



BOARD'S REPORT

Dear Members,

Your Directors are pleased to present the 50th Annual Report for the year ended March 31, 2021.

Financial Results

Particulars	(₹ in Crores)			
	Standalone		Consolidated	
	2020-21	2019-20	2020-21	2019-20
Revenue from operations	6,988.32	6,330.84	8,400.04	7,209.41
Other income	63.30	53.29	66.35	49.05
Total Income	7,051.62	6,384.13	8,466.39	7,258.46
Profit Before Interest, Depreciation & Tax (PBIDT)	1,804.78	1,315.80	2,199.68	1,503.99
Less: Interest & Finance Charge	111.21	182.11	133.95	200.68
Less: Depreciation and amortisation charge	383.60	353.21	453.08	388.61
Profit Before Tax (PBT) from continuing operations	1,309.97	780.48	1,612.65	914.70
Less: Provision For Taxation including Deferred Tax Charge	384.91	(13.11)	414.40	(1.20)
Profit After Taxation (PAT) from continuing operations	925.06	793.59	1,198.25	915.90
Profit Before Tax (PBT) from discontinued operations*	-	241.82	(2.73)	155.85
Less: Provision For Taxation including Deferred Tax Charge	-	61.23	(2.42)	52.66
Profit After Taxation (PAT) from discontinued operations	-	180.59	(0.31)	103.19
Total Profit After Taxation (PAT) from continuing and discontinued operations	925.06	974.18	1,197.94	1,019.09
Add: Profit Brought Forward	3,828.76	2,956.92	4,117.69	3,201.00
Total	4,753.82	3,931.10	5,315.63	4,220.09

Appropriation

Particulars	(₹ in Crores)			
	Standalone		Consolidated	
	2020-21	2019-20	2020-21	2019-20
Interim dividend on Equity Shares	141.31	80.47	141.31	80.47
Corporate Tax on Dividend	-	16.54	-	16.54
Other comprehensive income arising from re-measurement of defined benefit obligation	(1.57)	5.33	(1.84)	5.39
Amount transferred to Debenture Redemption Reserve	62.50	-	62.50	-
Profit carried to Balance Sheet	4,551.58	3,828.76	5,113.66	4,117.69

Equity Dividend

During the year, your Company has paid two interim dividends of ₹ 5 per share and ₹ 19 per share aggregating to ₹ 24 per share, amounting to ₹ 141.31 Crores. The Board of Directors of the Company has not recommended any final dividend.

Operations Review

Total revenue from operations of the Company on standalone basis increased by 10.38 per cent from ₹ 6330.84 Crores in 2019-20 to ₹ 6988.32 Crores in 2020-21. The profit before interest, depreciation and tax (PBIDT) including 'other income' on a standalone basis increased from ₹ 1315.80 Crores in 2019-20 to ₹ 1804.78 Crores in 2020-21.

Profit before tax (PBT) from continuing operations on a standalone basis increased by 67.84 per cent from ₹ 780.48 Crores in 2019-20 to ₹ 1309.97 Crores in 2020-21. After accounting for the provision for tax of ₹ 384.91 Crores, profit after tax (PAT) on continuing operations on a standalone basis increased by 16.56 per cent from ₹ 793.59 Crores in 2019-20 to ₹ 925.06 Crores in 2020-21.

Total revenue from operations of the Company on consolidated basis increased by 16.51 per cent from ₹ 7209.41 Crores in 2019-20 to ₹ 8400.04 Crores in 2020-21. The profit before interest, depreciation and tax (PBIDT) including 'other income' on a consolidated basis increased from ₹ 1503.09 Crores in 2019-20 to ₹ 2199.68 Crores in 2020-21.

Profit before tax (PBT) from continuing operations on a consolidated basis increased by 76.30 per cent from ₹ 914.70 Crores in 2019-20 to ₹ 1612.65 Crores in 2020-21. After accounting for the provision for tax of

₹ 414.40 Crores, profit after tax (PAT) on continuing operations on a consolidated basis increased by 30.89 per cent from ₹ 915.90 Crores in 2019-20 to ₹ 1198.25 Crores in 2020-21.

Transfer to Reserves

In view of the statutory provisions of the Companies Act, 2013 the Board of Directors has decided not to transfer any amount to the reserves consequent to declaration of dividend.

Qualified Institutional Placement (QIP)

During the year the Company allotted 1764705 equity shares through Qualified Institutional Placement (QIP) at an issue price of ₹ 4250 per equity share (including a premium of ₹ 4240 per equity share) aggregating to ₹ 750 crore on October 17, 2020. Pursuant to the said allotment the paid up equity capital of the Company increased from ₹ 574805000 divided into 57480500 shares of ₹ 10 each to ₹ 592452050 divided into 59245205 shares of ₹ 10 each. Details of utilization of QIP proceeds are given in Corporate Governance Report which forms part of the Board's Report.

Non-Convertible Debentures (NCD)

During the year the Company allotted Listed, Rated, Secured, Taxable, Redeemable, Non-Convertible Debentures of ₹ 250 Crores on September 17, 2020 with maturity date of September 16, 2022.

Management Discussion and Analysis

A detailed section on the Management Discussion and Analysis forms part of the Annual Report. A review of the Businesses is also given in that section.

ESG Report

The Company has voluntarily decided to disclose the Environment, Social and Governance Initiatives taken by it from time to time in a ESG Report for

FY 2020-21 which forms part of the Annual Report. As stipulated under the Securities and Exchange Board of India (LODR) Regulations, 2015 ("Listing Regulations"), the Business Responsibility Report has been prepared for 2020-21 and is presented along with the above ESG Report.

Subsidiaries, Joint Ventures and Associate companies

As on March 31, 2021, your Company had 6 (six) wholly owned subsidiary companies whereby 1 (one) wholly owned subsidiary company is registered in India and remaining 5 (five) are registered outside India. 2 (two) of these are direct wholly owned subsidiaries and rest 4 (four) are step-down wholly owned subsidiaries. The consolidated profit and loss account for the period ended March 31, 2021 includes the profit and loss account for these 6 (six) wholly owned subsidiaries for the complete Financial Year ended March 31, 2021.

These subsidiaries are:-

1. SRF Global B.V. is a wholly owned subsidiary of the Company incorporated in the Netherlands. This entity is an SPV formed for the purpose of holding investments and mobilizing funds for the 4 (four) step-down subsidiaries of the Company.
2. SRF Industries (Thailand) Ltd. (a wholly owned subsidiary of SRF Global BV) is incorporated in Thailand engaged in the manufacture and distribution of packaging films.
3. SRF Flexipak (South Africa) (Pty) Ltd. (a wholly owned subsidiary of SRF Global BV) is incorporated in South Africa engaged in manufacture and distribution of packaging films.
4. SRF Industex Belting (Pty) Ltd. (a wholly owned subsidiary of SRF Global BV) is incorporated in South Africa presently in the business of trading in refrigerant gases in South Africa and other neighbouring countries.
5. SRF Europe Kft (a wholly owned subsidiary of SRF Global BV) is incorporated in Hungary to undertake the manufacture of packaging films in Hungary.
6. SRF Holiday Home Ltd. is a wholly owned subsidiary of the Company incorporated in India.

This company is engaged in the business of acquisition and renting of real estate properties.

The consolidated financial statements of the Company prepared in compliance with applicable Accounting Standards and other applicable laws including all the above subsidiaries duly audited by the statutory auditors are presented in the Annual Report.

No subsidiaries were divested during the year. No company has become/ceased to be a joint venture or associate during the year. A report on performance and financial position of each of the subsidiaries and associates is presented in a separate section in this Annual Report. Please refer (AOC-1) annexed to the financial statements in the Annual Report at page no. 348. The Policy for determining material subsidiaries as approved may be accessed on the Company's website at the link:

<https://www.srf.com/wp-content/uploads/2021/04/2019-02-04-SRF-Ltds-policy-on-dealing-with-Related-Party-Transactions.pdf>

The annual accounts of the subsidiary companies will also be kept open for inspection at the registered office of the Company and of respective subsidiary companies. Further, the annual accounts of the subsidiaries are also available on the website of the Company viz. www.srf.com

Directors & Key Managerial Personnel

Dr. Meenakshi Gopinath, Director CSR, is retiring by rotation and has expressed her intention not to seek re-appointment. Your Board places on record its sincere appreciation for the contribution made by her during her tenure.

Mr. Arun Bharat Ram has expressed his intention to step down as Executive Chairman and Director of the Company from the closing hours on March 31, 2022.

Mr. Arun Bharat Ram joined the Board of the Company in 1975 and has been instrumental to the spectacular success of the Company and the Group over the last five decades. Considering his tremendous experience, it would be in the interest of the Company to continue to benefit from his rich experience, valuable knowledge and wisdom from time to time in a role of the mentor to the Board of Directors.

In light of the above and in recognition of his services, the Board at its meeting held on July 28, 2021, on the recommendation of Nomination and Remuneration Committee and with approval by the Audit Committee recommend to the shareholders to confer Mr. Arun Bharat Ram, the status and title of Chairman Emeritus of the Company for a term of five years with effect from April 01, 2022 on the terms and conditions as stated in the resolution contained in the notice of the 50th annual general meeting.

All the Independent Director(s) have submitted the declaration of meeting the criteria for independence as provided in Section 149(6) of the Companies Act, 2013 and rules applicable thereunder and as per the SEBI Regulations. They are also independent of the management.

The Board confirms that independent directors appointed during the year possess the desired integrity, expertise and experience. The Independent Directors of the Company have confirmed that they have enrolled themselves in the Independent Directors' Databank maintained with the Indian Institute of Corporate Affairs (IICA) in terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment & Qualification of Directors) Rules, 2014. Some of the Directors are exempt from the requirement to undertake the online proficiency self-assessment test conducted by IICA and the remaining have been advised to undergo the Online Proficiency Test as prescribed under Companies (Appointment and Qualifications of Directors) Rules, 2014 as amended.

During the year, the board has re-appointed Mr. Kartik Bharat Ram as Deputy Managing Director and resolutions for his re-appointment form part of the notice for the AGM. The Board recommends for his re-appointment. His resume is furnished in the explanatory statement to the notice of the ensuing Annual General Meeting.

In accordance with the requirements of the Companies Act and the Listing Regulations, the Company has formulated a Nomination, Appointment and Remuneration Policy. A copy of the Policy is enclosed as Annexure I and on the website of the Company at the link: <https://www.srf.com/wp-content/uploads/2021/04/2019-02-04-SRF-NRC-Policy.pdf>

In accordance with the aforesaid Policy, the Nomination and Remuneration Committee evaluates the performance of the Executive Directors, Non-Independent non-executive Director and Independent Directors. Board evaluates, its own performance on criteria like discharge of duties and responsibilities under the Companies Act and Listing Regulations, fulfilment of its role with respect to guiding corporate strategy, risk policy, business plans, corporate performance, monitoring company's governance practices etc. and number of meetings held during the year and the performance of its Committees on the criteria like fulfilment of role of the Committee with reference to its terms of reference, the Companies Act and the Listing Regulations and the number of committee meetings held during the year.

The details of programmes for familiarisation of Independent Directors with the Company, their roles, rights, responsibilities in the Company, nature of the industry in which the Company operates, business model of the Company and related matters are put up on the website of the Company at the link <https://www.srf.com/wp-content/uploads/2021/04/2021-Familiarisation-programme-for-Independent-Directors-v2.pdf>

During the year 2020-21, five meetings of the Board of Directors were held. For further details, please refer to report on Corporate Governance on page no. 135 of this Annual Report.

Directors' Responsibility Statement

Pursuant to the requirements of Section 134(3)(c) of the Companies Act, 2013, it is hereby confirmed 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.

Contracts and Arrangements with Related Parties

All contracts/ arrangements/ transactions entered by the Company during the financial year with related parties were in the ordinary course of business and on an arms' length basis and in accordance with the Transfer Pricing Policy/basis approved by the Audit Committee and/or in accordance with the Omnibus approval of the Audit Committee. During the year, the Company had not entered into any contract/ arrangement/ transaction with related parties which could be considered material in accordance with the Policy on Materiality of Related Party Transactions. Accordingly, the disclosure of related party transactions as required under Section 134(3) (h) of the Companies Act, 2013 ('the Act') in Form No. AOC-2 is not applicable to the Company for FY 2020-21 and hence the same is not provided.

Your Directors draw attention of the members to Note 32 to the notes to accounts forming part of the financial statements which sets out related party transaction disclosures.

Particulars of Loans given, Investments made, Guarantees given and Securities provided

Particulars of loans given, investments made, guarantees given and securities provided alongwith the purpose for which the loan or guarantee or security was proposed to be utilised by the recipient are provided in the standalone financial statement (Please refer to Note 41(d) of Additional Disclosures forming part of the standalone financial statement).

Corporate Social Responsibility (CSR)

As per the requirements of the Companies Act, 2013, the Company has a Corporate Social Responsibility Committee comprising of Dr. Meenakshi Gopinath,

Director (CSR) (Chairperson of the Committee), Mr. Arun Bharat Ram, Chairman of the Company, Mr. Kartik Bharat Ram, Deputy Managing Director and Mr. Lakshman Lakshminarayan, Independent Director as other members.

The Corporate Social Responsibility Committee has formulated and recommended to the Board, a Corporate Social Responsibility Policy (CSR Policy) indicating the projects to be undertaken by the Company, which has been approved by the Board.

The CSR Policy may be accessed on the Company's website at the link <https://www.srf.com/wp-content/uploads/2021/04/25032021-Final-SRF-Corporate-Social-Responsibility-policy.pdf>

The Company would also undertake other need-based initiatives in compliance with Schedule VII to the Act.

During the year, the provisions of Companies Act 2013 were amended and consequently the Annual Budget for CSR for financial year ended March 31, 2021 was recomputed to ₹ 12.88 Crores. Out of this, total spending on CSR during the year is ₹ 10.18 Crores and the remaining amount of ₹ 2.70 Crores has been earmarked for ongoing projects which commenced during the year. Accordingly, the said amount of ₹ 2.70 Crores was transferred to a separate SRF Limited-Unspent CSR Account- 2020-21 to be spent on ongoing projects. Annual Report on CSR activities is annexed herewith as Annexure II.

Risk Management

Enterprise Risk Management is a risk based approach to manage an enterprise, identifying events that may affect the entity and manage risks to provide reasonable assurance regarding achievement of entity's objective.

The risks identified by the Company broadly fall into the following categories viz. strategic risks, operational risks, regulatory risks, financial and reporting risks, and IT & Cyber risks. The risk management process consists of risk identification, risk assessment, risk prioritization, risk treatment or mitigation, risk monitoring and documenting the new risks.

Your Board has laid down a risk management framework and policy to address the above risks. The objective of the policy is to identify existing & emerging challenges

that may adversely affect the company and manage risks in order to provide reasonable assurance to the various stakeholders. In the opinion of your Board, none of the risks which have been identified may threaten the existence of the Company.

The Board has constituted Risk Management Committee consisting of Mr. Ashish Bharat Ram as Chairman, Mr. Kartik Bharat Ram and Ms. Bharti Gupta Ramola as members of the Committee.

Internal Financial Controls

The Company believes that Internal Control is a necessary concomitant of the principle of Governance. It remains committed to ensuring an effective Internal Control environment that provides assurance to the Board of Directors, Audit Committee and the management that there is a structured system for:

- close and active supervision by the Audit Committee
- business planning and review of goals achieved
- evaluating & managing risks
- policies and procedures adopted for ensuring orderly Financial Reporting
- timely preparation of reliable Financial Information
- accuracy and completeness of the Accounting Records
- ensuring legal and regulatory compliance
- protecting company's assets
- prevention and detection of fraud and error
- validation of IT Security Controls
- Entity Level Controls

Interrelated control systems, covering all financial and operating functions, assure fulfilment of these objectives.

Significant features of these control systems include:

- the planning system that ensures drawing up of challenging goals and formulation of detailed strategies and action plans for achieving these goals.
- the risk assessment system that accounts for all likely threats to the achievement of the plans, and draws up contingency plans to mitigate them.

- the review systems track the progress of the plan and ensure that timely remedial measures are taken, to minimise deviations from the plan.

The Company uses Enterprise Resource Planning (ERP) supported by in-built controls that ensures reliable and timely financial reporting. Well-established & robust internal audit processes, both at the Corporate and the Business levels, continuously monitor the adequacy and effectiveness of the Internal Controls and status of compliance with operating systems, internal policies and regulatory requirements. All Internal Audit findings and control systems are periodically reviewed by the Audit Committee of the Board of Directors, which provides strategic guidance on Internal Controls.

The Company also has a robust & comprehensive framework of Control Self-Assessment (CSA) which continuously verifies compliance with laid down policies & procedures and help plug control gaps, CSA comprises Automated and Manual Controls. CSA Assurance Testing completes the control compliance loop. In addition to this, Compliance Manager (CM) a facilitating tool sends pre-emptive alert to meet specific calendared regulatory deadlines in the company.

Listing of Equity Shares

SRF's equity shares are listed at the BSE Ltd. and the National Stock Exchange of India Ltd.

SRF Limited Long term Share based Incentives Plan, 2018

During the year, no equity shares were allotted under SRF Limited Long Term Share Based Incentive Plan, 2018 to eligible employees.. There has been no change in the said Plan. The said Plan is in compliance with the Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014. In Compliance with Circular dated June 16, 2015 issued by SEBI under the said Regulations, necessary disclosures are given below:

- a. In terms of the "Guidance Note on accounting for employee share based payments" issued by ICAI and Ind AS 102, note no. 34 on Employee Share Based Payments forms part of the notes to standalone annual accounts appearing on page no. 227 of the Annual Report 2020-21. Note No. 1.B.17 forming part of the Accounting Policies which refers to this is also appearing on page

no. 180 of the Annual Report 2020-21. The same are also reproduced in the "Investors Section" of the website (www.srf.com). The weblink for the same is <https://www.srf.com/investors/corporate-governance/>

- b. During financial year 2018-19, shares under Part B- SRF ESPS, 2018 of the SRF Long Term Share Incentive Plan, 2018 were issued directly to the eligible employees as decided by the Board/ Nomination and Remuneration Committee of the Company. Hence, the diluted EPS and basic EPS for this year are the same. Basic EPS for 2020-21 from continuing and discontinued operations was ₹ 158.72 per Share.

- c. Other Disclosures mandated by the said circular are given in Annexure III.

Certificate from the Auditors of the Company dated July 28, 2021 that SRF Limited Employees Long term Share Based Incentive Plan, 2018 has been implemented in accordance with these regulations and in accordance with the resolution of the company shall be placed in the forthcoming Annual general meeting.

Dividend Distribution Policy

In compliance with the Listing Regulations, your Board had formulated a Dividend Distribution Policy. A copy of the said policy is available on the website of the Company at <https://www.srf.com/wp-content/uploads/2020/11/Dividend-Distribution-Policy.pdf>

Corporate Governance

Certificate of the auditors of your Company regarding compliance of the conditions of corporate governance as stipulated in regulation 34(3) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 is attached to the report as Annexure IV.

In compliance with the requirements of the regulation 17(8) of the aforesaid regulations, a certificate from Managing Director and President & CFO was placed before the Board.

All Board members and Corporate Leadership Team (CLT) have affirmed compliance with the Code of Conduct for Board and Senior Management Personnel. A declaration to this effect duly signed by the Managing Director is enclosed as a part of

the Corporate Governance Report. A copy of the Code is also placed at the website of the Company at <https://www.srf.com/wp-content/uploads/2020/11/Code-of-Conduct-for-Directors-and-Senior-Management-Personnel.pdf>

Consolidated Financial Statement

The consolidated financial statements of the Company have been prepared in accordance with the Indian Accounting Standards (Ind AS) to comply with the Accounting Standards specified under Section 133 of the Companies Act, 2013, read with Companies (Indian Accounting Standards) Rules, 2015 and other relevant amendments issued thereafter of the Act.

Audit Committee

As on March 31, 2021 the Audit Committee comprises of Independent Directors namely, Mr. Lakshman Lakshminarayan (Chairman of the Committee), Mr. Vellayan Subbiah and Ms. Bharti Gupta Ramola as other members. All the recommendations made by the Audit Committee were accepted by the Board.

Accounts and Audit

M/s BSR & Co. LLP, Chartered Accountants (Registration No. 101248W/W-100022) were appointed as Statutory Auditors for 5 years in 47th annual general meeting to hold office from the conclusion of 47th Annual General Meeting until the conclusion of 52nd annual general meeting.

The observations of the auditors are explained wherever necessary in appropriate notes to the accounts. The Auditors Report does not contain any qualification, reservation, adverse remark or disclaimer.

Vigil Mechanism

In compliance with the provisions of the Companies Act, 2013 and Listing Regulations, the company has established a vigil mechanism for directors, employees and other stakeholders to report concerns about unethical behaviour, actual or suspected fraud or violation of the company's code of conduct.

The Vigil Mechanism of the Company consists of Code of Conduct for employees, Policy against sexual harassment, Whistleblower Policy, Code of Conduct to Regulate, Monitor and Report Trading by Insiders and Code of Conduct for Directors and Sr. Management Personnel. These taken together constitute the vigil mechanism through which Directors, employees and other stakeholders can

voice their concerns. The Whistle blower Policy, Code of Conduct to Regulate, Monitor and Report Trading by Insiders and Code of Conduct for Directors and Sr. Management Personnel can be accessed on the Company's website at the link: <https://www.srf.com/investors/corporate-governance/>

Cost Audit

Pursuant to various circulars issued by Ministry of Corporate Affairs, the Company is required to maintain cost records for all the products being manufactured by it and get the same audited by a cost auditor.

M/s. H. Tara & Co., Cost Accountants, was appointed to conduct cost audit of the accounts maintained by the Company for the financial year 2021-22 in respect of all the relevant product groups of Technical Textiles Business and other Businesses of the Company.

M/s. Sanjay Gupta & Associates, Cost Accountant, was appointed to conduct cost audit of the accounts maintained by the Company for the financial year 2021-22 in respect of all the relevant product groups of Chemicals Business and Packaging Films Business of the Company.

M/s. Sanjay Gupta & Associates, Cost Accountant was nominated as the Company's Lead Cost Auditor.

The remuneration of the cost auditors for financial year 2021-22 is subject to ratification by the shareholders. Accordingly a suitable item has been included in the notice of the ensuing annual general meeting.

The Cost Audit reports for audit of the said products for the financial year 2019-20, conducted by M/s. H. Tara, Cost Accountants (M. No. 17321) and M/s Sanjay Gupta & Associates, Cost Accountants (M. No. 18672), have been filed with the Ministry of Corporate Affairs on August 28, 2020. The due date for filing was August 29, 2020.

Secretarial Auditor

The Board has appointed M/s Sanjay Grover & Associates, Practising Company Secretary, to conduct Secretarial Audit for the financial year 2020-21. The Secretarial Audit Report for the financial year ended March 31, 2021 is annexed herewith as Annexure V to this Report. The Secretarial Audit Report does not contain any qualification, reservation or adverse remark.

Further, Secretarial Compliance Report dated May 19, 2021 issued as per SEBI Circular CIR/CFD/CMD1/27/2019 dated February 08, 2019 was given by M/s Sanjay Grover & Associates, Practising Company Secretary which was submitted to Stock Exchanges.

Reporting of Fraud

During the year under review, the Statutory Auditors, Cost Auditors and Secretarial Auditors have not reported any instances of frauds committed in the Company by its officers or employees, to the Audit Committee under Section 143(12) of the Act details of which needs to be mentioned in this Report.

Responding to an Unprecedented Challenge: The COVID-19 Pandemic

FY 2020-21 was an unprecedented year with COVID-19 Pandemic impacting the globe and global supply chains, amidst the biggest health crisis ever faced by the world. In order to respond to the pandemic effectively, SRF navigated through these difficult times by developing and adopting a multi-pronged strategy. While the disruption in operations due to the COVID-19 related nationwide lockdown weighed on the overall performance, the company demonstrated agility in the expeditious resumption of manufacturing, keeping all safety measures into consideration as well as the supply chain and distribution operations to support the customer requirements efficiently.

The company practised extreme care and caution towards safeguarding the health and well-being of its employees and partners. The company adhered to various guidelines and advisories issued by the authorities from time-to-time including maintaining social distancing at all its plant operations. In addition to the employees and partners, looking after the communities has been of paramount importance to the company.

Personnel

The statement containing names of top ten employees in terms of remuneration drawn and the particulars employees as required under section 197 (12) of the Act read with Rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is provided in a separate annexure forming part of this report. Further, the report and the accounts are being sent to the members excluding the aforesaid annexure. In terms of Section 136 of the Act, the said Annexure is open for inspection at the registered office

of the Company during business hours on working days upto the date of ensuing general meeting. Any shareholder interested in obtaining a copy of the same may write to the Company Secretary.

Disclosures pertaining to remuneration and other details as required under Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are provided in Annexure VI.

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

The details as required under the Companies (Accounts) Rules, 2014 are given as Annexure VII to the Directors' report.

Annual Return

The Annual Return (MGT-7) of the Company as on 31.03.2021 is available on the following web link: <https://www.srf.com/investors/corporate-governance/>

Industrial Relations

The Company continued to generally maintain harmonious and cordial relations with its workers in all its businesses.

Secretarial Standards

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

General

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

1. Details relating to deposits covered under Chapter V of the Companies Act, 2013.
2. Neither the Chairman, Managing/Deputy Managing Director nor Whole-time Director received any remuneration or commission from any of the Company's subsidiaries.
3. 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.

As per the requirement of The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 ('Act') and Rules made thereunder, your Company has constituted Internal Complaints Committees (ICC). During the year, no complaint was received.

Acknowledgements

Your Directors acknowledge with gratitude the co-operation and assistance received from various agencies of the Central Government and the Governments of Madhya Pradesh, Rajasthan, Tamil Nadu, Gujarat, Uttarakhand, financial institutions and banks. Your Directors thank the shareholders for their continued support. Your Directors also place on record their appreciation of the contribution made by employees at all levels.

For **and on Behalf of the Board**

Date: July 28, 2021
Place: New Delhi

Arun Bharat Ram
Chairman
(DIN – 00694766)

ANNEXURE I TO BOARD'S REPORT

Nomination, Appointment and Remuneration Policy

A. Introduction

This Policy on Nomination, Appointment and Remuneration of Directors, Key Managerial Personnel, Senior Management Personnel and Other Employees has been formulated and amended from time to time in accordance with the provisions of Section 178 of the Companies Act, 2013 (the Act) and the Listing Regulations by the Nomination and Remuneration Committee of the Directors of the Company.

B. Definitions

Directors :	Directors (other than Managing Director(s) and Whole-time Director(s)) appointed under the provisions of the Companies Act, 2013 and rules made thereunder.
Key Managerial Personnel	Managing Director(s), Whole-time Director(s), Chief Executive Officers of the businesses of the Company reporting to the Managing Director, Chief Financial Officer and Company Secretary.
Senior Management Personnel	Members of the Corporate Leadership Team of the Company (excluding Executive Directors), Chief Financial Officer and Company Secretary
Other Employees	Employees other than Key Managerial Personnel and Senior Management Personnel.

The terms "He" or "his" as mentioned in this Policy includes any gender.

C. Terms of Reference

The Board of Directors of the Company at its meeting held on May 09, 2014 reconstituted the existing Remuneration Committee of Directors as "Nomination and Remuneration Committee" of Directors (the Committee). The terms of reference the Committee are as follows :-

- Formulation of the criteria for determining qualifications, positive attributes and independence of a director.
- Formulation of criteria for evaluation of performance of Independent Directors and the Board.
- Devising a policy on Board diversity.
- Formulation of policies for remuneration to Directors, Key Managerial Personnel, Sr. Management Personnel and Other Employees.
- Identification and recommendation to Board of persons who are qualified to become Directors, Key Managerial Personnel and Sr. Management Personnel in accordance with the criteria laid down.

- Recommend to the Board on appointment and removal of Directors, Key Managerial Personnel and Sr. Management Personnel.
- Evaluation of the performance of Directors (other than independent directors).
- Evaluation of the performance of independent directors and make recommendations to Board.
- To oversee succession planning for Board of Directors, Key Managerial Personnel and Senior Management Personnel.
- Formulation of criteria for making payment to non-executive Directors.
- Recommend to the board, all remuneration, in whatever form, payable to senior management.

D. Criteria for recommending a person to become Director

The Committee shall take into consideration the following criteria of qualification, positive attributes and independence for recommending to the Board for appointment of a Director:-

1. Qualification & Experience

The incumbent shall possess appropriate skills, experience and knowledge in one or more fields of finance, law, management, sales & marketing, operations, research, corporate governance, education, community service or other disciplines.

2. Attributes/Qualities

The incumbent Director shall possess one or more of the following attributes/qualities :-

- Respect for and strong willingness to imbibe the Company's Core Values.
- Honesty and Professional integrity.
- Strategic capability with business vision.
- Entrepreneurial spirit and track record of achievement.
- Ability to be independent
- Capable of lateral thinking.
- Reasonable financial expertise.
- Association in the fields of business/corporate world/Finance/education/community service/Chambers of Commerce & industry.
- Effective review and challenge to the performance of management.

3. In case the proposed appointee is an Independent Director, he should fulfill the criteria for appointment as Independent Director as per the provisions of the Act, Listing Regulations and other applicable laws and regulations.

4. The incumbent should not be disqualified for appointment as a Director pursuant to the provisions of the Act or other applicable laws & regulations.

E. Directors' Remuneration

The Committee will approve the fixed remuneration to Executive Directors subject to the provisions of the Act, Listing Regulations and other applicable laws & regulations. Commission to the Executive Directors, if any, will be recommended by the Committee to the Board for approval. The Committee/Board shall periodically review the remuneration of

such Directors in relation to other comparable companies and other factors like performance of the Company etc. as deemed appropriate.

The Committee will recommend to the Board appropriate fees / commission to the non-executive directors for its approval. The Committee / Board shall inter alia, consider level of remuneration /commission payable by other comparable companies, time devoted, experience, providing guidance on strategic matters and such other factors as it may deem fit.

F. Evaluation

Performance evaluation of Executive Directors, Non-executive Directors, Independent Directors, Board as a whole, Board Committees and their members and Chairman shall be carried out in following manner:

a) Performance evaluation of all individual Directors: It shall be done annually by the Nomination and Remuneration Committee (NRC) as per the structure of performance evaluation (as per Annexure I & II). The outcome of the evaluation shall be shared by the Chairman of NRC with the Board.

b) Performance evaluation of Independent Directors: It shall be done, annually and at the time of their re-appointment, by NRC for deciding whether to extend or continue the term of appointment of independent directors. Based upon the recommendations of the NRC, the Board of Directors shall decide to continue their appointment or consider them for reappointment.

The performance evaluation of independent directors, in addition to feedback received from NRC, shall be done by the entire Board of Directors, excluding the director being evaluated as per the structure of performance evaluation (as per Annexure II).

c) Performance evaluation of the Board of Directors: Board shall evaluate its own performance on criteria like discharge of duties and responsibilities under the Companies Act and Listing Regulations,

fulfillment of its role with respect to guiding corporate strategy, risk policy, business plans, corporate performance, monitoring company's governance practices etc. and number of meetings held during the year as specified in annexure III (Part - A).

d) Performance evaluation of Board Committees: The Board shall review the performance of all its committees annually on criteria for evaluation as specified in annexure III (Part - B).

e) Performance evaluation by independent directors at their separate meeting : The Independent Directors in their separate meeting shall review performance of non-independent directors, Board as a whole, the Chairman of the company, taking into account the views of executive directors and non-executive directors;

The Chairman of meeting of Independent Directors or one selected by independent Directors shall share outcome of their abovementioned evaluations with the Chairman of the Board.

Chairman of the Board shall be responsible for giving feedback as and when required as a result of performance evaluation above and guide on preparation of a suitable action plan, if required.

G. Board Diversity

The Committee will review from time to time Board diversity to bring in professional experience in different areas of operations, transparency, corporate governance, financial management, risk assessment & mitigation strategy, education, community service and human resource management in the Company. The Company will keep succession planning and Board diversity in mind in recommending any new name of Director for appointment to the Board.

H. Eligibility criteria & Remuneration of Key Managerial Personnel, Senior Management Personnel and Other Employees

The eligibility criteria for appointment of Key Managerial Personnel, Senior Management

Personnel and Other Employees shall be in accordance with the job description of the relevant position.

In particular, the position of Key Managerial Personnel should be filled by senior personnel having relevant qualifications and experience.

Remuneration Structure

i) Key Managerial Personnel and Senior Management Personnel

The remuneration structure for Key Managerial Personnel and Senior Management Personnel shall be as per the Company's remuneration structure taking into account factors such as level of experience, qualification, performance and suitability which shall be reasonable and sufficient to attract, retain and motivate them.

Nomination and Remuneration Committee shall recommend to the Board the remuneration/remuneration structure for senior management personnel every year.

ii) Other Employees

The remuneration for the Other Employees is determined on the basis of the role and position of the individual employee, including professional experience, responsibility, job complexity and market conditions and his/her last drawn remuneration in the previous organization.

The various remuneration components, basic salary, allowances, perquisites etc. may be combined to ensure an appropriate and balanced remuneration package.

The annual increments to the remuneration paid to the employees shall be determined based on the appraisal carried out by the respective reporting managers/HODs of various departments as ratified by Business Leadership Teams/Corporate Leadership Team (as applicable). Decision on Annual Increments shall be made on the basis of this appraisal. The remuneration would be benchmarked intermittently with a basket of identified companies comparable to SRF.

At the same time, the increments are largely fixed for Bands. In case, a specific correction is to be brought about for a particular employee

or group of employees, rationalization on a one time basis may also be carried out.

The remuneration may consist of fixed and incentive pay/retention bonus reflecting short and long-term performance objectives appropriate to the working of the Company and its goals.

The aforesaid Key Managerial Personnel, Senior Management Personnel and Other Employees

may also be provided any facility, perquisites, commission, accommodation, interest free loans or loans at concessional rate in accordance with the policies framed for them or any category thereof.

However loan to the Directors who are KMPs shall be governed by such approvals as may be required by the Companies Act, 2013.

Annexure - I

Performance Evaluation of Executive Directors

Name of Director :

Type of Directorship : **Executive Director**

Assessment of the following Roles/Attributes as performed by or observed in the Director whose performance is under evaluation :

Sl. No.	Role/Attribute	(Y/N)
1.	Attendance and participation in meetings of the Board of Directors and of the Board Committees	
2.	Advises Board on implementation of good corporate governance practices.	
3.	Exercised his/her duties with due & reasonable care, skill and diligence.	
4.	Acted in good faith and in the best interests of the Company towards promotion of interest of the stakeholders.	
5.	Conduct in compliance with the policies of the Company viz. Code of Conduct, Code of Conduct for Prevention of Insider Trading, Whistle blower Policy etc.)	
6.	Ensures compliance with applicable laws/ statutory obligations in the functioning of the Company.	
7.	Enhances Brand Equity	
8.	Encourages new initiatives/expansion/innovation	
9.	Encourages adherence to the principles of Quality, Cost, Delivery and safety (QCDS)	
10.	Resolves Investor complaints	
11.	Ensures talent retention	
12.	Encourages awards & recognitions Overall Performance (Remarks)	

Name of Director :

Signature :

Date & Place :

Annexure - II

Performance Evaluation of Independent Directors / Non-Executive Directors

Name of Director :

Type of Directorship : **Independent Directors / Non-Executive Director**

Assessment of the following Roles/Attributes as performed by or observed in the Director whose performance is under evaluation :

Sl. No.	Role/Attribute	(Y/N)
1.	Attendance and participation in meetings of the Board of Directors and of the Board Committees	
2.	Advises on implementation of good corporate governance practices.	
3.	Independent in judgement and actions	
4.	Exercised his/her duties with due & reasonable care, skill and diligence.	
5.	Acted in good faith and in the best interests of the Company towards promotion of interest of the stakeholders.	
6.	Conduct in compliance with the policies of the Company viz. Code of Conduct, Code of Conduct for Prevention of Insider Trading, Whistle blower Policy etc.)	

Name of Director :

Signature :

Date & Place :

Annexure – III

Criteria for evaluation of the board of directors

A:

Performance of Board as a whole	Evaluation Criteria
	<ul style="list-style-type: none"> Discharge of duties and responsibilities under the Companies Act and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. Fulfilment of role of the Board (for instance guiding corporate strategy, risk policy, business plans, corporate performance, monitoring company's governance practices etc.). Number of Board Meetings held during the year.

B:

Performance of Board Committees	Evaluation Criteria
	<ul style="list-style-type: none"> Fulfilment of role of the Committee with reference to its terms of reference, the Companies Act and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. Number of committee meetings held during the year.

For **and on Behalf of the Board**

Arun Bharat Ram
Chairman
(DIN: 00694766)

Date: July 28, 2021
Place: New Delhi

ANNEXURE II TO THE BOARD'S REPORT

Annual Report on CSR for the Financial Year ended March 31, 2021

Annual Report on CSR projects as on 31/03/2021

1. Brief outline on CSR Policy of the Company

As per the requirement of Section 135 of the Companies Act, 2013, the Company had laid down a CSR Policy under which the Company had identified projects as per the Schedule VII of the Act in the following areas for the year 2020-21:-

- **Promotion of Education (ii):** Improving Quality of Education and Developing School infrastructure of Govt. Schools.
- **Employment enhancing vocational skills (ii):** Focusing on imparting appropriate skills as per the market and industry needs and providing a platform to the youth trained to be gainfully self-employed or linking them with potential employers to increase their employability and livelihood;
- **Environment (iv):** Plantation, maintenance of paals, recharging ground water etc.
- **Art and Culture (v):** Lecture cum demonstration session on classical music, dance, folk form, craft, yoga, heritage, nature walk, Indian Philosophy etc.
- **Rural Development (x):** Construction of community shed, village roads / community assets / village development activities/ temporary shelter for homeless etc.
- **Promotion of Health Care, Covid – 19 & Disaster Management (i & xii):** Relief and rehabilitation, livelihoods support, R&D, COVID awareness and response, vaccination 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	Dr. Meenakshi Gopinath	Chairperson	2	1
2	Mr. Arun Bharat Ram	Member	2	2
3	Mr. Kartik Bharat Ram	Member	2	2
4	Mr. L. Lakshman	Member	2	2

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company.

3.1. CSR Committee & CSR Policy: <https://www.srf.com/investors/corporate-governance/>

3.2. CSR Projects: <https://www.srf.com/investors/corporate-governance/>

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 Crores)	Amount required to be set-off for the financial year, if any (₹ in Crores)
1	2017-18	-	-
2	2018-19	-	-
3	2019-20	0.37*	-
TOTAL		0.37	

*The Company has spent an amount of ₹ 0.37 Crores during 2019-20 which was in excess of the prescribed amount. The same is being set off against the CSR obligation for 2020-21.

6. Average net profit of the company as per section 135(5) ₹ 661.51 Crores

7.

7 (a)	Two percent of average net profit of company as per section 135(5)	₹ 13.25 Crores
7 (b)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years.	Nil
7 (c)	Amount required to be set off for the financial year, if any	₹ 0.37 Crores
7 (d)	Total CSR obligation for the financial year (7a+7b-7c):	₹ 12.88 Crores

8. (a) CSR amount spent or unspent for the financial year: 2020 - 21

Total Amount Spent for the Financial Year. (₹ in Crores)	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
10.18	2.70	23/04/2021	-	-	-

(b) Details of CSR amount spent against ongoing projects for the financial year: 2020-21

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)		
Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act.	Local area (Yes/ No)	Location of the project	Project duration	Amount allocated for the project (₹ in Crores)	Amount spent in the current financial year (₹ in Crores)	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		
1.	Rural Education & Skilling Program	(ii)	Yes	Gujarat	Bharuch	3 years	3.21	1.96	1.25	No	SRF Foundation	CSR00000733
2.	Rural Education & Skilling Program	(ii)	Yes	Haryana	Nuh	3 years	3.79	2.34	1.45	No	SRF Foundation	CSR00000733
TOTAL						7.00	4.30	2.70				

(c) Details of CSR amount spent against other than ongoing projects for the financial year: 2020-21

(1) Sl. No.	(2) Name of the Project	(3) Item from the list of activities in schedule VII to the Act.	(4) Local area (Yes/No)	(5) Location of the project		(6) Amount spent for the project (₹ in Crores)	(7) Mode of implementation on - Direct (Yes/No)	(8) Mode of implementation - Through implementing agency	
				State	District			Name	CSR Registration number
1.	Rural Education Program	(ii)	Yes	Gujarat, Madhya Pradesh and Assam	Bharuch, Bhopal and Kamrup (M)	1.05	No	SRF Foundation	CSR00000733
2.	SRF Vidyalaya, Gurugram	(ii)	Yes	Haryana	Gurugram	0.11	No	SRF Foundation	CSR00000733
3.	Art & Culture through Spic Macay	(viii)	Yes	Pan India and special focus on Madhya Pradesh and Gujarat		0.30	No	SRF Foundation	CSR00000733
4.	BRA School Project at Delhi	(ii)	Yes	New Delhi	New Delhi	0.40	No	SRF Foundation	CSR00000733
5.	COVID - 19 Projects	(xi)	Yes	Rajasthan, Madhya Pradesh, Ultrakhand, Gujarat and Tamil Nadu	Alwar, Bhind, Dhar, Udham Singh Nagar, Bharuch, Pudukkottai and Tiruvallur	2.51	No	SRF Foundation	CSR00000733
6.	International Foundation for Research and Education (Ashoka University)	(ii)	Yes	New Delhi	New Delhi	1.00	No	SRF Foundation	CSR00000733
TOTAL						5.37			

8 (d)	Amount spent in Administrative Overheads	₹ 0.51 Crore
8 (e)	Amount spent on Impact Assessment, if applicable	NA
8 (f)	Total amount spent for the Financial Year (8b+8c+8d+8e)	₹ 10.18 Crores
8 (g)	Excess amount for set off, if any	NA

Sl. No.	Particular	Amount (₹ in Crores)
(i)	Two percent of average net profit of the company as per section 135(5)	13.25
(ii)	Total amount spent for the Financial Year	10.18
(iii)	Excess amount spent for the financial year [(ii)-(i)]	0
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	0
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	0

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 Crores)	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 Crores)
				Name of the Fund	Amount (in ₹)	Date of transfer	
Not Applicable							

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

(1) Sl. No.	(2) Project ID	(3) Name of the Project	(4) Financial Year in which the project was commenced	(5) Project duration	(6) Total amount allocated for the project (in ₹)	(7) Amount spent on the project in the reporting Financial Year (in ₹)	(8) Cumulative amount spent at the end of reporting Financial Year (in ₹)	(9) 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).

(a)	Date of creation or acquisition of the capital asset(s)	NA
(b)	Amount of CSR spent for creation or acquisition of capital asset	NA
(c)	Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address etc	NA
(d)	Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset)	NA

11. Specify the reason(s), if the company has failed to spend two percent of the average net profit as per section 135(5).

There was no unspent amount reported.

Date: May 05, 2021
Place: Delhi

Sd/-
Ashish Bharat Ram
Managing Director

Sd/-
Dr Meenakshi Gopinath
Director (CSR)

ANNEXURE III TO THE BOARD'S REPORT

ESPS Disclosures

Details related to ESPS

- (i) Details of allotments made under **Part-B of SRF ESPS 2018 of SRF Limited (SRF) Employees Long Term Share Based Incentive Plan – 2018** during the financial year 2020-21:
- (a) Date of shareholders' approval: **March 26, 2018**
- (b) Number of shares issued: **Nil**
- (c) The price at which such shares are issued: N.A.
- (d) Lock-in period: N.A.
- (ii) Details regarding allotment made under **Part-B of SRF ESPS 2018 of SRF Limited (SRF) Employees Long Term Share Based Incentive Plan – 2018**, as at the end the financial year 2020-21 :

Particulars*	Details
The details of the number of shares issued under ESPS	60,000
The price at which such shares are issued	10/-
Employee-wise details of the shares issued to: Senior managerial personnel (Key Managerial Personnel)	Mr. Prashant Yadav- 20,000 shares Mr. Prashant Mehra- 20,000 shares Mr. Anurag Jain- 20,000 shares
Consideration received against the issuance of shares, if scheme is implemented directly by the company	₹ 6,00,000/-
Loan repaid by the Trust during the year from exercise price received	NA

*Allotment made during 2018-19.

Details related to Trust

Details, inter alia, in connection with transactions made by the Trust meant for the purpose of administering the schemes under the Regulations :-

- (i) General information on all schemes:

Sl. No.	Particulars	Details
1	Name of the Trust	SRF Employees Welfare Trust
2	Details of the Trustee(s)	SRF Employees Benefit Scheme LLP
3	Amount of loan disbursed by company / any company in the group, during the year	NIL
4	Amount of loan outstanding (repayable to company / any company in the group) as at the end of the year	NIL
5	Amount of loan, if any, taken from any other source for which company / any company in the group has provided any security or guarantee	NIL
6	Any other contribution made to the Trust during the year	NIL

- (ii) Brief details of transactions in shares by the Trust
- (a) Number of shares held at the beginning of the year; : NIL
- (b) Number of shares acquired during the year through (i) primary issuance (ii) secondary acquisition, also as a percentage of paid up equity capital as at the end of the previous financial year, along with information on weighted average cost of acquisition per share;: NIL
- (c) Number of shares transferred to the employees / sold along with the purpose thereof : NIL
- (d) Number of shares held at the end of the year.: NIL
- (iii) In case of secondary acquisition of shares by the Trust

Number of shares	As a percentage of paid-up equity capital as at the end of the year immediately preceding the year in which shareholders' approval was obtained
Held at the beginning of the year	NIL
Acquired during the year	NIL
Sold during the year	NIL
Transferred to the employee during the year	NIL
Held at the end of the year	NIL

For **and on Behalf of the Board**

Arun Bharat Ram
Chairman
(DIN: 00694766)

Date: July 28, 2021
Place: New Delhi

ANNEXURE IV TO THE BOARD'S REPORT

INDEPENDENT AUDITORS' CERTIFICATE ON COMPLIANCE WITH THE CORPORATE GOVERNANCE REQUIREMENTS UNDER SEBI (Listing Obligations and Disclosure Requirements) REGULATIONS, 2015

To
The Members of SRF Limited

1. This certificate is issued in accordance with the terms of our engagement letter dated August 07, 2018 and addendum to the engagement letter dated June 18, 2021.
2. We have examined the compliance of conditions of Corporate Governance by **SRF Limited** ("the Company"), for the year ended March 31, 2021, as stipulated in regulations 17 to 27, clauses (b) to (i) of regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time ("Listing Regulations") pursuant to the Listing Agreement of the Company with Stock Exchanges.

Management's Responsibility

3. The compliance of conditions of Corporate Governance as stipulated under the listing regulations is the responsibility of the Company's Management including the preparation and maintenance of all the relevant records and documents. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of Corporate Governance stipulated in the Listing Regulations.

Auditors' Responsibility

4. Our examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.
5. Pursuant to the requirements of the Listing Regulations, it is our responsibility to provide a reasonable assurance whether the Company has complied with the conditions of Corporate Governance as stipulated in Listing Regulations for the year ended March 31, 2021.
6. We conducted our examination of the above corporate governance compliance by the Company in accordance with the Guidance Note on Reports or Certificates for Special Purposes (Revised 2016) and Guidance Note on Certification of Corporate Governance both issued by the Institute of the Chartered Accountants of India (the "ICAI"), in so far as applicable for the purpose of this certificate. The Guidance Note requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.
7. 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

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

9. 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.

Restriction on use

10. The certificate is addressed and provided to the Members of the Company solely for the purpose of enabling the Company to comply with the requirement of the Listing Regulations and should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

Date: July 28, 2021
Place: Delhi

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

Kaushal Kishore

Partner
Membership No.: 090075
UDIN: 21090075AAAAAU6767

ANNEXURE V TO THE BOARD'S REPORT

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED MARCH 31, 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
SRF Limited
(CIN: L18101DL1970PLC005197)
The Galleria, DLF Mayur Vihar,
Unit No. 236 & 237, 2nd Floor, Mayur Place,
Mayur Vihar Phase I Extension, New Delhi-110091.

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **SRF Limited** (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

We report that-

- Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
- We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed, provide a reasonable basis for our opinion.
- We have not verified the correctness and appropriateness of the financial statements of the Company.
- Wherever required, we have obtained the Management representation about the compliances of laws, rules and regulations and happening of events etc.

- The compliance of the provisions of the corporate and other applicable laws, rules, regulation, standards is the responsibility of the management. Our examination was limited to the verification of procedures on test basis.
- 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.
- We adhered to best professional standards and practices as could be possible while carrying out audit during the lock-down conditions due to Covid-19. The Company made due efforts to make available the relevant records and documents which were verified through online means to conduct and complete the audit in the aforesaid lock-down conditions.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and 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 March 31, 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 records maintained by the Company for the financial year ended on March 31, 2021 according to the provisions of:

- The Companies Act, 2013 ("the Act") and the rules made thereunder;

- The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings, where applicable;
- The following Regulations prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):-
 - The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
 - The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014;
 - The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;
 - 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;
 - The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009: [Not applicable to the Company during the audit period];
 - The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018: [Not applicable to the Company during the audit period]; and
 - The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;

We have also examined compliance with the applicable clauses of the Secretarial Standard on Meetings of the Board of Directors and on General Meetings issued by the Institute of Company Secretaries of India. Further, the Company was generally regular in filing of e-forms with the Registrar of Companies.

During the audit period, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines and Standards, to the extent applicable, as mentioned above.

- The Company is engaged in manufacturing of –
 - Chemicals and Polymers** plants located at Alwar, Rajasthan; Udham Singh Nagar, Uttarakhand and Bharuch, Gujarat, Manali, Tamil Nadu;
 - Technical Textiles** plants at Chennai, Tamil Nadu; Bhind, Madhya Pradesh; Thiruvallur, Tamil Nadu; Pudukottai, Tamil Nadu and Udham Singh Nagar, Uttarakhand;
 - Packaging Films** plants at Udham Singh Nagar, Uttarakhand and Indore, Madhya Pradesh;

As informed by the management, following are some of the laws specifically applicable to the Company:-

 - Narcotics Drugs and Psychotropic substance Act, 1985;
 - Legal Metrology Act, 2009;
 - SEZ Act, 2005 and SEZ Rules, 2006;
 - The chemical weapons convention Act, 2000;

We have checked the compliance management system of the Company to obtain reasonable assurance about the adequacy of systems in place to ensure compliance of specifically applicable laws and this verification was done on test basis. We believe that the Audit evidence which we have obtained is sufficient and appropriate to provide a basis for our audit opinion. In our opinion and to the best of our information and according to explanations given to us, we believe that the compliance management system of the Company is adequate to ensure compliance of laws specifically applicable to the Company.

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. No changes in the composition of the Board of Directors took place during the period under review.

Adequate notice was given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance other than those meetings which were held on shorter notice as per Secretarial Standards issued by Institute of Company Secretaries of India, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per minutes, Board decisions were carried out with requisite majority; however and therefore, no dissenting views were captured and recorded in the minutes.

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

We further report that during the audit period

- the Shareholders at their Annual General Meeting held on August 17, 2020 have passed

a Special Resolution to authorise the Board of Directors of the Company to issue, offer or invite subscriptions for secured/unsecured redeemable non-convertible debentures, in one or more series/ tranches, aggregating upto ₹ 500 Crores (Rupees five hundred Crores), on private placement basis.

- the Shareholders passed a special resolution by way of postal ballot on October 08, 2020, to create, issue, offer and allot, in one or more tranches, equity shares of the Company with a face value of ₹ 10 each to qualified institutional buyers for an aggregate amount not exceeding ₹ 750 Crores (Rupees Seven Hundred and Fifty Crores Only) and subsequently, the allotment of 17,64,705 Equity Shares at a price of ₹ 4250 per Equity Share, including a premium of ₹ 4240 per equity share, to the Qualified Institutional Buyers (QIBs) made on October 17, 2020.

For **Sanjay Grover & Associates**
Company Secretaries
Firm Registration No.: P2001DE052900

Devesh Kumar Vasisht
Partner

Date: July 28, 2021 CP No.: 13700 / F8488
Place: New Delhi UDIN: F008488C000697396

ANNEXURE VI TO THE BOARD'S REPORT

DETAILS PERTAINING TO REMUNERATION AS REQUIRED UNDER SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

- (i) **The percentage increase in remuneration of each Director, Chief Financial Officer, Company Secretary and CEO during the financial year 2020-21 and ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the financial year 2020-21 are as under:**

Sl. No.	Name of Director/KMP and Designation	Remuneration of Director/KMP for financial year 2020-21 (₹/Crores)	% increase in Remuneration in the Financial Year 2020-21	Ratio of remuneration of each Director to median emuneration of employees
1	Arun Bharat Ram Chairman	7.61	30.53%	161.91
2	Ashish Bharat Ram Managing Director	9.38	35.16%	199.57
3	Kartik Bharat Ram Deputy Managing Director	9.21	34.45%	195.96
4	Meenakshi Gopinath Director (CSR)	0.17	13.33%	3.62
5	Tejpreet S Chopra Non-Executive Director	0.19	26.67%	4.04
6	Lakshman Lakshminarayan Non-Executive Director	0.19	18.75%	4.04
7	Vellayan Subbiah Non-Executive Director	0.17	13.33%	3.62
8	Bharti Gupta Ramola Non-Executive Director	0.18	20.00%	3.83
9	Yash Gupta Non-Executive Director	0.19	18.75%	4.04
10	Puneet Dalmia Non-Executive Director	0.17	21.43%	3.62
11	Pramod G Gujarathi Director (Safety and Environment)	0.20	5.26%	4.26
12	Prashant Mehra President & CEO (Packaging Films Business, CF & LF)	4.52	8.65%	Not Applicable
13	Prashant Yadav President & CEO (Fluorochemicals Business)	4.40	8.91%	Not Applicable
14	Anurag Jain President & CEO (Speciality Chemicals Business and CTG)	4.45	8.80%	Not Applicable
15	Sanjay Chatrath President & CEO (Technical Textile Business)	2.76	9.52%	Not Applicable
16	Rahul Jain President & CFO	1.76	2.33%	Not Applicable
17	Rajat Lakhanpal VP - Corporate Compliance and Company Secretary	0.74	12.12%	Not Applicable

(ii) The median remuneration of employees of the Company as on March 31, 2021 was ₹ 0.047 Crores as compared to ₹ 0.043 Crores as on March 31, 2020. The increase in median remuneration was 9.30% as compared to 2019-20.

(iii) There were 6386 permanent employees on the rolls of the Company as on March 31, 2021.

(iv) Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year i.e. 2020-21 and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration.

Category	Average Increase
Employees' remuneration (other than Directors)	10.59%
Managerial remuneration (Directors)	33.27%

The increase in managerial remuneration and remuneration of other employees is a function of many factors such as company performance, compensation philosophy, market competitiveness, local agreements with unions and the total number of employees.

(v) It is hereby affirmed that the remuneration paid is as per the Nomination, Appointment and Remuneration Policy of the Company.

For and on Behalf of the Board

Arun Bharat Ram
Chairman
(DIN – 00694766)

Date: July 28, 2021

Place: Gurugram

ANNEXURE VII TO THE BOARD'S REPORT

A) Conservation of Energy – Measures taken:

1. Laminated Fabrics Business, Kashipur

- Saved 224054 Kwh / annum by Banbury A and Banbury B machine batch optimization on calender line
- Saved 94 MT of furnace oil / annum by integrating hot oil circulating systems of PFB & LFB
- Saved 15840 Kwh / annum by eliminating 1 no. hot oil circulating system from hot lamination line
- Saved 3.6 KL / annum of HSD fuel by extending EOT crane rail up to FG area

2. Coated Fabrics Business, Gummidipoondi

- Savings of 2,30,000 Kwh / annum from average coating production/day increase, VFD installation in cooling tower fan motor and one number of energy saving fan replacement in cooling tower gives power savings
- Savings of 172 MT furnace oil (from Aug 20 to Mar 21) from the installation of solid fired thermic fluid heater in place of furnace oil fired thermic fluid heater

3. Packaging Film Business, Indore (SEZ)

- Saved 18,88,950 KWH from chilled water system by installation of energy efficient AHU, chilled water operated FCU's, installation of chill roll cooling water circulation pump
- Saved 2,41,850 KWH from compressed air optimization for energy by switching between high pressure and required pressure of compressed air at various points
- Saved 1,92,850 KWH from installation of energy efficient cutters at Erema

4. Packaging Films Business, Indore DTA

- Saved 7,20,000 KWH from installation of closed loop cooling tower for metalizer-5 air handling unit

- Saved 1,65,000 KWH by incorporating system set point integrating Dornier system with temperature requirement at chill roll through closed loop cooling tower
- Saved 90,000 KWH by implementing automated batch conveying of recycled chips from Erema to main extruder
- Saved 47,200 KWH by implementing direct conveying of recycled fluff to main extruder through conveyor eliminating the requirement of being routed through Erema being converted into recycled chips
- Saved 18,000 KWH by installing variable frequency drive in 2 pumps of TDO cooling zone
- Saved 13,500 KWH by installing energy efficient fans for cooling towers

5. Packaging Films Business, Kashipur

- Saving of 50,000 KWH by completely replacing piston type vacuum pumps by installation of energy efficient vacuum pump in metallizer
- 104000 KWH saved by replacing DC drive with AC drive system in primary slitter
- Optimized the water consumption & energy involved in water transferring by installing auto operation valves & level controllers

6. FCB Bhiwadi

- Saving of 0.16 lac units of electricity (₹ 1.3 lac) by improving the stability of AHF plant with non-Chinese spar by developing effective cleaning process for sulphur separator
- Saving of 2.39 lac units of electricity (₹ 19.7 lac) in F22 plant by developing a closed system for chloroform storage and stabilizing HF distillation process to reduce moisture leading to better catalyst performance and hence increased production
- Saving of 2.33 lac units of electricity (₹ 19.2 lac) in CMS plant by improving process capability using AIMS & PIMS

(under IOT projects) resulting in higher plant throughput

- Saving of 0.44 lac units of electricity in CMS utilities & 2.09 lac units of electricity (₹ 20.9 lac) in F22 utilities by improving heat transfer coefficient in condensers and evaporators of brine refrigeration system using IOT based performance monitoring and accordingly performing hydro jet cleaning and replacement of two condensers
- Saving of 4.37 lac units of electricity (₹ 36.1 lac) in F32 Plant by optimizing the chilled brine temperature requirement in process from -10 °C to -5 °C
- Saving of 1.52 lac units of electricity (₹12.5 lac) in F134a plant by replacing chilled brine with cooling water in product purification section leading to reduction of chilled brine demand
- Saving of 346.0 MT steam (₹ 4.7 lac) in F32 & F134a plants by optimizing reflux ratio of product column and crude column
- Saving of 29.5 MT LSHS (₹ 11.8 lac) in R134a plant by optimizing heat load & eliminating the requirement of exchanger E102AA leading to reduction in overall hot oil requirement
- Saving of 0.18 lac (₹ 1.5 lac) units of electricity in CMS by installing new energy efficient motors
- Saving of 0.297 lac units of electricity (₹ 2.38 lac) in AHF Plant by installing variable frequency drives in P-219, P-490 & BL-490 equipment
- Saving of 7060 units of electricity (₹ 0.6 lac) in lighting by replacing conventional lights with LEDs

7. FCB Dahej

- Saved 8 billion Kcal by optimizing condensing load & maintaining turbine vacuum in captive power plant
- Saved 7 million Kcal by condensate heat recovery
- Saved 2.7 lakh Kcal per hour by increasing the efficiency of air pre-heater by replacing tube bundles
- Saved 0.90 lakh KW of power by optimizing ESP loading as per SPM parameter

8. SCB Bhiwadi

- Savings of 14.25MT of steam (₹ 1 Lacs) by installation of improved steam traps.
- Savings of 1.18 Lacs KWH (₹ 10.1 Lacs) due to VFD provision in equipment.
- Water conservation of 30 KL/day by various water saving & control measures implemented at site.

9. SCB Dahej

- Savings of 29.57 Lacs KWH (₹ 170.1 Lacs/annum) due to power consumption optimization
- Savings of 7.54 Lacs KWH (₹ 43.3 Lacs/annum) by stopping the plant's water chiller and replacing it by chilled water from process chiller
- Savings of 2.25 Lacs KWH (₹ 12.9 Lacs/annum) due to timer automation in the plant
- Savings of 1.74 Lacs KWH (₹ 10 Lacs/annum) by power consumption optimization through pumps optimization
- Savings of 1.04 Lac KWH (₹ 6 Lacs/annum) by optimizing UPS usage
- Savings of 65916 KWH (₹ 3.8 Lacs/annum) by optimization of heaters making 2 heaters run out of 4 heaters
- Savings of 51846 KWH (₹ 3 Lacs/annum) due to replacement of CFL/250W by LED lights
- Savings of 45000 KWH (₹ 2.6 Lacs/annum) by removal of VFD /soft starter

10. Technical Textile Business – Gwalior

Power consumption reduction in air conditioning area

- Replaced conventional blowers with mono block fans in Air washers, 54,000 KWH p.a. power units saved.
- Installed energy efficient FRP fans by replacing metallic fans textile air washers, 2,67,000 KWH p.a. power units saved.
- Replaced dyno drive with inverter in textile plant-1 air washer, 14,000 KWH p.a. power units saved.

Power consumption reduction in refrigeration area

- Carried out Corocoating in chilled water and cooling tower pumps (6 nos) in refrigerant plant. 30,000 KWH p.a. power units saved.

- Installed energy efficient smaller capacity pump in utility cooling tower. 32,000 KWH p.a. power units saved.
- Installed energy efficient in cooling towers. 33,000 KWH p.a. power units saved.

Power consumption reduction in others area

- Installed energy efficient motor, in chilled water and utility cooling tower pumps. 14,000 KWH p.a. power units saved.
- LED lights in plant. 70,000 KWH p.a. power units saved.

11. Technical Textile Business – Manali

- Installation of new 660TR chiller and use it along with existing McQuay chiller- Annualized saving-1366560 KWH p.a.
- Installation of Energy efficient Motors (IE-3 standard) in Spinning and utility (2 nos) - Annualized saving- 17787 KWH p.a.
- Installation of LED lights in Textile, Utility and Canteen (910 nos) - Energy saving- 58270 KWH p.a.
- Automation of lighting system with help of Presence detectors & Digital Timers in the plant- Energy saving- 33557 KWH p.a.

12. Technical Textile Business – Gummidipoondi

- Installed energy efficient chiller. 11,28,000 KWH p.a. power units saved.
- Re-location of 13 twisters from zone-4 to stop AHU # 4. 6,25,000 KWH p.a. power units saved.
- Installed SSM cheese winder. 2,24,000 KWH p.a. power units saved
- Installed EC fans in PIY Take-up AHUs RAFs. 2,33,000 KWH p.a. power units saved
- Installed energy efficient motor for utility section. 43,000 KWH p.a. power units saved
- Compressed air power savings through better SPC & air loss reduction through ultrasonic leak detector. 72,000 KWH p.a. power units saved
- Textile AHUs power optimization through DM. 83,000 KWH p.a. power units saved

- Office & Canteen AHUs stoppage by providing pedestal & table fans, 24,000 KWH p.a. power units saved.

13. Technical Textile Business – Viralmalai

- Optimization of Lighting (Replacement Mercury / Fluro cent with LED fittings). 35,604 KWH p.a. power units saved.
- Optimization of Twister motor capacity. 63,576 KWH p.a. power units saved.
- Sulzer RUTI main motor switch OFF during machine idle time. 10,488 KWH p.a. power units saved.

Capital Investment on Energy Conservation Equipment:

TTBM:

- Installation of new 660TR chiller and use it along with existing McQuay chiller
- Installation of Energy efficient Motors (IE-3 standard) in Spinning and utility (2 nos).

TTBG:

- Installed energy efficient FRP fans by replacing metallic fans textile air washers.
- Installed energy efficient smaller capacity pump in utility cooling tower.
- Installed energy efficient in cooling towers.
- Installed energy efficient motor, in chilled water and utility cooling tower pumps.

TTBT:

- Installed energy efficient chiller.
- Installed SSM cheese winder.
- Installed EC fans in PIY Take-up AHUs RAFs.
- Installed energy efficient motor for utility section.

TTBV:

- Optimization of Twister motor capacity.

Packaging Film Business, Indore SEZ

- Installation Closed Loop Cooling Towers at various production points - INR 232 Lacs
- Installation of Energy Efficient Cutters at Erema INR 247.21 Lacs

Packaging Films Business, Indore DTA

- Closed Loop Cooling Tower installed at Metalizer-5 air handling unit amount ₹ 25.97 Lakhs

SCB Bhiwadi:

- VFD provision in Pumps: ₹ 1.98 Lacs
- Replacement of old steam traps: ₹ 0.5 Lacs

SCB Dahej:

- Investment in providing chilled water from process chiller: ₹ 3.5 Lacs
- Installation of timer automation in plant: ₹ 1 Lacs
- Replacement of CFL/250W by LED lights: ₹ 0.5 Lacs

B) SCB: Technology Absorption

At SRF, the technology plays a key role in development of complex products that are benchmarked in terms of quality and technical challenge. The Chemical Technology Group at SRF actively engages in supporting the Specialty Chemicals Business in producing a number of complex and high-value products from both dedicated and flexible manufacturing assets at its sites at Bhiwadi and Dahej. The Business is catering to global innovators in Agrochemical and Pharmaceutical space and delivers them Advanced Intermediates/APIs for their end-products. The focus of the Business is to create value for its customers by addressing complexity across the value chain.

Apart from developing complex new age molecules, the R&D and technology teams also help in designing new plants and scaling up the capacity of existing plants with a focus on improving the technology being used, lowering the cost of production, improving yields, and optimizing the overall throughput.

Some of the areas where technology has been absorbed in this period are:

- Augmenting capabilities to cater efficiently from market assessment to meeting customer needs

- Building process development capabilities to go beyond reported chemistries and technologies by developing novel processes
 - Developing new products and maintaining a robust pipeline of futuristic products
 - Capacity and production yields of several product were significantly enhanced
 - Strong emphasis on waste generation minimization and ensuring process safety
 - Enhanced efforts to create and protect IP
- The Business continues to invest in technology, its people, and processes, to enhance the value proposition for its customers.

TTB:

The R&D centre of Technical Textiles Business is located at Manali, Chennai. Equipped with state-of-the-art Pilot facilities and sophisticated testing laboratories for evaluating Polymers, Fibers and fabrics, the TTB-R&D centre aims at maximizing competitiveness of Technical Textiles Business through market oriented new product/technology development. In this regard, the R&D centre has developed many variants of Polyester Industrial Yarns for as reinforcements in geotextiles, fiber reinforced composites etc., and Aramid based reinforcement fabric for hoses, each tailor-made for the respective application.

Apart from the developments in existing business space, novel products involving Nano-technology are also being developed by this centre in close association with leading Academic and Research Institutes in India and abroad for various research projects. TTB-R&D also works in close collaboration with major customers for joint developments in the field of Tyre cords, belting fabrics and other Mechanical Rubber Good reinforcements.

C) Foreign exchange earnings and outgo

Particulars	(₹ in Crores)	
	Year ended March 31, 2020	Year ended March 31, 2021
Foreign Exchange Earnings	2645.08	3325.05
Foreign Exchange outgo	1808.14	1686.70
Net Foreign Exchange Earnings	836.94	1638.35

For and on Behalf of the Board

Arun Bharat Ram

Chairman

(DIN: 00694766)

Date: July 28, 2021

Place: New Delhi