



CODE OF BUSINESS CONDUCT AND ETHICS FOR BOARD MEMBERS AND SENIOR MANAGEMENT

1. Introduction

1.1 This Code shall be called “The Code of Business Conduct and Ethics for Board Member and Senior Management” of Garden Reach Shipbuilders & Engineers Limited (hereinafter referred to as the “Company”).

1.2 The purpose of this Code is to enhance ethical and transparent process in managing the affairs of the Company.

1.3 This Code for Board Members and Senior Management has been framed specially in compliance of the provisions of Regulation 17(5) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as "Listing Regulations") and as per the DPE Guidelines on Corporate Governance for CPSEs, 2010.

1.4 This code shall come into effect from the date of approval of the Board of Directors.¹

2. Definitions and Interpretations

2.1 “**Board Members**” shall mean Directors on the Board of Directors of the Company.

2.2 “**Board**” or “**Board of Directors**” means the Board of Directors of the Company.

2.3 “**Independent Directors**” shall mean the Part-time Non-Official (Independent) Directors on the Board of the Company.

2.4 “**Relative**” shall have the same meaning as defined in Section 2(77) of the Companies Act, 2013 (*Appendix-1*).

2.5 “**Whole time Directors**” or “**Functional Directors**” shall be the Directors on the Board of Directors of the Company who are in whole-time employment of the Company.

¹ The Code was last amended by the Board of Directors on 02 Apr 25, 13 May 25 and 28 Jan 2026.

“Senior Management” shall mean personnel of the Company who are members of its core management team excluding Board of Directors and would comprise all members of management in the Executive Director, Chief General Manager and General Manager grades including Functional Heads and as approved by the Board of Directors.

Note: *In this Code, words importing the masculine gender shall include feminine gender and words importing singular shall include the plural or vice-versa.*

3. Applicability

3.1 This Code shall be applicable to the following personnel:

- (a) All Whole-time Directors including the Chairman & Managing Director of the Company;
- (b) All Part-time Directors including Independent Directors under the provisions of law;
- (c) Senior Management.

3.2 The Whole time Directors and Senior Management should continue to comply with other applicable/to be applicable policies, rules and procedures of the Company.

4. Contents of the Code

- Part I General Moral Imperatives
- Part II Specific Professional Responsibilities
- Part III Specific Additional Provisions for Board Members and Senior Management

This Code is intended to serve as a basis for ethical decision-making in the conduct of professional work. It may also serve as a basis for judging the merit of a formal complaint pertaining to violation of professional ethical standards.

It is understood that some words and phrases in this Code are subject to varying interpretations. In case of any conflict, the decision of the Board shall be final.

PART – I

5. General Moral Imperatives

5.1 Contribute to society and human well being

5.1.1 This principle concerning the quality of life of all people, affirms an obligation to protect fundamental human rights and to respect the diversity of all cultures. We must attempt to ensure that the products of our efforts will be used in socially responsible ways, will meet social needs and will avoid harmful effects to health and welfare of others. In addition to a safe social environment, human well-being includes a safe natural environment.

5.1.2 Therefore, all Board Members and Senior Management who are accountable for the design, development, manufacture and promotion of the Company's products, must be alert to, and make others aware of, both a legal and a moral responsibility for the safety and the protection of human life and environment.

5.2 Be honest and trustworthy & practice integrity

5.2.1 Integrity and honesty are essential components of trust. Without trust, an organization cannot function effectively.

5.2.2 All Board Members and Senior Management are expected to act in accordance with highest standards of personal and professional integrity, honesty and ethical conduct, while conducting business of the Company.

5.3 Be Fair and take action not to discriminate

5.3.1 The value of equality, tolerance, respect for others, and the principles of equity and justice govern this imperative. Discrimination, on the basis of race, sex, religion, caste, age, disability, national origins or other such factors, is an explicit violation of this Code.

5.4 Honour confidentiality

5.4.1 The principle of honesty extends to issues of confidentiality of information. The ethical concern is to respect all obligations of confidentiality to all stakeholders unless discharged from such obligations by requirements of the law or other principles of this Code.

5.4.2 All Board Members and Senior Management, therefore, shall maintain the confidentiality of all confidential unpublished information about business and affairs of the Company.

5.5 Pledge & Practice

5.5.1 To strive continuously to bring about integrity and transparency in all spheres of the activities.

5.5.2 Work unstintingly for eradication of corruption in all spheres of life.

5.5.3 Remain vigilant and work towards growth and reputation of the Company.

5.5.4 Bring pride to the organization and provide value-based services to Company's stakeholders.

5.5.5 Do duty conscientiously and without fear or favour.

PART – II

6. Specific Professional Responsibilities

6.1 Live the Vision, Mission and Values of the Company – each day.

Live the Vision, Mission and Values of Garden Reach Shipbuilders & Engineers Ltd. each day. For quick reference, they are as under: -

Vision:

“To emerge as a globally competitive shipbuilder, recognized for excellence in design, innovation, engineering, sustainable technologies and timely delivery of world-class maritime vessels and systems - steering towards Maharatna recognition by FY2035”

Mission:

- To be self-reliant in design capability and deploy state-of-the-art manufacturing processes.
- To build quality Warships at competitive prices, exceeding customer's expectation in terms of delivery time and product support.
- To achieve sustained growth through customer satisfaction, product innovation, capturing export potential, employee and other stakeholder engagement and talent development.
- Leverage GoI Initiatives and Technology to “Reform & Transform” in all spheres of Operations to attain “Next Level of Performance”.

- Expand operations into new geographical areas and enhance product portfolio through innovations.

Objectives:

- Develop the Design Department into a 'Centre of Excellence'.
- Enhance design capability through collaborative approach.
- Upgrade shipbuilding technology / processes towards enhanced productivity, reduced build period as well as higher VOP/Increased Employee Productivity.
- Phased implementation of Industry 4.0 concepts in all spheres of operation to achieve better results.
- Introduce modern Project Management process in shipbuilding projects. Introduce PS for all projects greater than 500 Cr.
- Achieve cost reduction and improvement of productivity to ensure lower Labour Cost % of VOP.
- Leverage Information & Communication Technology (ICT) for better management.
- Maximize indigenous content & Standardization in warship construction and achieve cost reduction and increase self-reliance.
- Optimum utilization of space and facilities to bring down Build Period.
- Improve quality of products as per International Bench Marks. Retain ISO Certification and acquire other certifications such as AS 9100.
- Implement strategies for further growth, expansion & diversification with focus on Ship Repair, Commercial Vessels, Tugs, Dredgers, Green tech, Engine and Mechanical equipment business and CIWS.
- Focus on Sustainable Development and achieve increase in Market Capitalisation.
- Developing Engineering Businesses other than Shipbuilding as separate Profit Centres.
- Developing new & separate Profit Centres with regard to new/commercial Shipbuilding and Ship Repair. Creation of separate process for commercial vessel designs with specific SLAs.
- Redefining strategic manpower requirement. Revamp existing R&R policy and create business-oriented DNA.
- Activate export-oriented Defence BD team for lead generation, development of export perspective plan and promotional campaigns in target countries, along with EPC and Facilitate Lead conversion.
- Develop large commercial export business targeting the 'replacement demand' for General cargo carriers, and provide productized offerings in general cargo/ OSVs/ hybrid and electric propulsion.
- Repositioning GRSE as 'commercial vessel builder'. Enter in to MoUs for alliances in shipbuilding.
- Build tugs through tie-ups with reputed global design houses and dedicated infrastructure for production.
- Extending design standardization focus to commercial and export segments.

- GREENTECH Business - Industry collaborations, research collaborations with educational institutes.
- In-house capability development via onboarding of lateral talents and investment opportunities in local startups.
- Capacity augmentation by increase of outsourcing (block assembly and complete hulls) to achieve additional pre-float throughput demand & cost efficiency to meet near term production surge.
- Refurbishment & creation of new jetty, creation of additional fabrication spots and modernizing older machines.
- Industry 4.0. Development of roadmap for deploying I4.0 and focused Yard modernization.
- Introduce Ship building Strategy & New business teams to focus on mechanical equipment and new business incubation (green, autonomous).
- Upgradation of TEST BED of Engine manufacturing facility

6.2 Strive to achieve the highest quality, effectiveness and dignity in both the processes and products of professional work: Excellence is perhaps the most important obligation of a professional. Everyone, therefore, should strive to achieve the highest quality, effectiveness and dignity in their professional work

6.3 Acquire and maintain professional competence: Excellence depends on individuals who take responsibility for acquiring and maintaining professional competence. All are, therefore, expected to participate in setting standards for appropriate levels of competence, and strive to achieve those standards.

6.4 Compliance with Laws: The Board Members and Senior Management of the Company shall comply with all the applicable provisions of existing local, state, national and international laws. They should also follow and obey the policies, procedures, rules and regulations relating to business of the Company.

6.5 Accept and provide appropriate professional review: Quality professional work depends on professional review and comments. Whenever appropriate, individual members should seek and utilize peer review as well as provide critical review of the work of theirs.

6.6 Manage personnel and resources to enhance the quality of working life: Organizational leaders are responsible for ensuring that a conducive working and business environment is created for fellow employees to enable them in delivering their best. The Board Members and Senior Management would be responsible for ensuring human dignity of all employees, would encourage and support the professional development of the employees of the Company by providing them all necessary assistance and cooperation, thus enhancing the quality of working.

6.7 Be upright and avoid any inducements: The Board Members and Senior Management shall not, directly or indirectly through their family and other connections, solicit any personal fee, commission or other form of remuneration arising out of transactions involving the Company. This includes gifts or other benefits of significant value, which might be extended at times, to influence business for the organization or awarding a contract to an agency etc.

6.8 Observe Corporate Discipline: The flow of communication within the Company is not rigid and people are free to express themselves at all levels. Though there is a free exchange of opinions in the process of arriving at a decision, once the debate is over and a policy consensus has been established, all are expected to adhere and abide by it, even when in certain instances one may not agree with it individually. In some cases, policies act as a guide to action, in others they are designed to put a constraint on action. All must learn to recognize the difference and appreciate why they need to observe them.

6.9 Conduct in a manner that reflects credit to the Company: All are expected to conduct themselves, both on and off duty, in a manner that reflects credit for the Company. The sum total of their personal attitude and behaviour has a bearing on the standing of Company and the way in which it is perceived within the organization and by the public at large.

6.10 Be accountable to Company's Stakeholders: All of those whom we serve, be it our customers, without whom the Company will not be in business, the shareholders, who have an important stake in its business, the employees, who have a vested interest in making it all happen, the vendors, who support the Company to deliver in time and society to which Company is responsible for its actions - are stakeholders of the Company. All therefore, must keep in mind at all times that they are accountable to Company's stakeholders.

6.11 Prevention of Insider Trading: The Board Members and Senior Management shall comply with the Code of Conduct for Prevention of Insider Trading and Fair Disclosure of UPSI in dealing with securities of the Company.

6.12 Identify, mitigate and manage business risks: It is everybody's responsibility to follow the Risk Management Framework of the Company to identify the business risks that surround function or area of operation of the Company and to assist in the company-wide process of managing such risks, so that Company may achieve its wider business objectives.

6.13 Protect properties of the Company: The Board Members and Senior Management shall protect the assets including physical assets, information and intellectual rights of the Company and shall not use the same for personal gains.

PART - III

7. Specific Additional Provisions for Board Members and Senior Management

7.1 **As Board Members and Senior Management:** They shall undertake to actively participate in the meetings of the Board and Committees on which they serve.

7.2 As Board Members

7.2.1 Undertake to inform the Chairman & Managing Director / Company Secretary of the Company of any changes in their other Board positions, relationship with other business and other events / circumstances / conditions that may interfere with their ability to perform Board / Board Committee duties or may impact the judgment of the Board as to whether they meet the independence requirements of Listing Agreement and the DPE Guidelines on Corporate Governance for CPSEs.

7.2.2 Undertake that, without prior approval of the disinterested members of the Board, they will avoid apparent conflict of interest. Conflict of interest may exist when they have personal interest that may have a potential conflict with the interest of the Company. Illustrative cases can be:

- **Related Party Transactions:** Entering into any transactions or relationship with Company in which they have a financial or other personal interest (either directly or indirectly such as through a family member or relation or other person or other organization with which they are associated).
- **Outside Directorship:** Accepting Directorship on the Board of any other Company that competes with the business of the Company.
- **Consultancy / Business / Employment:** Engaging in any activity (be it in the nature of providing consultancy service, carrying on business, accepting employment) which is likely to interfere or conflict with their duties / responsibilities towards Company. They should not invest or associate themselves in any other manner with any supplier, service provider or customer of the Company.
- **Use of Official position for personal gains:** They should not use their official position for personal gains.

7.3 As Independent Directors

7.3.1 The Independent Directors shall adhere to the Code for Independent Directors as per the provisions of Section 149 (8) read with Schedule IV of Companies Act, 2013. Relevant extract of Schedule IV is enclosed as *Appendix - 2*.

8. Compliance with the Code of Business Conduct and Ethics

8.1. All Members of the Board and Senior Management of Company shall uphold and promote the principles of this Code

The future of the organization depends on both technical and ethical excellence. Not only it is important for Board Members and Senior Management to adhere to the principles expressed in this Code, each of them should also encourage and support adherence by others.

8.2. Treat violations of this Code as inconsistent association with the organization

Adherence of professionals to a code ethics is largely and generally a voluntary matter. However, if any of the Board Members or Senior Management does not follow this Code, the matter would be reviewed by the Board and its decision shall be final. The Company reserves the right to take appropriate action against the defaulter.

8.3. Enforcement of Code of Conduct

8.3.1. The Company Secretary shall forward a copy of the Code to the existing Board Members and Senior Management immediately on its approval / amendment by the Board and to the new Board Members and Senior Management immediately on their appointment. All Board Members and Senior Management shall acknowledge the receipt of this Code and on intimation of any revision thereon, in the Form at *Appendix – 3*.

8.3.2. The Board Members and Senior Management shall affirm compliance to the Code in respect of previous financial year, as required by DPE Guidelines, by forwarding an annual compliance report in the Form at *Appendix – 4* to the Company Secretary of the Company by 30 April of each financial year. If any Board Member or Senior Management leaves the Company any time during a financial year, he / she shall send a communication to the Company Secretary affirming compliance of the Code till the date of his association with the Company. A Declaration by the Chairman & Managing Director to this effect shall be made in the Annual Report.

8.3.3. The Company Secretary shall report to the Board, any breach of this Code, which comes to notice, for its information and to decide on the future course of action.

8.4. **Continual updation of Code**

This Code is subject to continuous review and updation in line with any changes in law, changes in Company's philosophy, vision, business plans or otherwise as may be deemed necessary by the Board and all such amendments / modifications shall take effect prospectively from the date stated therein.

8.5. **Where to seek clarifications**

Any Board Member or Senior Management requiring any clarification regarding this Code of Conduct may contact the Company Secretary of the Company or any officer designated by the Board of Directors for this purpose.

*** **

Definition of ‘Relative’

Section 2(77) of the Companies Act, 2013

“relative”, with reference to any person, means anyone who is related to another, if-

- (i) they are members of a Hindu Undivided Family;
- (ii) they are husband and wife; or
- (iii) one person is related to the other in such manner as may be prescribed;

Rule 4 of the Companies (Specification of definitions details) Rules, 2014

A person shall be deemed to be the relative of another, if he or she is related to another in the following manner, namely:-

- 1) Father: Provided that the term “Father” includes step-father.
- 2) Mother: Provided that the term “Mother” includes the step-mother.
- 3) Son: Provided that the term “Son” includes the step-son.
- 4) Son’s wife.
- 5) Daughter.
- 6) Daughter’s husband.
- 7) Brother: Provided that the term “Brother” includes the step-brother;
- 8) Sister: Provided that the term “Sister” includes the step-sister.

Code for Independent Directors

(As per Schedule IV of the Companies Act, 201)

The Code is a guide to professional conduct for independent directors. Adherence to these standards by independent directors and fulfilment 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 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.



Appendix – 3
(Refer Clause 8.3.1)

**FORM OF
ACKNOWLEDGEMENT OF RECEIPT OF
CODE OF BUSINESS CONDUCT AND ETHICS FOR
BOARD MEMBERS AND SENIOR MANAGEMENT**

*(Under Clause 8.3.1 of the “Code of Business Conduct and Ethics for
Board Members and Senior Management)*

To
The Company Secretary
Garden Reach Shipbuilders & Engineers Ltd.
Kolkata 700 024

**Acknowledgement of Receipt of “Code of Business Conduct and
Ethics for Board Members and Senior Management”**

I have received and read the Code of Business Conduct and Ethics for Board Members and Senior Management of **Garden Reach Shipbuilders & Engineers Ltd.** I understand the standards and policies contained in the said Code of Business Conduct and Ethics and understand that there may be additional policies of laws specific to my job. I further agree to comply with the said Code of Business Conduct and Ethics.

If I have questions concerning the meaning or application of the said Code of Business Conduct and Ethics, any policies of the Company or the legal and regulatory requirements applicable to my job, I know I can consult the Company Secretary of the Company knowing that my questions or reports will be maintained in confidence.

Further, I undertake to provide Affirmation on an Annual basis to the Company within 30 days from the end of 31 March every year.

Signature

Name

Designation.....

Place

Employment Number

Date

Telephone No.



Appendix – 4
(Refer Clause 8.3.2)

FORM OF AFFIRMATION

(On Annual basis by 30 April of every year)

(Under Clause 8.3.2 of the “Code of Business Conduct and Ethics for Board Members and Senior Management”)

To
The Company Secretary
Garden Reach Shipbuilders & Engineers Ltd.
Kolkata 700 024

Affirmation of Compliance to the “Code of Business Conduct and Ethics for Board Members and Senior Management”

I,.....(Name).....(Designation),
having read and understood the Code of Business Conduct and Ethics for Board Members and Senior Management, hereby solemnly affirm that I have complied with and have not violated any of the provisions of the Code during the year ended 31st March,

Signature

Name

Designation.....

Place

Employment Number

Date

Telephone No.