



MAHINDRA

BUSINESS SOLUTIONS

CODE OF CONDUCT



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CODE OF CONDUCT

Introduction to the Code of Conduct.

The Code of Conduct is our central policy document, outlining the requirements that every single person working for and with the Company must comply with, regardless of location. We may also have additional policies that we need to adhere to which are specific to role or location. This Code of Conduct applies globally to ensure world-wide integrity and consistency in corporate values and behaviour. At the same time, it respects the local customs and traditions.

To whom does the Code of Conduct apply?

The Code is for everybody working for or on behalf of the Company. We expect everyone who represents the Company to uphold the same standards and to abide by our Code and policies. In addition, individual business units issue policies that provide more specific guidance about certain business practices. If we need help finding or understanding a policy, or in case we need any clarification or guidance on the Code, we should speak to your respective Human Resource Business Partner (HRBP).

What does this mean for us? The Company expects us to:

- Behave in an ethical manner, taking pride in our actions and decisions.
- Comply with the principles and rules in our Code and fulfil our legal and regulatory obligations.
- Seek guidance wherever required if we feel a working practice is not ethical or safe.
- Report non-compliance or breach of our Code immediately.

Complying with Legal Requirements

Complying with Laws

We will act within the law, our licensing and authorizations obligations, and any other regulations.

We will conduct our business as responsible corporate citizens, and we will follow the applicable legal framework of the country in which we operate by the letter of the law and in spirit. All Employees / Associates / Consultants are expected to function in line with this principle.

Employees are expected to know and to understand the legal obligations applicable while performing their duties and discharging their responsibilities on the job. Ignorance cannot be an excuse for violation of law.

Considering the fact that our businesses are spread over multiple locations, a common approach should be adapted, to the extent possible, in matters that impact us at more than one location.

Any unlawful means of whatever nature to overcome difficulties in the operation or implementation of legislation is expressly prohibited and discouraged.

Competing Fairly

We are committed to legal and ethical competition.

We will use our resources, knowledge, and expertise to our competitive advantage, but we will avoid undermining the operation of free markets and we will respect the rights of others to carry on their business. We will also avoid putting undue pressure on customers in ways that may reduce or remove their ability to choose between services of competitors.

We will respect our competitors' proprietary information. We will also respect our competitors' rights.

We will not try to secure an advantage by ridiculing the competition. Whilst our information memoranda would never be misleading in any manner, it would not fail to highlight our competitive strengths.

We shall support the development of laws that promote, encourage, or result in, fair competition.

Acting with Integrity

Maintaining highest standards of Integrity

We are committed to maintaining the highest possible standards of integrity and ethics in every sphere of activity, and we will abide by the rules and regulations of the organisation.

Conflict of Interest

We will avoid or declare conflicts of interest that may lead, or be seen to lead, to divided personal loyalties.

Employees / Associates / Consultants are expected to protect and nurture the Company's interests all the time. A conflict of interest also includes conflicts between the Company's interest and Employees / Associates / Consultants' interests outside the Company. It could arise from Employees / Associates / Consultants having a large shareholding in a competing organisation, participating in the business and management of another organisation in any manner, spending work time on other things, or acting as a supplier or competitor to the Company.

Employees / Associates / Consultants are expected to remain independent in any decision that they may be required to take and should disclose any interest – personal, professional, academic or business – which may arise directly or indirectly through their relatives, which may conflict with their responsibilities.

Employees / Associates / Consultants must avoid any form of activity that would result in a conflict of interest situation or a potential conflict of interest situation, such that the ability of the Employees / Associates / Consultants to perform objectively or impartially could get impaired.

We will refrain from engaging with any person or firm where we have reasons to believe that such engagement is likely to create a conflict of interest for such person or firm opposite his pre-existing obligations with others.

Note: In the event of any doubt pertaining to conflict, kindly discuss with your Reporting Manager (RM) to agree on the way forward.

Dealings with relatives

If we seek to engage in or enter into any financial or nonfinancial dealings with a related party, relative or a related party of a relative, directly or indirectly, in our capacity as an Employees / Associates / Consultants of the Company, we must seek approvals of the potential or actual conflict of interest situation from Reporting Manager and ensure that we are in no way directly or indirectly influencing the decisions with respect to such party.

In order to avoid a conflict of interest, the Company, generally, will not allow the hiring of our relatives in the same chain of command or function in which we are working. However, exceptions on hiring relatives of past and present workers of the Company may be considered on a case to case basis. In case a situation arises where we are responsible for the hiring process of our relative, we should distance ourselves from the hiring process and ensure that the decisions pertaining to the process are taken by an independent person.

Inducements

We will not offer or accept gifts, hospitality or other inducements, which influence a decision, or engage in any form of bribery. Employees / Associates / Consultants are expected to report any such incident that they may be witness to.

Anti Bribery

The Company does not espouse the payments or receipt of gifts or bribes for business or financial gain. As a corollary, Employees / Associates / Consultants or representatives of the Company are expected not to do anything that could give an impression that the Company could be influenced in this manner.

We follow a zero-tolerance policy for bribery and corruption in any form, whether in government or non-government dealings. We prefer forgoing business opportunities rather than paying bribes. Each one of us should ensure at all times that we follow all the applicable international and local anti-bribery and anti-corruption laws.

We should encourage anti-bribery and anti-corruption practices amongst everyone working on behalf of the Company. We should not knowingly allow, or ignore signs of someone acting on our behalf, paying or receiving any bribe, kickback.

If anybody requests or offers a bribe or kickback, it should be refused and must be immediately reported to the HRBP.

Involvement in political activities

The Company does not support any specific political party and does not have any political affiliation. Therefore, no contributions should be made, on behalf of the Company, either directly or indirectly, to any political party or for any political purpose without prior approval of the management.

We cannot use our job title or Company affiliation in connection with political activities.

We should ensure that we do not give an impression of representing or being the spokesperson of the Company while getting associated with any political party or political activities in our personal capacity.

We should not comment on the political process except in those matters that have a bearing on the operations of the Company. We might engage in policy debate on subjects of legitimate concern to the Company, our staff, and the communities in which we operate in various ways, including lobbying. Since such activities have a bearing on the operations of the Company, it should be done by authorised persons only.

We shall co-operate with the Government, Chambers of Commerce, and Trade Associations in matters concerning the industry, with a view to promoting, protecting, and enhancing our business interests.

Gifts and hospitality

It might be customary, at times, to exchange unsolicited gifts during the traditional festive seasons or during certain corporate events. These will be restricted to promotional or advertising material or such items that are customary or considered to be prudent or of a symbolic nature by the management, having regard to the nature of the business, the type of markets in which the Company is operating, and the event being observed. It would however be unethical and incorrect to give any gift with the intent to derive any benefit in return.

We also do not permit acceptance of gifts direct or indirect in nature, exception to this being sweets/chocolates up to the value of Rs. 500. Whatever the country, Employees / Associates / Consultants are expected to routinely report gifts and hospitality amounting to more than Rs. 500 to the Reporting manager and contact him/her in case of any doubt.

We should not accept favours of any kind from vendors, customers, or any other business partners of the Company. We should not use Company vendors, customers, or any other business partners for personal use, on terms other than those available to the general public or those established by Company policy, unless we have disclosed the same to the Reporting Manager. Such disclosure should be accompanied by both the particulars and value of the products or services availed.

Facilitation payments

The Company does not welcome or encourage facilitation payments. Such payments may be made only when they are legal, small, customary in the circumstances, and are used to secure an outcome to which the Company is legally entitled. In situations where payment is unavoidable, the amount must be openly recorded, and Employees / Associates / Consultants should seek reimbursement under the normal approval procedures. Where it is practical, Employees / Associates / Consultants are expected to consult local management and agree to the payment in advance.

Suspected Fraudulent behaviour

Any act of commission or omission which is detrimental to the business of the company i.e., bribery, fraud, pilferage, theft, etc., will be termed as misconduct. Any such suspected fraudulent behaviour is liable to be investigated and the Employees / Associates / Consultants/s concerned is/are liable to face appropriate disciplinary action including dismissal from the services of the company.

Outside Employment or any other type of association

During our employment with the Company, we shall not engage in any vocation, training, employment, consultancy, business transaction, or any other activity, including serving as a director, trustee, officer, or advisory board member, which is in conflict with the interests of the Company, in any capacity whatsoever whether for any consideration or not. In case we wish to engage in any non-conflicting vocation, training, employment, consultancy, or business transaction, or any other activity, we should obtain prior approval from the Human Resource representative of the function, and a disclosure should be made to the Reporting Manager. Employees / Associates / Consultants are expected to devote their full-time attention to the business of the Company and not take on any assignment either directly or indirectly without proper authorisation.

Delivering lectures

Employees / Associates / Consultants are permitted to deliver lectures at professional/ Other forums provided it does not create a conflict of interest with the Employees / Associates / Consultants' responsibility to the Company. The Employees / Associates / Consultants should therefore obtain an approval from the respective HR Department and inform the Reporting Manager of the same.

Remuneration received for such lectures upto an amount of Rs. 10,000 can be retained by the Employees / Associates / Consultants. Any amount in excess of this amount should be donated to Nanhi Kali or any other reputed NGO and self reported to the BHR.

Time spent on such activity may be treated as Privilege / Exigency Leave, depending on the discretion of the Reporting Manager.

Directorship of a Company

Employees / Associates / Consultants needs to obtain clearance from the CEO & the Board before accepting any Directorships / Advisory board positions on any other companies.

Outside investments

An Employees / Associates / Consultants should not make or hold an investment in any unlisted private entity, startup business entity that competes with, does business with, or is seeking to do business with the Company; or creates a real or potential conflict of interest with the business of the Company, or the Employees / Associates / Consultants' responsibility to the Company, or affects the reputation of the Company or the Group. No investment should be made wherein there will be commitment of time on the part of the Employees / Associates / Consultants; hence will impact his / her work in MIBS or its clients.

Such investment should be approved by the Reporting Manager in consultation with the CEO.

Insider trading and corporate confidentiality

There are provisions governing Insider Trading which include Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 and Code of Conduct for Prevention of Insider Trading in Securities of Mahindra & Mahindra Limited. It is incumbent upon every Employees / Associates / Consultants to comply with the same. Any non-compliance thereof should be reported to the Compliance Officer under the Insider Trading Regulations.

Communication

We will be truthful, helpful and accurate in our communication.

Effective communication is vital to avoid misrepresentations, misleading impressions or untruths. All communication material shall be prepared against this backdrop and will be adequately backed by documentation to support any claim or statement made.

Information posted on the Company's website(s) will be governed by the same standards as are applicable to other communication material. We will, on a timely basis, provide reliable and meaningful information about our products, services, operating results and other activities to legitimately interested persons and as may be required by law, subject to considerations of the legal requirements, cost and confidentiality.

Given the sensitivities involved, specific persons or groups will be authorised to communicate on specified matters, and no other person would be expected to communicate in an out-of-turn manner on those matters.

We will maintain communication with our Employees / Associates / Consultants through our internal communication systems and by the consultative process.

Commitments

We will ensure that others have confidence in the commitments we make on behalf of the Company, and that agreements are suitably authorized.

Decisions, commitments, or business agreements made by us as individuals are seen by the outside world as having been made by the Company. Our reputation as a trusted company is built by having a track record that justifies confidence in these commitments.

There could be decisions we cannot make as individuals - because we are not authorized or because we need the support of others. These internal agreements are important as they ensure that we involve people with expertise and experience and help the company allocate the resources needed to meet external expectations.

All decisions will be taken in terms of the applicable 'Delegated Authority'. With that authority, also comes a duty to involve anyone else who may have responsibility for that decision, and to make sure that everything has been accurately recorded.

Maintaining Confidentiality of Information

We will protect the confidentiality of company, Employees / Associates / Consultants, and customer information.

Revealing confidential company information could undermine the Company's competitive advantage. Employees / Associates / Consultants are expected to be aware of the Company's security classification system. Employees / Associates / Consultants are also expected to be very careful when discussing confidential Company business in public places. It is expected that Employees / Associates / Consultants are sure of whom they are speaking to before disclosing information that might be commercially sensitive.

Disclosure of information should only be made to the extent necessary to achieve our commercial goals. Employees / Associates / Consultants are expected to treat e-mail with the

same professionalism and confidentiality as other more 'traditional' forms of communication as E-mails can have legal consequences too.

The nature of our business means that we hold a lot of information about people. This is vital for the relationship between the company and our customers and Employees / Associates / Consultants - for providing a service to our customers and paying our people. To ensure that we continue to have this privilege we must respect the trust placed in us, and only use the information for the purpose for which it was entrusted.

Additionally, there is an increasing amount of data protection legislation throughout the world, driven by people's concern that information might be used for the wrong purposes. If we breach this legislation for any reason not only would we break the law, but we would also damage the Company's reputation and the trust that people have placed in the Company.

Protecting Assets

Protection of Company Assets

We will protect our brand, physical, financial and intellectual assets.

We are responsible as individuals for the security and protection of the assets used in our job. This includes the proper accounting for the use of any company resources.

It is expected that Company property – equipment and intellectual property rights such as patents, trademarks, copyrights, designs, strategies, plans, trade secrets and similar items that are not in the public domain – will be used only in the course of, and for, Company business, with proper care and safeguards.

Innovation and well-reasoned risk taking shall be supported, but performance will be demanded. Employees / Associates / Consultants shall have no rights or lien over any inventions that arise in the course of employment.

One of our most valuable assets is the 'MIBS' brand and its reputation. A strong brand is essential for sustainable success, especially in fast-changing and highly competitive markets. The Company's brand must be protected with as much care as our buildings or equipment. Products, services or marketing communications that are not consistent with the meaning of the brand, bad press publicity, or improper use of the logo undermine our brand and competitiveness.

We will not infringe the intellectual property rights of others. For example, we respect copyright in third party software.

Management and mitigation of Risks

We will assess and manage risks to our business.

The way a business manages its risks is critical to its success. These risks cover commercial, financial, operational and compliance risks. There is also increasing external pressure to demonstrate that a business takes appropriate steps to control unnecessary risks. We should make decisions about acceptable risks and levels of risk as part of everyday business.

Individual operations should have a system for managing risk. That means firstly identifying and assessing potential risks to achieving our objectives, then deciding which risks to accept and how to manage them.

Books, records, and public disclosures

We must ensure that the Company's accounting and financial records meet the highest standards of accuracy and completeness. We should record and report all financial and non-financial transactions and information honestly, accurately, and objectively for stakeholders' perusal.

The records must be managed securely throughout their life cycle in line with their importance to the Company and in compliance with legal, tax, regulatory, accounting, and business retention requirements.

If we have a reason to believe that any of the Company's books, records, or disclosures are inaccurate, irregular, or misleading, we should immediately report to the Chief Financial Officer and the CEO, citing the nature of such an issue.

Those authorised to make disclosures of the Company's information must ensure that information provided to the public is true, accurate, and complete. No disclosure should be misleading.

Assist in audit and investigation

During our employment with the Company, we may be asked to participate in an audit or internal investigation conducted by the Company's external auditors or other audit agencies. We should cooperate fully and communicate honestly when participating in such efforts.

We may also receive a request for documents or a request to meet with regulators or lawyers in connection with a legal proceeding or government investigation. If we receive such a request, we should immediately contact the Reporting Manager and the Company's Legal department for information and guidance.

Relating with Stakeholders

Customers

Our products and services shall be technologically competitive and whilst fulfilling the needs of our customers, shall offer the best possible value to our customers such that we become the customers' first choice for quality and service. No false or misleading claims shall be made whilst marketing our products or services. Our service standards shall be of the highest possible order.

Mutually beneficial relationships of an enduring nature will be built with customers. Our response to the needs and expectations of customers shall be speedy, courteous and effective. Customer complaints and warranties will be attended to the full satisfaction of the customer.

Employees / Associates / Consultants

We want to attract, develop and motivate the best people. We will create a work environment that is open, honest and unprejudiced and which encourages people to achieve their full potential. We will value people's individual and team contributions and offer opportunities to share in the company's commercial success.

We will recruit, employ and reward on ability and contribution. We will provide opportunities for personal growth and professional development and engage in appropriate communication and consultation with employees. We will promote a healthy lifestyle.

Partners

We will cultivate a global network of collaborative and mutually beneficial alliances. We will respect partners' customs and traditions and be honest and ethical in our dealings.

We will work with partners in the creation of successful ventures, which have high standards of integrity and business practice. We will use our values and principles in dialogue with other organizations and in considering new and existing relationships.

Suppliers

We will value the diversity of our suppliers. We will work with them in innovative ways that create added value for our customers and trading partners.

We will have a fair procurement process, administering tendering and contracting procedures in good faith.

Community

We will contribute to the well-being of the societies in which we operate through our business activities and the skills of our people.

We will maintain the highest level of integrity while respecting local laws, customs and traditions. We will work with community and other organizations to support non-profit making activities that benefit wider society. We will use our influence to reinforce the liberating and empowering potential of technology.

Maintaining an Equitable and Safe Workplace

Diversity

We will treat all individuals fairly and impartially, without prejudice, and never tolerate harassment in any form.

We are committed to developing a working culture that is fair and 'inclusive' - enabling all Employees / Associates / Consultants to make their distinctive contributions to the benefit of the business. We are also determined to ensure that we extend this same openness to our suppliers, business partners and all our customers. We expect our managers to exercise leadership in this field by discouraging prejudice and by role modelling appropriate behaviour.

Equal Employment Opportunity

We will be an "equal opportunity" organization that prohibits discrimination or harassment based on race, colour, religion, national origin, sex, age, sexual orientation, marital status, citizenship status, or disability.

Conduct at the workplace

We should ensure that our behaviour with our fellow colleagues does not give an unprofessional impression about us at the workplace. Touching others inappropriately or in a

way that can be regarded as vulgar should be avoided. We should always be humble, courteous, and behave in a decent and professional way.

We are expected to be properly groomed and neatly dressed while at work, both when inside or outside the office premises. The Company does not encourage insinuations, half-truths, rumours, and gossip, all of which attack the self-respect of the individual and/or attempt to divide the Employees / Associates / Consultants into groups.

Drugs and alcohol

We are not permitted to use, possess, sell, transfer, manufacture, distribute, or be under the influence of illegal drugs or alcohol on Company workplace premises, while at work during working or non-working hours. In addition, we should not report to work while under the influence of, or impaired by, alcohol or illegal drugs or substances. Alcohol use at Company sponsored official lunch/dinner events with business partners is allowed only with the approval of the Function Head.

Sexual Harassment

The Company prohibits any kind of sexual harassment. Sexual harassment includes making unwelcome advances, sexual flirtations or propositions, continual or repeated verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, humour and jokes about sex or gender specific traits, sexual innuendo, display in the workplace of sexually suggestive objects or pictures, and transmission of sexual messages via voice mail, regular mail, e-mail or the Internet or Intranet.

Adhering to anti-violence guidelines

With respect to the Company's commitment to providing a safe work environment, we never engage in or tolerate any form of violence or bullying irrespective of the designation of the Employees / Associates / Consultants involved. We want to foster the kind of environment where people feel safe and are treated with respect and professionalism at all times.

We are prohibited from engaging in any act on Company premises that could cause another individual to feel threatened or unsafe. This includes verbal assaults, threats, or any expression of hostility, intimidation, aggression, or ragging. We are also prohibited from possessing weapons at our workplace.

Health and Safety

We will care for the health and safety of each other, our products, and of our operations.

We are responsible for making sure that the way we carry out business does not harm the health and safety of our own people or anyone else affected by our activities, products or services.

Environmental Compliance

We will minimize the potentially harmful effects of our activities on the environment. We are committed to protect and preserve the environment. We will endeavour to reuse rather than dispose whenever possible. We will also promote recycling and the use of recycled materials.

Administering our Code and reporting violations

Issuance of and amendments to our Code

In case of any clarification, consultation, or any discussion required on any matters relating to the Code, we are encouraged to approach the Human Resource Representative of the function, the Reporting Manager the Functional Head or CEO for the same.

Reporting violations

The Management will be responsible for ensuring that these principles are properly communicated and understood by all to whom these are addressed. The Company promotes open and honest communication. If we become aware of a breach or potential breach of our Code or of other legal requirements, we must report, whether it relates to us, our manager, or anybody else.

We should seek guidance from the HRBP for any matter relating to the Code. Any violation of the Code should be reported either to the, Human Resource Representative of the function, Reporting Manager of the function or CEO.

Investigation of reported Code violations

The Company takes all reports of potential violations seriously and is committed to confidentiality and a full investigation of all allegations by designated teams.

We are obliged to co-operate in internal investigations and failure to do so may result in disciplinary actions.

The Company strives to:

- Protect confidentiality of individuals involved, to the extent practical.
- Inform the Employees / Associates / Consultants of accusations reported against him/her at a time when such a disclosure will not jeopardise the investigation, typically when the information is complete, and clarification need to be sought from Employees / Associates / Consultants.
- Where permissible, allow Employees / Associates / Consultants to review and rectify the information reported.

Obligations of Reporting Managers and others receiving reports of potential Code

- Reporting Managers and others who receive reports of potential Code violations play a very important role in upholding the Code. Our Company encourages us to talk to the Reporting Managers about our concerns. Reporting Managers and members should:
- Make sure that they comprehend the Code, and ensure their behaviour is consistent with the Code
- Let team members know that they are available to discuss and support them in their concerns
- Act to stop violations of the Code or the law by any team member
- Raise all concerns to the appropriate level and function
- Never let team members feel that their concerns are being ignored
- Ensure that no retaliation occurs against someone for reporting a suspected violation of the Code.

Disciplinary action

To maintain the highest standards of integrity, we must dedicate ourselves to comply with the Code, Company policies and procedures, as well as applicable laws and regulations. Individuals who fail to do so will be subject to disciplinary action.

The disciplinary action will be decided depending upon the facts of the case and may include penalties, suspension, or even termination of employment. In addition, if deemed necessary by the management, appropriate regulatory authorities will be informed and involved as required and criminal or civil legal action may be initiated.

Signature and acknowledgement

All new and existing Employees / Associates / Consultants must sign and acknowledge on a periodic basis, confirming that they have read the Code and agree to abide by its provisions. Failure to read the Code or sign the acknowledgement form does not excuse an Employees / Associates / Consultants from compliance with the Code.

Waivers

Waiver of any provision of this Code, for officers of the Company, must be approved by the Head HR and the CEO.

Non-retaliation

The Company does not tolerate any form of retaliation against any person who reports a suspected violation in good faith. In addition, no one who participates or cooperates honestly and completely in our Company's investigation will be subjected to retaliation for doing so. Anyone who retaliates against a person for making a good faith report or for participating in the investigation of a report, as described above, will be subject to disciplinary action.

Human Dignity

We are committed to protecting and enhancing the human dignity of all those engaged with our company.

Name: _____

Token No: _____

Date: _____

Signature: _____