KALYANI

BHARAT FORGE LIMITED

CIN: L25209PN1961PLC012046
Registered Office: Mundhwa, Pune Cantonment, Pune - 411 036, Maharashtra, India
Phone: +91 20 6704 2777/2476 Fax: +91 2682 2163
E-mail: secretarial@bharatforge.com Website: www.bharatforge.com

NOTICE

NOTICE is hereby given that the 65th (Sixty-Fifth) Annual General Meeting ("**AGM**") of the Members of Bharat Forge Limited ("**the Company**") will be held on Tuesday, August 11, 2026, at 11.00 a.m. (I.S.T.) through Video Conferencing ("**VC**")/Other Audio-Visual Means ("**OAVM**") to transact the following business:

ORDINARY BUSINESS:

1. To consider and adopt the Audited Standalone and Consolidated Financial Statements of the Company for the financial year ended March 31, 2026 together with the reports of the Board of Directors and Auditors thereon.
2. To confirm the payment of an interim dividend and to declare a final dividend on Equity Shares for the Financial Year ended March 31, 2026.
3. To appoint a Director in the place of Mr. Ashish Bharat Ram (DIN: 00671567), who retires by rotation, and being eligible, offers himself for re-appointment.

SPECIAL BUSINESS:

4. Appointment of Mr. Ashish Bharat Ram (DIN: 00671567) as a Non-Executive Non-Independent Director of the Company.

   To consider and, if thought fit, to pass, with or without modification(s), the following resolution as an **Ordinary Resolution:**

   "RESOLVED THAT pursuant to Section 152 and other applicable provisions, if any, of the Companies Act, 2013 ("**the Act**") and the relevant rules thereunder, Regulation 17 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**Listing Regulations**") including any amendments, modifications, variations or re-enactments thereof, the Articles of Association of the Company, and the recommendation of the Nomination and Remuneration Committee and the Board of Directors of the Company (hereinafter referred to as the "Board"), the appointment of Mr. Ashish Bharat Ram (DIN: 00671567), in respect of whom the Company has received a notice in writing under Section 160 of the Act from a member proposing his candidature for the office of Director, be and is hereby approved by the members as a Non-Executive Non-Independent Director of the Company, to hold office for a period of 5 (five) years with effect from September 01, 2026 up to August 31, 2031 (both days inclusive), liable to retire by rotation.

   RESOLVED FURTHER THAT Mr. Ashish Bharat Ram shall be entitled to sitting fees and commission not exceeding the limits as provided under the Act and Listing Regulations, as may be recommended by the Nomination & Remuneration Committee and decided by the Board from time to time, as well as reimbursement of expenses for attending Board and committee meetings, as the case may be.

   RESOLVED FURTHER THAT the Board be and is hereby authorised to execute all such documents, instruments and writings, as deemed necessary, file requisite forms or applications with statutory/regulatory authorities, as it may in its sole and absolute discretion deem fit and to do all such acts, deeds, matters and things as may be considered necessary and appropriate and to delegate all or any of its powers herein conferred to any Director(s)/Key Managerial Personnel of the Company, to give effect to this resolution."

5. To ratify the remuneration of Cost Auditors for the financial year 2026-27

To consider and, if thought fit, to pass, with or without modification(s), the following resolution as an **Ordinary Resolution:**

"RESOLVED THAT pursuant to the provisions of Section 148 and all other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), the remuneration payable to M/s. Dhananjay V. Joshi & Associates, Cost Accountants, Pune having Firm Registration No.:00030, appointed by the Board of Directors of the Company, to conduct the audit of cost records of the Company for the financial year 2026-27 amounting to ₹ 15,00,000/- (Rupees Fifteen Lakhs Only) plus applicable tax(es) and reimbursement of out-of-pocket expenses incurred in connection with the aforesaid audit, recommended by the Audit Committee and approved by the Board of Directors of the Company be and is hereby ratified.

RESOLVED FURTHER THAT the Directors of the Company be and are hereby severally authorised to do all such acts and take all such steps as may be necessary, proper, or expedient to give effect to this resolution."

By Order of the Board of Directors
For **Bharat Forge Limited**

Tejaswini Chaudhari
Company Secretary
Membership No.: ACS 18907

Place: Pune
Date: May 7, 2026

Registered Office:
Mundhwa, Pune Cantonment,
Pune - 411 036, Maharashtra, India
CIN: L25209PN1961PLC012046
E-mail: secretarial@bharatforge.com
Website: www.bharatforge.com

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NOTES:

1. AGM through VC/OAVM and electronic dispatch of Notice and Integrated Annual Report

The Ministry of Corporate Affairs ("**MCA**") vide its Circular dated September 22, 2025 in continuation of its earlier circulars on the subject ("**MCA Circulars**") has permitted the holding of the Annual General Meeting ("**AGM**") through Video Conferencing ("**VC**") or Other Audio-Visual Means ("**OAVM**") without the physical presence of the members at a common venue. Accordingly, the 65th AGM of the Company will be held through VC/OAVM and members can attend and participate in the AGM through VC/OAVM only. Participation of members through VC/OAVM will be reckoned for the purpose of quorum for the AGM as per Section 103 of the Act. The registered office of the Company shall be deemed to be the venue for the AGM. Further, in accordance with Regulation 36 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**Listing Regulations**"), read with Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 and such other circulars as applicable, issued by the Securities and Exchange Board of India ("**SEBI**"), Notice of the AGM and Integrated Annual Report are being sent only through electronic mode to those members whose e-mail addresses are registered with the Company/Depositories.

If your e-mail address is not registered with the Company/Depositories, you can temporarily update the e-mail address and mobile number with the Company's RTA – MUFG Intime India Private Limited by visiting the link: https://web.in.mpms.mufg.com/EmailReg/Email_Register.html till Friday, July 3, 2026 to receive the Notice of the AGM and Integrated Annual Report.

Members may note that the Notice of the AGM and Integrated Annual Report for the financial year 2025-26 will also be available on the Company's website at www.bharatforge.com, the websites of the Stock Exchanges, i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com, respectively and on the website of RTA at https://in.mpms.mufg.com.

In compliance with Regulation 36(1)(b) of the Listing Regulations, a letter providing details of the web link, including the path, where complete details of the Integrated Annual Report are available, is being sent to those members whose e-mail addresses are not registered with the Company/RTA or with any Depository.

The Company will also be publishing an advertisement in newspapers containing the details about the AGM i.e., the date and time of the AGM, details for e-voting, availability of notice of the AGM at the Company's website, manner of registering the email IDs of those shareholders who have not registered their email addresses, manner of providing mandate for dividends, and other matters as may be required.

2. Explanatory Statement/Special Business

The Explanatory Statement pursuant to Section 102(1) of the Act and additional details in terms of Regulation 36 of the Listing Regulations, in respect of Item No. 3 and special businesses under Item Nos. 4 and 5, are set out in the Explanatory Statement annexed to the notice herewith.

3. Particulars of Directors

A statement giving additional details of the Director seeking appointment/re-appointment as set out at Item No. 3 is annexed herewith as '**Annexure A**' required under the Listing Regulations and Secretarial Standards II ("**SS-2**").

4. Attending AGM through VC/OAVM

The Company has enabled the members to participate in the 65th AGM through the VC facility, i.e. the National Securities Depository Limited (NSDL). The detailed procedure and manner for participating in the AGM through VC/OAVM are given in '**Annexure B**'.

Attendance through VC/OAVM is restricted and hence, members may join the meeting on a first-come, first-served basis. However, attendance of members holding more than 2% of the paid-up share capital of the Company, institutional investors, directors, key managerial personnel, Chairperson of the Audit Committee, Nomination and Remuneration Committee, and Stakeholders Relationship Committee and Auditor will not be restricted on a first come, first-served basis.

5. Voting through electronic means

i. In compliance with Regulation 44 of the Listing Regulations, Section 108 of the Companies Act, 2013 ("**the Act**"), and Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended from time to time), members are provided with the facility to cast their votes electronically. This includes remote e-voting (i.e. voting from a location other than the AGM venue) and e-voting during the AGM, both facilitated through the e-voting platform provided by NSDL

ii. The remote e-voting period commences on **Saturday, August 8, 2026 (9:00 a.m. I.S.T.)** and ends on **Monday, August 10, 2026 (5:00 p.m. I.S.T.).** During this period, members holding shares either in physical form or in dematerialised form, as on **Tuesday, August 4, 2026**, i.e. '**Cut-off date**', may cast their vote electronically. The remote e-voting module shall be disabled for voting thereafter. Those members who will be present at the AGM through the VC/OAVM facility and have not cast their vote on the Resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through the e-voting system during the AGM.

iii. The members who have cast their vote by remote e-voting prior to the AGM may also attend/participate in the AGM through VC/OAVM but shall not be entitled to cast their vote again.

iv. The voting rights of members shall be in proportion to their shares in the paid-up equity share capital of the Company as on the cut-off date.

v. In the case of joint holders, the member whose name appears as the first holder in the order of names as per the Register of Members of the Company will be entitled to vote during the AGM.

vi. Mr. Sridhar Mudaliar (FCS COP: 2664), failing him, Mrs. Sheetal Joshi (FCS COP: 11635), Partners of M/s. SVD & Associates, Company Secretaries, Pune have been appointed as the Scrutiniser to scrutinise the voting during the AGM and remote e-voting process in a fair and transparent manner.

vii. The result of the e-voting (votes cast during the AGM and votes cast through remote e-voting) will be announced within two working days after the conclusion of the AGM on the Company's website at www.bharatforge.com and also communicated to the stock exchanges.

The detailed process and instructions are given in '**Annexure B**' to this Notice.

6. Any person who becomes a member of the Company after the dispatch of this Notice and holds shares as on the Cut-off date may follow the process outlined in '**Annexure B**' to this Notice for participating in the AGM as well as for remote e-voting/e-voting at the AGM. Any person who is not a member as on the Cut-off date should treat this Notice for information purposes only.

7. Proxy

Pursuant to the provisions of the Act, a member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on his/her behalf and the proxy need not be a member of the Company. Since this AGM is being held through VC/OAVM, physical attendance of members has been dispensed with. Accordingly, the facility for appointment of proxies by the members will not be available for the AGM and hence the Proxy Form, Attendance Slip and Route Map are not annexed to this Notice.

8. Inspection of documents

The Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act and the Register of Contracts or Arrangements in which the Directors are interested, maintained under Section 189 of the Act along with all other documents referred to in this Notice, will be available for inspection for the members without any fee from the date of circulation of this Notice up to the date of AGM, i.e. August 11, 2026. Members seeking to inspect can send an e-mail to the secretarial department of the Company at secretarial@bharatforge.com.

9. Dividend

Pursuant to the Listing Regulations, the Company has fixed **Friday, July 3, 2026**, as the Record Date for the purpose of determining the entitlement of members to the final dividend. The final dividend on Equity Shares, if declared at the AGM, shall be paid/credited subject to deduction of income-tax at source ("**TDS**") on or after **Friday, August 14, 2026**, to those members:

i. whose names appear in the Register of members of the Company after giving effect to all valid transmission or transposition requests lodged with the Company as of the close of business hours on **Friday, July 3, 2026**; and

ii. whose names appear as beneficial owners holding shares in electronic form as per the beneficial ownership data as may be made available to the Company by the National Securities Depository Limited ("**NSDL**") and the Central Depository Services (India) Limited ("**CDSL**"), as of the close of business hours on **Friday, July 3, 2026**.

Pursuant to the Finance Act, 2020, dividend income is taxable in the hands of shareholders with effect from April 01, 2020, and the Company is required to deduct tax at source from dividend paid to the members at the prescribed rates. For the prescribed rates for various categories, members are requested to refer to the Finance Act, 2020 and amendments thereof. Members may also refer to the email sent to their registered email address for more details on the TDS process for dividend along with the necessary annexures. This communication is also available on the websites of the BSE, i.e. https://www.bseindia.com, NSE, i.e. https://www.nseindia.com/ and the Company at: www.bharatforge.com.

10. We would like to draw your kind attention to the following urgent matters, which require your immediate action:

- **PAN, KYC, NOMINATION AND BANK DETAILS**

  SEBI vide its Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 06, 2026 has mandated all listed entities to ensure that members holding shares in physical form shall update their PAN, KYC, Nomination and Bank account details (if not updated or provided earlier) through the respective RTA. Accordingly, members are requested to update the requisite details and the forms for the same are available at https://www.bharatforge.com/investors/shareholders-information/shareholder-download.

  Service requests or investor complaints from any member cannot be processed by RTA until registration/updation of PAN, KYC, Nomination and Bank account details in the records of the Company's RTA. Members holding shares in electronic form are requested to submit their PAN, KYC, Bank and Nomination details to their depository participants.

- **INTIMATING CHANGE**

  Members are requested to intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/ mobile numbers, Permanent Account Number (PAN), mandates, nominations, power of attorney, bank details such as name of the bank and branch details, bank account number, MICR code, IFSC code, etc.:

  a. **For shares held in electronic form:** to their Depository Participants (DPs)

  b. **For shares held in physical form:** register/update the details in prescribed Form ISR-1 and other relevant forms with RTA of the Company at rnt.helpdesk@in.mpms.mufg.com or by writing to them at M/s MUFG Intime India Private Limited, C-101, First Floor, 247 Park, LBS Marg, Vikhroli (W), Mumbai-400 083. Shareholders may download the prescribed forms from the Company's website at: https://www.bharatforge.com/investors/shareholders-information/shareholder-download.

- **DEMATERIALISATION OF SHARES**

  SEBI vide its Master Circular HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 06, 2026 and SEBI (LODR) Regulations, 2015, has mandated that, except in case of transmission or transposition of securities, requests for effecting transfer of securities shall not be processed unless the securities are held in the dematerialised ("Demat") form with a depository. In light of the same, shareholders are requested to kindly convert their physical shares in Demat form to avoid the hassle in the transfer of shares. The request for transmission or transposition of securities held in physical or dematerialised form shall be effected only in dematerialised form.

- **ISSUANCE OF SECURITIES IN DEMATERIALISED FORM IN CASE OF INVESTOR SERVICE REQUESTS**

  Members may please note that SEBI vide its Master Circular No. HO/38/13/(4)2026-MIRSD-POD/I/4298/2026 dated February 06, 2026, has mandated the listed companies to issue securities in dematerialised form only while processing service requests viz. issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/exchange of securities certificate; endorsement; sub-division/splitting of securities certificate; consolidation of securities certificates/folios; transmission and transposition. Accordingly, Members are requested to submit a duly filled and signed Form ISR – 4, the format of which is available on the Company's website at https://www.bharatforge.com/investors/shareholders-information/shareholder-download. It may be noted that any service request can be processed only after the folio is KYC Compliant.

- **UNCLAIMED DIVIDEND**

  Members are requested to note that dividend, if not encashed for a consecutive period of seven years from the date of transfer to the Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ("IEPF"). The shares in respect of such unclaimed dividends are also liable to be transferred to the Demat account of the IEPF Authority. In view of this, Members are requested to claim their dividends from the Company within the stipulated timeline. The Members whose unclaimed dividends/shares have been transferred to IEPF, may claim the same by making an application to the IEPF Authority in Form No. IEPF-5 available on: www.iepf.gov.in.

  Details of shares transferred to the IEPF Authority are available on the Company website and the same can be accessed through the link: https://www.bharatforge.com/investors/shareholders-information/IEPF. The said details have also been uploaded on the IEPF Authority website and the same can be accessed through the link: www.iepf.gov.in.

  Members who wish to claim their unclaimed dividend(s) may send a written request to the Company at the e-mail Id secretarial@bharatforge.com or to the Company's RTA at the e-mail Id. rnt.helpdesk@in.mpms.mufg.com or by post to RTA's address at C-101, 247 Park, L.B.S. Marg, Vikhroli West, Mumbai-400 083, Maharashtra, India.

- **DISPUTE RESOLUTION:**

  SEBI has established a common Online Dispute Resolution Portal ("ODR Portal - https://smartodr.in/login") to raise disputes arising in the Indian Securities Market. After exhausting the option to resolve their grievances with the RTA/ Company directly and through the SCORES platform, investors can initiate dispute resolution through the ODR Portal.

- **SHAREHOLDERS' SATISFACTION SURVEY**

  We are committed towards providing excellent services to our shareholders, while upholding the highest standards of corporate governance. To further enhance our shareholder service standards, the Company has launched the Shareholders' Satisfaction Survey, which is available on the Company's website at https://survey.kalyanicorp.com/ShareholderSurvey/

  The members are requested to take a few moments to complete the survey. Your feedback is invaluable to us as we strive to serve you better.

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EXPLANATORY STATEMENT IN RESPECT OF THE SPECIAL BUSINESS PURSUANT TO SECTION 102(1) OF THE COMPANIES ACT, 2013

As required by Section 102(1) of the Companies Act, 2013 ("**the Act**"), the following Explanatory Statement sets out the material facts relating to the Special Business mentioned under item no. 4, item no. 5 and item no. 6 of the accompanying Notice:

ITEM NO. 4

The previous term of appointment of Mr. Ashish Bharat Ram (DIN: 00671567) as a Non-Executive Non-Independent Director of the Company is set to expire on August 31, 2026. The Board of Directors of the Company ('the Board') at the meeting held on Thursday, May 7, 2026, on the recommendation of the Nomination and Remuneration Committee ("NRC"), recommended for the approval of the Members, the re-appointment of Mr. Ashish Bharat Ram as a Non-Executive Non-Independent Director of the Company for a further period of five (5) consecutive years, on such terms as set out in the Resolution.

It is proposed to seek members' approval for the re-appointment of Mr. Ashish Bharat Ram as a Non-Executive Non-Independent Director of the Company, in terms of applicable provisions of the Act.

In terms of the provisions of Regulation 17 (1C) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), the appointment of any person on the Board of the Company shall be approved by the shareholders at the next general meeting or within three months from the date of appointment, whichever is earlier. Accordingly, the members' approval is being sought for the appointment of Mr. Ashish Bharat Ram as a Non-Executive Non-Independent Director of the Company w.e.f. September 1, 2026.

The Company adheres to a meticulous process while selecting its Board members to ensure that the right individuals are chosen to guide its strategic direction. The NRC regularly evaluates the skills, expertise, and diversity within the current Board composition to assess and identify the attributes required to sustain the Company's long-term vision.

During this evaluation process, the NRC identified the experience, competencies and expertise of Mr. Ashish Bharat Ram that align with the Company's strategic objectives and governance needs. He possesses a deep understanding of the Indian manufacturing industry landscape and has demonstrated a track record of leadership as the Managing Director of SRF Limited. The Board has also noted the substantial benefits that the Company can derive from Mr. Ashish Bharat Ram's skills and proficiency in finance and corporate strategy.

The Company has received all statutory disclosures/declarations from Mr. Ashish Bharat Ram, including written consent to act as a director and intimation that he is not disqualified under Section 164 of the Companies Act, 2013 ("the Act"). Further, the Company has also received a notice under Section 160 of the Act from a member, proposing his candidature for the office of Director.

Mr. Ashish Bharat Ram shall be paid remuneration by way of sitting fees for attending meetings of the Board and committees thereof, if applicable, as well as reimbursement of expenses to attend such meetings. He shall also be entitled to commission as may be recommended by the Board, in consultation with the NRC, from time to time, which shall be within the limits stipulated under Section 197 of the Act and as approved by the members at the 58th Annual General Meeting of the Company held on August 13, 2019.

In compliance with the provisions of Sections 152, 197 and other applicable provisions of the Act, read with rules framed thereunder and Regulation 17 and other applicable provisions of the Listing Regulations, the appointment of Mr. Ashish Bharat Ram as a Non-Executive Non-Independent Director of the Company, liable to retire by rotation, for a period of five (5) years i.e., from September 01, 2026 up to August 31, 2031, is now being placed before the members of the Company for their approval. The Board recommends that the resolution at Item No. 4 be approved by the members as an ordinary resolution.

Mr. Ashish Bharat Ram is the brother of Mrs. Deeksha Kalyani, part of the promoter group of the Company and consequently, except Mr. Ashish Bharat Ram and his relatives, none of the Directors/Key Managerial Personnel of the Company and their relatives are in any way concerned or interested, financially or otherwise, in the resolution relating to his appointment.

ITEM NO. 5

Upon recommendation of the Audit Committee, the Board of Directors of the Company in its meeting held on May 7, 2026, has, based upon the eligibility and consent to act as such, re-appointed M/s. Dhananjay V. Joshi & Associates, Cost Accountants, Pune **(Firm Registration No.: 00030)** for conducting the audit of the cost records of the Company for the Financial Year 2026-27.

The Audit Committee and the Board of Directors of the Company have approved a remuneration of ₹ 15,00,000/- (Rupees Fifteen Lakhs Only) plus Taxes at the applicable rates and reimbursement of out-of-pocket expenses for the year 2026-27.

In accordance with the provisions of Section 148 of the Act read with the Companies (Audit and Auditors) Rules, 2014, the remuneration payable to the Cost Auditors needs to be ratified by the members of the Company. Accordingly, consent of the members is sought for passing of an Ordinary Resolution as set out in Item No. 7 of the Notice for ratification of the remuneration payable to the Cost Auditors for the financial year ending March 31, 2027.

None of the Directors/Key Managerial Personnel of the Company and their respective relatives are concerned or interested, financially or otherwise, in this resolution.

The Board recommends the Ordinary Resolution as set out in Item No. 7 of the Notice for ratification by the Members.

By Order of the Board of Directors
For **Bharat Forge Limited**

Tejaswini Chaudhari
Company Secretary
Membership No.: ACS 18907

Place: Pune
Date: May 7, 2026

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ANNEXURE 'A'

DETAILS OF DIRECTORS SEEKING RE-APPOINTMENT [INFORMATION PURSUANT TO REGULATION 36 OF THE LISTING REGULATIONS AND SECRETARIAL STANDARDS II]

ITEM NO. 3 and 4



Mr. Ashish Bharat Ram

Mr. Ashish Bharat Ram holds a degree in Economics from Hindu College, Delhi University, and an MBA in Corporate Strategy from The Johnson Graduate School of Management, Cornell University, USA. He has been a Non-Executive Non-Independent Director on the Company's Board since September 2023 and is a member of the Audit Committee, Nomination and Remuneration Committee and the Risk Management Committee.

As Chairman and Managing Director of SRF Limited, he has led SRF's transformation into a global enterprise with operations in India, Thailand, South Africa, and Hungary. Since becoming Managing Director in 2007 and later Chairman & MD in 2022, he has driven SRF's leadership in Fluorochemicals, Specialty Chemicals, Packaging Films, Technical Textiles, and Coated & Laminated Fabrics.

Before joining SRF, he worked with American Express Bank in India and Toyota Motor Corporation in Japan. Mr. Ashish Bharat Ram has also served as the Regional Chair for South Asia for the Young Presidents Organisation (YPO) and is an active member of the Confederation of Indian Industry (CII).

For his contributions, he has been recognised as India's Best CEO (Emerging & Mid-Sized Companies) by Business Today in 2020 and 2023 and received the Transformational Leader Award (Mid-Cap Category) from the Asian Centre for Corporate Governance & Sustainability in 2020.

Date of Birth and Age: December 31, 1968 - 57 years

Date of first appointment on the Board: September 1, 2023

Educational qualification: Economics Graduate from Delhi University, Master's in Business Administration from The Johnson Graduate School of Management, Cornell University.

Relationship with other Directors, Managers and other Key Managerial Personnel of the Company: Not related to any Director, Manager or Key Managerial Personnel

Terms and conditions of appointment: Mr. Ashish Bharat Ram will serve for a consecutive period of five (5) years commencing from September 01, 2026 till August 31, 2031 as a Non-Executive Non-Independent Director, liable to retire by rotation.

Mr. Ashish Bharat Ram shall be entitled to sitting fees and commission not exceeding the limits as provided under the Act and Listing Regulations, as may be recommended by the NRC and decided by the Board from time to time, as well as reimbursement of expenses for attending Board and committee meetings.

Shareholding in the Company (as on March 31, 2026): Mr. Ashish Bharat Ram does not hold any shares in the Company

Listed entities (other than Bharat Forge Limited) in which Mr. Ashish Bharat Ram holds Directorships and Committee Membership (as on May 7, 2026):

Name of the Listed Entity	Committee Details
SRF Limited	Stakeholders Relationship Committee (M) Risk Management Committee (C) Committee of Directors – Financial Resources (M)
Kama Holdings Limited	Nomination and Remuneration Committee (M) Stakeholders Relationship Committee (C) Risk Management Committee (C) Corporate Social Responsibility Committee (M) Committee of Directors – Financial Resources (M)
Havells India Limited	Nomination and Remuneration Committee (C)

Listed entities from which Mr. Ashish Bharat Ram has resigned as Director in the past 3 years (as on May 7, 2026): Shri Educare Limited

Board Meeting Attendance: During the year 2025-26, five (5) Board meetings of the Company were held and Mr. Ashish Bharat Ram attended all five (5) Board Meetings.

Remuneration last drawn: Please refer to the Corporate Governance Report which forms part of this Integrated Annual Report.

Details of revision in remuneration: NA

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ANNEXURE 'B'

INSTRUCTIONS FOR MEMBERS TO ATTEND THE AGM THROUGH VC/OAVM AND TO SPEAK DURING THE AGM

THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING AND JOINING THE GENERAL MEETING ARE AS UNDER: -
The remote e-voting period begins on **Saturday, August 8, 2026 at 09:00 A.M.** and ends on **Monday, August 10, 2026 at 05:00 P.M.** Thereafter, the remote e-voting module shall be disabled by NSDL for voting. The Members, whose names appear in the Register of Members/Beneficial Owners as on the record date (cut-off date), i.e. **Monday, August 4, 2026**, may cast their votes electronically. The voting rights of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being **Monday, August 4, 2026.**

How do I vote electronically using the NSDL e-Voting system?
The way to vote electronically on the NSDL e-Voting system consists of "Two Steps" which are mentioned below:

Step 1: Access to the NSDL e-Voting system

A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode

In terms of the SEBI circular dated December 9, 2020 on the e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat accounts maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile numbers and email Ids in their demat accounts in order to access the e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual shareholders holding securities in demat mode with the NSDL.	1. For OTP-based login, you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client ID, PAN No., Verification code and generate OTP. Enter the OTP received on the registered email id/mobile number and click on login. After successful authentication, you will be redirected to the NSDL Depository site where you can see the e-Voting page. Click on the company name or **e-Voting service provider, i.e. NSDL** and you will be redirected to the NSDL e-Voting website to cast your vote during the remote e-Voting period or join the virtual meeting & voting during the meeting. 2. An existing **IDeAS** user can visit the e-Services website of the NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page, click on the "**Beneficial Owner**" icon under "**Login**" which is available under the '**IDeAS**' section. This will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value-added services. Click on "**Access to e-Voting**" under e-Voting services and you will be able to see the e-Voting page. Click on the company name or **e-Voting service provider, i.e. NSDL** and you will be redirected to the NSDL e-Voting website to cast your vote during the remote e-Voting period or join the virtual meeting & voting during the meeting. 3. If you are not registered for IDeAS e-Services, the option to register is available at https://eservices.nsdl.com. Select "**Register Online for IDeAS Portal**" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 4. Visit the e-Voting website of the NSDL. Open a web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of the e-Voting system is launched, click on the icon "**Login**" which is available under the 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen-digit demat account number held with the NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to the NSDL Depository site where you can see the e-Voting page. Click on the company name or **e-Voting service provider, i.e. NSDL** and you will be redirected to the NSDL e-Voting website to cast your vote during the remote e-Voting period or join the virtual meeting & voting during the meeting.

Type of shareholders	Login Method
	5. Shareholders/Members can also download the NSDL Mobile App "**NSDL Speede**" facility by scanning the QR code mentioned below for a seamless voting experience. **NSDL Mobile App is available on** App Store Google Play
Individual shareholders holding securities in demat mode with the CDSL	1. Users who have opted for the CDSL Easi/Easiest facility, can log in through their existing user id and password. The option will be available to access the e-Voting page without any further authentication. Users to log in to Easi/Easiest are requested to visit the CDSL website www.cdslindia.com and click on the login icon & New System MyEasi Tab and then use their existing My Easi username & password. 2. After successful login, the Easi/Easiest user will be able to see the e-Voting option for eligible companies where the e-Voting is in progress as per the information provided by the Company. On clicking the e-Voting option, the user will be able to see the e-Voting page of the e-Voting service provider to cast their vote during the remote e-Voting period or join the virtual meeting & voting during the meeting. Additionally, links are provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' websites directly. 3. If the user is not registered for Easi/Easiest, the option to register is available at the CDSL website www.cdslindia.com and click on login & New System MyEasi Tab and then click on the registration option. 4. Alternatively, the user can directly access the e-Voting page by providing the Demat Account Number and PAN No. from an e-Voting link available on the www.cdslindia.com home page. The system will authenticate the user by sending an OTP on their registered Mobile & Email as recorded in the Demat Account. After successful authentication, the user will be able to see the e-Voting option where the e-Voting is in progress and also be able to directly access the system of all e-Voting Service Providers.
Individual shareholders (holding securities in demat mode) log in through their depository participants	You can also log in using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL to access the e-Voting facility. Upon logging in, you will be able to see the e-Voting option. Click on the e-Voting option and you will be redirected to the NSDL/CDSL Depository site after successful authentication, where you can see the e-Voting feature. Click on the company name or e-Voting service provider, i.e. NSDL and you will be redirected to the NSDL e-Voting website to cast your vote during the remote e-Voting period or join the virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/Password are advised to use the Forgot User ID and Forgot Password options available at the above-mentioned website.

Helpdesk for Individual shareholders holding securities in demat mode for any technical issues related to log in through Depository, i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual shareholders holding securities in demat mode with the NSDL	Members facing any technical issue in login can contact the NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual shareholders holding securities in demat mode with the CDSL	Members facing any technical issue in login can contact the CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact the tollfree no. 1800-21-09911

B) Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log in to the NSDL e-Voting website?

1. Visit the e-Voting website of the NSDL. Open a web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile.
2. Once the home page of the e-Voting system is launched, click on the icon "Login" which is available under the 'Shareholder/Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

   Alternatively, if you have registered for NSDL e-services, i.e. IDEAS, you can log in at https://eservices.nsdl.com/ with your existing IDEAS login. Once you log in to NSDL e-services after using your log in credentials, click on e-Voting and you can proceed to Step 2, i.e. Cast your vote electronically.
4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For members who hold shares in a demat account with the NSDL.	8 Character DP ID followed by 8 Digit Client ID For example, if your DP ID is IN300*** and Client ID is 12******, then your user ID is IN300***12******.
b) For members who hold shares in a demat account with the CDSL.	16 Digit Beneficiary ID For example, if your Beneficiary ID is 12**********, then your user ID is 12**********
c) For members holding shares in Physical Form.	EVEN number followed by the folio number registered with the Company For example, if the folio number is 001*** and EVEN is 101456 then, the user ID is 101456001***

5. Password details for shareholders other than Individual shareholders are given below:
   a) If you have already registered for e-Voting, then you can use your existing password to log in and cast your vote.
   b) If you are using the NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.

c) How to retrieve your 'initial password'?

(i) If your email ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and the attachment, i.e. a.pdf file. Open the.pdf file. The password to open the.pdf file is your 8-digit client ID for the NSDL account, the last 8 digits of the client ID for the CDSL account or the folio number for shares held in physical form. The.pdf file contains your 'User ID' and your 'initial password'.

(ii) Please follow the steps mentioned below in the **process for those shareholders whose email ids are not registered.**

6. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:

a) Click on the "Forgot User Details/Password?"(If you are holding shares in your demat account with the NSDL or CDSL) option available on www.evoting.nsdl.com.

b) Click on the "Physical User Reset Password?" (If you are holding shares in physical form) option available on www.evoting.nsdl.com.

c) If you are still unable to get the password by the aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address, etc.

d) Members can also use the OTP (One Time Password)-based login to cast their votes on the e-Voting system of the NSDL.

7. After entering your password, tick on Agree to "Terms and Conditions" by selecting the check box.

8. Now, you will have to click on the "Login" button.

9. After you click on the "Login" button, the Home page of e-Voting will open.

Step 2: Cast your vote electronically and join the General Meeting on the NSDL e-Voting system.

How to cast your vote electronically and join the General Meeting on the NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and General Meeting are in active status.

2. Select "EVEN" of the company for which you wish to cast your vote during the remote e-Voting period and cast your vote during the General Meeting. To join the virtual meeting, click the "VC/OAVM" link under "Join Meeting".

3. Now you are ready for e-Voting as the Voting page opens.

4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.

5. Upon confirmation, the message "Vote cast successfully" will be displayed.

6. You can also take a printout of the votes cast by you by clicking on the print option on the confirmation page.

7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI, etc.) are required to send a scanned copy (PDF/JPG Format) of the relevant Board Resolution/Authority letter, etc. with the attested specimen signature of the duly authorised signatory(ies) who are authorised to vote, to the Scrutiniser by e-mail to cs@svdandassociates.com with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI, etc.) can also upload their Board Resolution/Power of Attorney/Authority Letter, etc. by clicking on "Upload Board Resolution/Authority Letter" displayed under the "e-Voting" tab in their login.

2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Logging in to the e-voting website will be disabled after five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.

3. In case of any queries, you may refer to the Frequently Asked Questions (FAQs) for shareholders and the e-voting user manual for shareholders available at the download section of www.evoting.nsdl.com or call on: 022 - 4886 7000 or send a request to Ms. Rimpa Bag at evoting@nsdl.com

Process for those shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of email ids for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical form, please provide folio no., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN card), Aadhar (self-attested scanned copy of Aadhar Card) by email to secretarial@bharatforge.com.
2. In case shares are held in demat form, please provide DPID-CLID (16-digit DPID + CLID or 16-digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), Aadhar (self-attested scanned copy of Aadhar Card) to secretarial@bharatforge.com. If you are an Individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at **step 1 (A), i.e. the login method for e-Voting and joining virtual meetings for Individual shareholders holding securities in demat mode.**
3. Alternatively, shareholder/members may send a request to evoting@nsdl.com for procuring a user id and password for e-voting by providing the above-mentioned documents.
4. In terms of the SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat form are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID in their demat account to access the e-Voting facility.

THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE EGM/AGM ARE AS UNDER: -

1. The procedure for e-Voting on the day of the EGM/AGM is the same as the instructions mentioned above for remote e-voting.
2. Only those members/shareholders, who will be present in the EGM/AGM through VC/OAVM facility and have not cast their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through the e-Voting system in the EGM/AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the EGM/AGM. However, they will not be eligible to vote at the EGM/AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the EGM/AGM shall be the same person mentioned for Remote e-voting.

INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE EGM/AGM THROUGH VC/OAVM ARE AS UNDER:

1. Member will be provided with a facility to attend the EGM/AGM through VC/OAVM through the NSDL e-Voting system. Members may access the NSDL e-Voting system by following the steps mentioned above. After successful login, you can see the link for "VC/OAVM" under the "Join meeting" menu against the company name. You are requested to click on the VC/OAVM link placed under the Join Meeting menu. The link for VC/OAVM will be available in the Shareholder/Member login where the EVEN of the Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten them may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last-minute rush.
2. Members are encouraged to join the Meeting through Laptops for a better experience.
3. Further, members will be required to allow the Camera and use the Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that participants connecting from Mobile Devices or Tablets or through a Laptop connecting via a Mobile Hotspot may experience Audio/Video loss due to fluctuations in their respective network. It is therefore recommended to use a stable Wi-Fi or LAN Connection to mitigate any aforesaid glitches.
5. Shareholders who would like to express their views/have questions may send their questions in advance mentioning their name demat account number/folio number, email ids, mobile number at secretarial@bharatforge.com. The same will be replied to by the Company suitably.

INFORMATION AT A GLANCE

Sr. No.	Particulars	Details
1	Day, Date and Time of AGM	Tuesday, August 11, 2026 at 11.00 a.m. (I.S.T.)
2	Mode	Video Conferencing ("VC")/Other Audio-Visual Means ("OAVM")
3	Participation through VC/OAVM	Members can log in 30 minutes before the time scheduled for the AGM, i.e. at 10.30 a.m. (I.S.T.) at https://www.evoting.nsdl.com/
4	Contact information for VC or e-voting-related issues	E-mail: evoting@nsdl.co.in Tel: 022-49186000
5	Speaker Shareholder Registration before AGM	Email: secretarial@bharatforge.com is accessible till 5:00 p.m. (I.S.T.) on Friday, August 7, 2026
6	Cut-Off Date for E-voting	Monday, August 4, 2026
7	Remote E-voting start and end date and time	Saturday, August 8, 2026 at 9:00 a.m. I.S.T. and Monday, August 10, 2026 at 5:00 p.m. I.S.T.
8	Remote E-voting website	(i) Individual shareholders holding securities in demat mode with the NSDL: https://eservices.nsdl.com (ii) Individual shareholders holding securities in demat mode with the CDSL: https://web.cdslindia.com/myeasitoken/home/login (iii) Individual shareholders holding securities in physical form/ Non-Individual shareholders holding securities in demat mode: https://www.evoting.nsdl.com/
9	Name of E-voting Service Provider	NSDL
10	Name of Registrars and Transfer Agents	MUFG Intime India Private Limited
11	Registration of members' e-mail IDs For physical holding: For DEMAT holding:	 rnt.helpdesk@mufgintime.co.in to their Depository Participants (DPs)
12	Record date for Dividend	Friday, July 3, 2026
13	Dividend payment date	On or after Friday, August 14, 2026
14	Information on tax on dividend 2025-26	The same is available on the Company's website at https://www.bharatforge.com/investors/agm
15	Transcript of AGM	To be made available on the website of the Company at https://www.bharatforge.com/investors/agm