



BHARAT SEATS LIMITED

CIN: L34300DL1986PLC023540

Plot No.1, Maruti Udyog, Joint Venture Complex, GURUGRAM-122015 (Haryana) India

Phones: +91 9643339870-74

Fax : 0124-2341188

Email: seats@bharatseats.net

website: www.bharatseats.com

Date []

DRAFT LETTER OF APPOINTMENT OF INDEPENDENT DIRECTOR

[]

[]

Dear [],

I am pleased to inform you that upon the recommendation of the Nomination and Remuneration Committee and the Board of Directors ('the Board') of Bharat Seats Limited ('the Company'), the shareholders have approved your appointment as an independent director of the Company ('Independent Director') as envisaged under section 149 read with Schedule IV and other applicable provisions of the Companies Act, 2013 effective for a period ofyears. This letter sets out the main terms of your appointment.

1. Appointment

Your appointment as an independent director is for a term of [] consecutive years commencing from [] to [] during which period you will not be subject to retirement by rotation.

2. Board Committees

2.1 As advised by the Board, during the tenure of office, you may be required to serve on one or more of the committees of the Board established by the Company. Your appointment on such Committee(s) will be subject to the applicable regulations and Articles of Association of the Company.

2.2 Currently, the Board has four Committees; Audit Committee, Stakeholders Relationship Committee, Nomination & Remuneration Committee and Corporate Social Responsibility Committee.

3. Time Commitment

The Board normally meets at least four times in a year and holds additional meetings as the occasion requires. The Audit Committee and Stakeholders' Relationship Committee are also held four times in a year. One meeting of Nomination and Remuneration Committee is mandatorily required to be conducted. However, more meetings can be held as and when the need arise.



BHARAT SEATS LIMITED

CIN: L34300DL1986PLC023540

Plot No.1, Maruti Udyog, Joint Venture Complex, GURUGRAM-122015 (Haryana) India

Phones: +91 9643339870-74

Fax : 0124-2341188

Email: seats@bharatseats.net

website: www.bharatseats.com

You are expected to attend Board, Board Committees to which you may be appointed and Shareholders' meetings. Ordinarily, all meetings are held through video conferencing and occasionally meeting is held with physical presence of Directors in Delhi/Gurugram.

4. Professional Conduct

As an Independent director, you shall:

- (a) uphold ethical standards of integrity and probity;
- (b) act objectively and constructively while exercising your duties;
- (c) exercise your responsibilities in a bona fide manner in the interest of the Company;
- (d) devote sufficient time and attention to your professional obligations for informed and balanced decision-making;
- (e) not allow any extraneous considerations that may vitiate your exercise of objective independent judgement in the paramount interest of the Company as a whole, while concurring in or dissenting from the collective judgement of the Board in its decision-making
- (f) not abuse your position to the detriment of the Company or its shareholders or for the purpose of gaining direct or indirect personal advantage or advantage for any associated person.
- (g) refrain from any action that could lead to a loss of your independence;
- (h) ensure that if circumstances arise under which you may lose your independence, you will immediately inform the Board accordingly, and
- (i) assist the Company in implementing the best corporate governance practices.

5. Functions, Responsibilities and Duties of Directors

5.1. Functions

- (a) To review the Company's strategy, the annual financial plan and monitor the Company's performance: The primary role of the members of the Board is to exercise their business judgment to act in what they believe to be the best interests of the Company and its shareholders. It is the duty of the Board to ensure that the Management performs with competence and values to achieve the objectives of the Company. Generally, the Board meets once a quarter. The quarterly meeting of the Board includes updates on the business, financial and business-enabler functions and discussions on such updates. The Audit Committee of the Board reviews the Company's financials and recommends the same to the Board for its acceptance. The Board monitors the Company's performance against its annual financial plan at its quarterly meetings as well as at the end of the financial year.
- (b) To advise and counsel the Management: The Board should be composed of individuals whose knowledge, background, experience and judgment are valuable to the Company.

Regd. Office: 1, Nelson Mandela Road, Vasant Kunj, New Delhi-110070

Phone: 09810808631



BHARAT SEATS LIMITED

CIN: L34300DL1986PLC023540

Plot No.1, Maruti Udyog, Joint Venture Complex, GURUGRAM-122015 (Haryana) India

Phones: +91 9643339870-74

Fax : 0124-2341188

Email: seats@bharatseats.net

website: www.bharatseats.com

They should also be capable of providing advice to the executive officers of the Company. Members of the Board have full access to the Management (executive officers) and other employees as well as to the Company's records and documents. The Board may also seek legal or other expert advice from a source independent of the Management.

- (c) To monitor and manage potential conflicts of interests of the Management: The Audit Committee of the Board reviews and approves related party transactions, as required under the applicable laws or any of the Indian stock exchanges or any government agencies applicable to the Company.
- (d) To oversee and ensure the integrity of financial information and legal compliance: The Audit Committee of the Board oversees the Company's accounting and financial reporting processes and the audit of the Company's financial statements and assists the Board in the overseeing of (1) the integrity of the Company's financial statements, (2) the Company's compliance with legal and regulatory requirements, (3) the independent auditor's qualifications, independence and performance, and (4) the Company's internal accounting and financial controls.

As an Independent Director, you shall:

- 1) help in bringing an independent judgment to bear on the Board's deliberations especially on issues of strategy, performance, risk management, resources, key appointments and standards of conduct.
- 2) bring an objective view in the evaluation of the performance of board and management.
- 3) scrutinize the performance of management in meeting agreed goals and objectives and monitor the reporting of performance.
- 4) satisfy themselves on the integrity of financial information and that financial controls and the systems of risk management are robust and defensible.
- 5) safeguard the interests of all stakeholders, particularly the minority shareholders.
- 6) balance the conflicting interest of the stakeholders.
- 7) determine appropriate levels of remuneration of executive directors, key managerial personnel and senior management and have a prime role in appointing and where necessary recommend removal of executive directors, key managerial personnel and senior management.
- 8) moderate and arbitrate in the interest of the company as a whole, in situations of conflict between management and shareholder's interest.



BHARAT SEATS LIMITED

CIN: L34300DL1986PLC023540

Plot No.1, Maruti Udyog, Joint Venture Complex, GURUGRAM-122015 (Haryana) India

Phones: +91 9643339870-74

Fax : 0124-2341188

Email: seats@bharatseats.net

website: www.bharatseats.com

5.2. Responsibilities

Independent directors have the same general legal responsibilities to the Company as that of any other director. The Board, as a whole, is collectively responsible for ensuring the success of the Company by directing and supervising the Company's affairs.

The Board:

- (a) provides entrepreneurial leadership of the Company within a framework of prudent and effective controls which enable risk to be assessed and managed;
- (b) sets the Company's strategic aims, ensures that the necessary financial and human resource requirements are in place for the Company to meet its objectives, and reviews management performance;
- (c) sets the Company's values and standards, ensures that its obligations to its shareholders and others are understood and met by the Company

In addition to the criteria mentioned in the previous sections for the induction of directors, the role of independent directors also includes tracking, reviewing and providing feedback on:

- (a) Strategy: Independent directors to constructively contribute to the development of the Company strategy;
- (b) Performance: Independent directors to oversee the performance of the Management in meeting agreed goals and objectives and monitor the reporting of performance;
- (c) Risk: Independent directors to evaluate and ensure that financial information is accurate, and that financial controls and systems of risk management are robust and defensible;
- (d) Personnel: Independent directors responsible for determining the appropriate levels of remuneration of executive directors and the process of succession planning.
- (e) Stakeholders: Independent directors to balance the conflicting interest of the stakeholders, including minority shareholders. In the event of any conflict, they shall moderate and arbitrate in the interest of the Company as a whole.

5.3 Duties

In terms of Section 166 of the Companies Act, 2013, you shall:

- a) act in accordance with the Company's Articles of Association.
- b) act in good faith in order to promote the objects of the Company for the benefit of its members as a whole, and in the best interests of the Company, its employees, the shareholders, the community and for the protection of environment.
- c) exercise your duties with due and reasonable care, skill and diligence and exercise independent judgement.



BHARAT SEATS LIMITED

CIN: L34300DL1986PLC023540

Plot No.1, Maruti Udyog, Joint Venture Complex, GURUGRAM-122015 (Haryana) India

Phones: +91 9643339870-74

Fax : 0124-2341188

Email: seats@bharatseats.net

website: www.bharatseats.com

d) not involve yourself in a situation in which you may have a direct or indirect interest that conflicts, or possibly may conflict, with the interest of the Company.

e) not achieve or attempt to achieve any undue gain or advantage either to yourself or to your relatives, partners or associates.

f) not assign your office as Director and any assignments so made shall be void.

As an Independent Director, you shall:

- (a) undertake the appropriate induction into the Board and regularly update and refresh your skills, knowledge and familiarity with the Company;
- (b) seek appropriate clarification and, where necessary, seek and follow appropriate professional advice from external experts at the expense of the Company;
- (c) strive to attend every meeting of the Board and of the Board committees of which you are a member;
- (d) actively and constructively participate in the Board committees of the Board in which you may be a member or the Chairperson;
- (e) strive to attend the general meetings of the Company;
- (f) ensure that any concerns that you may have about the running of the Company are addressed by the Board and seek inclusion of these concerns in the Board minutes to the extent these concerns are not resolved;
- (g) keep yourself well informed about the Company and the external environment in which it operates;
- (h) not unfairly obstruct the functioning of an otherwise proper Board or committee;
- (i) ensure that related party transactions are considered carefully before they are approved and are in the interest of the Company;
- (j) ensure that the whistleblower function of the Company is functioning adequately;
- (k) report concerns about unethical behavior, actual or suspected fraud or violation of the Company's Code of Business Conduct and Ethics;
- (l) within your authority, assist in protecting the legitimate interests of the Company, shareholders and its employees, and
- (m) not disclose any confidential information unless such disclosure is expressly approved by the Board or required by law.

6. Status of Appointment and Remuneration

6.1 You will not be an employee of the Company and this letter shall not constitute a contract of employment. You will be paid such remuneration by way of sitting fees for meetings of the Board and its Committees as may be decided by the Board from time to time.

6.2 The sitting fees presently paid to the Non-Executive Independent Director is Rs.60,000/- per meeting of the Board or a Committee (in which you will be member) thereof.



BHARAT SEATS LIMITED

CIN: L34300DL1986PLC023540

Plot No.1, Maruti Udyog, Joint Venture Complex, GURUGRAM-122015 (Haryana) India

Phones: +91 9643339870-74

Fax : 0124-2341188

Email: seats@bharatseats.net

website: www.bharatseats.com

7. Conflict of Interest

7.1 As a condition to your appointment, you are required to declare directorships, appointments and interests in other companies/firms to the Board in the prescribed form at the time of your appointment and annually thereafter.

7.2 The Company must include in its Annual Accounts a note of any material interest that a Director may have in any transaction or arrangement that the Company has entered into. Such interest should be disclosed not later than when the transaction or arrangement comes up at a Board meeting so that the minutes may record your interest appropriately and your records are updated. A general notice that you are interested in any contracts with a particular person, firm or company is acceptable.

8. Confidentiality

All information acquired about the company during your tenure is confidential and should not be released, either during your tenure or following termination (by whatever means) to third parties without prior clearance from the Chairman unless required by law.

Your attention is also drawn to the requirements under the applicable regulations and the Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information and Code of Conduct for Regulating, Monitoring and Reporting of Trading by Insiders which pertains to the disclosure of price sensitive information and dealing in the securities of BSL. Consequently, you should avoid making any statements or performing any transactions that might risk a breach of these requirements without prior clearance from the Chairman or the Secretary.

9. Evaluation

The Company has adopted a policy on Board Evaluation. As per the Policy, the Company will carry out an evaluation of the performance of the Board as a whole, Board Committees and Directors on an annual basis. Your appointment on the Board shall be subject to the outcome of the yearly evaluation process.

10. Compliance of Code of Business Conduct & Prohibition on Insider Trading

10.1 You will abide by the Code of Business Conduct and Ethics to the extent applicable to an independent director of the Company.

10.2 You will abide by the Guidelines of professional conduct, Role, Function and Duties as an independent director as provided in Schedule IV of the Companies Act, 2013.

10.3 You will not hold office as a director or any other office in a competing company/firm/entity.



BHARAT SEATS LIMITED

CIN: L34300DL1986PLC023540

Plot No.1, Maruti Udyog, Joint Venture Complex, GURUGRAM-122015 (Haryana) India

Phones: +91 9643339870-74

Fax : 0124-2341188

Email: seats@bharatseats.net

website: www.bharatseats.com

10.4 You are expected to stay updated on how best to discharge your roles, responsibilities, and duties and liabilities, as an independent director of the Company under applicable law, including keeping abreast of current changes and trends in economic, political, social, financial, legal and corporate governance practices.

10.5 You will follow the Company's "Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information and Code of Conduct for Regulating, Monitoring and Reporting of Trading by Insiders" on insider information and the requirement under the Companies Act, 2013 and SEBI Regulations, which *inter-alia* requires that price-sensitive information is not used or transmitted and maintained securely. You should not make any statements that might risk a breach of these requirements without prior clearance.

10.6 Directors are *prohibited* from dealing in the Company's shares during the period when the trading window is closed. Further, directors being designated officers of the Company for the purpose of insider trading guidelines, are to pre-clear all trades (buy/sell/gift) from the Company Secretary and Compliance Officer. You are required to comply with the applicable insider trading laws and regulations. You are also required to comply with the Company's *Code of Business Conduct and Ethics*, enclosed with this letter of appointment.

11. Changes in personal details

Any changes in address or other personal contact details e.g. e-mail id, may please be informed to the Company promptly.

12. Resignation

As per provisions of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 in the event of resignation from directorship, the resignation letter should contain detailed reasons for the resignation.

13. Training/ Familiarisation Programme

As per provisions of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 the Company shall from time to time provide you with suitable sessions to familiarize with the Company, including briefing from the management, nature of the industry in which the company operates, its factories, business model of the company, etc.



BHARAT SEATS LIMITED

CIN: L34300DL1986PLC023540

Plot No.1, Maruti Udyog, Joint Venture Complex, GURUGRAM-122015 (Haryana) India

Phones: +91 9643339870-74

Fax : 0124-2341188

Email: seats@bharatseats.net

website: www.bharatseats.com

14. Miscellaneous

All the terms as mentioned above, including your appointment, remuneration, professional conduct, roles and functions, duties and evaluation shall be governed by the Companies Act, 2013 and rules made thereunder and corporate governance requirement under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time.

It is a pleasure to have you on board. I am confident that your association, expertise and advice will immensely benefit the Company and the Board.

Best Regards

Yours Sincerely,

Rohit Relan

Chairman of the Board

Encl: Code of Business Conduct and Ethics



BHARAT SEATS LIMITED



BHARAT SEATS LIMITED

CODE OF BUSINESS CONDUCT AND ETHICS

CODE OF BUSINESS CONDUCT AND ETHICS

I. INTRODUCTION

This Code of Business Conduct and Ethics (hereinafter referred to as "the Code") has been framed and adopted by BHARAT SEATS LIMITED (hereinafter referred to as "the Company") to reinforce the Company's commitment towards maintaining highest standards of Corporate Governance and to provide guidance to the Board of Directors and Senior Management Personnel to manage the affairs of the company in an ethical manner. The purpose of this code is to recognize and deal with ethical issues and to provide mechanisms to report unethical conduct of Employees, Board of Directors and Senior Management Personnel and to develop a culture of honesty and accountability and also to comply with regulatory requirements and all policies and procedures of the Company.

II. APPLICABILITY

This code shall be applicable to all Senior Management Personnel which would include the Board of Directors of the Company and all functional heads(including management personnel with direct functional reporting to directors and top personnel), all the members of the management one level below the Chief Executive Officer or Managing Director or Whole Time Director or Manager (including Chief Executive Officer and Manager, in case they are not part of the Board of Directors) and shall specifically include the Company Secretary and the Chief Financial Officer.

III. KEY REQUIREMENTS

Senior Management Personnel shall act within the authority conferred upon them, keeping in view the best interests of the Company and observe the following:

- Act with diligence and integrity.
- Act in utmost good faith.
- Not exploit for their own personal gain, opportunities that are discovered through use of corporate property, information or position, unless the opportunity is disclosed and permission obtained from the competent authority.



- Not to allow any prejudice, bias, fear or favour cloud the independent judgement and to act in an intellectually honest manner while dealing with all matters to be placed before the Board of Directors.
- To work as a team, with constructive approach.

IV. DUTIES OF INDEPENDENT DIRECTORS

- (1) Undertake appropriate induction and regularly update and refresh their skills, knowledge and familiarity with the Company.
- (2) Seek appropriate clarification or amplification of information and, where necessary, take and follow appropriate professional advice and opinion of outside experts at the expense of the Company.
- (3) Strive to attend all meetings of the Board and the committees thereof of which they are members.
- (4) Participate constructively and actively in the committees of the Board.
- (5) Strive to attend the general meetings of the Company.
- (6) Where they have concerns about the running of the Company or a proposed action, ensure that these are addressed by the Board and, to the extent that they are not resolved, insist that their concerns are recorded in the minutes of the Board meeting.
- (7) Keep themselves well informed about the Company and the external environment in which it operates.
- (8) Not to unfairly obstruct the functioning of an otherwise proper Board or committee thereof.
- (9) Pay sufficient attention and ensure that adequate deliberations are held before approving related party transactions and assure themselves that the same are in the interest of the Company.
- (10) Ascertain and ensure that the Company has an adequate and functional vigil mechanism and to ensure that the interests of a person who uses such mechanism are not prejudicially affected on account of such use.
- (11) Report concerns about unethical behavior, actual or suspected fraud or violation of the Company's Code of Conduct or ethics policy.
- (12) Act within their authority, assist in protecting the legitimate interests of the Company, shareholders and its employees.



- (13) Not disclose confidential information, including commercial secrets, technologies, advertising and sales promotion plans, unpublished price sensitive information, unless such disclosure is expressly approved by the Board or required by law.
- (14) Subject to the provisions of the Companies Act, 2013 to act in accordance with the Articles of Association of the Company.
- (15) To act in good faith in order to promote the objects of the Company for the benefit of its members as a whole, and in the best interests of the Company, its employees, the shareholders, the community and for the protection of environment.
- (16) To exercise their duties with due and reasonable care, skill and diligence and exercise independent judgment.
- (17) Not to involve themselves in a situation in which they may have a direct or indirect interest that conflicts, or possibly may conflict, with the interest of the Company.
- (18) Not to achieve or attempt to achieve any undue gain or advantage either to themselves or to their relatives, partners, or associates.
- (19) Not to assign their office.

V. CONFLICT OF INTEREST

Senior management personnel must avoid situations in which their personal interest could conflict with the interest of the Company. Any conflict or potential conflict must be disclosed to the Board for guidance and appropriate action.

VI. GIFTS

Senior Management Personnel shall not offer, give or receive gifts to or from persons or entities dealing with the Company, where any such gift is perceived as intended directly or indirectly, to influence any business decision. Senior Management Personnel of the Company shall not accept or permit any member of his family or any other person acting on his behalf to accept any gift *exceeding a value of Rs.6000/-* from Vendor, Dealer, Contractor, Supplier and anyone having business dealings with the Company. The gift shall also include free boarding, transport, lodging or other service or any other pecuniary advantage when provided by any person other than a near relative or a personal friend having no official dealings with the Senior Management Personnel. Senior Management



Personnel should also avoid acceptance of lavish or frequent hospitality from any individual or firm having official dealings with the Company.

VII. ETHICAL CONDUCT

Senior Management Personnel should promote ethical behavior and take steps to ensure that the Company promotes ethical behavior and also encourages employees to freely report violations of laws, rules, regulations or the Company's Code of Conduct to the appropriate personnel. They shall not make or accept facilitation payments or kickbacks of any kind. Facilitation payments are typically small, unofficial payments made to secure or expedite an action. Kickbacks are typically payments made to commercial organisations in return for a business favour/advantage such as payment made to secure the award of a contract. They must avoid any activity that might lead to or suggest that a facilitation payment or kickback will be made or accepted by the Company.

VIII. CONFIDENTIAL INFORMATION

Senior management personnel of the Company shall disclose or use any confidential information entrusted to them in carrying out their duties and responsibilities, except where disclosure is approved by the Company or is legally mandated.

IX. RELATED PARTY TRANSACTIONS

A Senior Management Personnel or any of his relatives/associates should not derive any undue personal benefit or advantage by virtue of his position or relationship with the Company. As a general rule, Senior Management Personnel should avoid conducting Company business with a relative, or dealing with a business in which a relative is associated in any significant role. Any dealings with a related party must be conducted in such a way that no preferential treatment is given and adequate disclosures are made as required by law and as per the applicable policies of the Company.

X. LEGAL COMPLIANCE

Ensuring legal and regulatory compliance is the responsibility of the Senior Management Personnel of the Company. The Company cannot accept practices which are unlawful or may be damaging to



its reputation. In case the implication of law is not clear, the course of action chosen must be supported by eminent legal counsel whose opinion should be documented.

XI. HEALTH AND SAFETY

The Company attaches great importance to a healthy environment and to the safety of its employees. The Company should ensure to improve the environment through continuous improvement and regular updates, in line with the Company's existing Environment Management System.

Conditions should be such that there is an accident-free environment. Good physical working conditions, high standards of hygiene and housekeeping are essential. The Board expects all fatal accidents to be reported together with a detailed report signed with the Chief Executive of the business.

Particular attention should be paid to training employees to increase safety awareness and adoption of safe working methods.

XII. EQUAL OPPORTUNITY & ANTI HARASSMENT

The Company is committed to a policy of equal employment opportunity to assure that there shall be no discrimination or harassment against an employee or applicant on the grounds of race, color, religion, sex, age, marital status, disability, national origin, or any other factor made unlawful by applicable laws and regulations. This policy relates to all phases of employment including recruitment, hiring, placement, promotion, transfer, compensation, benefits, training, educational, social and recreational programs and the use of Company facilities. Sexual harassment or exploitation is strictly prohibited and all instances shall be dealt with in accordance with The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

XIII. INSIDER TRADING

It is the responsibility of each Senior Management to become familiar with and understand these laws, regulations and policies and should seek further explanations and advice concerning their interpretation, if required.

Senior Management should direct questions regarding the application or interpretation of these guidelines to the Company Secretary.



XIV. ENFORCEMENT OF CODE OF CONDUCT

Each Senior Management Personnel is accountable for complying with this code.

XV. NON-COMPLIANCE

Suspected violations of this code may be reported to the Chairman of the Board or the Chairman of the Audit Committee. All reported violations should be appropriately investigated.

XVI. AMENDMENTS TO THE CODE

The provisions of this code can be amended/ modified by the Board of Directors of the Company from time to time and all such amendments/ modifications shall take effect from the date stated therein.

XVII. ACKNOWLEDGEMENT

All Senior Management Personnel shall acknowledge the receipt of this Code in the acknowledgement form (Refer Appendix I) appended to this Code indicating that they have received, read and understood, and agreed to comply with the Code and send the same to the Compliance Officer. New Senior Management Personnel will submit such an acknowledgment at the time when their directorship/employment begins/when they assume a senior management position.

XVIII. ANNUAL AFFIRMATION

All the Senior Management Personnel shall, within 30 days of the close of every financial year affirm compliance with the Code (Refer Appendix II). The duly signed Annual Compliance Declaration shall be forwarded to the Compliance Officer of the Company.



APPENDIX-I

CODE OF BUSINESS CONDUCT AND ETHICS

ACKNOWLEDGEMENT FORM

I, have received and read the Company's "CODE OF BUSINESS CONDUCT AND ETHICS" ("this Code"). I have understood the provisions and policies contained in this Code and I agree to comply with this Code.

Signature :

Name :

Designation :

Date :

Place :



APPENDIX-II

CODE OF BUSINESS CONDUCT AND ETHICS

ANNUAL COMPLIANCE REPORT*

I..... do hereby solemnly affirm to the best of my knowledge and belief that I have fully complied with the provisions of the CODE OF BUSINESS CONDUCT AND ETHICS during the financial year ended 31st March

Signature :

Name :

Designation :

Date :

Place :

*** To be submitted by 30th April each year.**

XXXXXXXXXXXXXXXXXXXX

Date of adoption - 1st January 2006
Last amended on – 15th May 2024