



To,
Mr/Mrs _____

Bosch Limited
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Karnataka, India
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PAN: AAACM 9840P
CIN: L85110KA1951PLC000761

Dear Mr/Mrs _____,

Sub: Letter of Appointment

On behalf of the Company, I am pleased to confirm your appointment as an independent director. The Board and the Company are grateful to you for having accepted this appointment.

In line with the Companies Act, 2013, the Company has adopted a formal letter of appointment for independent directors. Please find herein below the letter of appointment in relation to your appointment as an independent director.

1. Term of Appointment

1.1 Your appointment will be for a term of consecutive years with effect from.....

1.2 Your term shall end in any event on either at the expiry of or the date on which you resign from the office of director, whichever is earlier.

2. Duties, liabilities and expectations of Board

2.1 Duties of the director are laid down under section 166 of the Companies Act, 2013 and Schedule IV of the Act. A copy of the prescribed duties, liabilities and expectations of the Board are enclosed in **Annexure-A**. We request you to kindly take note of the same.

2.2 In addition to your role as a Director, the Board may nominate you as the Chairman/Member of the Board Committees. Details of your present Committee positions are enclosed as **Annexure-B**.

3. Remuneration

3.1 As an independent director your remuneration will comprise of a sitting fee for Board / Committee meetings and a commission based on the profits of the Company.

3.2 The present sitting fees and the matrix in respect of the commission payable is given in **Annexure-C**.

- 3.3 The remuneration payable to non-executive directors including independent directors will be reviewed periodically by the Board and is subject to the approval of the shareholders, if required.
- 3.4 The Company will reimburse you for all reasonable expenses incurred for participation in the Board/Committee meetings and in connection with performing the duties as Director.

4. **Code of Business Ethics**

The Company has framed a Code of Conduct for Directors and Senior Management. It is important that all the Board members abide by the Code of Conduct and affirm compliance with it annually. A copy of the code adopted by the Company is enclosed as **Annexure-D**.

5. **Directors and Officers Liability Insurance**

The Company has a directors' and officers' liability insurance in place and it is intended to maintain such cover for the full term of your appointment.

On behalf of the Company and the Board, we look forward to your valued contribution to the Board deliberations and successful direction of the Company's activities.

In line with the provisions of the Companies Act, 2013, the Company may make public a generic copy of the letter on its website and the same shall be open for inspection at the registered office of the Company by any member during normal business hours.

Please confirm your acceptance by signing and returning to the enclosed copy of this letter.

Yours sincerely,
For Bosch Limited

[Name]
Chairman

I confirm and agree to the terms of my appointment as an independent director as set out in this letter.

[Name & Signature of ID]

A. DUTIES OF INDEPENDENT DIRECTORS (PURSUANT TO SECTION 149, SECTION 166 AND SCHEDULE IV OF THE COMPANIES ACT, 2013)

I. General duties of Directors pursuant to Section 166 of the Companies Act, 2013:

- (1) Subject to the provisions of the Companies Act, 2013, a director of a company shall act in accordance with the articles of the company.
- (2) A director of a company shall 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.
- (3) A director of a company shall exercise his duties with due and reasonable care, skill and diligence and shall exercise independent judgment.
- (4) A director of a company shall not involve in a situation in which he may have a direct or indirect interest that conflicts, or possibly may conflict, with the interest of the company.
- (5) A director of a company shall not achieve or attempt to achieve any undue gain or advantage either to himself or to his relatives, partners, or associates and if such director is found guilty of making any undue gain, he shall be liable to pay an amount equal to that gain to the company.
- (6) A director of a company shall not assign his office and any assignment so made shall be void.

II. Guidelines of professional conduct:

An independent director shall:

- (1) uphold ethical standards of integrity and probity;
- (2) act objectively and constructively while exercising his duties;
- (3) exercise his responsibilities in a *bona fide* manner in the interest of the company;
- (4) devote sufficient time and attention to his professional obligations for informed and balanced decision making;
- (5) not allow any extraneous considerations that will vitiate his exercise of objective independent judgment in the paramount interest of the company as a whole, while concurring in or dissenting from the collective judgment of the Board in its decision making;
- (6) not abuse his 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;
- (7) refrain from any action that would lead to loss of his independence;
- (8) where circumstances arise which make an independent director lose his independence, the independent director must immediately inform the Board accordingly;
- (9) assist the company in implementing the best corporate governance practices.

III. **Role and functions:**

The independent directors 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.

IV. **Duties**

The independent directors shall—

- (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 of Directors and of the Board committees of which he is a member;
- (4) participate constructively and actively in the committees of the Board in which they are chairpersons or members;
- (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 of the Board;
- (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 behaviour, actual or suspected fraud or violation of the company's code of conduct or ethics policy;

(12) acting within his 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.

V. Separate Meetings:

(1) The independent directors of the company shall hold at least one meeting in a year, without the attendance of non-independent directors and members of management;

(2) All the independent directors of the company shall strive to be present at such meeting;

(3) The meeting shall:

(a) review the performance of non-independent directors and the Board as a whole;

(b) review the performance of the Chairperson of the company, taking into account the views of executive directors and non-executive directors;

(c) assess the quality, quantity and timeliness of flow of information between the company management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

B. Liabilities

Though the Board as a whole is collectively responsible for promoting the success of the Company by directing and supervising its affairs in a responsible and effective manner, in your capacity as an independent director you will be liable in respect of such acts of omission or commission by a company which had occurred with your knowledge, attributable through Board processes, and with your consent or connivance, or where you have not acted diligently.

Any breach of duties specified or expected of you as an independent director may expose you to penal consequences as specified under the Companies Act, 2013 or any other applicable law in force.

C. Expectations of the Board

As a director you will be expected to devote such time as is necessary for the proper performance of your duties. This includes preparation for and attendance at:

- scheduled Board and committee (where you are a member) meetings.
- the AGM.
- meetings of the Independent Directors.
- meetings, if any, as part of the Board evaluation process.
- additional Board, committee or shareholder meetings convened as when deemed necessary.

Annexure-B

You are the Chairman/member of the following Board Committees:

Sl. No	Type of Committee	Chairman / Member
1.	Audit Committee	Chairman/Member
2.	Nomination and Remuneration Committee	Chairman/Member
3.	Stakeholder Relationship Committee	Chairman/Member
4.	Corporate Social Responsibility Committee	Chairman/Member

(To be modified as applicable to each Director)

The terms of reference of the Committees of the Board are attached herewith for reference.

Annexure C

- I. Sitting fees Rs. 20,000 for each Board Meeting and Rs. 10,000 for each Audit committee meeting irrespective of whether the Board and Audit Committee meetings are held on the same day or otherwise. No sitting fees shall be paid for other Committees.
- II. The total amount of commission payable to all non-executive directors including independent directors is limited to an amount not exceeding Rs. 3,00,00,000 in respect of any one financial year (As approved by the Shareholders at the 66th AGM held on 24.08.2018.)
- III. The present matrix/basis for calculating the remuneration/commission to Non Whole time Directors:

Sl. No	Particulars	Amount (Rs.) (Per Director)	Remarks
1.	Fixed component (60%)	18,00,000	Full whether attended the meeting or not
2.	Variable component (40%)	12,00,000	Based on attendance (pro-rata) at each Board/Committee meetings
2 (a)	Based on attendance at Board Meeting (30%)	9,00,000	
2 (b)	Based on Committee Positions (10%)	3,00,000	
3.	Chairman of the Board/ AGM	150,000	-
4.	Chairperson of the Audit Committee (This is in addition to the fees paid as a member of the Committee)	112,500	-
5.	Chairperson of the Nomination and Remuneration committee	37,500	-
6.	Chairperson of Corporate Social Responsibility Committee	37,500	-
7.	Members of Audit Committee	112,500	-
8.	Members of Nomination and Remuneration	37,500	-
9.	Members of Corporate Social Responsibility Committee	37,500	-

BOSCH LIMITED CODE OF CONDUCT FOR DIRECTORS AND SENIOR MANAGEMENT

A. **APPLICABILITY:**

This code applies to:

- i. Directors of Bosch Limited(the Company)
- ii. Directors of any subsidiary of the Company and
- iii. Members of Senior Management of the Company (i.e. one level below the executive directors including the functional heads)

This Code of Conduct (CODE) was approved by the Board of Directors of the Company at their meeting held on 01.03.2005 and amended pursuant to resolution of the Board at their meeting held on 05.06.2014.

This code is in addition to the Rules & Regulations of Service and Conduct applicable to Managerial & Superintending Staff of the Company.

B. **SCOPE:**

The Board of Directors (the Board) and the Senior Management of the Company agree to abide by the following Code of Conduct:

1. Attend Board/ Shareholders / Committee / Senior management meetings and seek prior leave for absence from such meeting/s.
2. Exercise authority and power with due care and diligence and whilst discharging the fiduciary responsibility of office in the best interest of the Company and all the stake holders.
3. Not allow personal interest to conflict with the interest of the Company or to come in the way of discharge of duties of office.
4. Abide by policies and business principles of the Company.
5. Comply with all applicable laws, rules and regulations.
6. Preserve and protect the environment with due concern for ecology, clean air and meet high levels of pollution and emission standards.
7. Observe strict confidentiality of the information acquired in the course of discharge of duties of office and not use the same for any personal purpose or advantage.
8. Use Company property only for official purposes and for no personal gain. Not accept any personal gratification from suppliers/service providers/business partners, etc. (Note: Personal gratification will not include normal entertainment and gifts of no significant value).
9. Deal fairly with customers, suppliers, employees and other business partners.

10. Respect safety and health of all employees and provide working conditions which are not harmful to health.
11. Encourage employees to acquire skills, knowledge and training to expand/enhance their professional and specialized knowledge.
12. Provide equal opportunities to all employees and aspirants for employment in the Company irrespective of gender, caste, religion, race or color, merit being the sole differentiating factor.
13. Conduct business operations in compliance with competition laws and principles of fair market competition.
14. Maintain high ethical and professional standards in all dealings.
15. Not to conduct ourselves in a manner as may bring disrepute to office or tarnish the reputation and image of the Company.
16. Not take up any activities competing with the business of the Company.
17. Make proper record of all financial transactions and not create undisclosed or unrecorded account/fund or asset.
18. Report any violation of this Code of Conduct to either HRL or AUD or any of the Whole-time Directors of the Company.
19. Co-operate with Government, Trade and Industry Associations for and in the development of economic legislations concerning the business of the Company

C. DUTIES OF INDEPENDENT DIRECTORS

(Pursuant to section 149, section 166 and Schedule IV of the Companies Act, 2013)

(I) Guidelines of professional conduct:

An independent director shall:

1. uphold ethical standards of integrity and probity;
2. act objectively and constructively while exercising his duties;
3. exercise his responsibilities in a *bona fide* manner in the interest of the company;
4. devote sufficient time and attention to his professional obligations for informed and balanced decision making;
5. not allow any extraneous considerations that will vitiate his exercise of objective independent judgment in the paramount interest of the company as a whole, while concurring in or dissenting from the collective judgment of the Board in its decision making;
6. not abuse his 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;
7. refrain from any action that would lead to loss of his independence;
8. where circumstances arise which make an independent director lose his independence, the independent director must immediately inform the Board accordingly;
9. assist the company in implementing the best corporate governance practices.

(II) Role and functions:

The independent directors 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;
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3. strive to attend all meetings of the Board of Directors and of the Board committees of which he is a member;
4. participate constructively and actively in the committees of the Board in which they are chairpersons or members;
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 of the Board;
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;
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11. report concerns about unethical behaviour, actual or suspected fraud or violation of the company's code of conduct or ethics policy;

12. acting within his authority, assist in protecting the legitimate interests of the company, shareholders and its employees;
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3. The meeting shall:
 - (a) review the performance of non-independent directors and the Board as a whole;
 - (b) review the performance of the Chairperson of the company, taking into account the views of executive directors and non-executive directors;
 - (c) assess the quality, quantity and timeliness of flow of information between the company management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

V. General duties of Directors pursuant to Section 166 of the Companies Act, 2013:

1. Subject to the provisions of the Companies Act, 2013, a director of a company shall act in accordance with the articles of the company.
2. A director of a company shall 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.
3. A director of a company shall exercise his duties with due and reasonable care, skill and diligence and shall exercise independent judgment.
4. A director of a company shall not involve in a situation in which he may have a direct or indirect interest that conflicts, or possibly may conflict, with the interest of the company.
5. A director of a company shall not achieve or attempt to achieve any undue gain or advantage either to himself or to his relatives, partners, or associates and if such director is found guilty of making any undue gain, he shall be liable to pay an amount equal to that gain to the company.
6. A director of a company shall not assign his office and any assignment so made shall be void.