

(THE COMPANIES ACT, 2013)
(COMPANY LIMITED BY SHARES)
MEMORANDUM OF ASSOCIATION
OF
TALBROS ENGINEERING LIMITED

- I. The name of the company is **TALBROS ENGINEERING LIMITED**
- II. The Registered office of the company will be situated in the state of **HARYANA**
- III. The objects to be pursued by the company on its incorporation are:

(A) THE OBJECTS TO BE PURSUED BY THE COMPANY ON ITS INCORPORATION ARE:

1. To carry on the business of manufactures of Spark Plugs, Glow Plugs and other related accessories for the automotive or mechanical industries and to buy, sell, manufacture, repair, convert, alter, let on hire and deal in Spark Plugs, Glow Plugs and other related accessories of all kinds.
2. To carry on the business of manufacturers, Importers, exporters and otherwise dealers either in wholesale or in retail, of accessories and spare parts of all kinds of vehicles and automobile.
3. To carry on the business of manufacturers and dealers of internal compression engine components and other automobile components and ancillaries of all kinds including Electronic Ignition Devices, Distributors, Magnets, ignition Coils, Dynamos and Alternators, Starters, Wiring Systems, Wiper Motors Arms and Blades, Batteries, Plugs, Lights, Bulbs, Instrumentation and Switches, Fuel Pumps, Fuel Delivery Systems, exhaust emission and other pollution control devices, Water and Oil Pumps, Braking Systems and Components, Engine Cooling Systems and Components, Pipes, Hoses, Belts and Engine, Transmission and Body Parts of all kinds.
4. To carry on the Business of Manufacturers of Gaskets, Rear Axle Shafts, Spline Shafts, King Pins and other related components for the Engineering Mechanical or Automobile Industries including the manufacture of machinery of all descriptions and to buy, sell, manufacture, repair, convert, alter, let on hire and deal in Gaskets, Rear Axle Shafts, Spline Shafts, King Pins and other related components of all kinds.

(B) MATTERS WHICH ARE NECESSARY FOR FURTHERANCE OF THE OBJECTS SPECIFIED IN CLAUSE III(A) ARE:—

1. To buy all kinds of plant, equipment, machinery, apparatus, tools, utensils, commodities, substances, articles and things necessary or useful for carrying on the objects of the Company.
2. To enter into agreement with any company or persons for obtaining by grant of licence or on such other terms of all types, formulae and such other rights and benefits, technical information, know-how and expert guidance and equipment and machinery and things mentioned herein above and to arrange facilities for training of technical personnel by them.
3. To establish, provide, maintain and conduct or otherwise, subsidise research laboratories and experimental workshops for scientific and technical research and experiments and to undertake and carry on with all scientific and technical research, experiments and tests of all kinds and to promote studies and research

both scientific and technical investigation and invention by providing, subsidising, endowing or assisting laboratories, workshops, libraries, lectures, meetings and conferences and by providing the remuneration to scientific and technical professors and teachers and to award, scholarships, prizes, grants and bursaries to students and to encourage, promote and reward studies, researches, investigations, experiments, tests and inventions of any kind that may be considered likely to assist the objects of the Company.

4. To acquire by concession, grant, purchase, licence or otherwise either absolutely or conditionally and either alone or jointly with others land, buildings, machinery, plants, utensils, works, conveniences and such other movable and immovable properties of any description and any patents, trademarks, concessions, privileges, brevets, d'invention, licences, protections and concessions conferring any exclusive or limited rights to any inventions, information which may seem necessary for any of the objects of the Company and to construct, maintain and alter any building or work, necessary or convenient for the business of the Company and to pay for such land, buildings, works, property or rights or any such other property and rights purchased or acquired by or for the Company by shares, debentures, debenture stock, bonds or such other securities of the Company or otherwise and manage, develop or otherwise dispose of in such manner and for such consideration as may be deemed proper or expedient to attain the main objects of the Company.
5. Subject to the provisions of the Companies Act, 2013 to amalgamate with any other Company having objects altogether or in part similar to those of this Company.
6. To enter into any arrangement with any Government or Authorities Municipal, local or otherwise or any person or company in India or abroad, that may seem conducive to the objects of the company or any of them and to obtain from any such Government, Authority persons or company any rights, privileges, charters, contracts, licences and concessions including in particular rights in respect of waterways, roads and highways, which the Company may carry out, exercise and comply therewith.
7. To apply for and obtain any order of Central/State or such other Authority for enabling the Company to carry on any of its objects into effect or for effecting any modifications of the Company's constitution or any other such purpose, which may seem expedient and to make representations against any proceedings or applications which may seem calculated directly or indirectly to prejudice the company's interests.
8. To enter into partnership or into any arrangement for sharing profits, union of interests, co-operation, joint-venture, reciprocal concessions or otherwise with any person, or company carrying on or engaged in any business or transaction which this Company is authorised to carry on.
9. To purchase or otherwise acquire and undertake the whole or any part of the business, property, rights and liabilities of any company, firms or person carrying on business which this Company is authorised to carry on or is possessed of rights suitable for the objects of this Company.
10. To do all or any of the above things as principals, agents, contractors, trustees or otherwise and by or through trustees, agents or otherwise and either alone or in conjunction with others and to do all such other things as are incidental or as may be conducive to the attainment of the objects or any of them.
11. To promote, form and register, aid in the promotion, formation and registration of any company or companies, subsidiary or otherwise for the purpose of acquiring all or any of the properties, rights and liabilities of this Company and to transfer to any such company any property of this company and to be interested in or take or otherwise acquire, hold, sell or otherwise dispose of shares, stock, debentures and such other securities of all types in or of any such company, subsidiary or otherwise for all or any of the objects mentioned

in this Memorandum of Association and to assist any such company and to undertake the management and secretarial or such other work, duties and business on such terms as may be arranged.

12. To open accounts with any bank or financial institution and to draw make, accept, endorse, discount, execute and issue promissory notes, bills of exchange, hundies, bills of lading, warrants, debentures and such other negotiable or transferable instruments of all types and to buy the same.
13. Subject to the provisions of the Companies Act, 2013 including the rules and regulations made therein and the directions issued by Reserve Bank of India to borrow, raise or secure the payment of money or to receive money as loan, at interest for any of the objects of the company and at such time or times as may be expedient, by promissory notes, bills of exchange, hundies, bills of lading, warrants or such other negotiable instruments of all types or by taking credit in or opening current accounts or over-draft accounts with any person, firm, bank or company and whether with or without any security or by such other means, as may deem expedient and in particular by the issue of debentures or debenture stock, perpetual or otherwise and in security for any such money so borrowed, raised or received and of any such debentures or debenture stock so issued, to mortgage, pledge or charge the whole or any part of the property and assets of the Company both present and future, including its uncalled capital, by special assignment or otherwise or to transfer or convey the same absolutely or in trust and to give the lenders power of sale and other powers as may seem expedient and to purchase, redeem or pay off such securities provided that the Company shall not carry on the business of banking within the meaning of the Banking Regulation Act, 1949.
14. To advance money not immediately required by the Company or give credit to such persons, firms or companies and on such terms with or without security as may seem expedient and in particular to customers of and such others having dealings with the Company and to give guarantees or securities of any such persons, firms, companies as may appear proper or reasonable provided that the Company shall not carry on the business of banking, within the meaning of Banking Regulation Act, 1949.
15. To improve alter, manage, develop, exchange, mortgage, enfranchise and dispose of, any part of the land, properties, assets and rights and the resources and undertakings of the Company, in such manner and on such terms as the Company may determine.
16. To remunerate any person or company, for services rendered or to be rendered in or about the formation or promotion of the Company or the conduct of its business, subject to the provisions of the Companies Act, 2013.
17. To create any depreciation fund, reserve fund, sinking fund, provident fund, super-annuation fund or any other such special fund, whether for depreciations, repairing, improving, extending or maintaining any of the properties and assets of the Company or for redemption of debentures or redeemable preference shares, worker's welfare or for any other such purpose conducive to the interest of the Company.
18. To provide for the welfare of employees or ex-employees (including Directors and other officers) of the Company and the wives and families or the dependents or connections of such persons, by building or contributing to the building of houses, or dwellings or chawls or by grants of money, pensions, allowances, bonus or other such payments or be creating and from time to time, subscribing or contributing to provident fund and other associations, institutions, funds or trusts, and/or by providing or subscribing or contributing towards places of instruction and recreation, hospitals and dispensaries, medical and such other attendances and assistance as the Company shall determine.

19. To undertake and execute any trusts, the undertaking of which may seem desirable, either gratuitously or otherwise, for the attainment of the main objects of the Company.
 20. To procure the incorporation, registration or such other recognition of the Company in the Country, State or place outside India and to establish and maintain local registers and branch places of the main business in any part of the world.
 21. To adopt such means of making known the business of the Company as may seem expedient and in particular by advertising over the internet or any other electronic media and also in print media in the press by circulars, by purchase and exhibition of works of art or interest, by publication of books and periodicals and by granting prizes, rewards or organising exhibitions.
 22. The company would obtain approval of the concerned authorities to carry on the objects of the company and the matters which are necessary for furtherance of the objects of the Company as given in this memorandum of association wherever required.
- IV.** The liability of the member(s) is limited and this liability is limited to the amount unpaid, if any, on the shares held by them.
- V. The Authorised Share Capital of the company is Rs. 5,10,00,000/- (Rupees Five Crores Ten Lakhs Only) divided into 51,00,000 (Fifty One Lakhs) Equity Shares of Rs. 10/- (Rupees Ten Only) each.**

We the several persons, whose names and addresses are subscribed, are desirous of being formed into a Company in pursuance of Memorandum of association, and we respectively agree to take the number of shares in the capital of the company set against our respective names.

Sl. No.	Names, addresses, descriptions and occupations	Number of Shares taken by each Subscriber	Signature of the Subscriber	Name, address and description of witness
1.	WISHWA NATH TALWAR S/o Late R.S. Permanand Talwar 152, Malcha Marg, New Delhi Industrialist	Ten (10)	Sd/- Wishwa Nath Talwar	I hereby witness the signature of all the subscribers Sd/- (P.K. Taluja) 170, Anand Vihar, Pitampura Delhi – 110 034
2.	RAG NATH TALWAR S/o Late R.S. Permanand Talwar Industrialist	Ten (10)	Sd/- Rag Nath Talwar	
3.	NARESH TALWAR S/o Shri W.N. Talwar D-1/36, Vasant Vihar, New Delhi Industrialist	Ten (10)	Sd/- Naresh Talwar	
4.	PRAN TALWAR S/o Shri K.N. Talwar 2, Malcha Marg, New Delhi Industrialist	Ten (10)	Sd/- Pran Talwar	
5.	ANIL TALWAR S/o Sh. R.N. Talwar 173, Jor Bagh, New Delhi Industrialist	Ten (10)	Sd/- Anil Talwar	
6.	DEEPAK TALWAR S/o Shri R.N. Talwar 132-F, Malcha Marg, New Delhi Industrialist	Ten (10)	Sd/- Deepak Talwar	
7.	RAJESH TALWAR S/o Late Shri B.N. Talwar W-80, Greater Kailash Part-II, New Delhi Industrialist	Ten (10)	Sd/- Rajesh Talwar	
	Total shares taken	Seventy (70)		

Place: New Delhi

Dated this 29th Day of September, 1986