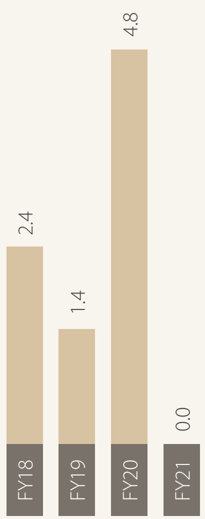
Definition
Growth in sales net of taxes.

Why is this measured?
It highlights the acceptance of the Company's products by consumers, translating into revenues.

Performance
Aggregate sales declined by 35.4% to ₹257 crores in FY2019-20.

Value impact
The company's performance was affected by the impact of the pandemic.

Net Profit Margin
(%)



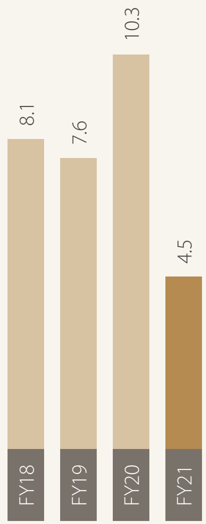
Definition
It is a measure of the net income generated as a proportion of the total revenue.

Why is this measured?
The net profit margin indicates per rupee profit reported by the company as a proportion of revenues into profit.

Performance
The Company's net profit margin in FY2020-21 stood at nil as against 4.8% in FY2019-20.

Value impact
The Company reported a decline in margins on account of the pandemic.

EBITDA margin
(%)



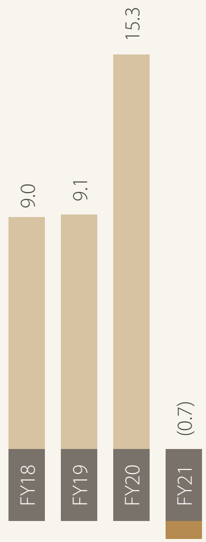
Definition
EBITDA margin is a profitability index used to measure the effectiveness of a Company's business model.

Why is this measured?
The EBITDA margin provides an idea of how much a Company earns (before accounting for interest and taxes) on each rupee of sale (expressed as a percentage).

Performance
The Company reported a 580 bps decline in EBITDA margin in FY2020-21 on account of lower revenues.

Value impact
The company reported a positive margin, a validation of its competitiveness across market cycles.

RoE
(%)



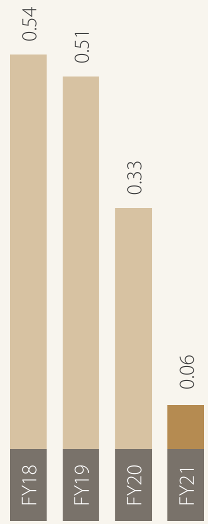
Definition
Return on equity is a measure of the Company's financial performance, which is calculated by dividing the net profit by shareholders' equity.

Why is this measured?
RoE is a measure indicating a company's sustainable growth and dividend growth rates.

Performance
The Company's RoE declined 1600 bps in FY2020-21 on account of lower offtake and overheads needing to be incurred.

Value impact
The Company expects to strengthen its RoE through various strategic initiatives.

Debt-equity ratio
(x)



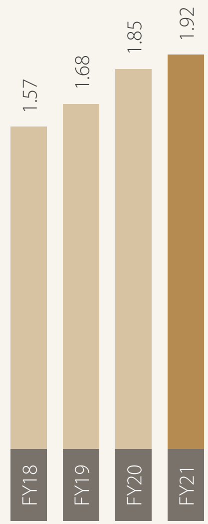
Definition
This is derived through the ratio of debt to net worth (less revaluation reserves).

Why is this measured?
It is a measure of a Company's financial solvency.

Performance
The Company's gearing improved from 0.33x in FY2019-20 to 0.06x in FY2020-21.

Value impact
The company intends to strengthen its gearing through lower indebtedness across the future.

Current Ratio
(x)



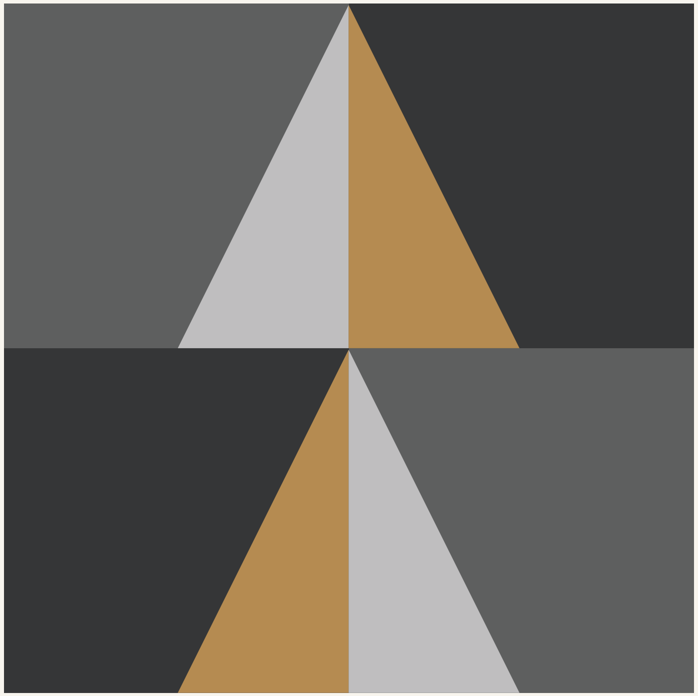
Definition
This is derived through the division of Current Assets by Current Liabilities.

Why is this measured?
Current Ratio indicates the Company's liquidity, the higher the better.

Performance
The Company reported a higher Current Ratio at 1.92x in FY2020-21 compared to 1.85x in the previous fiscal.

Value impact
The consistent rise in Current Ratio indicates the Company's ability to repay creditors.

"We set about **reinventing Linc** in one of the most challenging years in our existence"



Deepak Jalan, Managing Director, explains the proposed transformation in the company's business model

Q: Was the management pleased with the way the company performed during the last financial year?

A: Given the circumstances, where most stationery shops were closed and student demand evaporated as academic institutions were closed, the company did reasonably well. Despite a 35% reduction in the topline and a ₹5 crores spending that was incurred for promotion, the company reported a cash profit of ₹9 crores in FY2020-21. We believe that the cash profit represents a validation of our brand strength, product quality and cost competitiveness. The company reported an EBITDA margin of 4.5% during the year under review compared with 10.3% in FY2019-20.

Q: What was the highlight of the company's resilience during the year under review?

A: There are two points that need to be highlighted. **One,** the speed with which the company drew out a new strategic direction after waiting for the first few quarters of the pandemic to wane and for the economy (and educational institutions) to reopen. **Two,** the company's performance kept rising quarter-on-quarter compared with the corresponding benchmark of the previous financial year; during the fourth quarter, the company had achieved 94% of the revenues of the fourth quarter of FY2019-20. We consider the performance in the fourth quarter of FY2020-21 to be a showcase of our resilience and capacity to reinvent our approach in the face of adversity.

Q: How would you substantiate this?

A: By the end of the first quarter, when it had become evident that there was no certainty of when the lockdown would be completely relaxed and when educational institutions would be permitted to reopen, we recognised that we faced an existential crisis. There were two roads that we could have taken: one was absolving ourselves of responsibility on the grounds that all factors influencing our performance were outside our control (as they indeed appeared to be); two, identifying small windows of opportunity during the pandemic that could evolve into gamechangers if we pursued them to their logical conclusion. I am pleased to communicate that this resilience in our personality became increasingly evident as the year progressed.

> We believe that if we merely extrapolate the performance of the fourth quarter of the last financial year, we should be on our way to achieve annualise revenues of ₹400 crores in FY2021-22. This indicates that even as the COVID-19 virus may not have been neutralised, Linc is poised to report attractive growth from this point onwards.

Q: What were these 'windows of opportunity'?

A: To answer this question, one would need to get into the background of the company. For the last four decades, Linc has been a manufacturing and brand-driven company. We invested in two manufacturing facilities comprising semi-automated equipment; one serviced the vast market of India; the other addressed the western India market and exports. We complemented this manufacturing capability with brand visibility by investing in prominent events, celebrity endorsements (when needed) and sustenance advertising. We believed that this would create the necessary walk-in consumer traction that would grow our revenues in a sustainable way. This strategy worked well for a number of years: Linc grew from revenues of ₹254 crores in FY2010-11 to peak revenues of ₹397 crores in FY2019-20.

Q: Why did a change become necessary?

A: A change in this approach became necessary for some good reasons: the Indian market for better and higher-priced writing instruments began to fan out from metro cities and Tier-1 or 2 towns to the smaller markets, putting a premium on the need for Linc to be present where the emerging consumers were coming from. The urban landscape of the country was beginning to evolve faster; as population increased, towns became larger to achieve critical mass, as a result of which what had not been mapped earlier on account of smallness was now a prospective market. Besides, the Indian consumer began to get less price-sensitive and more aspirational; the spaces that we would have never considered to be potential markets for companies like ours were now reporting a larger demand appetite. In the face of this evolution, we could have continued to do business as usual – or we could have made a decisive change in our business model.

> Our cash profit represents a validation of our brand strength, product quality and cost competitiveness.

Q: How did the company respond?

A: The most decisive response in our approach has been expressed in the two R's approach – reach and range. In the past, we had created modest reach and no range; we now proposed a change in our business model to create substantial reach and a wider range. In the space of nearly four decades, we serviced around 65,000 retailers across India; we now recognised that if we were to report disproportionate growth, we would need to address a retail audience ten times larger and some day graduate to addressing a reasonable proportion of India's universe of around 13 million points of sale. By setting out to increase our distribution coverage ten-fold, we were not merely widening points of access; we were virtually transforming our DNA.

Q: You mentioned 'transforming our DNA.' In what way?

A: There is a growing recognition of the consumption engine of India for the reasons I indicated above. We believe that more gains will be generated from being present in the largest number of locations than the erstwhile approach, backed by digitalisation and seamless engagement with trade partners. The management of scale is no longer as intimidating as it once was; on the contrary, the management of scale can become quicker, wider and lower in cost through the prudent use of technology. We realised that it was possible to scale our distribution network, which would provide us with a platform for profitable and sustainable growth thereafter.

Q: In what way would this wider distribution network transform the company?

A: In a number of fundamental ways. At the most evident level, the wider distribution network will enable us to sell more of the same (stationery products). At the other level, this wide and deep distribution pipeline will provide us with the opportunity to market more than just stationery products; it will empower us to push more products through the system. This is the 'range' that one referred to earlier. So at one level, the company will be widening its reach across a considerably larger number of retailers; at the other level, the company will be marketing a larger number of products to each. This, in a nutshell, represents the company's blueprint for growth from this point onwards.

Q: What is the basis of your optimism that this will work?

A: There are number of reasons for my optimism. Primarily, the visibility and trust in the Linc brand provides us with the confidence that we have a credible foundation on which to build. The principal recalls of our brand continue to be 'trust', 'credibility' and 'quality'. We believe that by extending these attributes to other products, we will stand to gain traction with trade partners and consumers.

The second point of optimism is the quality of relationships we enjoy with our trade partners. Our relationships have been enduring, marked by fair treatment, stable pricing and transparent communication. The result is that our trade partners have grown financially and socially through their association with Linc. When we introduce additional products, we are optimistic that our trade partners will be more than keen to stock – giving them more products on which to generate an income and giving us a larger share of their procurement outlay.

There is a third point of optimism, which effectively transforms us into an FMCG brand. Until now, we were largely marketed through stationery stores across the country, which explains why in three decades we scaled to 65,000 retailers. There has been a change in the way writing instruments are now being viewed: not as much as instruments with which to write as much to express one's personality; not as much to use and retain for months as much to use and replace. The result of an increased frequency of use and replacement has graduated a writing instrument into an FMCG product. By this definition, we felt it was incompatible for an FMCG product to be marketed only through stationery stores.

During the last financial year, we began to shift the needle: we increased our availability across gift and stationery stores as well. This represents the beginning of a journey that we believe will take us to general stores and *kirana* outlets across the neighbourhoods of the country – the last frontier in evolving into a distribution-led organisation.

Q: The important question: will the widening of this distribution matrix stretch the company's cost of distributor engagement?

A: This is a critical point that I take pleasure in explaining. During the year under review, we did not just increase the number of points of sale that we engaged with; we engaged dedicated tele-callers to engage with these retailers biweekly. We have transformed their role: not as much a function of calling each retailer to log their requirements but to engage with them into a business-enhancing conversation: 'What problems are you facing?' and 'How can we improve our service?' and 'Your nearest competitor is buying 2x your quantity and reordering faster, so how can we help you sell more?' We believe that this tele-calling engagement will make it possible to cover more outlets than the conventional feet-on-street approach. It will enhance the confidence that 'Linc is just a phone call away.'

Q: How would you sum up the year that has just passed from Linc's perspective?

A: The year under review proved to be transformative. It validated the strength of our resolve to fight back; it presented us with an opportunity that we may have never considered. By extending our distribution coverage across a considerably larger base, we believe that all we really need to do is engage with each; even if we achieve a small share of their revenue profile, the aggregation will amount into decisive growth for our company. When we had begun to work on our business plan for FY2020-21, we had targeted revenues of ₹500 crores (before the pandemic broke). We believe that if we merely extrapolate the performance of the fourth quarter of the last financial year, we should be on our way to achieve annualised revenues of ₹400 crores in FY2021-22. This indicates that even as the COVID-19 virus may not have been neutralised, Linc is poised to report attractive growth from this point onwards.

The Pentonic effect

Continued to lead

Accounted for 32% of revenues and 68% of products priced above ₹10 of general trade business.

Graduated to become an umbrella brand

Launched a Pentonic gum stick

Launched a ₹20 ball pen (BRT)

Starts all bill cuts; integral part of all bill cuts

Provided the cash flows to the company to invest in distribution

Our strategy for FY2021-22

- Market stationery products in stationery /non-stationery stores
- Launch non-stationery products for stationery/non-stationery stores
- Launch exclusive products for non-stationery stores
- Launch more products for the universe of educational stores
- Widen our distribution coverage (wholesalers, stationery and non-stationery retailers, and distributors)

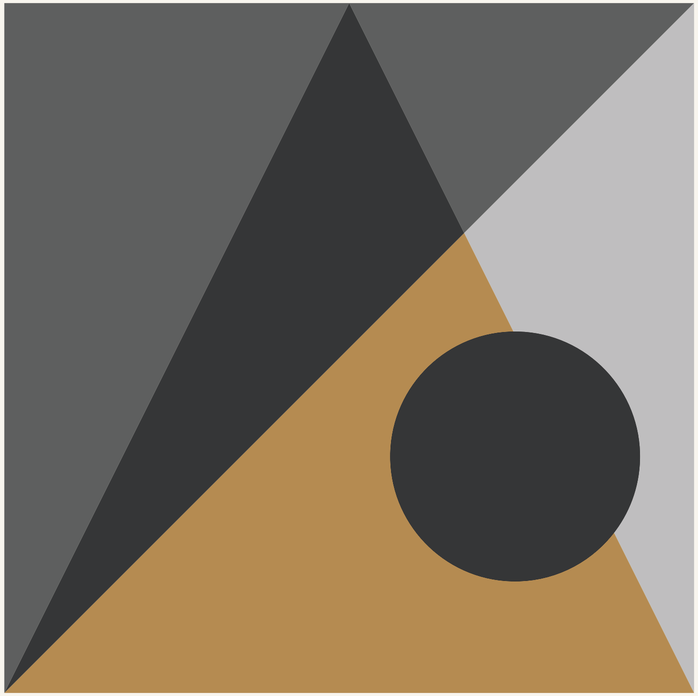
BIG NUMBERS

65,000
Number of retailers that Linc worked with at the close of FY2019-20

1,48,000
Number of retailers that Linc worked with at the close of FY2020-21

Distribution. The last frontier.

In India, distribution represents the difference between the successful and the also-ran



A number of successful brand-led companies continue to insist that they seek growth in reaching out to more consumers through a widening footprint across the country.

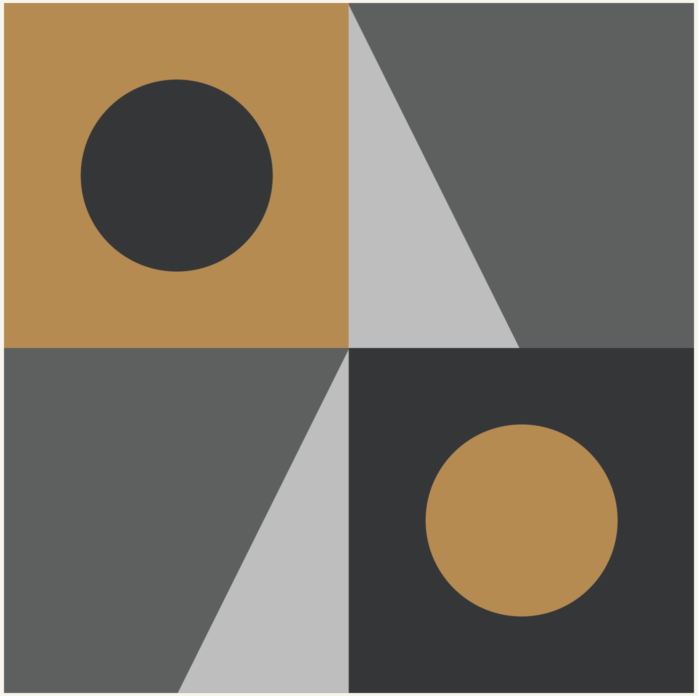
The reason why a widening distribution represents the Holy Grail for most brand-driven companies is evident in the nature of the market itself: India is the seventh largest country; the country adds more than a crore to its population each year; consumer preferences change virtually from district to district; the retail platform ranges from someone sitting on the roadside with wares displayed on a tarpaulin sheet to bicycles to roadside paanwallas to downtown to stores to modern trade formats.

The scale and scope are putting a premium on two words that are being increasingly discussed and debated inside Board rooms today – Reach and Range.

There is a greater recognition that business sustainability will be increasingly derived from the capacity to sell through more trade partners and sell more through each trade partner.

Linc strengthened this R&R journey during the last financial year, promising to transform the way the company conducts business.

Extending beyond the wholesaler



Most companies marketing branded products focus on manufacturing and promotions.

The distribution of their products is left to wholesalers. There is a positive about this approach: the company is relieved of the sales responsibility; cash inflows are lumpy and do not need to be tracked across a range of distributors; the business is driven by relationships with a few.

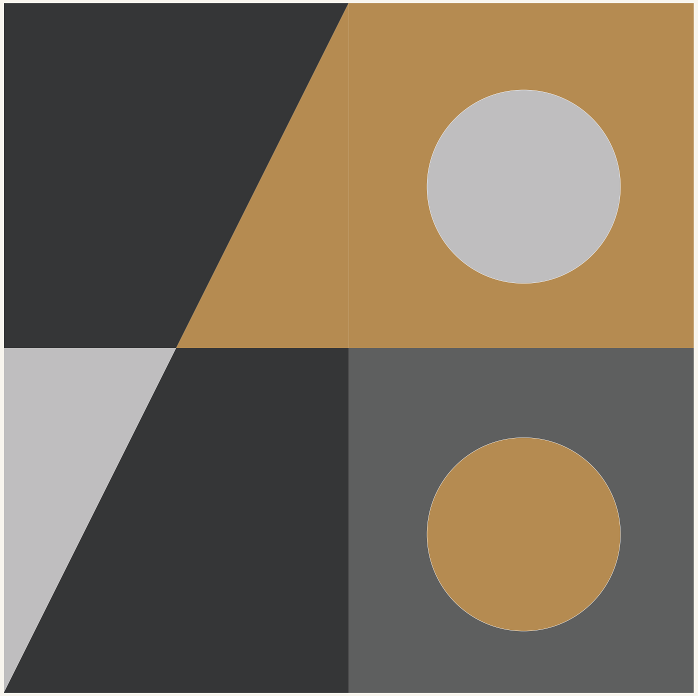
However, a number of brand-driven companies are recognising the limitations of such an approach. A wholesaler-driven approach works against the very concept of a successful brand. It is an ironic contrast: an entrepreneur who has invested in building a better product and investing in its promotion is striving to generate a better value from his product. By working with a wholesaler, the entrepreneur is literally selling the product like a commodity, moderating margins.

There is also a growing recognition that over time, there is a growing risk of an over-dependence on the wholesaler. The first signs of this over-dependence could be seen in the working capital cycle: receivables could get longer and if the wholesaler gets complacent, then sales growth could begin to stagger.

This has created traction for moving away from the wholesaler model towards the distributor-driven approach.

Linc completely re-appraised its distributor-driven approach during the last financial year, strengthening prospects of profitable growth.

The growing relevance of the **R&R approach**



A growing consumer impatience is transforming the way companies need to do business.

In the past, the consumer returned to buy a product that was not on the retail shelf; today, the consumer switches consumption to another product.

This consumer impatience is prompting brand-driven companies to re-examine the 'Reach and Range' approach.

This indicates that companies do not only need to widen their presence across the country and reach more distributors, who in turn service a larger number of outlets; they need to market a larger number of products to each.

This approach comprises the capacity to enhance volumes through a wider geographic footprint; it also enables the company to account for a larger share of the distributor's revenues. We believe that this approach strengthens volumes on the one hand and enhances the value generated from each trade partner.

Linc embarked on both these journeys during the last financial year: the company reported the largest increase in its distribution footprint and embarked on an exercise to graduate from one to multiple product categories.

This approach is expected to transform Linc from its predominant recall as that of a focused stationery provider to a multi-stationery product opportunity-driven organisation.

Building a distribution-led franchise

Companies that select to build a wholesaler-driven business generally do so because it is easier than the alternative distribution-led approach.

A distribution-led approach warrants investments of time, money and managerial bandwidth. This approach may be marked by slower returns in some cases, testing the commitment of companies. This approach warrants a corporate vision, commitment and complete buy-in. More importantly, by expensing upfront, the approach may not be immediately value-accretive, disappointing the Street that is focused on quarter-on-quarter growth.

However, the advantages of a distributor-led approach far outweigh probable downsides. The approach corresponds to the conventional 'X' axis: focus on a large number of retailers; even a small share across each could potentially translate into attractive revenues (as opposed to working with a small number of and seeking to extract a larger share from each as the only way to grow in a sustainable manner). Besides, a small increase in the share of business carved away from each retailer could ensure business sustainability into the long-term.

Linc re-oriented its business during FY2020-21 by reaching out to a considerably larger number of retailers across the Indian land mass, strengthening its positioning as a pan-India brand. The upside will extend beyond a wider presence and extend to a lower cost of sales than the existing benchmark; it will strengthen revenues and margins, the basis of profitable growth and business sustainability.

Transforming from a stationery company into an FMCG brand

The changes in consumer responses and aspirations during the last decade have been defining.

The Indian consumer is graduating from price-sensitivity to selectivity; the consumer is willing to invest more in brands that can be trusted.

There are two possibilities coming out of this: the Indian consumer is willing to consider buying products that are higher-priced around a superior price-value proposition; the consumer is willing to buy more products coming from the same brand or company.

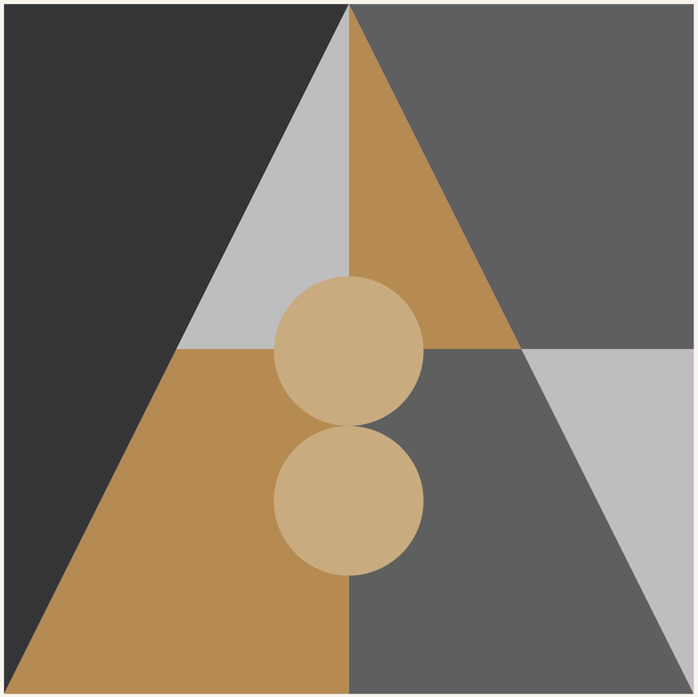
At Linc, we believe we have a developed a robust and trusted brand platform. The company has been in existence for about three decades. It is respected for pioneering a number of products and concepts within its sector. Its Balance Sheet is relatively under-leveraged and trusted. It has helped grow an eco-system of vendors and trade partners.

This credibility provides the company with a room to widen the relevance of its brand towards a wider range of stationery conducts.

By the virtue of extending beyond its conventional calling, the company is now positioned to address emerging opportunities through its existing distribution network.

This is expected to widen the company's products portfolio on the one hand and increase its overall de-risking, strengthening its capacity to enhance shareholder value across market cycles.

The **kirana-isation** of Linc



In the past, Linc's stationery products were marketed through stationery-focused trade partners.

Following the outbreak of the pandemic, two realities affected the sector: the closure of educational institutions for more than a year dented offtake; the closure of stationery stores (considered 'non-essential' by the government) created a bottleneck in reaching consumers.

The result is that the sector suffered through the course of the year under review.

Linc moved with speed to adapt; the company recognised that the only way to survive as long as the pandemic sustained was to seek out a larger number of outlets on the one hand and a larger number of non-stationery outlets on the other.

This responsive mindset has resulted in the start of the kirana-isation of the company. The company believes that its success lies in writing instruments being available anywhere and anytime. The company intends to distribute products through the vast universe of unorganised retailers that dot the country's streets, lanes and bylanes. The result is that Linc will progressively be available across most neighbourhoods, strengthening the commitment ' that Linc is never further than an arm's length.'

The optimism of this approach is derived from the virtually limitless headroom: Linc products were available to only 148,000 retailers by the close of the year under review out of a universe of around 13 million units across India,

At Linc, even though we have been in business for more than three decades, our story is only just beginning.

A **nimbler** approach to Sales Force Automation

The conventional way of working is supplying what distributors need.

Most companies create a 'feet-on-street' team that periodically visits retailers to log their emerging requirements.

Over the years, Linc created a team of 325 to service the ongoing needs of its trade partners.

During the year under review, Linc made a decisive change in this conventional approach.

The company appointed a team of 100 tele-callers instead empowered to do the same thing that was attempted by the distributor servicing team – if only quicker and more effectively.

This technology-driven approach involves fewer processes, leaves a trail that can be actioned on, is quicker, can cover more distributors in a day and is more cost-effective to implement. When you put this complement of upsides together, you get a financial impact measured in incremental sales or superior margins. Suddenly, technology is not just a back-end service provider; it is leading the game.

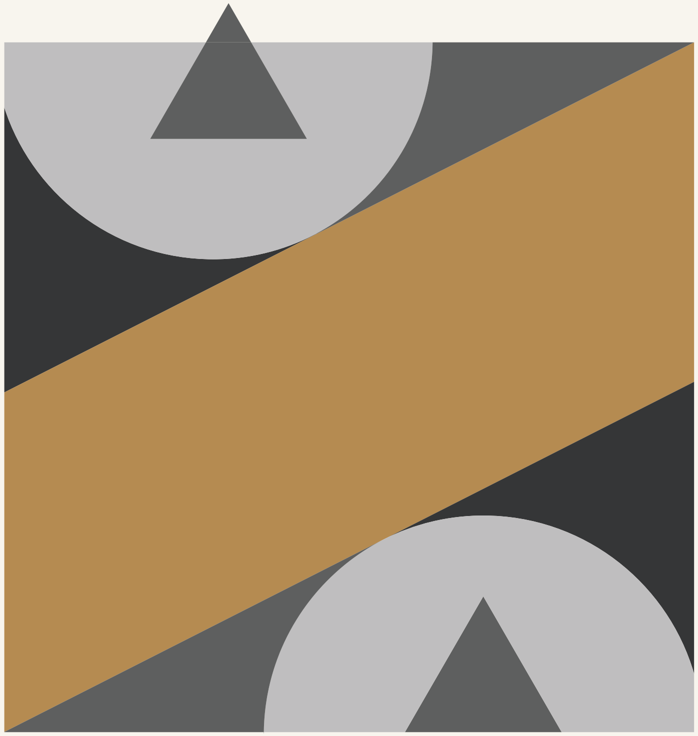
The digitalisation has resulted in business gains: when manual, the function generated corresponding losses in transmission and translation; the function was always playing catch-up with market requirements. In the digitalised Linc, this tele-calling approach is helping convert a customer suspect into a prospect, increasing prospect-to-order strike rate and establishing an informed pitch: 'The last time you purchased was 50 days ago…can we send you a fresh lot of Pentonic?'

The result is a transparency in retailer responsiveness, capturing of information and sales forecasting.

This has catalysed a progressive transformation in the company's culture towards nimbler and effective business processes.

The making of a new Linc starts here.

Why we **continued to invest** in our brand in a difficult year



Overview

As the markets were locked down and sales declined, there was a priority to moderate costs across the board.

One of the cost moderation initiatives that the company resisted was its brand spending.

The company continued to invest in brand promotion (even as the quantum was lower by 1.9% compared with the previous year).

This contrarian decision was based on the following convictions: when most writing instrument brands had moderated their promotion spends, it was an attractive opportunity to establish recall; the cost of media declined, which enhanced return on brand spending.

The result is that the company sustained its presence across consumers, resulting in ₹257 crores of revenues through the year and revenues rising to 94% of its erstwhile FY2019-20 quarter revenues in the fourth quarter of FY2020-21.

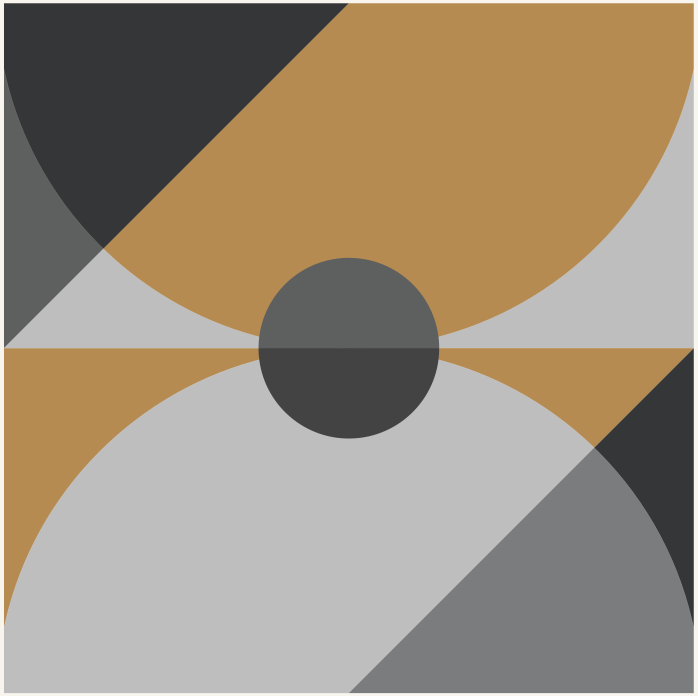
The result is that every rupee invested in brand spending that had generated ₹26 in revenues in the previous financial year now generated ₹51 in FY2020-21.

Commentary

"We felt that it was important to moderate our brand spending during the year review without completely vacating the space. In view of this, we reduced brand spending by 1.9% to ₹4.95 crores. We believe that this sustained brand presence prevented revenue erosion during the last year; when the market rebounds we expect to grow faster than the market average."

Deepak Jalan, Managing Director

Why we **repaid** our entire long-term debt in a challenging year



Overview

A prominent achievement by Linc during a challenging year was the repayment of its entire long-term debt. This repayment was creditable as it was achieved in a year when cash flows were stretched on account of a decline in revenues following the pandemic-induced lockdown.

Linc repaid ~₹22 crores in long-term debt during the year under review and pared short-term borrowings from ₹23.5 crores to ₹8.1 crores.

The Company funded its debt repayment through efficient working capital management.

The immediate impact was a decline in the interest outflow from ₹5.46 crores in the previous year to ₹2.74 crores during the year under review.

The result is that despite a decline in immediate profitability, Linc maintained its long-term credit rating of CRISIL A/Stable and short-term credit rating of CRISIL A1.

Commentary

"We decided that when the market reality was challenging, we should repay our loans and reduce our cost of staying in business. The result is that our debt-equity ratio turned negligible at 0.06, which helped retain our long-term credit rating of CRISIL A/Stable and short-term credit rating of CRISIL A1."

N.K.Dujari, Chief Financial Officer

We heard what **retailers and consumers** told us in a pandemic year…

The consumers who could not buy our products said, **'We wanted to buy your superior product but it had sold out when I went to buy.'**

There were a number of distributors and retailers calling us with the request: **'Aapka pen hum bhi stock karna chaahte hain.'**

There were several prospective consumers who wrote to us saying **'We have heard great things about Pentonic. Is there way you can make it available in our town?'**

Our distributors said, **'Are you making anything apart from pens. We would like to stock that as well.'**

…and this is how we **responded with speed**

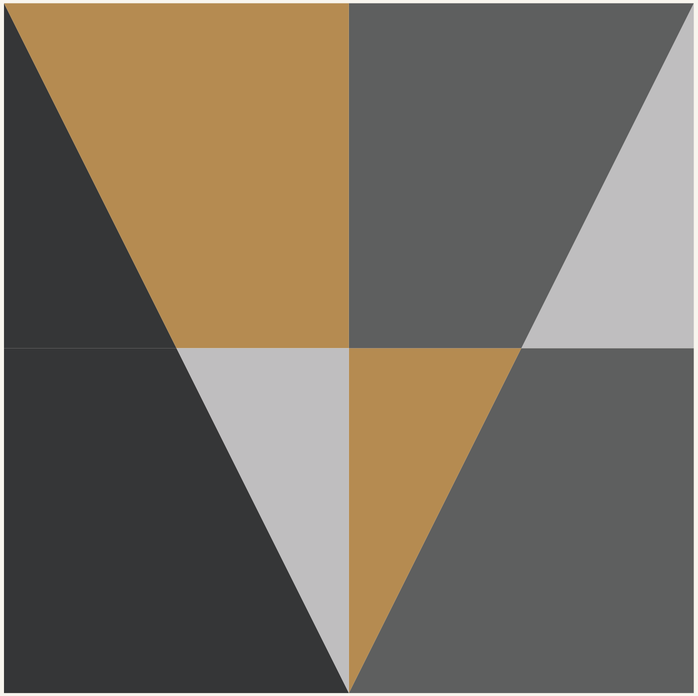
We invested in digitalisation to make informed demand forecasting decisions

We embarked on the quickest and largest addition to our distribution network in our existence

We invested in a tele-calling network to increase the frequency of engagement with our trade partners

We chalked out a strategic direction to transform Linc from a stationery to a multi-products brand

"**Linc is graduating** from a limited stationery-centric company to a wider stationery-driven organisation."



A conversation with **Aloke Jalan, Director**

Q: Why did you think this is an inflection point in the existence of Linc?

A: The inflection point is because Linc is graduating from a stationery-centric company to a wider stationery--driven organisation. In the future, the core earnings of our company will continue to be derived from writing instruments; the non-core earnings will come from a range of stationery and synergic products servicing the widening needs of consumers.

Q: Why was a change in this business model necessary?

A: There are a number of developments in the external environment that made it necessary to ask 'What really is the business of our company?' A few years ago, if we had been asked this question, one would have said, 'Manufacturing, branding and distributing writing instruments.' The same question is now making us think deeper and come to a completely different answer. The business of Linc, as we envisage, is really about the successful distribution of a wider range of stationery products across the vast Indian land mass.

Q: You are emphasising the word 'distribution.'

A: Yes – and for a specific reason. In the past, the cost of distribution was high, one distributed across a relatively small universe, one stayed with one nature of product and one manufactured to the extent one could distribute. The digitalisation of the world has transformed everything: it is possible to distribute considerably wider, engage with a larger number of retailers (say, 10x), connect with them digitally at a relatively low cost or get the retailers to engage with the company through the smart phone app. Digitalisation is making it possible to reduce the cost of intermediation, coupled with a sharp increase in the scale of intermediation. We believe that this development is disruptive. The result: it has not just become possible to reinvent Linc; it has become completely necessary as well.

Q: What will this digitalisation platform do for the company's identity?

A: The digitalisation platform will completely transform the identity of Linc. Linc could soon evolve into a distribution-centric company that also markets writing instruments and other products as opposed to being a focused writing instruments company. There will be a number of advantages of this distribution-driven approach: more opportunity-responsive; more gap-driven; more broad-based from a portfolio perspective; more de-risked and not dependent on a single kind of consumer; more equipped to identify consumer categories and increase our share of sales to each. The Linc of the future will be completely different from the company it has been for three decades.

Q: What products will the company market?

A: These are still early days to announce the range of products likely to be marketed by the company; suffice it to say that the products will be those that can be connected with the quality standards and visibility of Linc; the products will be those that would be compatible with the distribution pipeline of the company.

Q: Where will the company's products be sold?

A: The objective is to be present virtually everywhere. If that sounds impossible for a country as vast as India, let me put it in a simpler way: in the past, we sought to sell writing instruments from just one store in a neighbourhood. If anyone walked in to buy from other stores, the consumer would be re-directed. The objective today is to market from every single store in that neighbourhood. The consumer will not only get immediately what he or she is looking for, there is a possibility that the consumer may buy more from that same store (which is good for the store owner and hence good for the relationship that we enjoy with the store owner).

Q: Coming back to the big question: why was this transformation necessary?

A: There is a structural shift from owning a product (writing instrument) to owning a pipeline. The latter represents an intangible asset; it can be leveraged; more synergic and stationery products can be transmitted through it; more companies can select to collaborate with Linc to co-market select products. The possibilities are endless. In the last four decades, we batted within the 'V', to borrow a cricket term; the time has come to play shots all across the ground!

A growing **focus** on manufacturing automation

Overview

Linc is among the leading manufacturers of writing instruments in India. Across the decades, Linc established a respect for a high manufacturing uptime, sizable output, capacity to manufacture new designs and consistent manufacturing quality.

This complement was facilitated by integrated state-of-the-art manufacturing facilities located across three locations, reconciling manufacturing efficiencies on the one hand and market proximity on the other.

The Company's three manufacturing facilities are located in West Bengal (Falta and Serakole) and Gujarat (Umbergaon). The Company addresses the growing demand of writing instruments in the Northern and Eastern India through the Falta and Serakole facilities; the Umbergaon facility addresses demand from Southern and Western India.

Linc invested in cutting-edge equipment to manufacture superior products around a higher operating efficiency. This competitiveness was derived through integrated operations, widening the value chain, strengthening quality, strengthening logistics and enhancing market responsiveness.

Challenges and initiatives

The outbreak of the COVID-19 pandemic challenged the writing instruments segment in India, moderating offtake as educational institutions remained closed and the offtake of stationery products declined. This challenge was coupled with the unavailability of workers due to the nationwide lockdown.

The company responded to these challenges through the following initiatives:

Machine automation: Linc selected to automate its equipment, reducing its dependence on workers availability, coupled with enhanced systemic productivity. Technological improvements helped make worker jobs easier.

Sanitation and COVID-19 protocols: Safety protocols were strengthened, marked by social distancing and periodic intra-day workplace sanitisation, strengthening worker confidence.

Achievements, FY2020-21

Linc achieved machine automation to the extent of 30%.

The Company retained its manufacturing team with rich industry experience.

Outlook

Linc seeks to increase equipment automation to 60% in FY2021-22 and to a likely 100% thereafter, strengthening manufacturing integrity and viability.

Protecting the Linc brand

Overview

In a business marked by recall in a low involvement product category, there is a premium on effective branding. Over the years, Linc has focused on enhancing visibility, graduating the brand into a generic name: the words 'Ek Linc dena' standing for virtually any writing instrument.

Challenges

Due to the COVID-19 pandemic, Linc reduced its spending on offline marketing and television promotion but responded through the following initiatives:

Digitisation: The Company shifted focus from offline marketing to digital marketing, expanding its presence across social media platforms, bulk e-mails and bulk SMS; the Company plans to continue to invest in OTT platform promotion.

Pentonic campaign: The Company sustained its 'Pen nahi, Pentonic bolne ka' campaign, which gained recognition in FY2020-21.

Advertising agencies: The Company engaged with creative advertising agencies to launch relevant promotional campaigns.

KKR associate sponsor: Linc associated with the Shah Rukh Khan-owned Kolkata Knight Riders team in the Indian Premier League in 2021 despite the market slowdown; the logo was visible on playing jerseys.

Sanitation: Linc marketed N-95 masks and sanitisers under the 'Linc Plus' brand name, enhancing salience.

Achievements, FY2020-21

Despite a decline in the overall demand, the demand for Pentonic pens continued to grow, reinforced by product superiority and a digital marketing campaign.

The Company retained its thought leadership position in the Indian writing instruments industry on the back of quality and innovation.

Outlook

The Company will invest deeper in digital marketing and point-of- sale promotion to enhance product visibility and offtake.

1.9
Percentage of revenues invested in branding, FY2020-21

3.8
Percentage of revenues invested in branding, FY2019-20

4.95
₹ crores, revenues invested in branding, FY2020-21

15.08
₹ crores, revenues invested in branding, FY2019-20

Launch of LincPlus sanitisers

Linc began to market sanitisers by the end of the first quarter of the year under review.

The company invested in product distinctiveness: it introduced 60 ml bottles with a mist spray top introduced under the brand name of 'LincPlus'.

The bottles were marketed at a premium; the sanitisers were well accepted by children and women, resulting in repeat orders.

How we **widened** our distribution footprint

Challenges
During the year under review, it became increasingly difficult to generate a retailer throughput, especially those dedicated to stationery products, as they were closed during the lockdown account of most educational institutions being closed.

Counter-challenges
The company embarked on the exercise to overhaul its distribution journey and architecture. It scaled its engagement with a respected Indian distribution-focused consultant.

Sales with safety and security (3S): The company drew out a standard operating protocol (SOP) to explore sales in a hesitant economy with a priority on safety cum security that would not, in any way, endanger the lives of stakeholders and employees

Drive distribution deep (3D): The company drew out a programme to widen its distribution footprint across white spaces, increasing the number of retailers.

Distributor management system: The company recorded on cloud the transaction between a super-stockist and a distributor, enhancing visibility on the quantum and timing of sales; this enhanced visibility of material within the trade pipeline, providing the company with a cue on whether to manufacture additionally or defer. The coverage of the DMS has extended across all the company's dealers, enhancing systemic clarity on equitable movement, stock mismatches and control.

Sales force automation: The company empowered its feet- on- street with a smartphone and a customised app that empowered them to log sales; the digitalised approach made it easier to track sales, resulting in a better idea of projected reordering.

Tele-calling: The company extended to the FMCG mode of tele-calling relatively small retailers, enhancing coverage efficiency.

Achievements, FY2020-21
The company increased the number of retailers from a year-start figure of 65,000 to a year-end number of 148,000.

The combination of reach and range strengthened the company's positioning.

The wider distribution coverage strengthened the company's performance in the fourth quarter to 94% of what it had reported in the corresponding period of the previous year (without the lockdown effect)

Outlook
The company intends to increase its retailers presence to 2,00,000 during the current financial year. Besides, its digitalised tools will enhance a perspective of where to sell, coupled with a visibility of dealer enrollment and secondary sales. The launch of a retailer app will empower retailers to place orders on the app, a contactless sales accretion approach.

65,000
Retailers, 31st March, 2020

98,000
Retailers, 31st October, 2020

1,48,000
Retailers, 31st March, 2021

How we **protected** the integrity of our Balance Sheet

Overview
In a year when the company encountered the largest erosion in revenues, there was a premium on protecting the Balance Sheet from impairment.

Linc shut its manufacturing operations from 24th March, 2020 to 22nd April, 2020, which resulted in a notional revenue loss of ~₹25 crores.

The Company protected business continuity through the following initiatives:

- The Company implemented work-from-home for its employees.
- The Company deferred manpower cost and moderated debt outlay
- The Company addressed the need for business travel with web meetings and conferences
- The Company provided relevant equipment and sanitisation across manufacturing locations.
- The Company made the wearing of masks mandatory in offices and factories.

45.75
₹ crores, cumulative debt, FY2019-20

8.12
₹ crores, cumulative debt, FY2020-21

5.46
₹ crores, interest outflow, FY2019-20

2.74
₹ crores, interest outflow, FY2020-21

Challenges and counter-initiatives
The COVID-19 pandemic imposed a closure of educational institutions across the country, which affected the demand for stationery products (including writing instruments). The result was sectorial degrowth that affected viability.

Linc engaged in initiatives to protect the integrity of its Balance Sheet.

Debt-free: Linc repaid its entire long-term borrowing of ~₹22 crores (as of 31st March, 2020) and moderated short-term borrowings from ₹23.5 crores at the end of FY2019-20 to ₹8.1 crores at the end of FY2020-21. This helped moderate interest outflow from ₹5.46 crores in FY2019-20 to ₹2.74 crores in FY2020-21.

Liquidity: Linc strengthened its liquidity through efficient working capital management.

Achievements, FY2020-21
The Company moderated inventory by ₹20 crores during the year under review.

The Company reported 94% of quarter four revenues of FY2019-20 during the fourth quarter of FY2020-21.

Linc maintained its long-term credit rating of CRISIL A/Stable and short-term credit rating of CRISIL A1.

Outlook
The Company will continue to moderate inventory and focus on returning to pre-Covid levels as soon as India normalises in FY2021-22.

LINC
Think it. Linc it.

Management discussion & analysis

Global economic overview

The global economy reported de-growth of 3.5% in 2020 compared to a growth of 2.9% in 2019, the sharpest contraction since World War II. This steep decline in global economic growth was largely due to the outbreak of the novel coronavirus and the consequent suspension of economic activities across the world. This led to global supply chain disruptions, resulting in a de-growth in some of the largest global economies.

Regional growth %	2020	2019
World output	(3.5)	2.9
Advanced economies	(4.9)	1.7
Emerging and developing economies	(2.4)	3.7

(Source: IMF)

United States: The country witnessed a GDP de-growth of 3.4% in 2020 compared to a growth of 2.3% in 2019.

China: The country's Gross Domestic Product grew 2.3% in 2020 compared to 6.1% in 2019 despite being the epicentre of the outbreak of the novel coronavirus.

United Kingdom: Britain's GDP shrank 9.9% in 2020 compared to 1.4% growth in 2019, 2x the annual contraction recorded in the aftermath of the global meltdown in 2009.

Japan: Japan witnessed a contraction of 4.8% in 2020, the first instance of a contraction since 2009.

(Source: CNN, IMF, Economic Times, trading economics, Statista, CNBC)

The global economy is projected to grow by 5.5% in 2021 largely due to the successful roll-out of vaccines across the globe, coupled with policy support in large economies. *(Source: IMF)*

Indian economic review

At the start of 2020, India was among five largest global economies; its economic growth rate was the fastest among major economies (save China). The Indian government announced a complete lockdown in public movement and economic activity from the fourth week of March 2020. The outbreak of the novel coronavirus and the consequent suspension of economic activities due to the pandemic-induced lockdown, coupled with muted consumer sentiment, had a severe impact on the Indian economy during the first quarter of the year under review. The Indian economy de-grew 23.9% in the first quarter of FY2020-21, the sharpest de-growth experienced by the country since the index was prepared.

The Indian and state governments selectively lifted controls on movement, public gatherings and events from June 2020 onwards, each stage of lockdown relaxation linked to corresponding economic recovery. Interestingly, as controls relaxed India's relief consumption translated into a full-blown economic recovery.

India's GDP contracted 7.3% during FY2020-21, largely on account of the sharp depreciation of the first two quarters. This sharp Indian recovery – one of the most decisive among major economies – validated India's robust long-term consumption potential.

Y-o-Y growth of the Indian economy

Regional growth %	FY18	FY19	FY20	FY21
Real GDP growth (%)	7	6.1	4.2	(7.3)

Growth of the Indian economy, FY2020-21

Regional growth %	Q1, FY21	Q2, FY21	Q3, FY21	Q4, FY21
Real GDP growth (%)	(23.9)	(7.5)	0.4	1.6

(Source: Economic Times, IMF, EIU, Business Standard, McKinsey)

Global writing instruments industry overview

Amid the COVID-19 crisis, the global writing instruments industry was pegged at US$15.9 billion in 2020 and was projected to reach a market size of US$20.6 billion by 2027, growing at a CAGR rate of 3.7% during this period.

The ballpoint and gel pens market is estimated to expand at a CAGR rate of 5.7% to US$8.5 billion by 2027, whereas the roller pens segment, currently comprising 9% share of the global instruments market, is estimated to grow at a CAGR of 4.2% over the next seven year period.

The global writing instruments market is dominated by USA with a market share of 27%. The market size of the writing instruments in USA is estimated at US$4.3 billion in 2020. China's writing instrument market size is expected to reach US$4.5 billion by 2027, growing at a CAGR of 7.2%. Japan and Canada are among the other significant markets increasing at a CAGR rate of 1% and 2.7% respectively. Within Europe, Germany is expected to increase at a CAGR rate of 1.8% while the rest of the European market is expected to reach US$4.5 billion by 2027. *(Source: Globenewswire.com, prnewswire)*

7
%, CAGR growth in global writing and marking instruments industry, 2020-2025

6.25
US$ billion, estimated revenue generation for global writing and marking instruments industry, 2020-2025

42
%, growth contributed by Asia-Pacific region to the global writing and marking instruments industry

6.32
%, estimated YoY revenue growth, 2021

Indian writing instruments industry

The Indian writing instruments industry comprises a non-paper based stationery industry, which includes pens, pencils, markers and highlighters. Pens (ball and gel) comprise the largest share of the writing instruments industry. Due to increasing preference for products across the country, the writing instruments industry is manifested by a rise in premium product designs. Despite the enhanced use of computers and smartphones, people continue to use writing instruments, marked by design advancements in the use of raw material, ink and metal.

The Indian writing instruments market is expected to report growth on the back of increased literacy, incomes and aspirations. Writing instruments witnessed a rise in the corporate gifting segment following enhanced design, presentability and price-value proposition. *(Source: 6Wresearch)*

The Indian stationery industry

The stationery industry is divided into paper and non-paper stationery, the latter accounting for the larger share. In the COVID-19 crisis, the global stationery products market was estimated at US$192.2 billion in 2020 and expected to reach US$217.9 billion by 2027, growing at a CAGR of 2%. The Asia-Pacific region is the largest contributor to the global stationery industry and expected to reach US$29.2 billion by 2027. India is among the biggest stationery markets in the Asia-Pacific and anticipated to increase at a CAGR of 6.2% between 2019 and 2025. The organised sector has attractively grown over the last three years on the back of the GST tailwind. On the basis of distribution channel, stationery shops are estimated to acquire a large market share owing to the wide availability of products like colour pencils, cartoon rubbers and glitter pens, which have become the ideal choice for children and expected to secure growth of India's writing and marking instruments industry.

The education sector is among the largest consumers of stationery products; the country has ~15 lakhs schools, 935 universities and 39,931 colleges. The Indian educational sector market size was estimated at US$180 billion in FY2019-20. India's higher education segment is anticipated to expand to US$35.03 billion by 2025. *(Source: Globenewswire.com, IBEF, 6Wresearch)*

Growth drivers

Increasing urbanisation: India is expected to surpass China in terms of population by 2027, with the former heading towards a 1.52 billion population by 2036. A rise in urbanisation in India is anticipated to grow from 34% in 2020 to 39% in 2036, generating a higher demand growth for stationery and other writing instruments.

Rising literacy: Government initiatives like Sarva Shiksha Abhiyaan and mid-day meal programme have driven the country's literacy rate from 65% in 2001 to ~78% in 2020 with the objective to reach 100% literacy levels by 2025 with a cascading impact on the writing instruments sector (Source: Hindustan Times, Statista)

Demographic dividend: India has positioned itself among the youngest populations in the world with a median age of 29, whereas China and USA both have a median age of 38 respectively. The country has more than 50% of its population below 25 and more than 65% of its population below 35, catalysing the Indian stationery industry.

Education spending: The Union Budget 2021-22 allocated ₹93,224.31 crores towards the education sector, reporting a growth of more than ₹8,100 crores from the revised estimates for the current fiscal year. In Union Budget 2020-21, ₹99,311.52 crores was originally allocated, later revised to ₹85,089.07 crores due to the coronavirus outbreak. Out of this amount, ₹54,873.66 crores was allocated towards the school education segment and ₹39,466.52 crores to the Department of Higher Education. *(Sources: Business Today)*

Government initiatives

Sarva Shiksha Abhiyaan: In 2001, the Government of India initiated this programme with the primary objective of education for all.

Rashtriya Madhyamik Shiksha Abhiyaan: The Government of India launched this programme in 2009 with the goal of significant improvement in the quality of primary education in schools

Eklavya schools: Eklavya schools were proposed by the government to be at par with Navodaya Vidyalayas by 2022. The Union Budget of FY2021-22 planned to fund 750 Eklavya model residential schools in tribal areas. The unit cost of each of these schools will increase to ₹38 crores from ₹20 crores. (Sources: Outlookindia.com)

Mid-day meal programmes: In FY2020-21, the Government allocated ₹13,400 crores for a mid-day meal scheme compared to ₹11,000 crores allocated in the previous fiscal year. This scheme contributed to a reduction of dropout rates in India. *(Sources: accountabilityindia.in)*

Financial review, FY2020-21

- Revenues for the year increased/decreased to ₹257 crores compared to ₹397 crores in the previous fiscal.
- PBT for the year was at ₹3.81 crores compared to ₹23.26 crores in the previous fiscal
- PAT for the year was ₹0.04 crores compared to ₹19.25 crores in the previous fiscal

Risk management

Economic risk: The Company's growth could be affected by an economic slowdown.	**Mitigation:** Linc strives to increase its penetration of the domestic and global markets, broadbasing its presence so that a relative weakness in any one or few markets does not pull down the overall performance.
Competition risk: The Company's market share could be affected by competing forces.	**Mitigation:** Linc has been distinguishing itself from competitors through design-led products that generate a superior price-value proposition. The company figured among the three largest players in India's writing instruments sector in FY2020-21.
Liquidity risk: The Company's long-term viability could be hampered due to a liquidity crunch.	**Mitigation:** The Company improved its debt-equity ratio to 0.06 compared to 0.33 in the previous year, which implies improved liquidity. The interest cover was 4.2 as against 7.6 in the preceding year.
Quality risk: The Company's inability to provide quality products could affect its brand.	**Mitigation:** Linc is among the country's most renowned writing instruments brand. Its brand name corresponds with superior quality and customer receptivity. The company's quality commitment was protected through integration, ISO 9001-2008 certification, use of superior polymer quality and compatible design.
Raw material risk: About 40% of the total raw materials are crude oil-based; any rise in crude oil prices can increase costs.	**Mitigation:** Linc focused on the development of value-added products with a wider buffer to absorb cost increases influenced by crude oil.

Internal control systems and adequacy

The internal control and risk management system is structured and applied in accordance with the principles and criteria established in the corporate governance code of the organisation. It is an integral part of the general organisational structure of the Company and involves a range of personnel who act in a coordinated manner while executing their respective responsibilities. The Board of Directors offers its guidance and strategic supervision to the Executive Directors and management, monitoring and support committees. The control and risk committee and the head of the audit department work under the supervision of the Board-appointed Statutory Auditors.

Human resources

Linc believes that its competitive advantage lies within its people. The Company's people bring to the stage a multi-sectoral experience, technological expertise and domain knowledge. The Company's HR culture is rooted in its ability to subvert age-old norms in a bid to enhance competitiveness. The Company always takes decisions in alignment with the professional and personal goals of employees, achieving an ideal work-life balance to enhance pride for association.

Cautionary statement

This statement made in this section describes the Company's objectives, projections, expectation and estimations which may be 'forward looking statements' within the meaning of applicable securities laws and regulations. Forward– looking statements are based on certain assumptions and expectations of future events. The Company cannot guarantee that these assumptions and expectations are accurate or will be realised by the Company. Actual result could differ materially from those expressed in the statement or implied due to the influence of external factors which are beyond the control of the Company. The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statements on the basis of any subsequent developments.

DIRECTORS' REPORT

Dear Shareholders,

Your Directors have pleasure in presenting their 27th Annual Report together with the audited accounts of the Company for the year ended 31st March, 2021.

(₹ in lakhs)

	2020 – 21	2019 – 20
Financial Highlights		
Revenue from Operations	25666.13	39698.71
Other Income	145.64	301.08
Profit before depreciation, interest and taxation	1162.68	4126.66
Finance Cost	274.28	546.33
Depreciation	1269.36	1254.38
Profit before Tax	(380.96)	2325.95
Provision for Taxation – Current	-	562.00
– Income Tax for earlier years	(235.01)	-
– Deferred	(149.87)	(160.67)
Profit after Tax	3.92	1924.62
Total Other comprehensive Income	(7.56)	(40.04)
Total Comprehensive Income of the Year	(3.64)	1884.58
Statement of Retained Earnings		
Balance at the beginning of the year	1485.20	844.17
Add: Total Comprehensive Income of the Year	(3.64)	1884.58
Less: Dividend (incl. Income Tax thereon) of the previous year paid during the year	223.08	243.55
Transfer to General Reserve	-	1000.00
Balance at the end of the year	1258.48	1485.20

Dividend

The Board did not recommend any dividend for the year ended 31st March, 2021 (previous year ₹1.50 per equity share).

Financial Performance

During the year under review, the Company's Revenue from Operations decreased by 35.4% to ₹25666 lakhs as compared to ₹39699 lakhs during the preceding year. The Profit after Tax during the year was ₹3.92 lakhs as compared to ₹1924.62 lakhs in the previous year, a drop of about 99.8%. The operations were effected on account of Covid19 pandemic.

The year-end debtors were 51 days of sales for the year as compared to 40 days in the previous year. The inventory holding as at year end was for 89 days of sales as compared to 76 days as at the end of previous year. The Interest Coverage ratio at the year end was 4.2 as compared to 7.6 in the previous year.

A full analysis and discussion on the performance of the Company as well as business outlook is included in this Annual Report under the heading 'Management Discussion and Analysis' as Annexure to this Report as well as other sections of the Annual Report.

Directors' Responsibility Statement

Pursuant to Section 134(5) of the Companies Act, 2013, the Directors hereby confirm that:-

(a) in the preparation of the annual accounts, the applicable accounting standards had been followed along with proper explanation relating to material departures;

(b) 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 and of the profit and loss of the company for that period;

(c) 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) the directors had prepared the annual accounts on a going concern basis;

(e) 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; and

(f) 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.

Corporate Governance

The Company had complied with the requirements of Corporate Governance in terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. A separate report each on Corporate Governance (Annexure-B, along with Auditors' Certificate on its due compliance) and Management Discussion and Analysis is attached to this report.

Secretarial Standards

The Directors state that applicable Secretarial Standards, i.e. SS-1, SS-2 and SS-3, relating to 'Meetings of the Board of Directors' , 'General Meetings' and "Dividend', respectively, have been duly followed by the Company.

Listing

The equity shares of the Company are listed on National Stock Exchange of India Limited (NSE), BSE Limited (BSE) and The Calcutta Stock Exchange Limited (CSE).

Directors and Key Managerial Personnel

In accordance with the Articles of Association of the Company, Shri Deepak Jalan, Managing Director of the Company, retire by rotation at the ensuing Annual General Meeting and being eligible, offer himself for re-appointment.

The following persons continued as Key Managerial Personnel of the Company in compliance with the provisions of section 203 of the Companies Act, 2013:

Shri Deepak Jalan - Managing Director

Shri Aloke Jalan - Whole Time Director

Shri Rohit Deepak Jalan - Whole Time Director

Shri N. K. Dujari - Chief Financial Officer & Company Secretary

Shri Sanjay Agarwal, Independent, Non-Executive Director has resigned from the

Board w.e.f. 28th June, 2021. The Directors have placed on record their sincere appreciation for the valuable contribution and guidance provided by Shri Sanjay Agarwal during his tenure as Director.

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings & Outgo

A statement pursuant to section 134 of the Companies Act, 2013, giving details of measures taken towards conservation of energy, technology absorption, foreign exchange earnings and outgo in accordance with the Companies (Accounts) Rules, 2014 is annexed as Annexure - C.

Particulars of Employees and related disclosures

Disclosure as required Section 197(12) of the Companies Act, 2013 read with Rule 5(1), 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014 is annexed as Annexure – D.

Policy on Directors' Appointment and Remuneration

Policy on Directors' Appointment is to follow the criteria as laid down under the Companies Act, 2013 and the Listing Regulations, 2015 and good corporate practices. Emphasis is given to persons from diverse fields or professions.

Policy on Remuneration - Guiding Policy on remuneration of Directors, Key Managerial Personnel and employees of the Company is –

- Remuneration to unionised workmen is based on the periodical settlement with the workmen union.
- Remuneration to Key Managerial Personnel, Senior Executives, Managers, Staff and Workmen (non Unionised) is industry driven in which it is operating taking into account the performance leverage and factors such as to attract and retain quality talent.

For Directors, it is based on the shareholders resolutions, provisions of the Companies Act, 2013 and Rules framed therein, circulars and guidelines issued by Central Government and other authorities from time to time.

Declaration by Independent Directors

Pursuant to Section 149(6) of the Companies Act, 2013, Independent Directors of the Company have made a declaration confirming the compliance of the conditions of the independence stipulated in the aforesaid section.

Related Party Transactions

All related party transactions that were entered into during the year under report were on an arm's length basis and in the ordinary course of business. There are no materially significant related party transactions made by the Company during the year. Thus, provisions of section 134(3)(h) and 188(1) of the Companies Act, 2013 are not applicable and therefore, Form No. AOC-2 has not been attached. Related Party Transactions Policy is available on weblink http://www.lincpen.com

Risk Management

The Company has a structured risk management policy. The Risk management process is designed to safeguard the organisation from various risks through adequate and timely actions. It is designed to anticipate, evaluate and mitigate risks in order to minimize its impact on the business. The potential risks are inventorised and integrated with the management process such that they receive the necessary consideration during decision making. It is dealt with in greater details in the management discussion and analysis section.

Credit Rating

The Company's credit ratings ascribed by CRISIL are - Long Term – CRISIL A/Stable; and Short Term – CRISIL A1.

Annual Evaluation by Board

The Board of Directors of the Company has initiated and put in place evaluation of its own performance, its committees and individual directors. The result of the evaluation is satisfactory and adequate and meets the requirement of the Company.

Whistle Blower Mechanism

Your Company has put in place Whistle Blower Mechanism. The detailed mechanism is given in Corporate Governance Report forming part of this report.

Annual Return

The Annual Return of the Company as on 31st March, 2021 is available on the Company's website and can be accessed at www.lincpen.com

Meeting of the Board of Directors

Five (5) meeting of the Board of Directors, including a meeting of independent Directors, without the attendance of the Non-Independent Directors and members of management, were held during the year. The details of the same are provided in the Corporate Governance Report.

Auditors

M/s Singhi & Co. (FRN: 302049E), Chartered Accountants were appointed as the Statutory Auditor of the Company in 23rd Annual General Meeting held on 1st September, 2017 for a period of 5 consecutive years commencing from the conclusion of the 23rd Annual General Meeting till the conclusion of the 28th Annual General Meeting of the Company.

In accordance with the Companies Amendment Act, 2017 enforced on 7th May, 2018 by the Ministry of Corporate Affairs, the appointment of Statutory Auditors is not required to be ratified at every Annual General Meeting.

The Report given by the Auditors on the financial statement of the Company is part of this Report. There has been no qualification, reservation, adverse remark or disclaimer given by the Auditors in their Report.

Secretarial Audit

The Company had appointed M/s D. C. Sahoo & Co., Practising Company Secretaries as the Secretarial Auditor of the Company for the financial year 2020-21. The report of the Secretarial Auditor is annexed as Annexure – E.

Internal Finance Control

The Company has put in place adequate system of internal finance controls, commensurate with its size and nature of its operations. During the year no material weakness in its operating effectiveness was observed.

Corporate Social Responsibility

With the enactment of the Companies Act, 2013 and the Companies (Corporate Social Responsibility) Rules, 2014 read with various clarifications issued by Ministry of Corporate Affairs, the Company has undertaken activities as per the CSR Policy and the details are contained in the Annual Report on CSR activities given in Annexure - F forming part of this report.

The amount required to be spent on CSR activities during the year under review in accordance with the provisions of Section 135 of the Companies Act, 2013 is ₹31.21 lakhs and the company has spent ₹31.30 lakhs during the current financial year.

Further as a responsible corporate citizen, the Company had been involved in CSR activities since its inception. Some of these activities will not fall under 2% CSR spend as per Schedule VII read with Section 135 of the Companies Act, 2013. But the Company decided to continue with them, since those activities are integral to the business of the Company.

Prevention of Sexual Harassment at workplace

The Company has in place a Policy against Sexual Harassment of Women at Workplace in line with the requirement of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Internal Complain Committee (ICC) has been setup to redress complaints received regarding sexual harassment. All employees (permanent, contractual, temporary and trainees) are covered under this policy.

Number of complaints received by the Committee during the financial year: N I L

General

Your Directors state that no disclosure or reporting is required in respect of the following matters as there were no transactions on these items during the year under review:

- There have been no material changes and commitments affecting the financial position of the Company between the end of the financial year and date of this report. There has been no change in the nature of business of the Company.
- Details relating to deposits covered under Chapter V of the Act.
- The Company does not have any scheme of provision of money for the purchase of its own shares by employees or by trustees for the benefit of employees.
- No significant or material orders were passed by the Regulators or Courts or Tribunals which impact the going concern status and Company's operations in future.
- No fraud has been reported by the Auditors to the Audit Committee or the Board.

Acknowledgement

Your Directors express their appreciation to all the employees for their valuable contribution. Your directors also wish to express their gratitude for the continued co-operation, support and assistance provided by all the valued Channel Partners, Distributors, Suppliers, Bankers, Shareholders, the Central and State Governments.

For and on behalf of the Board

Place: Kolkata	**Deepak Jalan**	**Rohit Deepak Jalan**
Dated: 28th June, 2021	Managing Director	Whole Time Director
	DIN: 00758600	DIN: 06883731

Annexure - B

CORPORATE GOVERNANCE REPORT

1. COMPANY'S PHILOSOPHY ON CODE OF GOVERNANCE :

The Company firmly believes in and has consistently endeavoured to practice good Corporate Governance. A good corporate governance consists of a combination of business practices which result in enhancement of the value of the Company to shareholders and simultaneously enable the Company to fulfill its obligations to other stakeholders such as customers, employees and financiers, and to the society in general. The Company further believes that such practices are founded upon the core values of transparency, empowerment, accountability, independent monitoring and environmental consciousness. The Company makes its best endeavours to uphold and nurture these core values in all aspects of its operations.

2. BOARD OF DIRECTORS :

COMPOSITION AND CATEGORY

The present strength of the Board of Directors is seven, whose composition is given below:

-3 Promoter, Executive Directors

-4 Independent, Non-Executive Directors including one Woman Director

The composition of the Board of Directors and also the number of other Board of Directors or Board Committees of which he/she is a member/Chairperson are as under:

Name of the Director	DIN	Category	No. of Other Directorship*	No. of Membership/ Chairmanship of other Board Committee*
Shri Deepak Jalan	00758600	Promoter, Executive	1	Nil
Shri Aloke Jalan	00758762	Promoter, Executive	Nil	Nil
Shri Rohit Deepak Jalan	06883731	Promoter, Executive	Nil	Nil
Shri Naresh Pachisia	00233768	Independent, Non-Executive	3	3 (as Member)
Shri Anil Kochar	00943161	Independent, Non-Executive	2	1 (as Chairman)
Ms. Supriya Newar	07144076	Independent, Non-Executive	Nil	Nil
Shri Sanjay Agarwal#	00246132	Independent, Non-Executive	6	1 (as Member)

*Excludes membership of the managing committee of various chambers/bodies and directorship in private limited Companies, foreign companies, companies under Section 8 of the Companies Act, 2013 and alternate directorship.

+ Only covers membership / chairmanship of Audit Committee and Stakeholders' Relationship Committee of Indian public limited companies have been considered.

*Excludes Linc Pen & Plastics Limited.

#Shri Sanjay Agarwal, Independent, Non-Executive Director has resigned from the Board w.e.f. 28th June, 2021.

There is no permanent Chairman in the Board. None of the Independent Directors of the Company serve as an Independent Director in more than seven listed companies and where any Independent Director is serving as whole time director in any listed company, such director is not serving as Independent Director in more than three listed companies. None of the Directors is a member of more than ten Committees or Chairman of more than five Committees across all Companies.

Details of Directorship in Listed Companies as on 31st March, 2021

Name of the Director	Name of Listed Company	Category
Shri Deepak Jalan	Linc Pen & Plastics Ltd.	Promoter, Executive
Shri Aloke Jalan	Linc Pen & Plastics Ltd.	Promoter, Executive
Shri Rohit Deepak Jalan	Linc Pen & Plastics Ltd.	Promoter, Executive
Shri Naresh Pachisia	Linc Pen & Plastics Ltd. Gillanders Arbuthnot & Co. Limited SKP Securities Limited	Independent, Non- Executive Independent, Non- Executive Executive
Shri Anil Kochar	Linc Pen & Plastics Ltd. Mysore Petro Chemicals Ltd.	Independent, Non- Executive Independent, Non- Executive
Ms. Supriya Newar	Linc Pen & Plastics Ltd.	Independent, Non- Executive
Shri Sanjay Agarwal#	Linc Pen & Plastics Ltd. Century Ply Boards (I) Ltd. Star Cement Ltd.	Independent, Non- Executive Executive Executive

#Shri Sanjay Agarwal, Independent, Non-Executive Director has resigned from the Board w.e.f. 28th June, 2021.

Skill/expertise/competence of the Board of Directors:

Executive Directors:	
Shri Deepak Jalan	a commerce graduate with 35 years of experience in the business with a specialisation in international operations, is Managing Director.
Shri Aloke Jalan	a commerce graduate with 30 years of experience in the business
Shri Rohit Deepak Jalan	BA Hons. in Management studies from University of Nottingham, UK and completed his PG diploma in Business Management with specialisation in Marketing. He is heading the International Business Department of the Company.
Independent, Non-Executive Directors	
Shri Naresh Pachisia	have 39 years of rich experience in Wealth Management and Capital Market.
Shri Anil Kochar	a postgraduate in commerce and LLB, is an eminent advisor on income tax matters.
Ms. Supriya Newar	Master's degree in International Relations, keenly involved with the world of Brand and Communications for the last two decades.
Shri Sanjay Agarwal	is a commerce graduate and having more than 34 years of rich experience in diverse fields.

The Company has a familiarization programme for Independent Directors with regard to their roles, rights, responsibilities in the Company, nature of the industry in which the Company operates, the business models of the Company etc. and the same has been posted on the website at www.lincpen.com.

The Board has devised proper system to ensure compliance with the provisions of all applicable laws and periodically reviewed the compliance reports of all laws applicable to the Company and necessary steps were taken to ensure the compliance in law and spirit.

Performance Evaluation and Criteria

Pursuant to the provisions of the Companies Act, 2013 and Regulation 17 of the Listing Regulations, the Board has carried out the performance evaluation of its own performance and that of its Committees as well as evaluation of performance of the Directors individually.

Structured questionnaires were prepared after taking into consideration inputs received from the Directors, covering various aspects of the Board's functioning such as adequacy of the composition of the Board and its Committees, Board Culture, execution and performance of specific duties, obligations, corporate governance practices and stakeholders' interests. A separate exercise was carried out to evaluate the performance of individual Directors who were evaluated on parameters such as level of engagement and contribution, independence of judgement, meeting risk management & competition challenges, compliance & due diligence, financial control, safeguarding the interest of the Company and its minority shareholders etc.

The performance evaluation of the Independent Directors was carried out by the entire Board. The performance evaluation of Non-Independent Directors were carried out by the Independent Directors. The Nomination & Remuneration Committee also carried out evaluation of every director's performance. The Directors expressed their satisfaction with the evaluation process.

ATTENDANCE OF EACH DIRECTOR AT THE BOARD MEETINGS AND THE LAST ANNUAL GENERAL MEETING

During the financial year ended 31st March, 2021, five Board Meetings were held on 29th June, 2020, 25th August, 2020, 11th November, 2020, 11th February, 2021 and 16th March, 2021. The meeting held on 16th March, 2021 was for the Independent Directors, without the attendance of the Non-Independent Directors and members of management. The attendance of each Director at Board Meetings and the last Annual General Meeting (AGM) is as under:

Name of the Directors	No. of Board meetings attended	Attendance at last AGM held on 25.09.2020
Shri Naresh Pachisia	5	Present
Shri Deepak Jalan	4	Present
Shri Aloke Jalan	4	Present
Shri Rohit Deepak Jalan	4	Present
Shri Anil Kochar	5	Present

Name of the Directors	No. of Board meetings attended	Attendance at last AGM held on 25.09.2020
Ms. Supriya Newar	5	Present
Shri Sanjay Agarwal	4	Present

3. CODE OF CONDUCT :

The Code of Conduct and ethics as adopted by the Board of Directors of the Company is applicable to its Directors and Senior Executives. All the Board Members and Senior Management personnel have affirmed compliance with the code of conduct. A declaration to this effect signed by the Managing Director is attached and forms part of the Annual Report of the Company. The Code of Conduct of the Company has been posted on the website at www.lincpen.com for general viewing.

4. AUDIT COMMITTEE :

The Audit Committee presently comprises of Three Directors, two of whom are Independent and Non-Executive. All these Directors possess knowledge of corporate finance, accounts and law. During the financial year ended 31st March, 2021, four Audit Committee Meetings were held on 29th June, 2020, 25th August, 2020, 11th November, 2020, 11th February, 2021. The attendance of the Members were as under-

Members	No. of Meetings Attended
Shri Anil Kochar, Chairman	4
Shri Naresh Pachisia	4
Shri Deepak Jalan	4

The role, powers, duties and terms of reference of the Audit Committee cover the matter specified under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 177 of the Companies Act, 2013, besides other terms as may be referred by the Board of Directors. The Company Secretary acts as the Secretary to the Committee. The Statutory Auditor and the Internal Auditor of the Company is permanent invitee at the meetings of the Committee.

5. NOMINATION AND REMUNERATION COMMITTEE:

The Nomination and Remuneration Committee comprises of Shri Sanjay Agarwal, Chairman, Shri Naresh Pachisia, and Shri Anil Kochar, all of whom are Independent and Non-Executive Directors. The Company Secretary acts as the Secretary to the Committee. During the year, the Nomination and Remuneration Committee met on 29th June, 2020. The attendance of the Members were as under-

Members	No. of Meetings Attended
Shri Sanjay Agarwal, Chairman	1
Shri Naresh Pachisia	1
Shri Anil Kochar	1

The role, power and term of reference of the Nomination and Remuneration Committee covers the area as contemplated under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and section 178 of the Companies Act, 2013, besides other terms as may be referred by the Board of Directors. The role include formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy, relating to the remuneration of the directors, key managerial personnel and other employees; formulation of criteria for evaluation of Independent Directors and the Board; devising a policy on Board diversity and identification of 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 their appointment and removal.

Remuneration Policy : Non-executive directors are remunerated by way of sitting fees and are also entitled to a commission (to divided among them in such proportion as the Board may determine from time to time) not exceeding 1% of the net profits only. The Company pays remuneration by way of Salary, Perquisites, Allowances and Commission to Managing Director and Whole Time Director, as approved by the members and as permitted under Schedule V to the Companies Act, 2013. The Details of Remuneration paid to Directors are as under:

Name of the Director	Relation with other Directors	Salary ₹	Benefits ₹	Sitting Fees ₹	Commission ₹	Total ₹	Service contract/ Notice period/ Severance fees
Shri Deepak Jalan	Brother of Whole Time Director	55,00,000	6,57,000	-	-	61,57,000	Terms of office valid upto 30.09.2022. No notice period & severance fee.
Shri Aloke Jalan	Brother of Managing Director	44,50,000	5,31,000	-	-	49,81,000	-do-
Shri Rohit Deepak Jalan	Son of Managing Director	23,50,000	2,79,000	-	-	26,29,000	-do-
Shri Naresh Pachisia	None	-	-	2,46,000	-	2,46,000	Appointed for a period of 5 years w.e.f. 29.08.19
Shri Anil Kochar	None	-	-	2,46,000	-	2,46,000	-do-
Ms. Supriya Newar	None	-	-	1,50,000	-	1,50,000	Appointed for a period of 5 years w.e.f. 03.09.20.
Shri Sanjay Agarwal#	None	-	-	1,35,000	-	1,35,000	Appointed for a period of 5 years w.e.f. 12.02.19.

#Shri Sanjay Agarwal, Independent, Non-Executive Director has resigned from the Board w.e.f. 28th June, 2021.

6. SHAREHOLDERS' COMMITTEE :

i) Share Transfer Committee :

The Share Transfer Committee comprises of Shri Deepak Jalan and Shri Naresh Pachisia. The Committee deal with various matters relating to share transmission, issue of duplicate share certificates, approving the split and consolidation requests and other matters relating to transfer and registration of shares. During the financial year ended 31st March, 2021, 1 (one) Share Transfer Committee Meetings were held. Number of Shares pending for transfers as on 31st March, 2021 were Nil.

ii) Stakeholders' Relationship Committee:

The Stakeholders' Relationship Committee comprises of Shri Anil Kochar, Chairman, Shri Deepak Jalan and Shri Aloke Jalan. The

Committee is to oversee the redressal of the Shareholders' and Investors' grievances in relation to transfer of shares, non-receipt of Annual Report, non-receipt of dividend etc. The total number of complaints received and replied, to the satisfaction of the shareholders during the year were NIL. There were no outstanding complaints as on 31st March, 2021. During the year, the Stakeholders' Relationship Committee met on 11th February, 2021. The attendance of the Members were as under-

Members	No. of Meetings Attended
Shri Anil Kochar, Chairman	1
Shri Deepak Jalan	1
Shri Aloke Jalan	1

iii) Compliance Officer:

The Board has designated Shri N. K. Dujari, Chief Financial Officer & Company Secretary as the compliance officer.

7. CORPORATE SOCIAL RESPONSIBILITY COMMITTEE :

The Corporate Social Responsibility Committee comprises of Shri Deepak Jalan as the Chairman, Shri Aloke Jalan and Ms. Supriya Newar. The Company Secretary acts as the Secretary to the Committee.

The terms of reference of this Committee is to comply with the requirement of section 135 of the Companies Act, 2013 read with the Companies (Corporate Social Responsibility Policy) Rules, 2014 which includes formulating and recommending to the Board, a Corporate Social Responsibility(CSR) Policy indicating the activities to be undertaken by the Company as per Schedule VII to the Companies Act, 2013; recommending the amount of expenditure to be incurred and monitoring the CSR policy of the Company.

8. WHISTLE BLOWER POLICY :

With the rapid expansion of business in terms of volume, value and geography, various risk associated with the business have also increased considerably. One such risk identified is the risk of fraud and misconduct. The Audit Committee is committed to ensure risk/fraud free work environment and to this end the Committee has laid down a policy providing a platform to all the employee, vendors and customers to report any suspected or confirmed incident of fraud / risk / misconduct. The policy has been posted on the website at www.lincpen.com.

9. GENERAL BODY MEETING

Location and time, where last three Annual General Meetings were held is given below :

Financial Year	Date	Location of the Meeting	Time
2017 – 2018	11.09.18	Shripati Singhania Hall, 94/2, Chowringhee Road, Kolkata – 700 020	10.30 a.m.
2018 – 2019	26.08.19	Shripati Singhania Hall, 94/2, Chowringhee Road, Kolkata – 700 020	3.30 p.m.
2019 – 2020	25.09.20	Through Video Conferencing ("VC") or other Audio Visual Means ("OAVM")	11.00 a.m.

During the last year, no special resolution has been passed through postal ballot. No special resolution is proposed to be conducted through postal ballot at the forthcoming AGM to be held on 15th September, 2021.

10. DISCLOSURES :

i) Details of related party transactions during the year have been set out under Note No. 35 of Notes on Accounts of the Annual Accounts. However, the Company does not have any materially significant related party transactions, which may have potential conflict with the interests of the Company at large. The transactions with related parties are at prices which are reasonable having regard to the prevailing market prices for such goods / services. The policy on dealing with related party transactions has been uploaded on the Company's website: www.lincpen.com .

ii) NSE and BSE have intimated refund of fine of ₹1,84,000/- each, which was imposed under Regulation 19 of the Listing Regulations during the financial year ended 31st March, 2019. Further, NSE has intimated refund of fine of ₹10,000/- which was imposed under Regulation 44 of the Listing Regulations during the financial year ended 31st March, 2020. Refund application to BSE for fine imposed under Regulation 44 of the Listing Regulations is under consideration. Apart from this, there were no other instances of non-compliance by the Company nor have any penalties or strictures been imposed on the company by the Stock Exchange(s) or SEBI or any Statutory Authority, on any matter related to capital markets, during the last three years.

iii) The Company has established Vigil Mechanism to provide for the safeguards against victimisation of Directors and employees who follow such mechanism. The policy on the same has been uploaded on the Company's website: www.lincpen.com. As per policy, no person has been denied access to the Chairperson of the Audit Committee.

iv) The Company is regularly complying with all the mandatory requirements of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 regarding Board Composition, Code of conduct, Audit Committee, quarterly and annual disclosures etc.

v) The Non – executive Directors does not hold any shares of the Company as on 31st March, 2021.

vi) None of the Directors of the Company has been debarred or disqualified from being appointed or continuing as a Director by SEBI / Ministry of Corporate Affairs / Statutory Authorities, which has also been confirmed by M/s D. C. Sahoo & Co., Practising Company Secretaries.

vii) Confirmation by the Board with respect to the Independent Directors is provided in the 'Directors' Report', forming part of the Annual Report.

viii) The particulars of directors seeking reappointment are given in the explanatory statement to the notice of Annual General Meeting.

ix) The Company had no subsidiary as on 31st March, 2021.

x) The Company has laid down risk assessment and minimisation procedures and the same is periodically reviewed by the Board. Further, the Company has adequate internal control systems to identify the risk at appropriate time and to ensure that the executive management controls the risk in a properly defined framework.

xi) The total fees paid by the Company to M/s Singhi & Co., Statutory Auditors of the Company, and all other entities forming part of the same network, aggregate ₹13.50 lakhs.

xii) Under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, number of complaints received by the Committee during the financial year: N I L

11. MEANS OF COMMUNICATION:

Timely disclosure of relevant and reliable information on corporate financial performance is at the core of good governance. The Company informs to the Stock Exchanges in a prompt manner, all price sensitive information as well as all such other matters which in its opinion, are material and relevant for the shareholders.

Financial Results: Quarterly, half-yearly and annual financial results of the Company are communicated to the Stock Exchanges immediately after they are considered by the Board and are published in prominent English and Bengali newspapers usually in Business Standard and Sukhabar. These results are also made available on the website of the Company www.lincpen.com.

Press Release on Results: Press release on results are sent to Stock Exchanges and are displayed on its website.

Presentations to institutional investors/ analysts: Time to time the Company interacts with institutional investors and financial analysts on the Company's financial performance. Information of such interaction are uploaded on the Company's website as well as sent to the Stock Exchanges. No unpublished price sensitive information is discussed in presentation made to institutional investors and financial analysts.

Company Website: The Company's website (www.lincpen.com) contains a separate dedicated section 'Investors Relation' where information for the shareholders is available.

NSE Electronic Application Processing System (NEAPS): The NEAPS is a web-based application designed by NSE for corporates. All periodical compliance filings like shareholding pattern, corporate governance report, statement of investor complaints, etc are filed electronically on NEAPS.

BSE Corporate Compliance & Listing Centre (the 'Listing Centre'): BSE's Listing Centre is a web-based application designed for corporates. All periodical compliance filings like shareholding pattern, corporate governance report, statement of investor complaints, etc are also filed electronically on the Listing Centre.

Designated Email ID: The Company has designated the following Email- ID for investor servicing: investors@lincpen.com

12. GENERAL SHAREHOLDER INFORMATION :

Detailed information in this regard provided in the shareholder information section forms part of this Annual Report.

i) Annual General Meeting	:	
- Date and Time	:	15th September, 2021 at 11.00 a.m.
- Venue	:	AGM will be held through Video Conference or Other Audio Visual Means,
ii) Financial Calendar	:	
Financial Year	:	1st April to 31st March
Results	:	1st Qtr – 2nd week of August, 2021
	:	2nd Qtr – 2nd week of November, 2021
	:	3rd Qtr – 1st week of February, 2022
	:	4th Qtr – end May, 2022
iii) Book closure date	:	09.09.2021 to 15.09.2021 on account of AGM.
iv) Dividend payment date	:	Not Applicable
v) Listing of Equity Shares on Stock Exchanges at	:	i) The Calcutta Stock Exchange Ltd 7, Lyons Range, Kolkata – 700 001
		ii) B S E Limited, P J Towers, Dalal Street, Fort, Mumbai – 400 001
		iii) National Stock Exchange of India Ltd. Exchange Plaza, Bandra Kurla Complex, Bandra (E), Mumbai – 400 051
vi) Listing Fees	:	Listing fee for the year 2020 – 2021 has been paid to the above Stock Exchanges.
vii) Stock Code	:	Bombay Stock Exchange - 531241 Calcutta Stock Exchange – 10022035 National Stock Exchange- LINCPEN Demat ISIN No. – INE 802B01019

viii) Market Price Data – High /Low during each month of the year ended 31st March, 2021, at the Bombay Stock Exchange and National Stock Exchange.

Month	BSE			NSE		
	High (₹)	Low (₹)	Volume	High (₹)	Low (₹)	Volume
April, 2020	154.80	128.30	1,551	152.60	125.00	41,288
May, 2020	134.00	121.15	123	145.90	123.50	25,907
June, 2020	177.15	133.60	2,938	183.95	138.00	1,00,240
July, 2020	194.85	157.00	26,533	189.90	152.40	1,56,194
August, 2020	192.70	146.00	31,051	194.95	150.10	2,11,238
September, 2020	184.75	141.25	26,789	184.30	151.45	2,24,609
October, 2020	182.60	149.15	10,092	183.85	153.20	60,795
November, 2020	194.70	142.10	58,998	194.50	150.05	2,86,885
December, 2020	195.35	166.70	85,795	195.95	156.20	1,41,625
January, 2021	190.80	166.50	38,841	191.90	170.50	1,52,809
February, 2021	194.95	166.60	62,690	195.85	166.05	1,21,925
March, 2021	174.05	137.05	28,615	174.75	139.30	1,93,850

ix) Share Price performance in 2020-21 in comparison to broad based indices – BSE Sensex and NSE Nifty

% Change in Linc's Share Price: 10.38%		% Change in BSE Sensex: 68.01%
% Change in Linc's Share Price: 4.00%		% Change in NSE Nifty: 70.87%

x) Share Transfer System:		Presently, the share transfers which are received in physical form are normally effected within a maximum period of 15 days from the date of receipt and Demat are confirmed within a maximum period of 14 days by:
		Registrar and Share Transfer Agent M/s. Maheswari Datamatics Pvt. Ltd 23, R. N. Mukherjee Road, 5th Floor, Kolkata – 700 001 Phone – 2243 5029/2248 2248, Fax – 2248 4787, e-mail - info@mdpl.in ; mdpldc@yahoo.com

xi) Distribution of Shareholding:

Distribution of Shareholding by Ownership:

	Holding Pattern	No. of Shares	Shareholding %
1	Promoters & Associates	89,28,124	60.03
2	IEPF	27,924	0.19
3	NRI, FIIs, etc.	20,67,994	13.91
4	Private Corporate Bodies	9,48,471	6.37
5	Indian Public	28,99,778	19.50
	Total	1,48,72,291	100.00

Distribution of Shareholding by Size:

Range of Shares	Shareholders		Shares	
	Number	%	Nos.	%
1 to 500	5,758	90.71	4,12,632	2.77
501 to 1000	228	3.59	1,84,140	1.24
1001 to 5000	255	4.01	5,67,730	3.82
5001 to 10000	31	0.49	2,15,956	1.45
10001 & above	76	1.20	1,34,91,833	90.72
Total	6,348	100.00	1,48,72,291	100.00

xii) Dematerialisation of Shares:

Holding	No. of Holder	%	No. of Shares	%
Physical	358	5.64	128,433	0.86
Demat	5,990	94.36	14,743,858	99.14
Total	6,348	100.00	1,48,72,291	100.00

xiii) Outstanding GDR/ADR or any convertible Instruments : Not Applicable

xiv) The manufacturing facilities of the Company are located at:

a. Linc Estate, Usthi Road, Serakole, 24 Paragans (South), West Bengal; and

b. Falta SEZ, Sector II, Shed No.2, Falta, 24 Paragans (South), West Bengal

c. OHM Industrial Infrastructure Park, Plot No.: 7/8/11/12, Umbergaon, Gujarat

xv) Address for Correspondence	:	For Share Transfer and related queries - M/s. Maheswari Datamatics Pvt. Ltd. 23, R. N. Mukherjee Road, 5th Floor, Kolkata – 700 001 Phone – 2243 5029/2248 2248, Fax – 2248 4787 e-mail – info@mdpl.in; mdpldc@yahoo.com For General Assistance Mr. N. K. Dujari, Chief Financial Officer & Company Secretary Linc Pen & Plastics Ltd. 3, Alipore Road, Kolkata – 700 027 Phone – 3041 2100 / 2479 0248, Fax – 2479 0253 e-mail – investors@lincpen.com

Declaration

As provided under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, all the Directors and Senior Management Personnel have affirmed compliance with the Companies Code of Conduct during the financial year ended 31st March, 2021.

Deepak Jalan
Managing Director
DIN: 00758600

Place: Kolkata
Date: 28th June, 2021

CEO / CFO CERTIFICATION

The Board of Directors
Linc Pen & Plastics Limited
Kolkata

Re: Financial Statements for the financial year 2020 –21 - Certification by MD and CFO

We, Deepak Jalan, Managing Director and N. K. Dujari, Chief Financial Officer & Company Secretary, of Linc Pen & Plastics Limited , on the review of financial statements and cash flow statement for the year ended 31st March, 2021 and to the best of our knowledge and belief, hereby certify that:-

1. These statements do not contain any materially untrue statements or omit any material fact or contain statements that might be misleading;
2. These statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
3. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year ended 31st March, 2021 which are fraudulent illegal or violative of Company's Code of Conduct.
4. We accept responsibility for establishing and maintaining internal controls, for financial reporting, we have evaluated the effectiveness of the internal control systems of the company pertaining the financial reporting and we have disclosed to the auditors and the Audit Committee those deficiencies in the design or operation of such internal controls of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.
5. We have indicated to the Auditors & the Audit Committee: -
   (i) there have been no significant changes in internal control over financial reporting during the period.
   (ii) there have been no significant changes in accounting policies during the period.
   (iii) there have been no instances of significant fraud of which we have become aware and the involvement therein, of management or an employee having significant role in the Company's internal control systems over financial reporting.

Place: Kolkata
Date: 28th June, 2021

N. K. Dujari
Chief Financial Officer &
Company Secretary
FCA 54444 / FCS 8745

Deepak Jalan
Managing Director
DIN: 00758600

INDEPENDENT AUDITOR'S CERTIFICATE ON CORPORATE GOVERNANCE

To the Members of
Linc Pen & Plastics Limited

1. We have examined the compliance of conditions of Corporate Governance by Linc Pen & Plastics Limited ("the Company"), for the year ended on 31st March, 2021, as stipulated in Regulations 17 to 27 and clauses (b) to (i) of Regulation 46(2) and para C and D of Schedule V to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations").

Managements' Responsibility

2. The compliance of conditions of Corporate Governance is the responsibility of the Management. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure compliance with the conditions of the Corporate Governance stipulated in the Listing Regulations.

Auditor's Responsibility

3. Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.
4. We have examined the books of account and other relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company.
5. We have carried out an examination of the relevant records of the Company in accordance with the Guidance Note on Certification of Corporate Governance issued by the Institute of the Chartered Accountants of India (the "ICAI"), the Standards on Auditing specified under Section 143(10) of the Companies Act 2013, in so far as applicable for the purpose of this certificate and as per the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.
6. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

Opinion

7. Based on our examination of the relevant records and according to the information and explanations provided to us and the representations provided by the Management, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in Regulations 17 to 27 and clauses (b) to (i) of Regulation 46(2) and para C and D of Schedule V to the Listing Regulations during the year ended 31st March, 2021.
8. We 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 **Singhi& Co.**
Chartered Accountants
(Firm's Registration No. 302049E)

(Aditya Singhi)
Partner
Membership No. 305161
UDIN:21305161AAAAAZ6756

Place: Kolkata
Date:June 28, 2021

Annexure - C

A. CONSERVATION OF ENERGY

a) The following energy conservation measures are taken on continuing basis :-

1. Scheduled preventive maintenance of machines and equipment for better efficiency.
2. Systematic Study or power consummation of certain machines.
3. Improvement of electrical power load factor.
4. Optimise the use of energy through improved operational method.

b) Additional investments and proposals being implemented for reduction of consumption of energy.

The Company is however, carrying on continuous education and awareness programs for its employees for energy conservation. But no major specific investment proposals are envisaged.

c) Impact of measures undertaken under (a) and (b) above for reduction of energy consumption and its consequent impact on cost of production.

The Company is not a major user of energy. However, the measures taken by the company will result in saving of energy.

B. TECHNOLOGY ABSORPTION

The Company has no separate R & D section. The Company is however, developing new products and upgrading existing products and also their packaging to meet the changing market taste / profile.

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

a) Activities relating to exports; initiatives taken to increase exports:-
Development of Innovative packaging and products for export markets along with improvement in quality, cost and lead time. Special emphasis on marketing Company's product in Africa and Central Asia.

b) Total Foreign Exchange used and earned:- The foreign exchange used and earned during the year by the Company are as under:

Foreign Exchange Used – ₹3889.72 lakhs

Foreign Exchange Earned – ₹4787.91 lakhs

Deepak Jalan
Managing Director
DIN: 00758600

Rohit Deepak Jalan
Whole Time Director
DIN: 06883731

Place: Kolkata
Date: 28th June, 2021

Annexure - D

Information pursuant to Section 197(12) of the Companies Act, 2013 read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

A. Under Rule 5(1)

Name of the Director /KMP and Designation	Designation	Ratio of remuneration of each Director/ to median remuneration of employees	% increase in Remuneration over Last Year
Shri Deepak Jalan	Managing Director	42:1	(50.67)
Shri Aloke Jalan	Whole Time Director	34:1	(46.23)
Shri Rohit Deepak Jalan	Whole Time Director	18:1	(19.90)
Shri Naresh Pachisia	Independent, Non- Executive	1.7:1	(48.10)
Shri Anil Kochar	Independent, Non-Executive	1.7:1	(47.77)
Shri Sanjay Agarwal	Additional Director - Independent, Non-Executive	0.9:1	(65.38)
Ms. Supriya Newar	Independent, Non-Executive	1:1	(62.50)
Shri N. K. Dujari	Chief Financial Officer & Company Secretary	9.2:1	(20.96)

1. The number of permanent employees as on 31st March, 2021 was 1119
2. Compared to the previous year 2019-20, the figures for the current year 2020-21 reflects that:
   i) Median remuneration and average remuneration of all employees have decreased by 20.6% and 18%
   ii) Average remuneration of employees excluding Key Managerial Personel has decreased by 18%
   iii) Remuneration of Key Managerial Personnel has decreased by 43.5%
3. The remuneration of the Directors, Key Manegerial Personnel and other employees is in accordance with the Remuneration Policy of the Company.

B. Under Rule 5(2)

Name	Designation	Remuneration subject to tax (₹)	Qualification	Age / Experience (Years)	Date of Commencement of Employment	Details of last Employment
Shri Deepak Jalan	Managing Director	61,57,000	B.Com	59 / 35	01.04.1995	-
Shri Aloke Jalan	Whole Time Director	49,81,000	B.Com	52 / 30	01.05.2004	-
Shri Rohit Deepak Jalan	Whole Time Director	26,29,000	P G D in Business Economics (Mktg)	32 / 9	01.09.2012	-
Shri Samip Baruah	Vice President - Sales	19,74,489	PHD (Business Admn.)	51 / 24	01.08.2018	ITC Ltd.
Henry Serjio Fernandes	Zonal Business Manager- West	18,95,139	B. Sc	57 / 33	07.10.2019	Eveready Industries India Ltd.
Shri Anamitra Bandyopadhyay	Deputy General Manager	13,56,608	Post Graduate	54 / 29	12.08.2019	Mcnroe Consumer Products Pvt. Ltd.
Shri N. K. Dujari	CFO & Company Secretary	13,53,656	B.Com(H), FCA, FCS	54 / 34	01.12.2000	Globsyn Webel Ltd.
Shri Arun Sharma	Zonal Business Manager-North	12,83,848	M.A.	46 / 24	02.02.2018	Shyamdhani Industries Ltd.
Shri Deepak Ramgaria	Sr. Manager- Mfg. Operation (Exp.)	12,70,150	B.Com (H)	50 / 21	06.01.2010	-
Shri G. N. Choudhury	Dy. Manager- Operation	12,27,871	ITI, DPMMT (CIPET),	42 / 24	01.08.2001	K S B Plastomec

Notes:

1. The nature of employment of Managing Director and Whole Time Director is contractual and other terms and conditions are as per Company's rules.
2. Remuneration includes Company's contribution to provident fund, monetary value of perquisites calculated as per Income Tax Act / Rules, Commission and does not include provisions for leave encashment , premium for gratuity and group insurance.

Place: Kolkata
Date: 28th June, 2021

Deepak Jalan
Managing Director
DIN: 00758600

Rohit Deepak Jalan
Whole Time Director
DIN: 06883731

Annexure - E

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]

To,
The Members,
M/s Linc Pen & Plastics Limited
Satyam Towers, 1st Floor,
3, Alipore Road,
Kolkata- 700027

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **M/s Linc Pen & Plastics Limited** (hereinafter called the Company) for the financial year ended 31st March, 2021. 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 **M/s Linc Pen & Plastics Limited's** books, papers, minute books, forms and returns filed, registers and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on **31st March, 2021** ('Audit Period') 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 registers and records maintained by **M/s Linc Pen and Plastics Limited** ("the Company") for the financial year ended on **31st March, 2021** according to the provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made there under;

(ii) The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made there under;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed there under;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made there under to the extent of Foreign Direct Investment, Overseas 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, 2009 and The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018,

  (d) The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 (not applicable to the Company during the Audit Period);

  (e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008 (Not applicable to the Company during the Audit Period);

  (f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;

  (g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009 (Not applicable to the Company during the Audit Period); and

  (h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 1998 and The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 w.e.f. 11th September, 2018 (Not applicable to the Company during the Audit Period);

(vi) The management has identified and confirmed the following laws as specifically applicable to the Company:

  (i) The Legal Metrology Act, 2009 and Rules made there under;

  (ii) Water (Prevention & Control of Pollution) Act, 1974;

  (iii) The Air (Prevention & Control of Pollution) Act, 1981;

  (iv) The Hazardous Wastes (Management and Handling) Rules,1989 in compliance to the Environment (protection) Act, 1986;

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

(i) Secretarial Standards with regard to Meeting of Board of Directors (SS-1) and General Meetings (SS-2) 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 , BSE Limited and The Calcutta Stock Exchange Ltd. read with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, 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.

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

All decisions at Board Meetings and Committee Meetings are carried out on majority basis, with dissenting member's views (if any) are captured and recorded in the minutes of the meetings of the Board of Directors or Committees of the Board as the case may be.

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

We further report that during the audit period the Company has not entered into or taken any major decisions which have influential financial impact on the entire affairs of the Company.

For D. C. Sahoo & Co.
Company Secretaries

D. C. Sahoo
Proprietor
M. No.: ACS No: 14008
C P No.: 5508
UDIN: A014008C000526498

Place: Kolkata
Date: 28.06. 2021

Note: This report is to be read with the letter of even date issued by the Secretarial Auditor(s) and forms an integral part of this report.

To,
The Members,
M/s Linc Pen & Plastics Limited
Satyam Towers, 1st Floor,
3, Alipore Road,
Kolkata- 700027

Our Secretarial Audit Report of even date is to be read along with this letter.

1. Maintenance of secretarial records is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and process as were appropriate to obtain reasonable assurances 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 process 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 D. C. Sahoo & Co.
Company Secretaries

D. C. Sahoo
Proprietor
M. No.: ACS No: 14008
C P No.: 5508
UDIN: A014008C000526498

Place: Kolkata
Date: 28.06. 2021

Annexure - F

ANNUAL REPORT ON CSR ACTIVITIES

1 Brief outline on CSR Policy of the Company.

The Company has adopted a CSR Policy in compliance with the Companies Act, 2013, which is placed on the website of the Company - www. lincpen.com. The Company directly contributed in the field of Education, Eradicating Hunger, Nationally Recognised Sports, etc.

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	Deepak Jalan	M D	1	1
2	Aloke Jalan	WTD	1	1
3	Supriya Newar	Independent Director	1	1

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. :	www.lincpen.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	

Sl. No.	Financial Year	Amount available for set-off from preceding financial years (in ₹)	Amount required to be setoff for the financial year, if any (in ₹)
Not Applicable			

6		Average net profit of the company as per section 135(5).	1560 lakhs
7	(a)	Two percent of average net profit of the company as per section 135(5)	31.21 lakhs
	(b)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years.	-
	(c)	Amount required to be set off for the financial year,	-
	(d)	Total CSR obligation for the financial year (7a+7b-7c).	31.21 lakhs

8 (a) **CSR amount spent or unspent for the financial year:**

Total Amount Spent for the Financial Year. (in lakhs ₹)	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
31.30	-	-	-	-	-

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

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.

Not Applicable

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

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 for the project (in ₹).	Mode of implementation - Direct (Yes/No).	Mode of implementation - Through implementing agency	
				State.	District.			Name	CSR registration number
1	Ekal Vidyalaya	Education	Yes	West Bengal	Kolkata	22.00	No	Friends of Tribals Society	CSR00001898
2	Education	Education	Yes	West Bengal	Kolkata	2.50	No	Ek Tara	CSR00004075
3	Vidya Seva	Education	Yes	West Bengal	Kolkata	2.00	No	Ananta Seva Foundation	-
4	Education	Education	Yes	West Bengal	Kolkata	1.80	No	Suryodaya Foundation	CSR00005921
5	Education for Girl	Education	Yes	West Bengal	Kolkata	1.00	No	All India Marwari Mahila Samity	-
6	Sankalp Vidyalaya	Education	Yes	West Bengal	Kolkata	1.00	No	Pariwar Milan	CSR00002247
7	Sundar's Vishalayam School	Education	No	Chennai	Padianallur	1.00	No	God's Gift Foundation	-

(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)	31.30 lakhs

(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)	31.21lakhs
ii	Total amount spent for the Financial Year	31.30 lakhs
iii	Excess amount spent for the financial year [(ii)-(i)]	0.09 lakhs
iv	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	NIL
v	Amount available for set off in succeeding financial years [(iii)-(iv)]	NIL

9 (a) Details of Unspent CSR amount for the preceding three financial years:

Sl. No.	Preceding Financial Year.	Amount transferred to Unspent CSR Account under section 135 (6) (in ₹)	Amount spent in the reporting Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per section 135(6), if any			Amount remaining to be spent in succeeding financial years. (in ₹)
				Name of the Fund	Amount (in ₹)	Date of transfer	
1	2019-20	Not Applicable					
2	2018-19	Not Applicable					
3	2017-18	Not Applicable					

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):

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

Not Applicable

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 (asset-wise details): Not Applicable

(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

Place: Kolkata
Date: 28th June, 2021

Aloke Jalan
Whole Time Director
DIN: 00758762

Deepak Jalan
Chairman- CSR Committee
DIN: 00758600

Director's Profile

MR. ANIL KOCHAR
64, independent, non-executive director, a postgraduate in commerce and LLB, is an eminent advisor on income tax matters. He brings with him a wide experience to the Board.

MS. SUPRIYA NEWAR
46, independent, non-executive director, Author, Writer and a Communications Specialist with over two decades of invaluable experience, Supriya Newar believes in both the beauty and the might of the pen.

MR. NARESH PACHISIA
58, independent, non-executive director. He is Founder & MD, SKP Securities Ltd., Eastern India's leading investment banker, wealth manager and stock broker with 39 years' experience in capital markets

MR. ROHIT DEEPAK JALAN
32, wholetime director, a BA Hons. in Management studies from University of Nottingham, UK and completed his PG Diploma in Business Management with specialisation in Marketing. He is heading the International Business and Marketing Department of the Company.

MR. ALOKE JALAN
52, wholetime director, a commerce graduate with 30 years of experience in the business, he looks after the Company's marketing operations with special emphasis in the Western Region and Southern Region.

MR. DEEPAK JALAN
59, managing director, a commerce graduate with 35 years of experience, responsible for the overall operations with a specialisation in international operations. Responsible for the Company's strategic direction.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF

LINC PEN & PLASTICS LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Linc Pen & Plastics Limited ("the Company"), which comprise the Balance Sheet as at 31st March, 2021, the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Changes in Equity and the Statement of Cash Flows for the year ended on that date, and a summary of the significant accounting policies and other explanatory information (hereinafter referred to as "the financial statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at 31st March, 2021, its profit and total comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

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

Emphasis of Matter

We draw attention to Note 44 to the financial statements which explain the management's assessment of the financial & operational impact due to the lock-down and conditions related to the COVID – 19 and its consequential impact on the carrying values of assets as at 31st March, 2021.

Our opinion is not modified in respect of this matter.

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 matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Key audit matters	How our audit addressed the key audit matter
<u>Revenue from sale of goods (as described in Note 23 to the financial statements)</u>	
The Company recognizes revenues when control of the goods is transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods. In determining the sales price, the Company considers the effects of rebates and discounts (variable consideration). During F.Y. 2020-21, the Company's Statement of Profit and Loss included Sales of INR 25,357.39 lakhs The terms of sales arrangements, including the timing of transfer of control, the nature of discount and rebates arrangements and delivery specifications, create complexity and judgment in determining sales revenues. The risk is, therefore, that revenue is not recognised in accordance with Ind AS 115 'Revenue from contracts with customers', and accordingly, it was determined to be a key audit matter in our audit of the financial statements.	Our audit procedures included the following: ➢ Considered the appropriateness of Company's revenue recognition policy and its compliance in terms of Ind AS 115 'Revenue from contracts with customers'; ➢ Assessed the design and tested the operating effectiveness of internal controls related to sales and related rebates and discounts; ➢ Performed sample tests of individual sales transaction and traced to sales invoices, sales orders and other related documents. In respect of the samples selected, tested that the revenue has been recognized as per the sales agreements; ➢ Selected sample of sales transactions made pre- and post-year end, agreed the period of revenue recognition to underlying documents;and, ➢ Assessed the relevant disclosures made within the financial statements.
<u>Valuation of Inventories</u> <u>(as described in Note 7 to the financial statements)</u>	
The company held inventories amounting to ₹6261.28 lakhs as at the Balance Sheet date, which represent 31.23 % of total assets. As described in the accounting policies in note 1.4.g to the financial statements, inventories are carried at the lower of cost and net realizable value. Inventories valuation is a significant audit risk as inventories may be held for long periods of time before being sold making it vulnerable to obsolescence. As a result, the management applies judgment in determining the appropriate provisions for obsolete stock based upon a detailed analysis of old inventory, net realizable value below cost based upon future plans for sale of inventory.	Our audit procedures included the following: ➢ Obtained a detailed understanding and evaluated the design and implementation of controls that the company has established in relation to inventory valuation. ➢ Comparing the net realizable value to the cost price of inventories to check for completeness of the associated provision. ➢ Recomputing provisions recorded to verify that they are in line with the Company policy.

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

The Company's Board of Directors is responsible for the preparation of the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Business Responsibility Report, Corporate Governance and Shareholder's Information, but does not include the financial statements and our auditor's 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 during the course of our 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 Responsibility for the Financial Statements

The Company's Board of Directors is 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 financial position, financial performance, total comprehensive income, changes in equity and cash flows of the Company in accordance with the Ind AS and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are 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 financial controls 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 system 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 made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- 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.

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the financial statements.

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 matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit 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, Statement of Changes in Equity and the Statement of Cash Flow dealt with by this Report are in agreement with the relevant books of account.

    d) In our opinion, the aforesaid financial statements comply with the Ind AS specified under Section 133 of the Act, read with Companies (Indian Accounting Standard) Rules, 2015.

    e) On the basis of the written representations received from the directors as on 31st March, 2021 taken on record by the Board of Directors, none of the directors is disqualified as on 31st March, 2021 from being appointed as a director in terms of Section 164 (2) of the Act.

    f) With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to financial statements.

    g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended:

    In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.

    h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of theCompanies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

    i. The Company has disclosed the impact of pending litigations on its financial position in its financial statements. **Refer Note 32 to the financial statement**

    ii. The Company did not have any long term contracts including derivative contracts for which there were any material foreseeable losses.

    iii. there has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company during the year ended 31st March, 2021

2 As required by the Companies (Auditor's Report) Order, 2016 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, we give in "Annexure B" a statement on the matters specifiedin paragraphs 3 and 4 of the Order.

For Singhi & Co.
Chartered Accountants
Firm's Registration No. 302049E

(Aditya Singhi)
Partner
Membership No. 305161
UDIN:21305161AAAAAY4777

Place: Kolkata
Date : 28th June, 2021

ANNEXURE "A"

to the Independent Auditor's Report

(Referred to in paragraph 1(f) under 'Report on Other Legal and Regulatory Requirements' section of our report to the Members of Linc Pen & Plastics Limited of even date)

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

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

Management's Responsibility for Internal Financial Controls

The Board of Directors of the Company is responsible for establishing and maintaining internal financial controls based on the internal control 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. 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 respective 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.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements of the Company based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls. 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 was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system 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 internal financial controls with reference to financial statements, 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 internal financial controls system with reference to financial statements of the Company.

Meaning of Internal Financial Controls with reference to Financial Statements

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

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 control 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.

Opinion

In our opinion, to the best of our information and according to the explanations given to us, the Company has, in all material respects, adequate internal financial controls with reference to these financial statements and such internal financial controls with reference to these financial statements were operating effectively as at 31st March, 2021, based on the internal control 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.

For Singhi & Co.
Chartered Accountants
Firm's Registration No. 302049E

(Aditya Singhi)
Partner
Membership No. 305161
UDIN:21305161AAAAAY4777

Place: Kolkata
Date : 28th June, 2021

ANNEXURE “B”

to the Independent Auditor’s Report

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

i. In respect to the Company’s assets:

a. The Company has maintained proper records showing full particulars, including quantitative details and situation of fixed assets.

b. Fixed assets were physically verified by the management during the year in accordance with a planned program of verifying all of them once in three years which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.

c. According to information and explanations given by the management, the title deeds of immovable properties included in Property, Plant & Equipment are held in the name of the Company.

ii. The management has conducted physical verification of inventory at reasonable intervals during the year and no material discrepancies were noticed on such physical verification.

iii. 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 Companies Act, 2013. Accordingly, the provisions of clause 3(iii)(a), (b) and (c) of the Order are not applicable to the Company and hence not commented upon.

iv. In our opinion and according to the information and explanations given to us, there are no loans, investments, guarantees and securities granted in respect of which provisions of section 185 and 186 of the Companies Act 2013 are applicable and hence not commented upon.

v. The Company has not accepted any deposits within the meaning of Sections 73 to 76 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended). Accordingly, the provisions of clause 3(v) of the Order are not applicable.

vi. The provisions regarding maintenance of the cost records under Section 148(1) of the Act are not applicable to the company.

vii. a. Undisputed statutory dues including provident fund, employees’ state insurance, income-tax, sales-tax, service tax, goods and service tax, duty of custom, duty of excise, value added tax, cess and other material statutory dues have generally been regularly deposited with the appropriate authorities.

b. According to the information and explanations given to us, no undisputed amounts payable in respect of provident fund, employees’ state insurance, income-tax, service tax, sales-tax, duty of custom, duty of excise, value added tax, cess and other material statutory dues were outstanding, at the year end, for a period of more than six months from the date they became payable.

c. According to the records of the Company, the dues outstanding in respect of sales tax, income tax, custom duty, wealth tax, service tax, goods and service tax,excise duty, value added tax &cess on account of any dispute, are as follows:-

Sl. No.	Name of the Statute	Nature of dues	Period to which pertain	Amount (₹ in Lakhs)	Forum where the dispute is pending
1	West Bengal Entry Tax Act	Entry Tax	F.Y. 2012-13 to 17-18	172.00	High Court
		Total		172.00	

(viii) In our opinion and according to information and explanations given by the management, the Company has not defaulted in repayment of dues to banks. The Company has not taken any loans or borrowings from financial institutions and Government and has not issued any debentures.

(ix) In our opinion and according to the information and explanations given by the management, term loans were applied for the purpose for which the loans were obtained. The Company has not raised any money by way of initial public offer / further public offer / debt instruments during the year.

(x) Based upon the audit procedures performed for the purpose of reporting the true and fair view of the financial statements and according to the information and explanations given by the management, we report that no fraud by the Company or no material fraud on the Company by the officers and employees of the Company has been noticed or reported during the year.

(xi) According to the information and explanations given to us and based on our examination of the records of the Company, the Company has paid managerial remuneration during the financial year in compliance with provisions of section 197 read with Schedule V to the Act.

(xii) In our opinion, the Company is not a nidhi company. Therefore, the provisions of clause 3(xii) of the order are not applicable to the Company and hence not commented upon.

(xiii) According to the information and explanations given by the management, transactions with the related parties are in compliance with section 177 and 188 of Companies Act, 2013 where applicable and the details have been disclosed in the notes to the financial statements, as required by the applicable accounting standards.

(xiv) According to the information and explanations given to us and on an overall examination of the balance sheet, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year under review and hence not commented upon.

(xv) According to the information and explanations given by the management, the Company has not entered into any non-cash transactions with directors or persons connected with him as referred to in section 192 of Companies Act, 2013.

(xvi) According to the information and explanations given to us, the provisions of section 45-IA of the Reserve Bank of India Act, 1934 are not applicable to the Company.

For Singhi & Co.
Chartered Accountants
Firm’s Registration No. 302049E

(Aditya Singhi)
Partner
Membership No. 305161
UDIN:21305161AAAAAY4777

Place: Kolkata
Date : 28th June, 2021

BALANCE SHEET

as at 31st March, 2021

(₹ in Lakhs)

Particulars	Note No.	As at 31st March, 2021	As at 31st March, 2020
ASSETS			
1. Non-Current Assets			
a) Property, plant and equipment	2	6,681.58	7,415.53
b) Capital Work - in - progress		322.07	284.28
c) Right-of-Use Assets		94.44	154.86
d) Intangible Assets	3	7.55	15.22
e) Financial Assets - i) Loans	4	123.56	107.18
ii) Others		0.78	0.67
f) Income Tax Assets (Net)	5	152.81	97.03
g) Other Non - Current Assets	6	1,310.09	1,470.38
Total Non-Current Assets		8,692.88	9,545.15
2. Current Assets			
a) Inventories	7	6,261.28	8,313.13
b) Financial Assets			
i) Trade Receivables	8	3,589.33	4,355.74
ii) Cash & Cash Equivalents	9	14.38	13.02
iii) Bank Balances other than (ii) above	10	12.74	12.85
iv) Security Deposits	11	1.96	2.09
c) Other Current Assets	12	1,473.21	2,293.42
Total Current Assets		11,352.90	14,990.25
TOTAL ASSETS		20,045.78	24,535.40
EQUITY AND LIABILITIES			
Equity			
a) Equity Share Capital	13	1,487.23	1,487.23
b) Other Equity	14	11,983.46	12,210.18
Total Equity		13,470.69	13,697.41
Liabilities			
1. Non-Current Liabilities			
a) Financial Liabilities			
i) Borrowings	15	-	1,879.64
ii) Lease Liabilities	42	40.46	95.54
b) Provisions	16	240.79	216.61
c) Deferred Tax Liabilities (Net)	17	392.11	544.51
Total Non-Current Liabilities		673.36	2,736.30
2. Current Liabilities			
a) Financial Liabilities			
i) Borrowings	18	811.87	2,351.67
ii) Lease Liabilities	42	69.05	70.17
iii) Trade Payables	19		
Total outstanding dues of micro enterprises and small enterprises		289.67	242.71
Total outstanding dues of creditors other than micro enterprises and small enterprises		3,558.65	3,946.91
iv) Others	20	539.35	950.83
b) Other Current Liabilities	21	623.64	529.61
c) Provisions	22	9.50	9.79
Total Current Liabilities		5,901.73	8,101.69
Total Liabilities		6,575.09	10,837.99
TOTAL EQUITY AND LIABILITIES		20,045.78	24,535.40
Significant Accounting Policies and Key Estimates and Judgements	1		

The accompanying notes are an integral part of the Financial Statements.
As per our report of even date attached.

For Singhi & Co.
Chartered Accountants
F.R No. 302049E

For and on behalf of the Board

Aditya singhi
Partner
Membership No. 305161

Rohit Deepak Jalan
Whole Time Director
DIN:06883731

Deepak Jalan
Managing Director
DIN:00758600

N. K. Dujari
Chief Financial Officer
& Company Secretary
FCA 54444/FCS 8745

Place of Signature: Kolkata
Dated: 28th June, 2021

STATEMENT OF PROFIT AND LOSS

for the year ended 31st March, 2021

(₹ in Lakhs)

Particulars	Note No.	Year Ended 31st March, 2021	Year Ended 31st March, 2020
Income			
I. Revenue from operations	23	25,666.13	39,698.71
II. Other income	24	145.64	301.08
III. Total revenue (I + II)		**25,811.77**	**39,999.79**
IV. Expenses			
Cost of materials consumed	25	7,715.62	13,891.49
Purchases of Stock-in-Trade	26	7,825.04	11,954.55
Change in inventories of Finished goods, Work-in-Progress and Stock-in-Trade	27	1,731.71	(988.05)
Employee benefits expense	28	2,777.38	3,577.49
Finance costs	29	274.28	546.33
Depreciation and amortization expense	2A	1,269.36	1,254.38
Other expenses	30	4,599.34	7,437.65
Total expenses		**26,192.73**	**37,673.84**
V. Profit /(Loss) before exceptional items and tax (III - IV)		(380.96)	2,325.95
VI. Exceptional items		-	-
VII. Profit/ (Loss)before tax (V - VI)		**(380.96)**	**2,325.95**
VIII. Tax expense:	37		
Current tax		-	562.00
Income tax for earlier years		(235.01)	-
Deferred tax		(149.87)	(160.67)
Total Tax expenses:		**(384.88)**	**401.33**
IX. Profit /(Loss) for the year (VII-VIII)		**3.92**	**1,924.62**
Other Comprehensive Income not to be reclassified to profit and loss			
in subsequent periods:			
Re-Measurement gains/(losses) on defined benefit plans		(10.10)	(53.51)
Income Tax Effect		2.54	13.47
Total Other Comprehensive Income of the year		(7.56)	(40.04)
Total Comprehensive Income of the year		**(3.64)**	**1,884.58**
X. Earnings per equity share - Basic and diluted (₹)	41	0.03	12.94
(Face value ₹10/- per equity share)			
Significant Accounting Policies and Key Estimates and Judgements	1		

The accompanying notes are an integral part of the Financial Statements.
As per our report of even date attached.

For Singhi & Co.
Chartered Accountants
F.R No. 302049E

For and on behalf of the Board

Aditya singhi
Partner
Membership No. 305161

Rohit Deepak Jalan
Whole Time Director
DIN:06883731

Deepak Jalan
Managing Director
DIN:00758600

N. K. Dujari
Chief Financial Officer
& Company Secretary
FCA 54444/FCS 8745

Place of Signature: Kolkata
Dated: 28th June, 2021

Cash Flow Statement

for the year ended 31st March, 2021

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2021		For the year ended 31st March, 2020	
A. Cash flow from operating activities :				
Net profit/(Loss) before tax as per Statement of Profit and Loss		(380.96)		2,325.95
Adjustments for:				
Depreciation and amortization expense	1,269.36		1,254.38	
(Profit)/ Loss on sale of Property, Plant and Equipment	2.91		(0.54)	
Interest Income	(2.06)		(3.62)	
Unrealised loss/(gain) on foreign exchange fluctuation (Net)	(118.60)		(296.79)	
Finance cost	274.28	1,425.89	546.33	1,499.76
Operating profit before working capital changes		1,044.93		3,825.71
(Increase) / Decrease in Trade Receivables	786.74		131.11	
(Increase) / Decrease in Inventories	2,051.86		(1,269.79)	
(Increase) / Decrease in Other Non Current Assets	(16.17)		(10.61)	
(Increase) / Decrease in Other Current Assets	820.21		446.09	
Increase / (Decrease) in Long Term Provisions	14.08		35.04	
Increase / (Decrease) in Trade Payables	(239.89)		1,129.52	
Increase / (Decrease) in Other Current Liabilities	134.32		21.02	
Increase / (Decrease) in Other Non-Current Liabilities	(55.08)		95.54	
Increase / (Decrease) in Short Term Provisions	(0.29)	3,495.78	1.90	579.82
Cash generated from operations		4,540.71		4,405.53
Less: Direct taxes paid/ (Refund)		(182.34)		570.49
Net Cash Generated From Operating Activities		**4,723.05**		**3,835.04**
B. Cash flow from investing activities :				
Addition to Property, Plant and Equipment (Including Intangibles)	(412.63)		(1,391.61)	
Sale of Property, Plant and Equipment	8.40		24.91	
Interest Received	2.06	(402.17)	3.62	(1,363.08)
Net Cash Used in Investing Activities		**(402.17)**		**(1,363.08)**
C. Cash flow from financing activities :				
Proceeds /(Repayment) of Long term borrowings (Net)	(2,223.02)		(169.09)	
Proceeds /(Repayment) of Short term borrowings (Net)	(1,542.95)		(1,461.06)	
Repayment of Lease Liabilities	(56.19)		(49.96)	
Interest Paid (Including interest on Lease liabilities)	(272.33)		(543.35)	
Other borrowing cost	(1.95)		(2.98)	
Dividend Paid	(223.08)		(197.96)	
Dividend Tax Paid	-	(4,319.52)	(45.59)	(2,469.99)
Net Cash Used in Financing Activities		**(4,319.52)**		**(2,469.99)**

Cash Flow Statement

for the year ended 31st March, 2021

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2021		For the year ended 31st March, 2020	
Net increase in cash and cash equivalents (A+B+C)		1.36		1.97
Cash and cash equivalents - Opening balance		13.02		11.05
Total Cash and cash equivalents - Opening balance		13.02		11.05
		14.38		**13.02**
Cash and cash equivalents - Closing balance		14.38		13.02

Notes :

1) The above cash flow statement has been prepared under the "Indirect Method" as set out in the Ind AS 7 on 'Statement of Cash Flow'.
2) Figures in bracket represent cash outflow from respective actvities.
3) Additions to Property, Plant and Equipment includes movement of Capital Work-in-Progress and Capital advances during the year.
4) Cash and cash equivalent at the end of the year consist of :

Particulars	As at 31st March, 2021	As at 31st March, 2020
a) Cash in hand	14.16	10.10
b) Balances with Scheduled Banks in Current Accounts	0.22	2.92
	14.38	13.02

5) Cash and cash equivalent do not include any amount which is not available to the company for its use.
6) Change in Liability arising from financing activities

Particulars	As at 1st April, 2020	Cash Flow	Foreign Exchange Movement	As at 31st March, 2021
a) Long Term Borrowings (Note 15)	2,223.02	(2,223.02)	-	-
b) Short Term Borrowings (Note 18)	2,351.67	(1,542.95)	3.15	811.87

This is the Cash flow statement referred in our report of even date.

For Singhi & Co.
Chartered Accountants
F.R No. 302049E

For and on behalf of the Board

Aditya singhi
Partner
Membership No. 305161

Rohit Deepak Jalan
Whole Time Director
DIN:06883731

Deepak Jalan
Managing Director
DIN:00758600

N. K. Dujari
Chief Financial Officer
& Company Secretary
FCA 54444/FCS 8745

Place of Signature: Kolkata
Dated: 28th June, 2021

STATEMENT OF CHANGES IN EQUITY

for the year ended 31st March, 2021

A. Equity Share Capital (₹ in Lakhs)

	As at 31st March, 2021		As at 31st March, 2020	
	No. of Shares	₹ in Lakhs	No. of Shares	₹ in Lakhs
Balances at the beginning of the year	14,872,291	1,487.23	14,785,960	1,478.60
Less: Shares cancelled	-	-	1,588,475	158.85
Allotment of equity shares during the year	-	-	1,674,806	167.48
Balance at the end of the year	**14,872,291**	**1,487.23**	**14,872,291**	**1,487.23**

B. Reserves and Surplus (₹ in Lakhs)

Particulars	Securities Premium Reserve	General Reserve	Capital Reserve	Retained Earnings	Total
Balance As on 1st April, 2019	2,096.94	8,256.59	(628.55)	844.17	10,569.15
Profit for the year				1,924.62	1,924.62
Other Comprehensive Income for the year, net of tax:					
Remeasurement gain/(loss) on Defined Benefit Plans				(40.04)	(40.04)
Total Comprehensive Income for the year				1,884.58	1,884.58
Transfer to General Reserves from Retained Earnings		1,000.00		(1,000.00)	-
Payment of Dividend and Tax thereon				(243.55)	(243.55)
Balance As at 31st March, 2020	**2,096.94**	**9,256.59**	**(628.55)**	**1,485.20**	**12,210.18**
Balance As on 1st April, 2020	2,096.94	9,256.59	(628.55)	1,485.20	12,210.18
Profit for the year				3.92	3.92
Other Comprehensive Income for the year, net of tax:					
Remeasurement gain/(loss) on Defined Benefit Plans				(7.56)	(7.56)
Total Comprehensive Income for the year				(3.64)	(3.64)
Payment of Dividend				(223.08)	(223.08)
Balance As at 31st March, 2021	**2,096.94**	**9,256.59**	**(628.55)**	**1,258.48**	**11,983.46**

The accompanying notes are an integral part of the Financial Statements.
As per our report of even date attached.

For Singhi & Co.
Chartered Accountants
F.R No. 302049E

For and on behalf of the Board

Aditya singhi
Partner
Membership No. 305161

Rohit Deepak Jalan
Whole Time Director
DIN:06883731

Deepak Jalan
Managing Director
DIN:00758600

N. K. Dujari
Chief Financial Officer
& Company Secretary
FCA 54444/FCS 8745

Place of Signature: Kolkata
Dated: 28th June, 2021

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

Note No. 1. Significant Accounting Policies and Key Estimates and Judgements

1.1 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 ('Act') and other relevant provisions of the Act.

The Company has consistently applied the accounting policies to all periods presented in these Standalone financial statements except in case of new accounting standard or amendment to accounting standard.

The financial statements are authorised for issue by the Board of Directors of the Company at their meeting held on 28th June 2021.

Details of the Company's accounting policies are included in Note 1.4

1.2 Functional and Presentation currency

These financial statements are presented in Indian Rupees (₹), which is also the Company's functional currency. All amounts have been rounded off to the nearest lakhs, unless otherwise indicated.

1.3 Basis of Measurement

The financial statements have been prepared on historical cost convention on the accrual basis, except for the following items:

	Items	Measurement basis
(i)	Certain financial assets and financial liabilities	Fair value
(ii)	Employee's defined benefit plan	As per actuarial valuation
(iv)	Assets held for sale	Lower of its carrying amount and fair value costs to sale

Fair value is the price that would be received on the sale of an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions, regardless of whether that price is directly observable or estimated using another valuation technique. In determining the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

1.4 Summary of Significant Accounting Policies

a. *Current versus Non-Current Classification*

The Company presents assets and liabilities in the balance sheet based on current/non-current classification. An asset is treated as current when it is:

- Expected to be realised or intended to be sold or consumed in Company's normal operating cycle
- Held primarily for the purpose of trading

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when it is:

- expected to be settled in Company's normal operating cycle
- held primarily for the purpose of trading
- due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Company classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

b. *Revenue Recognition*

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services.

Revenue is measured at the fair value of the consideration received / receivable taking into account contractually defined terms of payment and excluding taxes or duties collected on behalf of the Government.

Sale of goods is recognised at the point in time when control of the goods is transferred to the customer. The revenue is measured on the basis of the consideration defined in the contract with a customer, including variable consideration, such as discounts, volume rebates, or other contractual reductions. As the period between the date on which the Company transfers the promised goods to the customer and the date on which the customer pays for these goods is generally one year or less, no financing components are taken into account.

Interest Income

Interest income is recognized on time proportion basis taking into account the amount outstanding and rate applicable.

Insurance Claims

Insurance and other claims are accounted for on the basis claims admitted/expected to be admitted and to the extent that there is no uncertainty in receiving the claims.

c. *Taxes*

Tax expense is the aggregate amount included in determination of profit or loss for the period in respect of current tax & deferred tax.

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

Current Tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities using tax rates and tax laws that are enacted or substantively enacted, at the reporting date.

Current tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred Tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits (MAT Credit Entitlement) and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised. The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

d. Property, Plant and Equipment

Property, Plant and Equipment is stated at cost/deemed cost, net of accumulated depreciation and accumulated impairment losses, if any.

The cost of an asset includes the purchase cost of materials , including import duties and non-refundable taxes, and any directly attributable costs of bringing an asset to the location and condition of its intended use.

Interest and other financial charges on loans borrowed specifically for acquisition of capital assets are capitalized till the start of commercial production. Administrative, general overheads and other indirect expenditure incurred during the project period which are not related to the project nor are incidental thereto, are charged to Statement of Profit and Loss.

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

Depreciation is provided under the straight line method at the rates determined based on useful lives of the respective assets and residual values which is in line with those indicated in Schedule II of The Companies Act, 2013. The estimated useful life of the Property Plant and Equipment is given below:-

Factory Building - 30

Non-factory Building -60

Plant & Equipment- 8-15

Electrical Installation- 10

Furniture & Fixtures - 10

Office Equipment and Vehicle- 5-8

Computers- 3

The cost and related accumulated depreciation are eliminated from the Financial Statements upon derecognition of the asset and the resultant gains or losses are recognized in the Statement of Profit & Loss.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at the end of each financial year end.

e. *Intangible Assets*

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment loss, if any. The Company has intangible assets with finite useful lives.

Intangible assets (Computer Software and Trade mark) are amortised on a Straight Line Basis over a period of five years and three years respectively.

f. *Borrowing Costs*

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the borrowing costs.

g. *Inventories*

i) Inventories (Other than Scrap) are valued at lower of cost and net realisable value, after providing for obsolescence, if any. Cost of inventory comprises of purchase price, cost of conversion and other cost incurred in bringing the Inventories to their respective present location and condition .Additionally, in case of Finished goods and work in progress a proportion of manufacturing overheads based on the normal operating capacity is also added. The cost of Inventories is computed on weighted average basis except for Raw Materials and Components which is computed on Moving Weighted average basis.

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

ii) Scrap are valued at Net Realisable Value.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

h. *Impairment of Non-Financial Assets*

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. Recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or class of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

i. *Employee Benefits*

i) Short-term employee benefits

Short-term employee benefits in respect of salaries and wages, including non-monetary benefits are recognised as an expense at the undiscounted amount in the Statement of Profit and Loss for the year in which the related service is rendered.

ii) Defined Benefit plans

The Company operates a defined benefit gratuity plan in India, comprising of Gratuity fund with Life Insurance Corporation of India. The Company's liability is actuarially determined using the Projected Unit Credit method at the end of the year in accordance with the provision of Ind AS 19 – Employee Benefits. The Company recognizes the net obligation of a defined benefit plan in its balance sheet as an asset or liability. Gains and losses through re-measurements of the net defined benefit liability/(asset) are recognized in other comprehensive income and are not reclassified to profit or loss in subsequent periods. The actual return of the portfolio of plan assets, in excess of the yields computed by applying the discount rate used to measure the defined benefit obligation is recognized in other comprehensive income. The effect of any plan amendments are recognized in the Statement of Profit & Loss.

The Company has a policy on compensated absences which are both accumulating and non-accumulating in nature. The Company's liability is actuarially determined using the Projected Unit Credit method at the end of the year in accordance with the provision of Ind AS 19 - Employee Benefits. The Company recognizes the net obligation of a defined benefit plan in its balance sheet as an asset or liability. Gains and losses through re-measurements of the net defined benefit liability/(asset) are recognized in Statement of Profit & Loss.

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

j. Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(i) Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment.

(ii) Lease Liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

Short-term lease and lease of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of twelve months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of offices, godowns, equipment, etc. that are of low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

k. Foreign Currency Translation

i) Functional and presentation currency

The items included in the financial statements are measured using the currency of the primary economic environment in which the Company operates ("the function currency").

The financial statements are presented in Indian Rupee (INR), which is the Company's functional as well as presentation currency.

ii) Transactions and balances

Transactions in foreign currencies are initially recorded in reporting currency by the Company at spot rate prevailing at the date the transaction first qualifies for recognition.

Monetary assets and liabilities related to foreign currency transactions remaining outstanding at the balance sheet date are translated at the functional currency spot rate of exchange prevailing at the balance sheet date. Any income or expense arising on account of foreign exchange difference either on settlement or on translation is recognised in the Statement of Profit and Loss.

Non-monetary items which are carried at historical cost denominated in a foreign currency are translated using the exchange rate at the date of the initial transaction.

l. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

i) Initial Recognition and Measurement

The Company recognizes financial assets and financial liabilities when it becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are recognized at fair value on initial recognition, except for trade receivables which are initially measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities, that are not at fair value through profit or loss, are added to the fair value on initial recognition. Regular way purchase and sale of financial assets are accounted for at trade date.

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

ii) *Derecognition of financial instruments*

The company derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire or it transfers the financial asset and the transfer qualifies for derecognition under Ind AS 109. A financial liability (or a part of a financial liability) is derecognized from the Company's Balance Sheet when the obligation specified in the contract is discharged or cancelled or expires.

iii) Offsetting of Financial Instruments

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

m. *Cash and Cash Equivalents*

Cash and cash equivalent in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

n. *Cash Flow Statement*

Cash flows are reported using the indirect method, whereby profit/loss before tax is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing flows. The cash flows from operating, investing and financing activities of the Company are segregated.

o. *Dividend to Equity Holders*

The Company recognises a liability to make cash distributions to equity holders of the Company when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity.

p. *Earning Per Share*

Earning per share is calculated by dividing the net profit or loss before OCI for the year attributable to equity shareholders by the weighted average number of equity shares outstanding during the period. For the purpose of calculating diluted earnings per share, the net profit or loss before OCI for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

q. *Provisions and Contingent Liabilities*

Provisions are recognised when the Company has a present obligation(legal or constructive) 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. When the company expects

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

some or all of a provision to be reimbursed, the reimbursement is recognized as a separate asset, but only when the reimbursement is certain. The expense relating to a provision is presented in the statement of profit and loss net of any reimbursement.

Contingent liabilities are disclosed when the Company has a possible obligation or a present obligation and it is probable that an outflow of resources embodying economic benefits will not be required to settle the obligation. The Company does not recognize a contingent liability but discloses its existence in the financial statements.

1.5 Significant Accounting Judgements, Estimates and Assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

a) Defined Benefit Plans

The cost of the employment benefits such as gratuity, leave and provident fund obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

b) Estimated useful life of Property, plant and equipment

PPE represent a significant proportion of the asset base of the Company. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual value of the asset are determined by the management when the asset is acquired and reviewed periodically including at each financial year end. The lives are based on historical experience with similar assets as well as anticipation of future events, which may impact their lives, such as change in technology.

c) Claims, Provisions and Contingent Liabilities:

The Group has ongoing litigations with various regulatory authorities and third parties. Where an outflow of funds is believed to be probable and a reliable estimate of the outcome of the dispute can be made based on management's assessment of specific circumstances of each dispute and relevant external advice, management provides

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

for its best estimate of the liability. Such accruals are by nature complex and can take number of years to resolve and can involve estimation uncertainty.

d). Significant judgments when applying Ind AS 115 - Revenue is recognised upon transfer of control of promised products or services to customers in an amount that reflects the consideration which the Company expects to receive in exchange for those products or services. Revenue is measured based on the transaction price, which is the consideration, adjusted for volume discounts, price concessions and incentives, if any, as specified in the contract with the customer. The Company exercises judgment in determining whether the performance obligation is satisfied at a point in time or over a period of time. The Company considers indicators such as how customer consumes benefits as services are rendered or who controls the asset as it is being created or existence of enforceable right to payment for performance to date and alternate use of such product or service, transfer of significant risks and rewards to the customer, acceptance of delivery by the customer, etc.

1.6 Recent accounting pronouncement

On 24th March, 2021, the Ministry of Corporate Affairs ("MCA") through a notification, amended Schedule III of the Companies Act, 2013. The amendments revise Division I, II and III of Schedule III and are applicable from financial year commencing from 1st April, 2021. Key amendments relating to Division II which relate to companies whose financial statements are required to comply with Companies (Indian Accounting Standards) Rules 2015 are:

Balance Sheet:

- Lease liabilities to be separately disclosed under the head 'financial liabilities', duly distinguished as current or non-current.
- Certain additional disclosures in the statement of changes in equity such as changes in equity share capital due to prior period errors and restated balances at the beginning of the current reporting period.
- Specified format for ageing schedule of trade receivables, trade payables, capital work-in-progress and intangible asset under development.
- If any deviation in utilisation of borrowed fund from banks and financial institutions for the specific purpose, the disclosure to be made.
- Specific disclosure under 'additional regulatory requirement' such as compliance with approved schemes of arrangements, compliance with number of layers of companies, title deeds of immovable property not held in name of company, loans and advances to promoters, directors, key managerial personnel (KMP) and related parties, details of benami property held etc.

Statement of profit and loss:

- Additional disclosures relating to Corporate Social Responsibility (CSR), undisclosed income and crypto or virtual currency specified under the head 'additional information' in the notes forming part of the standalone financial statements.

The amendments are extensive, and the Company will evaluate the same to give effect to them as required by law.

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

Note No. : 2 Property, Plant and Equipment

(₹ in Lakhs)

Particulars	GROSS CARRYING VALUE				ACCUMULATED DEPRECIATION				NET CARRYING VALUE	
	1st April, 2020	Additions / adjustments	Deductions	31st March, 2021	1st April, 2020	For the year	Deductions	31st March, 2021	31st March, 2021	31st March, 2020
Freehold Land	134.31	-	-	134.31	-	-	-	-	134.31	134.31
Buildings	1,943.39	-		1,943.39	167.46	63.12	-	230.57	1,712.81	1,775.94
Plant and Equipment	3,878.68	60.67	-	3,939.35	1,564.32	479.29	-	2,043.60	1,895.74	2,314.36
Furniture and Fixtures	342.48	0.34	-	342.80	156.59	31.63	-	188.22	154.58	185.88
Vehicles	298.29	20.24	6.44	312.10	112.83	30.51	1.14	142.19	169.90	185.47
Office Equipment	83.61	6.54		90.16	51.56	10.74	-	62.31	27.86	32.05
Other Equipment	4,443.60	380.05		4,823.65	1,803.12	560.99	-	2,364.11	2,459.54	2,640.48
Electrical Installation & Equipment	211.79	0.34	0.66	211.47	80.10	19.99	0.03	100.07	111.40	131.69
Computers & Data Processing Units	38.10	6.37	1.30	43.17	22.74	5.01	-	27.75	15.43	15.36
TOTAL	11,374.25	474.55	8.40	11,840.40	3,958.72	1,201.29	1.17	5,158.83	6,681.58	7,415.53

Particulars	GROSS CARRYING VALUE				ACCUMULATED DEPRECIATION				NET CARRYING VALUE	
	1st April, 2019	Additions / adjustments	Deductions	31st March, 2020	1st April, 2019	For the year	Deductions	31st March, 2020	31st March, 2020	31st March, 2019
Freehold Land	134.31	-	-	134.31	-	-	-	-	134.31	134.31
Buildings	1,934.04	9.35		1,943.39	104.46	63.00	-	167.46	1,775.93	1,829.58
Plant and Equipment	3,478.30	401.06	0.68	3,878.68	1,077.56	486.78	0.02	1,564.32	2,314.36	2,400.74
Furniture and Fixtures	337.07	5.41	-	342.48	121.60	34.99	-	156.59	185.89	215.47
Vehicles	283.19	42.88	27.78	298.29	85.20	31.70	4.06	112.83	185.46	197.99
Office Equipment	74.48	9.13		83.61	40.52	11.04	-	51.56	32.05	33.96
Other Equipment	3,765.54	678.06		4,443.60	1,270.25	532.87	-	1,803.12	2,640.48	2,495.29
Electrical Installation & Equipment	207.21	4.58	-	211.79	59.70	20.40	-	80.10	131.69	147.51
Computers & Data Processing Units	32.71	5.39	-	38.10	17.31	5.43	-	22.74	15.36	15.40
TOTAL	10,246.85	1,155.86	28.45	11,374.25	2,776.60	1,186.21	4.08	3,958.72	7,415.53	7,470.24

Note: Property, Plant and Equipment given as security for borrowings (Refer Note No 15 and 18)

NOTES TO FINANCIAL STATEMENTS

as at and for the year ended 31st March, 2021

Note No : 2A Depreciation & Amortisation Expense

(₹ in Lakhs)

	As at 31st March, 2021	As at 31st March, 2020
Depreciation on Property, plant & equipment	1,201.29	1,186.21
Depreciation on Intangible Assets	7.66	7.35
Depreciation of Right of use assets	60.42	60.82
	1,269.36	1,254.38

Note No. : 3 Intangible Assets

(₹ in Lakhs)

Particulars	GROSS CARRYING VALUE				AMORTISATION				NET CARRYING VALUE	
	1st April, 2020	Additions / adjustments	Deductions	31st March, 2021	1st April, 2020	For the year	Deductions	31st March, 2021	31st March, 2021	31st March, 2020
Computer Software	6.14	-	-	6.14	3.41	1.13	-	4.55	1.59	2.73
Trade Mark	19.83	-	-	19.83	7.34	6.53	-	13.87	5.96	12.49
TOTAL	25.97	-	-	25.97	10.75	7.66	-	18.42	7.55	15.22

(₹ in Lakhs)

Particulars	GROSS CARRYING VALUE				AMORTISATION				NET CARRYING VALUE	
	1st April, 2019	Additions / adjustments	Deductions	31st March, 2020	1st April, 2019	For the year	Deductions	31st March, 2020	31st March, 2020	31st March, 2019
Computer Software	3.14	3.00	-	6.14	2.59	0.82	-	3.41	2.73	0.55
Trade Mark	19.83	-	-	19.83	0.81	6.53	-	7.34	12.49	19.02
TOTAL	22.97	3.00	-	25.97	3.40	7.35	-	10.75	15.22	19.57

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 4 Financial Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Financial Assets-Loans		
(Unsecured, considered good)		
Security Deposits	123.56	107.18
Financial Assets-Others		
(Unsecured, considered good)		
Fixed deposits with statutory authorities	0.32	0.57
(Non current portion with original maturity period of more than 12 months)		
Interest accrued but not due on fixed deposits	0.46	0.10
	0.78	0.67

Note No. : 5 Income Tax Assets (Net)

(₹ in Lakhs)

Particulars	As at 31st March, 2021		As at 31st March, 2020	
- Advance income tax	2,651.77		2,796.68	
Less: Provision for taxation	2,498.96		2,699.65	97.03
		152.81		97.03

Note No. : 6 Other Non Current Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
(Unsecured, considered good)		
Capital advances	1,309.65	1,469.78
Other advances		
- Prepaid expenses	0.44	0.60
	1,310.09	1,470.38

Note No. : 7 Inventories *

(₹ in Lakhs)

Particulars	As at 31st March, 2021		As at 31st March, 2020	
(At lower of cost and net realisable value)				
Raw materials		2,996.28		3,316.42
Work-in-progress		18.40		133.01
Finished goods	1,121.14		1,731.86	
Add: Goods in transit	36.76	1,157.90	136.00	1,867.86
Stock-in-trade		2,088.70		2,995.84
* Includes materials lying with other parties		6,261.28		8,313.13

Inventories are hypothecated/pledged against borrowings (refer note 18)

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 8 Trade Receivables

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Trade Receivables considered Goods - Secured	-	-
Trade Receivables considered Goods - Unsecured	3,589.33	4,355.74
Trade Receivables which have significant increase in credit risk	-	-
Trade Receivables - Credit Impaired	27.80	-
	3,617.13	4,355.74
Less: Allowance for Credit impaired (Refer Note below)	27.80	-
	3,589.33	**4,355.74**

Trade Receivables are hypothecated against borrowings (refer note 18)

Note: Details of movement in Allowance for Credit Impaired

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Opening Balance	-	-
Add: Allowance during the year	27.80	-
Less: Reversal of allowance no longer required	-	-
(Bad debts written off against allowances)		
Closing Balance	**27.80**	**-**

Note No. : 9 Cash and cash equivalents

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Balance with banks		
In current accounts	0.22	2.92
Cash on hand	14.16	10.10
	14.38	**13.02**

Note No. : 10 Other bank balances

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Earmarked balances		
- Unpaid dividend accounts	12.74	12.85
	12.74	**12.85**

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 11 Security deposits

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Unsecured, considered good		
Security Deposits	1.96	2.09
	1.96	**2.09**

Note No. : 12 Other Current Assets

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
(Unsecured, considered good)		
- Advances to suppliers and others	218.73	331.34
- Prepaid expenses	27.48	24.73
- Claims receivable	-	411.36
- Taxes and duties refundable	5.14	5.14
- Export Benefit Receivable	271.89	226.60
- Balance with government authorities	949.97	1,294.25
	1,473.21	**2,293.42**

Note No. : 13 Share capital

(₹ in Lakhs)

Particulars	As at 31st March, 2021		As at 31st March, 2020	
	No. of shares	Amount	No. of shares	Amount
Authorised				
Equity shares of ₹10/- each	15,500,000	1,550.00	15,500,000	1,550.00
Issued, subscribed and fully paid up				
Equity shares of ₹10/- each	14,872,291	1,487.23	14,872,291	1,487.23
		1,487.23		**1,487.23**

a. **Reconciliation of number and amount of equity shares outstanding:**

Particulars	As at 31st March,2021		As at 31st March, 2020	
	No. of shares	(₹ in Lakhs)	No. of shares	(₹ in Lakhs)
At the beginning of the year	14,872,291	1,487.23	14,785,960	1,478.60
Less: Shares cancelled	-	-	1,588,475	158.85
Add: Shares Issued	-	-	1,674,806	167.48
At the end of the year	**14,872,291**	**1,487.23**	**14,872,291**	**1,487.23**

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 13 Share capital (Cont.)

b. **Terms & rights attached to equity shares:**

The Company has only one class of equity shares having a par value of ₹10 per share. Each holder of equity shares is entitled to one vote per share. The holders of Equity Shares are entitled to receive dividends as declared from time to time. In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

c. **Shareholders holding more than 5% shares in the Company :**

Name of the Shareholders	As at 31st March,2021		As at 31st March, 2020	
	No. of Shares held	% of Holding	No. of Shares held	% of Holding
Mrs. Shobha Jalan	1,016,106	6.83	2,016,106	13.56
M/s. Mitsubishi Pencil Co. Ltd.	2,000,000	13.45	2,000,000	13.45
Mrs. Sarita Jalan	1,180,190	7.94	1,180,190	7.94
Mr. Rohit Deepak Jalan	406,450	2.73	981,450	6.60
Mr. Suraj Mal Jalan	891,926	6.00	1,639,731	11.03
Mr. Aloke Jalan	738,416	4.97	768,416	5.17

d. **Aggregate number of share issued for consideration other than cash:**

During the previous year 2019-20, 1674806 shares were issued pursuant to scheme of arrange ment.

e. During the previous year, the Board Of Directors had proposed a dividend of ₹1.50 per equity share. This Final Dividend, leading to a cash outflow of ₹223.08 Lakhs, was paid during the current year after the approval of shareholders in the previous Annual General Meeting. However, the Board has not proposed any dividend during the current year.

Note No. : 14 Other Equity

(₹ in Lakhs)

Particulars	As at 31st March, 2021		As at 31st March, 2020	
Securities premium account				
Balance as per last account		2,096.94		2,096.94
General Reserve				
Balance as per last account	9,256.59		8,256.59	
Add: Transfer from Retained Earnings	-	9,256.59	1,000.00	9,256.59
Capital Reserve				
- Arisen on business combination		(628.55)		(628.55)
Retained Earnings				
Balance as per last statement	1,485.20		844.17	
Add: Net profit for the year	3.92		1,924.62	

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 14 Other Equity (Cont.)

(₹ in Lakhs)

Particulars	As at 31st March, 2021		As at 31st March, 2020	
Add: Other Comprehensive Income for the Year	(7.56)		(40.04)	
Less: Dividend	223.08		197.96	
Less: Tax on Dividend	-		45.59	
Less: Transfer to General Reserve	-		1,000.00	
Closing balance		1,258.48		1,485.20
		11,983.46		**12,210.18**

Description of nature and purpose of each reserve :-

a. *Securities Premium*

Securities Premium represents the excess of the amount received over the face value of the shares. This reserve will be utilised in accordance with the provisions of the Companies Act, 2013.

b. *General Reserve*

General Reserve is created from time to time by way of transfer profits from retained earnings for appropriation purposes. General Reserve is created by a transfer from one component of equity to another and is not an item of other Comprehensive income.

c. Capital reserve represents arisen on business combination.

Note No. : 15 Long-term borrowings

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Term loan (Secured)		
- From banks	-	2,197.50
Vehicle loan (Secured)		
- From bank	-	25.52
	-	2,223.02
Less: Current maturities of Long Term Loans disclosed under the head other current financial liabilities	-	343.38
	-	**1,879.64**

a. **Nature of securities :**

i) Term Loan from HDFC Bank - Current Year - Nil (Previous Year ₹2,197.50/- Lakhs) was secured against exclusive charge on the fixed assets (moveable & immovable) of the plant located in Falta, Serakole and Umbergaon, (Gujarat), second charge on current assets of the Company and personal guarantee of some of the directors of the Company.

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 15 Long-term borrowings (Cont.)

b. **Terms of Repayment of Loans:**

Term Loans were fully repaid during the year.

c. **Interest:**

For HDFC Bank: (Term Loan of ₹630 Lakhs):- 1.00% over base rate which presently is 9.25% p.a with monthly reset and (Term Loan of ₹1,567.50 Lakhs): - 8.65% linked with 1 year MCLR with annual reset.

Note No. : 16 Provisions- Non Current

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Provision for employee benefits		
Leave Encashment	112.37	109.76
Gratuity	128.42	106.85
	240.79	216.61

Note No. : 17 Deferred tax liabilities (Net)

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Deferred tax liabilities :		
Depreciation	481.30	601.49
Less : Deferred tax asset :		
Expenses allowable for tax purpose when paid	89.19	56.98
Deferred tax liabilities (Net)	392.11	544.51

- Deferred tax assets and deferred tax liabilities have been offset as they relate to the same governing taxation laws.

- For Movement in Deferred Tax (Assets) /Liabilities: (Refer Note no. 38)

Note No. : 18 Short-term borrowings

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Loan Repayable On Demand		
- From banks (Secured)	811.87	2,351.67
	811.87	2,351.67

Loan from Banks are secured by first charge on current assets and second charge on moveable fixed assets of the Company and also guaranteed by Managing Director and Whole Time Director. Loan repayable on demand carries interest@ 8.50% to 9.65 % (31st March, 2020 9.25% to 9.90%)

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 19 Trade payables

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Total outstanding dues of micro enterprises and small enterprises (Refer note no. 33)	289.67	242.71
Total outstanding dues of creditors other than micro enterprises and small enterprises	3,558.65	3,946.91
	3,848.32	4,189.62

Trade Payables are non - interest bearing and are normally settled in 0 to 45 days.

Note No. : 20 Other Financial Liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Current maturities of long-term loans	-	343.38
Unpaid dividends *	12.74	12.85
Trade deposits	223.27	224.21
Unpaid salaries and other payroll dues	303.34	370.39
	539.35	950.83

* There are no amount due and outstanding as at Balance Sheet date to be credited to the Investor Education and Protection Fund

Note No. : 21 Other current liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Advance from customers	238.77	145.16
Advance against sale of Fixed Assets	0.25	0.25
Statutory liabilities	384.62	384.20
	623.64	529.61

Note No. : 22 Provisions-Current

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Provision for employee benefits - Leave Encashment	9.50	9.79
	9.50	9.79

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 23 Revenue From operations

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021		Year Ended 31st March, 2020	
Sale of goods				
Pens	20,802.73		33,937.10	
Refills	878.35		1,274.50	
Others	3,875.19		4,799.93	
	25,556.27		40,011.53	
Less: Discounts,Rebates, Incentives etc.	198.88		801.15	
		25,357.39		39,210.38
Other operating revenues				
- Scrap sales	33.91		35.80	
- Export Incentive	274.83		452.53	
		308.74		488.33
Revenue from operations		25,666.13		39,698.71

Ind AS 115 Disclosure -

Revenue from Operations

(₹ in Lakhs)

Particulars	Year Ended March 31, 2021	Year Ended March 31, 2020
Sale of Products	25,357.39	39,210.38
Other Operating Revenues	308.74	488.33
	25,666.13	39,698.71

A *Nature of goods and services*

The Company is primarily engaged in the manufacturing of Writing instruments and stationeries and generates revenue from the sale of Pen and Refill and the same is only the reportable segment of the Company.

B *Disaggregation of revenue*

In the following table, revenue is disaggregated by primary geographical market, major products lines and timing of revenue recognition.

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021	Year Ended 31st March, 2020
i) Primary Geographical Markets (sales)		
Within India	20,697.55	32,163.71
Outside India	4,858.72	7,847.82
Total	25,556.27	40,011.53

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 23 Revenue From operations (Cont.)

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021	Year Ended 31st March, 2020
ii) Major Products		
Pen	20,802.73	33,937.10
Refill	878.35	1,274.50
Others	3,875.19	4,799.93
Total	25,556.27	40,011.53
iii) Timing of Revenue		
At a point in time	25,556.27	40,011.53
Over time	-	-
Total	25,556.27	40,011.53
iv) Contract Duration		
Long Term	-	-
Short Term	25,556.27	40,011.53
Total	25,556.27	40,011.53

C. *Other Information*

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021	Year Ended 31st March, 2020
a. Transaction price allocated to the remaining performance obligations	Nil	Nil
b. The amount of revenue recognised in the current year that was included in the opening contract liability balance	Nil	Nil
c. The amount of revenue recognised in the current year from performance obligations satisfied fully or partially in previous years	Nil	Nil
d. Performance obligations- The Company satisfy the performance obligation on shipment/ delivery.	Nil	Nil
e. Significant payment terms		
Financing Component	Nil	Nil

D. *Contract Balances*

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021	Year Ended 31st March, 2020
i) Contract Assets	Nil	Nil
ii) Contract Liabilities	238.77	145.16
iii) Trade Receivables	3,589.33	4,355.74

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 24 Other incomes

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021	Year Ended 31st March, 2020
Interest income		
- Fixed deposits with banks	0.03	0.05
- Income tax refund	16.12	-
- Others	2.04	3.69
Other non operating income		
- Net gain/(loss) on sale/discard of property, plant & equipment	-	0.54
- Miscellaneous Income	8.85	0.01
- Gain on exchange fluctuation (net)	118.60	296.79
	145.64	301.08

Note No. : 25 Cost of materials consumed

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021	Year Ended 31st March, 2020
Plastic powder	2,601.13	3,641.28
Ink	717.33	1,210.47
Tips	1,005.31	1,742.98
Others	3,391.85	7,296.76
	7,715.62	13,891.49

Note No. : 26 Purchase of stock in trade

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021	Year Ended 31st March, 2020
Pens	6,106.83	9,678.36
Refills	119.77	315.38
Others	1,598.45	1,960.81
	7,825.04	11,954.55

Note No. : 27 Change in inventories of Finished goods, Work-in-Progress and Stock-in-Trade

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021		Year Ended 31st March, 2020	
Finished goods				
Opening stock	1867.86		1,512.49	
Less: Closing stock	1157.90	709.96	1,867.86	(355.36)
Work-in-Progress				
Opening stock	133.01		123.22	
Less: Closing stock	18.40	114.61	133.01	(9.79)
Stock-in-Trade				
Opening stock	2,995.84		2,372.93	
Less: Closing stock	2,088.70	907.14	2,995.84	(622.90)
		1,731.71		(988.05)

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 28 Employee benefits expense

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021	Year Ended 31st March, 2020
Salaries and wages	2,544.68	3,252.88
Contribution to provident and other funds	186.65	256.85
Staff welfare expenses	46.05	67.76
	2,777.38	3,577.49

Note No. : 29 Finance costs

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021		Year Ended 31st March, 2020	
Interest				
- On borrowings	243.63		491.40	
- On others	15.84		34.55	
- On Lease liabilities	12.86	272.33	17.40	543.35
Other borrowing costs		1.95		2.98
		274.28		546.33

Note No. : 30 Other expenses

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021		Year Ended 31st March, 2020	
Consumption of stores and spares		30.61		70.92
Power and fuel		285.35		472.02
Processing charges		1,291.12		2,738.53
Rent		159.03		160.94
Repairs				
Building		5.36		8.50
Machinery		9.59		21.64
Others		43.69		54.51
Insurance		96.07		105.90
Rates and taxes		7.17		7.09
Payment to auditor				
- For statutory audit	6.50		6.50	
- For other services (limited review, certification etc.)	7.00	13.50	5.35	11.85
Directors sitting fees & Commission		7.77		17.35
Travelling & conveyance		291.10		541.81
Postage,telegram & telephone		35.66		77.61
Freight & transportation		418.44		734.87
Advertisement expenses		413.77		1,242.29

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 30 Other expenses (Cont.)

(₹ in Lakhs)

Particulars	Year Ended 31st March, 2021	Year Ended 31st March, 2020
Commission on Sales	49.85	45.42
Other selling expenses	743.82	436.24
Loss on sale of Property Plant & Equipment	2.91	-
Corporate social responsibility expense (Note No. 34)	31.30	34.97
Provision for Expected Credit Loss	27.80	-
Miscellaneous expenses	635.43	655.19
	4,599.34	7,437.65

Note No. : 31 Gratuity and Other Post Employment Benefit Plans

a) Defined Contribution Plan :

Employee benefits in the form of Provident Fund and Employee State Insurance Scheme are considered as defined contribution plan and the contributions are made in accordance with the relevant statute and are recognized as an expense when employees have rendered service entitling them to the contributions. The contribution to defined contribution plan, recognized as expense for the year is as under:

Defined Contribution Plan	Amount (₹ in Lakhs)	
	2020-21	2019-20
Employers' Contribution to Provident Fund	118.84	132.09
Employers' Contribution to Employee State Insurance Scheme	27.33	28.53
Total	146.17	160.62

b) Defined Benefit Plan :

The Company has a defined benefit gratuity plan. Every employee who has completed five years or more of service is entitled to Gratuity on terms not less favorable than the provisions of The Payment of Gratuity Act, 1972. The scheme is funded with an insurance company.

The following tables summarise the components of net benefit expense recognised in the statement of profit and loss and the funded status and amounts recognised in the balance sheet for the Post - retirement benefit plans.

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 31 Gratuity and Other Post Employment Benefit Plans (Cont.)

(₹ in Lakhs)

		2020-21 Gratuity (Funded)	2019-20 Gratuity (Funded)
I.	**Expenses Recognised in the Statement of Profit & Loss**		
1	Current Service Cost	42.35	31.34
2	Past Service Cost	-	-
3	Interest Cost	6.02	3.82
4	Settlement Cost	-	-
5	Re-measurement -Due to Financial Assumptions	-	-
6	Re-measurement - Due to Experience Adjustments	-	-
	Components of defined benefit cost recognised in P/L	**48.37**	**35.16**
7	Re-measurement - Due to Financial Assumptions	-	14.82
8	Re-measurement - Due to Experience Adjustments	10.65	35.02
9	Expected Return on Plan Asset	(0.55)	3.67
	Components of defined benefit cost recognised in OCI	**10.10**	**53.51**
	Total Expense	58.47	88.67
II.	**Change in Obligation during the year**		
1	Present Value of Defined Benefit Obligation at the Beginning of the year	**368.82**	**282.94**
2	Interest Cost	24.49	20.89
3	Current Service Cost	42.35	31.34
4	Settlement Cost	-	-
5	Acquisition Cost/(Credit)	-	-
6	Plan Amendments Cost/(Credit)	-	-
7	Benefits Paid	(17.48)	(16.19)
8	Re-measurement - Due to Financial Assumptions	-	14.82
9	Re-measurement - Due to Experience Adjustments	10.65	35.02
10	Present Value of Defined Benefit Obligation at the End of the year	**428.83**	**368.82**
III.	**Change in the Fair Value of Plan Assets during the year**		
1	Plan Assets at the Beginning of the year	**261.97**	**232.76**
2	Interest Income	18.47	17.07
3	Contribution by Employer	36.89	32.00
4	Re-measurement - Return on Assets (Excluding Interest Income)	0.55	(3.67)
5	Benefits Paid	(17.48)	(16.19)
6	Plan Assets at the end of the year	**300.41**	**261.97**

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 31 Gratuity and Other Post Employment Benefit Plans (Cont.)

(₹ in Lakhs)

		2020-21 Gratuity (Funded)	2019-20 Gratuity (Funded)
IV.	**Net Asset/(Liability) recognised in the Balance Sheet**		
1	Present value of Defined Benefit Obligation	(428.83)	(368.82)
2	Fair Value of Plan Assets	300.41	261.97
3	Funded Status (Surplus/(deficit)	(128.42)	(106.85)
4	Net Asset/(Liability) recognized in Balance Sheet	(128.42)	(106.85)
V.	**Actuarial Assumptions**		
1	Discount Rate (per annum)	6.80%	6.80%
2	Expected rate of return on Plan Assets	6.80%	6.80%
3	Salary Increase	5.50%	5.50%
4	Retirement/Superannuation Age	58	58
5	Mortality Rate	Indian Assured Lives Mortality (2006 - 08)	Indian Assured Lives Mortality (2006 - 08)

VI. Basis used to determine the Expected Rate of Return on Plan Assets:

The basis used to determine overall expected rate of return on plan assets is based on the current portfolio of assets, investment strategy and market scenario. In order to protect the capital and optimize returns within acceptable risk parameters, the plan assets are well diversified.

VII. Basis of estimates of rate of escalation in salary

The estimates of rate of escalation in salary considered in actuarial valuation, take into account inflation, seniority, promotion and other relevant factors including supply and demand in the employment market. The above information is certified by LIC.

VIII. Major category of plan assets as a % of the total plan assets as at the year end for Gratuity:

	2021	2020
Others (including assets under Schemes of Insurance)	100%	100%

IX. A quantitative sensitivity analysis for significant assumption is as shown below:

Assumptions	31st March, 2021		31st March, 2020	
	Discount Rate		Discount Rate	
Sensitivity level	1% Increase	1% Decrease	1% Increase	1% Decrease
	(₹ in Lakhs)	(₹ in Lakhs)	(₹ in Lakhs)	(₹ in Lakhs)
Impact on Gratuity	(42.15)	49.55	(38.43)	45.32

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 31 Gratuity and Other Post Employment Benefit Plans (Cont.)

Assumptions	31st March, 2021		31st March, 2020	
	Future Salary Increase		Future Salary Increase	
Sensitivity level	1% Increase	1% Decrease	1% Increase	1% Decrease
	(₹ in Lakhs)	(₹ in Lakhs)	(₹ in Lakhs)	(₹ in Lakhs)
Impact on Gratuity	47.93	(41.50)	43.72	(34.72)

Sensitivities due to mortality and withdrawals rate are not material and hence impact of changes is not calculated.

Sensitivity analysis above have been determine based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

X. Risk Exposure

i) Interest Rate Risk: The defined benefit obligation calculated uses a discount rate based on government bonds. If bond yields fall, the defined benefit obligation will tend to increase.

ii) Salary Inflation Risk : Higher than expected increase in salary will increase the defined benefit obligation.

iii) Demographic Risk: This is the risk of variability of results due to unsystematic nature of decrements that include mortality, withdrawal, disability and retirement. The effect of these decrements on the defined benefit obligation is not straight forward and depends upon the combination of salary increase, discount rate and vesting criteria. It is important not to overstate withdrawals because in the financial analysis the retirement benefit of a short career employee typically costs less per year as compared to long service empolyee.

XI. Maturity Profile of Expected Benefit Payments:

(₹ in Lakhs)

		As at 31st March, 2021	As at 31st March, 2020
1	Year 1	37.51	17.33
2	Year 2	12.00	29.14
3	Year 3	14.91	12.17
4	Year 4	17.82	17.86
5	Year 5	37.10	18.77
6	Next 5 Years	278.40	260.96

XII. Other Disclosures

1 The Gratuity and Provident Fund Expenses have been recognized under "Contribution to provident and other funds" under Note no. 28.

2 Expected employers' contribution for next year is not available and therefore, not disclosed.

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 32 Commitments and Contingencies

(₹ in Lakhs)

	Particulars	31st March, 2021	31st March, 2020
a)	Capital and Other Commitments:		
i)	Estimated amount of Contracts remaining to be executed on Capital Account and not provided for	1,549.89	1,991.76
ii)	Advance paid against above	1,309.65	1,469.78
b)	Contingent Liabilities:		
(i)	Demand/Claims by various Government Authoroties and others not acknowledged as debts:		
	Vat/ Sales Tax	71.83	71.83
	Entry Tax	172.00	172.00

The amounts shown in (b) above represent the best possible estimates arrived at on the basis of available information. The uncertainties and timing of the cash flows are dependent on the outcome of the different legal processes which have been invoked by the Company or the claimants as the case may be and therefore cannot be estimated accurately.

In the opinion of the management, no provision is considered necessary for the disputes mentioned above on the grounds that there are fair chances of successful outcome of appeals.

The Company does not expect any reimbursements in respect of the above contingent liabilities.

(ii) There has been a Supreme Court Judgement dated 28th February 2019, relating to components of salary structure that need to be taken into account while computing the contribution to Provident Fund under the Employees Provident Fund and Miscellances Provision Act, 1952. There are interpretative aspects related to the judgement, including the effective date of application. The company will continue to assess any further developments in this matter for the implication on financial statements, if any.

Note No. : 33 Based on the information/documents available with the Company, information as per the requirement of section 22 of the Micro, Small and Medium Enterprises Development Act, 2006 are as follows:

(₹ in Lakhs)

Sl. No.	Description	2020-21	2019-20
i)	The principal amount remaining unpaid to suppliers as at the end of accounting year *	289.67	242.71
ii)	The interest due thereon remaining unpaid to suppliers as at the end of accounting year	Nil	Nil
iii)	The amount of interest paid in terms of section 16, along with the amount of payment made to the suppliers beyond the appointed day during the year	Nil	Nil

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 33 Based on the information/documents available with the Company, information as per the requirement of section 22 of the Micro, Small and Medium Enterprises Development Act, 2006 are as follows: (Cont.)

(₹ in Lakhs)

Sl. No.	Description	2020-21	2019-20
iv)	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 this Act	Nil	Nil
v)	The amount of interest accrued during the year and remaining unpaid at the end of the accounting year	Nil	Nil
vi)	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	Nil	Nil

*Shown as line item "Total outstanding dues of Micro and Small Enterprises" under Note No. 19

Note No. : 34 Expenditure on Corporate Social Responsibilities (CSR) Activities

	2020-21	2019-20
Amount required to be spent by the Company during the year.	31.21 Lakhs	31.86 Lakhs

The various heads under which the CSR expenditure was incurred during the year is detailed as follows:

(₹ in Lakhs)

Sl. No.	Relevant clause of Schedule VII to the Companies Act, 2013	Description of CSR Activities	2020-21	2019-20
a)	Clause (i)	Eradicating Hunger, Promoting healthcare including Preventive healthcare	-	9.00
b)	Clause (ii)	Promoting education, including special education and employment enhancing vocational training and livelihood enhancement projects socially and economically backward groups	31.30	25.25
c)	Clause (vii)	Promoting rural sports & nationally recognised sports	-	0.72
			31.30	34.97

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 35 Related Party Disclosure:

I) Names and description of relationship of related parties:

Related Party	Relationship
Key Managerial Personnel (KMP)	
Mr. Deepak Jalan	Managing Director (MD)
Mr. Rohit Deepak Jalan	Whole Time Director (WTD) (w.e.f. 28.05.2019)
Mr. Naresh Pachisia	Independent / Non-Executive Director
Mr. Anil Kochar	Independent / Non-Executive Director
Ms. Supriya Newar	Independent / Non-Executive Director
Mr. Sanjay Agarwal	Independent / Non-Executive Director
Mr. Aloke Jalan	Whole Time Director (WTD)
Mr. N.K.Dujari	Chief Financial Officer & Company Secretary
Enterprises in which KMP and their relatives have control/substantial interest :	
Linc Retail Ltd.	Substantial interest of the relative of MD and WTD
Relatives of KMP :	
Deepak Jalan (HUF)	Mr. Deepak Jalan is Karta of HUF
Mr. S.M. Jalan	Father of Mr. Deepak Jalan
Mrs. Divya Jalan	Daughter of Mr. Deepak Jalan
Mr. Rohit Deepak Jalan	Son of Mr. Deepak Jalan
Mrs. Ekta Jalan	Wife of Mr. Rohit Deepak Jalan
Aloke Jalan (HUF)	Mr. Aloke Jalan is Karta of HUF
Mrs. Shobha Jalan	Wife of Mr. Aloke Jalan
Mr. Aakash Aloke Jalan	Son of Mr. Aloke Jalan
Mr. Utkarsh Aloke Jalan	Son of Mr. Aloke Jalan
Mr. S.M. Jalan	Father of Mr. Aloke Jalan

II) Details of transactions with Related Parties: (₹ in Lakhs)

Description	Key Managerial Personnel (KMP)	Enterprises in which KMP and their relatives have substantial interest	Relatives of KMP (R)	Total
Purchase of Goods				
Linc Retail Ltd.	-	3.90	-	3.90
	(-)	(3.48)	(-)	(3.48)
Sale of Goods				
Linc Retail Ltd.	-	44.54	-	44.54
	(-)	(137.05)	(-)	(137.05)

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 35 Related Party Disclosure: (Cont.)

(₹ in Lakhs)

Description	Key Managerial Personnel (KMP)	Enterprises in which KMP and their relatives have substantial interest	Relatives of KMP (R)	Total
Receiving of Services (Remuneration)				
Mr. Deepak Jalan	61.57	-	-	61.57
	(124.80)	(-)	(-)	(124.80)
Mr. Aloke Jalan	49.81	-	-	49.81
	(92.64)	(-)	(-)	(92.64)
Mr. Rohit Deepak Jalan	26.29	-	-	26.29
	(32.82)	(-)	(-)	(32.82)
Mr. N. K. Dujari	13.54	-	-	13.54
	(17.13)	(-)	(-)	(17.13)

Director's sitting fees / commission

	Year ended	Director's sitting fees	Director's commission	Amount owed to related parties
Mr. Naresh Pachisia	31st March, 2021	2.46	-	-
	31st March, 2020	(1.74)	(3.00)	(3.00)
Mr. Anil Kochar	31st March, 2021	2.46	-	-
	31st March, 2020	(1.71)	(3.00)	(3.00)
Ms. Supriya Newar	31st March, 2021	1.50	-	-
	31st March, 2020	(1.00)	(3.00)	(3.00)
Mr. Sanjay Agarwal	31st March, 2021	1.35	-	-
	31st March, 2020	(0.90)	(3.00)	(3.00)
Receiving of Services (Remunaration)				
Mrs. Ekta Jalan	-	-	11.20	11.20
	(-)	(-)	(13.41)	(13.41)
Mrs. Divya Jalan	-	-	10.08	10.08
	(-)	(-)	(3.95)	(3.95)
Mr. Aakash Aloke Jalan	-	-	2.88	2.88
	(-)	(-)	(0.57)	(0.57)
Mr. Utkarsh Aloke Jalan	-	-	2.73	2.73
	(-)	(-)	(2.66)	(2.66)

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 35 Related Party Disclosure: (Cont.)

(₹ in Lakhs)

Receiving of Services (Rent)				
Mrs. Shobha Jalan	-	-	9.80	9.80
	(-)	(-)	(9.21)	(9.21)
Mr. Aakash Aloke Jalan	-	-	9.37	9.37
	(-)	(-)	(9.21)	(9.21)
Mr. Utkarsh Aloke Jalan	-	-	10.27	10.27
	(-)	(-)	(9.78)	(9.78)
Aloke Jalan (HUF)	-	-	10.27	10.27
	(-)	(-)	(9.78)	(9.78)
Dividend Paid to Shareholders				
Mr. Deepak Jalan	4.54	-	-	4.54
	(4.91)	(-)	(-)	(4.91)
Deepak Jalan (HUF)	-	7.33	-	7.33
	(-)	(7.92)	(-)	(7.92)
Mr. Aloke Jalan	10.25	-	-	10.25
	(11.53)	(-)	(-)	(11.53)
Aloke Jalan (HUF)	-	0.29	-	0.29
	(-)	(0.31)	(-)	(0.31)
Mrs. Sarita Jalan	-	-	16.38	16.38
	(-)	(-)	(18.36)	(18.36)
Mr. S. M. Jalan	-	-	22.75	22.75
	(-)	(-)	(15.46)	(15.46)
S. M. Jalan (HUF)	-	2.30	-	2.30
	(-)	(0.77)	(-)	(0.77)
Mrs. Shobha Jalan	-	-	27.97	27.97
	(-)	(-)	(30.06)	(30.06)
Others	-	-	31.77	31.77
	(-)	(-)	(18.81)	(18.81)
Balance Outstanding				
a) Accounts Receivable				
Linc Retail Ltd.	-	163.21	-	163.21
	(-)	(175.85)	(-)	(175.85)
b) Amount outstanding against Guarantees given for Loans taken by the Company				
Mr. Deepak Jalan	811.87	-	-	811.87
	(4549.17)	(-)	(-)	(4549.17)
Mr. Aloke Jalan	811.87	-	-	811.87
	(4549.17)	(-)	(-)	(4549.17)

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 35 Related Party Disclosure: (Cont.)

III) No amount has been written back / written off during the year in respect of due to / from related parties.

IV) The amount due from related parties are good and hence no provision for doubtful debts in respect of dues from such related parties is required.

V) The transactions with related parties have been entered at an amount, which are not materially different from that on normal commercial terms.

Note No. : 36 Fair Value Measurement of Financial Assets & Liabilities

(₹ in Lakhs)

Particulars	CARRYING AMOUNT	
	As at 31st March, 2021	As at 31st March, 2020
Non Current Financial Assets	124.34	107.85
Current Financial Assets		
i) Trade Receivables	3,589.33	4,355.74
ii) Cash & Cash Equivalents	14.38	13.02
iii) Other Bank Balances	12.74	12.85
iv) Others	1.96	2.09
Total Financial Assets	**3,742.75**	**4,491.55**
Non-Current Financial Liabilities		
Borrowings	-	1,879.64
Current Financial Liabilities		
i) Borrowings	811.87	2,351.67
ii) Trade Payables	3,848.32	4,189.62
iii) Other current financial liabilities	539.35	950.83
Total Financial Liabilities	**5,199.54**	**9,371.76**

The carrying amount of financial assets and financial liabilities measured at amortised cost in the financial statements are a reasonable approximation of their fair values since the Company does not anticipate that the carrying amounts would be significantly different from the values that would eventually be received or settled.

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 37 Income Tax

(₹ in Lakhs)

Particulars	31st March, 2021	31st March, 2020
Current income tax	-	562.00
Deferred Tax:		
Relating to organisation and reversal of temparory differences	(149.87)	(160.67)
Income Tax of Earlier Year	(235.01)	-
Income tax expense reported in the statement of profit or loss	**(384.88)**	**401.33**
OCI Section		
Deferred Tax related to items recognised in OCI during the year		
Net loss/ (gain) on remeasurement of defined benefit plans	2.54	13.47
Income tax charged to OCI	**2.54**	**13.47**

Reconciliation of tax expense and the accounting profit multiplied by India's domestic tax rate for 31st March, 2021 and 31st March, 2020:

(₹ in Lakhs)

Particulars	31st March, 2021	31st March, 2020
Accounting profit before income tax	(380.96)	2,325.95
At India's statutory income tax rate of 25.17% (31st March, 2020: 25.17%)	(95.88)	585.45
Tax effect of Non deductible expenses	7.88	8.80
Permanent difference	0.14	0.14
Income Tax for earlier years	(235.01)	-
Others (Including remeasurement impact due to change in rates)	(62.00)	(193.06)
Income tax expense reported in the statement of profit and loss	**(384.88)**	**401.33**

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 38 Movement in Deferred Tax (Assets) / Liabilities

(₹ in Lakhs)

Particulars	As at 31st March, 2020	Recognised in profit or loss	Recognised in other comprehensive income	As at 31st March, 2021
Deferred tax liabilities				
Property, plant and equipments including intangible assets	601.49	(120.19)	-	481.30
	601.49	**(120.19)**	**-**	**481.30**
Deferred tax assets				
Business Loss	-	26.20		26.20
Provisions - employee benefits and Security Deposit	56.98	3.47	2.54	62.99
	56.98	**29.67**	**2.54**	**89.19**
	56.98	**29.67**	**2.54**	**89.19**
Net deferred tax liabilities / (assets)	**544.51**	**(149.87)**	**(2.54)**	**392.11**

(₹ in Lakhs)

Particulars	As at 31st March, 2019	Recognised in profit or loss	Recognised in other comprehensive income	As at 31st March, 2020
Deferred tax liabilities				
Property, plant and equipments including intangible assets	767.41	(165.92)	-	601.49
	767.41	**(165.92)**	**-**	**601.49**
Deferred tax assets				
Amalgamation/ Merger Expenses	1.25	(1.25)	-	-
Provisions - employee benefits and Security Deposit	47.51	(4.00)	13.47	56.98
	48.76	**(5.25)**	**13.47**	**56.98**
	48.76	**(5.25)**	**13.47**	**56.98**
Net deferred tax liabilities / (assets)	**718.65**	**(160.67)**	**(13.47)**	**544.51**

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 39 Financial Risk Management Objectives and Policies

The Company's financial liabilities comprise long term borrowings, short term borrowings, capital creditors, trade and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's financial assets include trade and other receivables, cash and cash equivalents and deposits.

The Company is exposed to market risk and credit risk. The Company has a Risk management policy and its management is supported by a Risk management committee that advises on risks and the appropriate risk governance framework for the Company. The audit committee provides assurance to the Company's management that the Company's risk activities are governed by appropriate policies and procedures and that risks are identified, measured and managed in accordance with the Company's policies and risk objectives. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below.

(i) Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises two types of risk: currency risk and other price risk, such as commodity price risk and equity price risk. Financial instruments affected by market risk include trade payables, trade receivables, etc.

a. *Foreign Currency Risk*

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Company's operating activities. The Company has a treasury department which monitors the foreign exchange fluctuations on the continuous basis and advises the management of any material adverse effect on the Company.

Unhedged Foreign Currency Exposure

The Company's exposure to foreign currency in USD at the end of the reporting period expressed in INR is as follows :

(₹ in Lakhs)

Particulars	31st March, 2021	31st March, 2020
Financial Assets		
Trade Receivables	1,547.55	2,068.83
Financial Liabilities		
Trade Payables	496.87	1,014.05
Net Exposure	**1,050.69**	**1,054.78**

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 39 Financial Risk Management Objectives and Policies (Cont.)

Foreign Currency Sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in foreign currency exchange rates, with all other variables held constant. The impact on the Company profit before tax is due to changes in the fair value of assets and liabilities.

(₹ in Lakhs)

Change in foreign Currency Rates	Effect on profit before tax		Effect on Equity, net of tax	
	31st March, 2021	31st March, 2020	31st March, 2021	31st March, 2020
+5%	52.53	52.74	39.31	39.46
-5%	(52.53)	(52.74)	(39.31)	(39.46)

b. *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.

Interest Rate Sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings affected. With all other variables held constant, the Company profit before tax is affected through the impact on floating rate borrowings, as follows:

(₹ in Lakhs)

	Increase/ decrease in basis points	Effect on profit before tax	Effect on Equity, net of tax
31st March, 2021	+50	(13.40)	(10.03)
	-50	13.40	10.03
31st March, 2020	+50	(27.75)	(20.77)
	-50	27.75	20.77

(ii) Credit Risks

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables).

Trade Receivables

Customer credit risk is managed by the Company's established policy, procedures and control relating to customer credit risk management. Outstanding customer receivables are regularly monitored and reconciled. Based on historical trend, industry practice and the business environment in which the company operates, an impairment analysis is performed at each reporting date for trade receivables. Based on above, the company has made provision for doubtful debts of ₹27.80 Lakhs for the current financial year (Previous Year ₹ Nil).

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 39 Financial Risk Management Objectives and Policies (Cont.)

Other Financial Assets

Credit Risk on cash and cash equivalent, deposits with the banks/financial institutions is generally low as the said deposits have been made with the banks/financial institutions who have been assigned high credit rating by international and domestic rating agencies.

(iii) Liquidity Risk

The Company's objective is to maintain optimum levels of liquidity to meet its cash and collateral requirements at all times. The Company relies on a mix of borrowings and excess operating cash flows to meet its needs for funds. The current committed lines of credit are sufficient to meet its short to medium/ long term expansion needs. The Company monitors rolling forecasts of its liquidity requirements to ensure it has sufficient cash to meet operational needs.

The table below summarises the maturity profile of the Company financial liabilities based on contractual undiscounted payments.

(₹ in Lakhs)

Particulars	Less than 1 Year	1-2 Years	2-3 Years	3-5 Years	> 5 years	Total
Year ended 31st March, 2021						
Borrowings	811.87	-	-	-	-	811.87
Other financial liabilities	539.35	-	-	-	-	539.35
Trade payables	3,848.32	-	-	-	-	3,848.32
	5,199.54	-	-	-	-	5,199.54
Year ended 31st March, 2020						
Borrowings	2,351.67	343.38	702.14	1,177.50	-	4,574.69
Other financial liabilities	950.83	-	-	-	-	950.83
Trade payables	4,189.62	-	-	-	-	4,189.62
	7,492.12	343.38	702.14	1,177.50	-	9,715.14

Note No. : 40 Segment reporting

There is only one primary business segment i.e. "Writing Instrument and Stationary" and hence no separate segment information is disclosed in this financial.

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 40 Segment reporting (Cont.)

Geographical segments

The Company primarily operates in India and therefore analysis of geographical segment is demonstrated into Indian and overseas operation as under:

(₹ in Lakhs)

Particulars	For the year ended 31st March, 2021			For the year ended 31st March, 2020		
	India	Overseas	Total	India	Overseas	Total
Revenue from operations	20,807.41	4,858.72	25,666.13	31,850.89	7,847.82	39,698.71
Carrying Amount						
Segment assets	18,498.23	1,547.55	20,045.78	22,466.57	2,068.83	24,535.40
Segment Liabilities	6,078.22	496.87	6,575.09	9,823.94	1,014.05	10,837.99
Additions						
Tangible assets	474.55	-	474.55	1,155.86	-	1,155.86
Intangibles Assets	-	-	-	3.00	-	3.00

Note:

i) No Single customer contributed 10% or more of the total revenue of the company for the year ended 31st March 2021 and 31st March 2020.

ii) The company had common Property, Plant & Equipment for producing goods for India & Overseas market. Hence, no separate figure for Property, Plant & Equipment/additions to Property, Plant & Equipment/depreciation & amortization on Property, Plant & Equipment has been furnished.

Note No. : 41 Earnings Per Share:

(₹ in Lakhs)

	2020-21	2019-20
The numerator and denominator used to calculate Basic/ Diluted Earnings Per Share		
a) Amount used as the numerator Profit after tax (₹ in Lakhs)	3.92	1924.62
b) Basic / Diluted weighted average number of Equity Shares used as the denominator (Nos. in Lakhs)	148.73	148.73
c) Nominal value of Equity Shares (₹)	10	10
d) Basic / Diluted Earnings Per Share (a/b) (₹)	0.03	12.94

Note No. : 42 Lease

As Lessee

The Company has lease contracts for various items of buildings (including godowns) used in its operations. The Company's obligations under its lease are secured by lessor's title to the leased assets.

The Company also has certain leases of godowns with lease term of twelve months or less with low value. The Company applies the 'short-term lease' and ' lease of low-value assets' recognition exemptions for these leases.

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 42 Lease (Cont.)

The carrying amount of right-of-use assets (Buildings) are disclosed in the Balance sheet.

The carrying amount of lease liabilities and its movement during the year are as under:

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Balance at the beginning of the year	165.71	-
Recognised on account of adoption of Ind AS 116 as at 1st April, 2019	-	215.67
Additions during the year	-	-
Payment of lease liabilities for the year	(56.19)	(49.96)
Balance at the end of the year	**109.51**	**165.71**
Non-current	40.46	95.54
Current	69.05	70.17
	109.51	**165.71**

The maturity analysis of lease liabilities on an undiscounted basis are as under:

(₹ in Lakhs)

Particulars	As at 31st March, 2021	As at 31st March, 2020
Less than one year	71.83	70.17
One to two years	45.45	71.83
Two to five years	-	45.45
More than five years	-	-
Total	117.28	187.45

Lease liabilities is being measured by discounting the lease payments using the incremental borrowing rate i.e. 9% p.a.

The followings are the amounts recognised during the year in profit or loss:

(₹ in Lakhs)

Particulars	Year ended 31st March, 2021	Year ended 31st March, 2020
Interest on lease liabilities (Note 29)	12.86	17.40
Depreciation on right-of-use assets (Note 2A)	60.42	60.82
Expenses relating to short-term and low-value leases (Note 30)	159.03	160.94
Total	232.31	239.16

There is no significant liquidity risk with regard to its lease liabilities as the current assets are sufficient to meet the obligations related to lease liabilities as and when due.

Notes to the Financial Statements

as at and for the year ended 31st March, 2021

Note No. : 43 Capital Management

The Company's objective to manage its capital is to ensure continuity of business while at the same time provide reasonable returns to its various stakeholders but keep associated costs under control. In order to achieve this, requirement of capital is reviewed periodically with reference to operating and business plans that take into account capital expenditure and strategic investments. Apart from internal accrual, sourcing of capital is done through judicious combination of equity and borrowing, both short term and long term. Net debt (total borrowings less cash & cash equivalents) to equity ratio is used to monitor capital.

Particulars	31st March, 2021	31st March, 2020
Debt Equity Ratio	0.06	0.33

Note No. : 44 The outbreak of Coronavirus (COVID-19) pandemic globally and in India is causing significant disturbance and slowdown of economic activity. The Company's operations and revenue during the period were also impacted due to COVID-19. The Company has made detailed assessment of its liquidity position for a period of at least one year from the balance sheet date, of the recoverability and carrying values of its assets comprising property, plant and equipment, Intangible assets,Trade Receivables, Inventory, other current and non-current assets and ability to pay its liabilities as they become due and effectiveness of internal financial controls at the balance sheet date, and has concluded that there are no material impact or adjustments required in the financial statements and does not anticipate any challenge in the Company's ability to continue as a going concern. The impact of the pandemic may be different from that estimated as at the date of approval of these results and the management continues to closely monitor any material changes to future economic conditions.

Note No. : 45 The previous year's figures have been regrouped, rearranged and reclassified wherever necessary.

The accompanying notes are an integral part of the Financial Statements.
As per our report of even date attached.

For Singhi & Co.
Chartered Accountants
F.R No. 302049E

For and on behalf of the Board

Aditya singhi
Partner
Membership No. 305161

Rohit Deepak Jalan
Whole Time Director
DIN:06883731

Deepak Jalan
Managing Director
DIN:00758600

N. K. Dujari
Chief Financial Officer
& Company Secretary
FCA 54444/FCS 8745

Place of Signature: Kolkata
Dated: 28th June, 2021

10 Year Financial Highlights

₹ In Crs.

Year	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15	2013-14	2012-13	2011-12
Source of Funds										
Share Capital	14.87	14.87	14.79	14.79	14.79	14.79	14.79	14.79	14.79	12.79
Reserves & Surplus	119.84	122.10	105.78	105.98	103.50	86.34	73.35	63.84	55.79	34.79
Networth	**134.71**	**136.97**	**120.57**	**120.77**	**118.29**	**101.13**	**88.14**	**78.63**	**70.58**	**47.58**
Borrowings	8.12	45.75	62.05	65.58	50.80	30.94	17.78	32.72	30.30	41.67
Defd Tax Liab	3.92	5.45	7.19	5.93	3.96	2.76	1.85	2.19	2.02	1.89
Funds Employed	**146.75**	**188.17**	**189.81**	**192.28**	**173.05**	**134.83**	**107.77**	**113.54**	**102.90**	**91.14**
Operating Results										
Domestic Revenue	208.07	321.48	278.46	252.18	245.85	247.12	231.13	223.02	228.24	207.82
Exports	48.59	78.48	88.48	79.71	104.64	97.02	87.17	91.08	77.02	67.23
Total Revenue	**256.66**	**399.96**	**366.94**	**331.89**	**350.49**	**344.14**	**318.30**	**314.10**	**305.26**	**275.05**
E B I D T A	**11.62**	**41.26**	**27.82**	**26.93**	**34.05**	**32.13**	**25.55**	**22.15**	**13.99**	**10.27**
Finance Cost	2.74	5.46	6.29	4.85	2.17	1.53	1.48	2.37	2.48	3.78
Depreciation	12.69	12.54	10.46	9.60	7.93	5.96	5.86	5.05	4.47	4.30
Profit before tax	(3.81)	23.26	11.07	12.48	23.95	24.64	18.21	14.73	7.04	2.19
Profit after tax (P A T)	**0.03**	**19.25**	**5.15**	**7.84**	**17.26**	**18.32**	**14.32**	**11.51**	**5.41**	**1.70**
E B I D T A Margin (%)	4.5%	10.3%	7.6%	8.1%	9.7%	9.1%	8.0%	7.1%	4.6%	3.7%
P A T / Total Sales (%)	0.0%	4.8%	1.4%	2.4%	4.9%	5.3%	4.5%	3.7%	1.8%	0.6%
EPS	**0.03**	**12.94**	**3.46**	**5.30**	**11.68**	**12.39**	**9.69**	**7.78**	**3.91**	**1.33**
Dividend %	**-**	**15%**	**15%**	**15%**	**30%**	**30%**	**25%**	**20%**	**15%**	**10%**
Networth per Share (₹)	90.41	91.93	81.47	81.68	80.00	68.39	59.61	53.18	47.73	37.21
Debt Equity Ratio	0.06	0.33	0.51	0.54	0.43	0.31	0.20	0.42	0.43	0.88
Current Ratio	1.92	1.85	1.68	1.57	1.81	1.66	1.94	1.59	1.58	1.26
Return on Capital Employed %	(0.7%)	15.3%	9.2%	9.0%	15.1%	19.4%	18.3%	15.1%	9.3%	6.6%
Return on Equity %	0.0%	14.1%	4.3%	6.5%	14.6%	18.1%	16.3%	14.6%	7.7%	3.6%
Average Realisation/pen (₹)	4.52	4.32	3.96	3.65	3.90	3.90	3.86	3.78	3.17	3.49
Market Cap	223	198	286	611	431	279	216	83	55	69

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Think it. Linc it.

Corporate Information

BOARD OF DIRECTORS	Category
Mr. Anil Kochar	Independent, Non-executive
Ms. Supriya Newar	Independent, Non-executive
Mr. Naresh Pachisia	Independent, Non-executive
Mr. Rohit Deepak Jalan	Whole Time Director
Mr. Aloke Jalan	Whole Time Director
Mr. Deepak Jalan	Managing Director

CFO & COMPANY SECRETARY
Mr. N. K. Dujari

REGISTERED OFFICE
Satyam Towers,
3, Alipore Road, Kolkata - 700 027
Phone: (033) 30412100, 2479 0248
Fax: (033) 2479 0253
CIN: L36991WB1994PLC065583
e-mail: investors@lincpen.com
website: www.lincpen.com

WORKS
Linc Estate, Usthi Road,
Serakole, 24 Pgns. (S),
Pin - 743 513, West Bengal
Phone: 09051280300
Fax: (033) 2420 4441

Falta SEZ, Sector-II, Shed No.2
Falta, 24 Pgns(S), Pin - 743 504
West Bengal
Phone: (03174) 222 925

OHM Inudstrial Infrastructure Park
Plot no.7/8/11/12, Umbergaon
Dist: Valsad, Gujarat - 396155

AUDITORS
Singhi & Co.
Chartered Accountants
161, Sarat Bose Road,
Kolkata 700 026

BRANCH OFFICES

MUMBAI - 403-404 Tanishka Bldg.
Off Western Express Highway
Kandivali (East), Mumbai - 400 101
Phone: (022) 6692 4155
Fax: (022) 6694 2963
e-mail: lincmumbai@lincpen.com

PATNA - C/O, Shanker Logistics Pvt. Ltd.
Mehdigunj, Ward no. 61, Holding no. 34/22,
Jhauganj, Patna - 800 007, Bihar

RANCHI - Rahul Complex
North Market Road, Upper Bazar
Ranchi - 834 001, Jharkand

REGISTRAR & SHARE TRANSFER AGENT
Maheswari Datamatics Pvt Ltd
23, R. N. Mukherjee Road, 5th Floor
Kolkata - 700001

BANKERS
HDFC Bank Ltd.
Citi Bank Ltd.
IDBI Bank Ltd.
Yes Bank Ltd.

Notes