

[Date]

To,  
**Name of Independent Director,**  
Address:

**Sub: You're appointment as an Non- Executive Independent Director  
on the Board of Directors of the Saregama India Limited ('Company')**

Dear Sir/Madam,

We are pleased to inform you that the Board of Directors of the Company in its meeting held on ..... have appointed you as an Non- Executive Independent Director on the Board of Directors of the Company in terms of provisions of section 161 of the Companies Act, 2013 and other applicable provisions of the Companies Act, 2013 read with the Rules made thereunder (including any statutory modification(s) or re-enactment thereof for the time being in force) and the Article 133(i) and (ii) of the Article of Association of the Company, SEBI (LODR) Regulations, 2015 as recommended by the Nomination Remuneration Committee of the Company from date of appointment till date of holding office subject to approval by the Members of the company on which your appointment as a regular director would be confirmed by the Members.

The Board of Directors of the Company, subject to the approval of the Members of the Company held on Date of appointment appointed you as an Independent director for a period of 5 (five) consecutive years from Date of appointment on the following terms and conditions as set out in Schedule IV of the Companies Act, 2013.

**(1) TERM OF APPOINTMENT**

Your appointment as an Additional Independent Director on the Board of Directors is for a term of 5 (five) consecutive years from date of appointment till date of holding office and shall not be liable to retire by rotation.

**EXPECTATION OF THE BOARD FROM YOU IN WHICH YOU ARE EXPECTED TO SERVE  
AND ITS TASKS**

The role and functions are expected by the Board from you while serving your functions on the Board of Directors in which you are expected to serve and its tasks in the following manner:

- i. Help in bringing an independent judgment to bear on the Board's deliberations specially on issues of strategy, performance, risk management, resources, key appointments and standards of conduct;
- ii. Bring an objective view in the evaluation of the performance of board and management;
- iii. Scrutinize the performance of management in meeting agreed goals and objectives and monitor the reporting of performance;

- iv. Satisfy yourself on the integrity of financial information and that financial controls and the systems of risk management are robust and defensible;
- v. Safeguard the interests of all stakeholders, particularly the minority shareholders;
- vi. Balance the conflicting interest of the stakeholders;
- vii. 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;
- viii. Moderate and arbitrate in the interest of the company as a whole, in situations of conflict between management and shareholder's interest.
- ix. Discharge of your duties with due and reasonable care, skill and diligence.
- x. Director shall act within their authority and assist in protecting the legitimate interest of the Company its shareholders, its employees and all other stakeholders;

**(2) THE FIDUCIARY DUTIES THAT COME WITH YOUR APPOINTMENT ALONG WITH ACCOMPANYING LIABILITIES.**

Your fiduciary duties that come with your appointment along with accompanying liabilities are as follows:

- i. Undertake appropriate induction and regularly update and refresh their skills, knowledge and familiarity with the company and its operations;
- ii. 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;
- iii. Strive to attend all meetings of the Board of Directors and of the Board committees of which you are a member;
- iv. Participate constructively and actively in the committees of the Board in which you are chairpersons or members;
- v. Where you 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;

- vi. Pay sufficient attention and ensure that adequate deliberations are held before approving related party transactions and assure yourself that the same are in the interest of the Company;
- vii. 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 ;
- viii. Not to achieve or attempt to achieve any undue gain or advantage either to yourself or to your relatives, partners or associates.
- ix. Not to assign your office as Director and any assignments so made shall be void.
- x. Not to 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.

#### **(4) THE CODE OF BUSINESS ETHICS THAT THE COMPANY EXPECTS YOU TO FOLLOW**

You need to follow the business ethics that the company expects from you in the manner for the best interest of the company in the following manner:-

- i. Uphold ethical standards of integrity and probity and the ethics observed by the company.
- ii. Exercise your responsibilities in a bona fide manner in the interest of the Company and its stakeholders;
- iii. Devote sufficient time and attention to your professional obligations for informed and balanced decision making;
- iv. Not allow any extraneous considerations that will vitiate your 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;
- v. Where circumstances arise which make you lose your independence, you must immediately inform the Board accordingly;
- vi. Assist the company in implementing the best corporate governance practices and ensuring an effective adherence of the same.
- vii. Report concerns about unethical behaviour, actual or suspected fraud or violation of the company's code of conduct or ethics policy;
- ix. Acting within the authority, assist in protecting the legitimate interests of the Company and its all stakeholders;

**(5) THE LIST OF ACTIONS THAT YOU SHOULD NOT DO WHILE FUNCTIONING AS SUCH IN THE COMPANY**

You should not do the following things while discharging your functions as an Independent Director in the Company –

- i. not to unfairly obstruct the functioning of an otherwise proper Board or committee of the Board;
- ii. not abuse your position to the detriment of the company or its stakeholders for the purpose of gaining direct or indirect personal advantage or advantage or any associated person or to attain any undue gain;
- iii. refrain from any action that would lead to loss of his independence;
- iv. 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.

**(6) THE REMUNERATION, MENTIONING PERIODIC FEES, REIMBURSEMENT OF EXPENSES FOR PARTICIPATION IN THE BOARDS AND OTHER MEETINGS AND PROFIT RELATED COMMISSION,IF ANY**

You will be entitled to fees and reimbursement of expenses, if any, for participation in the Board Meeting and Committee of Directors and also profit related commission to be decided by the Company, if any.

A copy of CODE FOR INDEPENDENT DIRECTORS included in Schedule IV of Companies Act, 2013 is attached for your ready reference.

You are requested to convey acceptance by signing and returning the duplicate copy of this letter to the undersigned at the Company's Registered Office.

For **SAREGAMA INDIA LIMITED**

**Vikram Mehra**  
**Managing Director**

Encl: As above

**I accept the terms and conditions of my appointment as an Independent director.**

**(Date of Acceptance)**

## Schedule IV

[See section 149(7)]

### CODE FOR INDEPENDENT DIRECTORS

The Code is a guide to professional conduct for independent directors. Adherence to these standards by independent directors and fulfillment of their responsibilities in a professional and faithful manner will promote confidence of the investment community, particularly minority shareholders, regulators and companies in the institution of independent directors.

#### **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) scrutinise 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.

### **III. 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.

**IV. Manner of appointment:**

- (1) Appointment process of independent directors shall be independent of the Company management; while selecting independent directors the Board shall ensure that there is appropriate balance of skills, experience and knowledge in the Board so as to enable the Board to discharge its functions and duties effectively.
- (2) The appointment of independent director(s) of the company shall be approved at the meeting of the shareholders.
- (2) The explanatory statement attached to the notice of the meeting for approving the appointment of independent director shall include a statement that in the opinion of the Board, the independent director proposed to be appointed fulfils the conditions specified in the Act and the rules made there under and that the proposed director is independent of the management.
- (4) The appointment of independent directors shall be formalised through a letter of appointment, which shall set out:
- (a) the term of appointment;
  - (b) the expectation of the Board from the appointed director; the Board-level committee(s) in which the director is expected to serve and its tasks;
  - (c) the fiduciary duties that come with such an appointment along with accompanying liabilities;
  - (d) provision for Directors and Officers (D and O) insurance, if any;
  - (e) the Code of Business Ethics that the company expects its directors and employees to follow;
  - (f) the list of actions that a director should not do while functioning as such in the company; and
  - (g) the remuneration, mentioning periodic fees, reimbursement of expenses for participation in the Boards and other meetings and profit related commission, if any.

- (5) The terms and conditions of appointment of independent directors shall be open for inspection at the registered office of the company by any member during normal business hours.
- (6) The terms and conditions of appointment of independent directors shall also be posted on the company's website.

**V. Re-appointment:**

The re-appointment of independent director shall be on the basis of report of performance evaluation.

**VI. Resignation or removal:**

- (1) The resignation or removal of an independent director shall be in the same manner as is provided in sections 168 and 169 of the Act.
- (2) An independent director who resigns or is removed from the Board of the Company shall be replaced by a new independent director within a period of not more than one hundred and eighty days from the date of such resignation or removal, as the case may be.
- (3) Where the company fulfils the requirement of independent directors in its Board even without filling the vacancy created by such resignation or removal, as the case may be, the requirement of replacement by a new independent director shall not apply.

**VII. 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.



**VIII. Evaluation mechanism:**

- (1) The performance evaluation of independent directors shall be done by the entire Board of Directors, excluding the director being evaluated.
- (2) On the basis of the report of performance evaluation, it shall be determined whether to extend or continue the term of appointment of the independent director.