

**Bharat Heavy Electricals Limited**  
**भारत हेवी इलेक्ट्रिकल्स लिमिटेड**



**Corporate Digital Transformation**  
**कॉर्पोरेट डिजिटल ट्रांसफॉर्मेशन**

**2<sup>nd</sup> Floor, HRD & ESI Complex, Plot No. 25**  
**Sector 16A, NOIDA, Uttar Pradesh 201301**

**Expression of Interest (EOI)**  
**For**  
**Hiring Consultant for SAP-ERP Assessment and Review**

*Anil Kumar*



**BHARAT HEAVY ELECTRICALS LIMITED**  
**भारत हेवी इलेक्ट्रिकल्स लिमिटेड**  
**CORPORATE DIGITAL TRANSFORMATION**  
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## **1 INTRODUCTION**

This Expression of Interest (EOI) seeks response from interested parties who are willing to be **consultant for SAP-ERP Assessment and Review** for BHEL locations – Trichy, Hyderabad and Bangalore. SAP-ERP system in these locations are in use since 2004. Presently, these locations have SAP ECC 6.0 EHP 5/7 version. The review of SAP implementation of these locations is planned to verify if the deployed SAP systems are fully and optimally deployed for managing the current business processes in an integrated manner, identify the gaps and recommend improvement actions to derive maximum benefits.

## **2 ABOUT BHEL**

Bharat Heavy Electricals Limited (BHEL) is a Central Public Sector Enterprise, wherein Government of India is holding 63.06% of its equity. It is an integrated power plant equipment manufacturer and one of the largest engineering and manufacturing companies of its kind in India. The company is engaged in the design, engineering, manufacture, construction, testing, commissioning and servicing of a wide range of products and services for the core sectors of the economy, viz. Power, Transmission, Industry, Transportation, Renewable Energy, Oil & Gas and Defence with over 180 product offerings to meet the needs of these sectors.

The Company has its footprint in all the inhabited continents of the world with references in 83 countries and has achieved turnover of Rs. 22,066 Crores in 2019-20. BHEL has a widespread network of 16 Manufacturing Facilities, 02 Repair Units, 04 Regional Offices, 08 Service Centers, 1 subsidiary, 3 active joint ventures, 15 Regional Marketing Centers, 3 overseas offices and current project execution at more than 150 project sites across India and abroad.

## **3 INSTRUCTION TO INTERESTED PARTIES**

- 3.1 Scope of Interested Party shall be limited to response and suggestions to this EOI only.
- 3.2 Scope of work, Deliverables, Timelines, Terms and Conditions, Eligibility/Qualification Criteria, NDA defined in this EOI will be applicable for compliance for prospective bidders at the time of Tender. However, in response to EOI, Interested Party may suggest improvement wherever necessary.
- 3.3 Interested parties may submit their offer with a Letter of Intent (LOI), detailed concept note/approach paper to address scope of work, along with the format Annexure -1 by email on or **before 10<sup>th</sup> December, 2020** to below mentioned recipient:

**Sh. Amit Kumar**  
**Senior Engineer**

Bharat Heavy Electricals Limited,  
2<sup>nd</sup> floor CDT HRDI & ESI Complex,  
Film City Sector 16A Noida UP  
Pin:201301

Phone: 0120- 2416497  
E-Mail: [amitkumar@bhel.in](mailto:amitkumar@bhel.in)

*Amit Kumar*



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- 3.4 The details submitted by the Interested Party shall be complete in all respects and BHEL may seek clarifications/additional information as considered necessary. Such clarifications/ additional information must be provided **within 3 days** of BHEL request.
- 3.5 The Interested Parties may be called for interaction and presenting their proposal, if required. Further award of work shall be through tendering process and selection process using Quality and Cost Based Selection (QCBS) evaluation may be followed. The criteria of QCBS selection will be detailed in Notice inviting tender (NIT).
- 3.6 Any request for further information or clarification on the EOI document may be submitted to the above mentioned official **within 5 days** from date of issue of EOI.
- 3.7 Duly authorized representative(s) of the Interested Party shall sign on each page of the document and send document over e-mail to above mentioned recipient. Response to EOI should be prepared in such a way so as to provide a straight forward, detailing proposal for scope of work and concise description on Interested Party's organization and manpower capabilities.
- 3.8 Notwithstanding anything contained in this EOI, BHEL reserves the right to accept or reject any proposal and to annul the EOI Process in whole or part, at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons thereof.
- 3.9 BHEL reserves the right to verify all statements, information and documents submitted by the Interested party in response to the EOI. Any such verification or lack of such verification by BHEL shall not relieve the Interested Party of his obligations or liabilities hereunder nor will it affect any rights of BHEL.
- 3.10 The EOI process shall be governed by, and construed in accordance with, the laws of India and the Courts at New Delhi shall have exclusive jurisdiction over all disputes arising under, pursuant to and/ or in connection with the EOI process.
- 3.11 Interested Parties should provide following details:
- 3.11.1 Detail concept note/approach paper to address scope of work along with project milestone timeline chart
  - 3.11.2 Details as per Format for Expression of Interest in Annexure -1
  - 3.11.3 For remote assessment, detail methodology to be provided like, configuration change at gateway, server, access grant, tool etc. required from BHEL
  - 3.11.4 Details of software tools proposed to be used for the assessment

#### **4 BROAD SCOPE OF WORK**

- 4.1 The SAP-ERP system assessment and review shall cover SAP modules and broad coverage of business processes as mentioned below. It is to be noted that the list of processes is indicative which covers the majority of the processes but not an exhaustive list.

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SAP -ERP Module Implementation		
SI	SAP -ERP Module	Broad Coverage of Process
1	SD - Sales & Distribution	Customer Master, Sales order, Packing, Shipping, Direct Despatch, Invoice, Billing
2	PS - Project System	Project Creation, Work order, Work Break Down Structure, Networks, Project Planning
3	ECM - Engineering Change Management	Engineering documentation, BOM preparation, List of Indentable items
4	MM - Material Management	Indent, PO, Material Receipts/Issues, Vendor Master, Subcontracting
5	PP -Production Planning	Material Requirement Planning, Manufacturing Process Sheet/Routing, Shop Subcontracting
6	QM - Quality Management	Quality Checks & Inspections
7	PM - Plant Maintenance	Maintenance Plans, Breakdown Maintenance, Preventive Maintenance, Maintenance Log Book
8	FI - Financial Accounting	Cash Collection and Accounting, Sundry Debtors Management, General Ledger, Vendor Payment, Asset Management, Tax Returns
9	CO - Controlling	Project costing, Product Costing, Inventory valuation, Over Heads, Work in Progress

#### 4.2 Project Location

##### 4.2.1 Instance 1: at Trichy (1 company code) following locations are covered:

- 4.2.1.1 High Pressure Boiler Plant, Trichy
- 4.2.1.2 Seamless Steel Tube Plant, Trichy
- 4.2.1.3 Piping Centre, Chennai
- 4.2.1.4 Power Plant Piping Unit, Thirumayam
- 4.2.1.5 Industrial Valve Plant, Goindwal

##### 4.2.2 Instance 2: at Trichy (1 Company code), following location is covered:

- 4.2.2.1 Heavy Plates & Vessels Plant, Visakhapatnam

##### 4.2.3 Instance 3: at Hyderabad (2 Company codes) following locations are covered:

- 4.2.3.1 Heavy Power Equipment Plant, Hyderabad
- 4.2.3.2 Project Engineering & Systems Division, Hyderabad

##### 4.2.4 Instance 4: at Bangalore (1 Company code), following location is covered:

- 4.2.4.1 Electric & Photovoltaic Division, Bangalore

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**4.2.5 Instance 5: at Bangalore (1 Company code), following location is covered:**

**4.2.5.1 Electronics Division, Bangalore**

4.3 The assessment and review process of SAP-ERP system should cover the below mentioned key areas:

- 4.3.1 Perform the review of current SAP landscape to map the extent the SAP system capabilities are being used.
- 4.3.2 Assess and report whether the SAP system is configured and properly mapped with the current business processes.
- 4.3.3 Examine and report processes that are happening outside ERP which should be configured within ERP.
- 4.3.4 Assess if any standalone applications (in-house developed or otherwise) are being used in addition to SAP for which functionality is available in the existing SAP instances. In case, functionality is not available in SAP, what is the level of integration between the two, like automatic data exchange, auto updates or manual data entry etc.
- 4.3.5 Examine and report if any SAP functionalities for business process were configured in past but at present these functionalities are not in use. Also, report, configured functionalities are not in use.
- 4.3.6 Recommend configuration changes and system extensions (if any) that are required to meet the alignment with current business processes.
- 4.3.7 Recommend improvement measures with an implementation plan for adoption with specific initiatives, associated timelines and milestones.
- 4.3.8 Recommend industry best practices which can be considered for adoption in BHEL.

**4.4 Deliverables and Timelines**

- 4.4.1 Submission of detail project plan with timelines, resources attached etc.
- 4.4.2 Draft assessment and review report with gaps and recommendation in line with business process. The draft report should adequately cover all the aspects of scope of work. It should also contain summary of findings.
- 4.4.3 Draft report should specifically detail about assessment of other standalone applications are being used in addition to SAP for which functionality is available SAP. In case, functionality is not available, the level of integration between the two, like automatic data exchange, auto updates or manual data entry etc.
- 4.4.4 Draft report should include the findings on processes that are happening outside ERP which should be configured within ERP. The assessment of such processes should also report, if the configuration was not initially done during implementation or the configuration changed after implementation.
- 4.4.5 Presentation of draft report to BHEL
- 4.4.6 Discussion on the observations to improve utilization of the SAP solution.
- 4.4.7 Final report after incorporating suggestions/ comments.
- 4.4.8 Roadmap for implementation of the agreed recommendations with timelines and milestones
- 4.4.9 Presentation of the final report for final acceptance.
- 4.4.10 Submission of final report to BHEL
- 4.4.11 All deliverables subjects to BHEL approval.

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## **5 TERMS AND CONDITIONS**

- 5.1 The assessment and review process shall be non-disruptive so that no business process is affected due to assessment.
- 5.2 In view of prevailing COVID-19 situation, the assessment and review of SAP-ERP implementation is preferred to be done remotely. In case of on-site assessment required by consulting agency, the cost of travelling, boarding and lodging will be borne by the consulting agency.
- 5.3 Remote connection to SAP-ERP system, shall be done in presence of BHEL personnel during office hours. Wherever, discussion with BHEL personnel is required it will be done during office hours.
- 5.4 Secure remote connection should be used for connecting SAP-ERP system.
- 5.5 The manpower deployed for the assessment and review activity, should be experienced and domain experts in SAP-ERP.
- 5.6 Manpower should be deployed at all three locations separately in order to complete assessment activity simultaneously.
- 5.7 The Project manager of the team should conduct daily review of audit inputs/ gaps identified by manpower deployed at each BHEL location. The inputs/gaps shared from one team should be specifically checked by teams at other BHEL locations.
- 5.8 The deployed manpower should be dedicated and fulltime for the BHEL during the entire project duration.
- 5.9 The deployed manpower should be on roll with the consulting agency, sub-contracting will not be allowed.
- 5.10 The profiles of manpower proposed for project team by consulting agency shall be submitted to BHEL for acceptance before commencement of assessment activity.
- 5.11 Since the continuity of the project team is essential for the success of the project, it is expected that consulting agency to follow diligent process for ensuring the dedicated team. Under any circumstances when the any member of team are to be replaced or removed, consulting agency shall put forward the profiles of team being proposed as replacements. These profiles should be either equivalent or better than the ones being replaced. However, whether these profiles are better or equivalent to the ones being replaced will be decided by BHEL. BHEL will have the right to accept or reject these substitute profiles.
- 5.12 During tender evaluation process, BHEL shall verify the authenticity of all documents submitted w.r.t eligibility criteria including experience and past performance from the customer for whom the work has been claimed to be done. The contact detail of such customers has to be submitted at the time of tender bidding.

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5.13 After placement of Purchase Order (PO), successful bidder has to submit the acceptance of PO within 7 days.

**5.14 Payment Terms**

5.14.1 Payment shall be made in arrears after completion of work.

5.14.2 BHEL will make the payment within 45 days from the date of submission of invoice.

**5.15 Liquidated Damage**

Liquidated Damage/Penalty shall be at the rate of 0.5% of the total cost of project, per week of delay or part thereof subject to a maximum of 10% of the total cost of project. For this purpose, the period of delay shall be the delay attributable to the consultancy agency for the completion of work as per contract.

**5.16 Taxes & Duties**

5.16.1 Taxes (GST) shall be extra and payable as per prevailing rates. Any change in applicable taxes or imposition of any new applicable tax by GOI, the same shall be borne by BHEL on submission of documentary proof by the successful consultancy agency. However, any decrease in applicable taxes or any new tax, benefit shall be passed on to BHEL.

5.16.2 Bill prepared by the contractor should be pre-numbered and must contain inter-alia GST registration number, PAN number and GST category (as per Good & service tax act).

5.16.3 TAX deduction at source: Tax shall be deducted at source from running bill as per applicable income tax rule & other statutory requirements.

5.16.4 BHEL will claim Input Tax credit on GST.

5.16.5 Consultancy agency to ensure compliance of GST law and rules applicable on supply involved in this tender and in the event of any non-compliance by consulting agency, implication of the same if any shall be an account of consulting agency.

**5.17 Non-Disclosure Agreement:**

5.17.1 The bidder shall comply with the Information Security Management System of BHEL and work within the framework of ISMS as applicable in BHEL from time to time.

5.17.2 All the material / information sent to the consulting agency shall be treated as confidential and should not be disclosed in any matter to any unauthorized person under any circumstances. The consulting agency has to furnish a Non-Disclosure Agreement (NDA).

5.17.3 Format for NDA is attached in Annexure-II.

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**Annexure-I**

**Format for Expression of Interest**

**1 Organization Details**

Name of the organization	
Type of Organization (Pvt/ Public /Partnership/ LLP etc.)	
Date of Incorporation	
Address of Corporate / Head / Registered Office	
Phone Number of Registered office	
Website	
No. of consultants on the regular rolls with certifications in SAP ERP implementation and more than 5 years experience in SAP-ERP consultation/assessment service. Please provide details on no. of consultants, experience and qualification/ certification	

**2 Contact Person for the Applicant**

Name:		Designation:
Address:		Email:
Telephone	Office:	Mobile No.:

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**3 Eligibility Criteria of Interested Party:**

S. No	Criteria Description	Agreed (Y/N)	Remarks /Deviations
1	The Interested Party should have Positive Net worth for the Financial Years: 2017-2018, 2018-2019 and 2019-2020.		
2	Average Turnover of the consulting agency from SAP Consultancy/ Assessment related works to be minimum value of Rs. 1 crore.		
3	Experience of minimum 3 projects of providing SAP ERP Consultancy/Assessment of minimum value of individual work Rs. 15 Lakh		
4	Minimum 5 relevant projects of providing SAP-ERP Consulting / Implementation / Audit services in any PSU/ Private organization, including at least 01 audit project in a Central/State Govt / PSUs and one for organizations engaged in at least one of the areas of energy, industrial, utilities. (Global Industry Classification Standard (GICS) 2018, S&P Global, MSCI may be referred). The 7 years period will be considered for experience from the date of EOI		
5	Interested Party should have successfully completed at-least three post implementation SAP review/audit involving minimum SD, PS, ECM, MM, PP, QM, PM & FICO modules during the last 7 financial year's period, for organizations as mentioned above in SI 4. [Note: Ongoing contracts having satisfactory completion of minimum duration as above shall also be considered as executed for evaluation purpose]		
6	Interested Party should not be currently black listed / banned for business dealings by any Govt. authority / department / agency or by any BHEL Unit / Region / Division / Office.		
7	Interested party should be SAP partner for Enterprise Resource Planning.		
8	Interested party should have a registered office in India.		
9	For organization having global offices, the experience criteria of India registered organization will be considered.		

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**4 Financial credentials of the Interested Party**

Financial Year	Annual Turnover (Rs. Crores)	Net Profit (Rs. Crores)	Annual Turnover from SAP ERP Consulting Vertical (Rs. Crores)
2017-18			
2018-19			
2019-20			

**5 Experience of the Interested Party**

Experience of providing SAP ERP Consultancy/Assessment service for the last 5 projects							
Sl. No.	Name of the Project	Name of the Customer	Nature & Scope of work	Duration of Contract		Contract price / Order value (Rs. In Lakh)	Remarks
				Start date	Completion date		
1							
2							
3							
4							
5							

**6 Indicative requirement and criteria for assessment and review team**

The manpower requirement and criteria mentioned below are indicative only, Interested Party may suggest increasing the number of consultants or other experts required for timely and quality outcome of assessment.

BHEL will also associate its team to support assessment activity – Project co-ordinator, IT person having technical knowledge on SAP-ERP modules and core Function persons having knowledge on respective function business processes and implemented SAP-ERP modules for that function.

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Sl.NO	Description	Agreed (Y/N)	Remarks/Deviations
1	<b>Project Manager :1 Person</b>		
	a) Project Manager to have at least six years of project experience in SAP review/audit		
	b) Project Manager to have experience of conducting review of SAP / IT system applications, minimum two SAP functional audit including one in Central/State Govt / PSUs.		
	c) Project Manager to have experience in using SAP and IT auditing tools for respective SAP modules		
	d) Project Manager to have proven project management experience, knowledge and skill to communicate to BHEL Management and Team as required.		
2	<b>Senior Consultant: 5 Persons</b>		
	a) Senior Consultant who will be team lead, to have at least four years of experience in SAP-ERP assessment for respective SAP modules		
	b) Senior Consultant to have experience of using SAP-ERP assessment tools for respective modules		
3	<b>Consultant: 5 Persons</b>		
	Consultant to have at least one year of experience in assessment and review of SAP-ERP respective module and tools		

## 7 Indicative Project Timeline

Indicative project timelines, for completion of project is 15 weeks. Major milestone, deliverable and timelines are as mentioned below. Interested Party may suggest changes in milestone and its target. However, total timeline for completion of project not to exceed 15 weeks. Additionally, day/week-wise project milestone timeline chart also to be submitted by the Interested Parties.

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Sl. No.	Major milestone	Deliverable	No. of Weeks (From Contract Commencement Date)	Remarks/ Deviation (if any)
1	Planning & Preparation	Detail Plan Document	02	
2	Execution of Assessment in all 5 instances	Draft Report	12	
3	Reporting – Presentation & Final Acceptance.	Final Report	15	

**8 Proposed Solution**

Particulars	(Provide Responses)
How do you propose to provide professional consultancy on conducting SAP ERP assessment and review for defined landscape?  What will be the methodology for secure remote assessment connection to SAP-ERP system - tool, configuration change is network/server?  Do you have anything specific in mind regarding BHEL?	

**9 Estimated Price of SAP-ERP Assessment and Review**

Activity	Price in Rs.Lakhs (excluding Taxes)
SAP-ERP Assessment and Review activity for above mentioned scope for all 5 SAP-ERP instances (Detailed budgetary estimate should be attached)	

Note: Mention details on taxes.

**\* use additional sheets wherever required**

I hereby declare that the details furnished in response to this EOI are true and correct to the best of my knowledge and belief. In case any of the above information is found to be false, I am aware that I may be held liable for it.

Place:

Date:

Name & Signature:

Designation:

Company Seal

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**Annexure-II**

**Format for Non-Disclosure Agreement to be submitted during tender process bid submission:**

**MUTUAL NON-DISCLOSURE AGREEMENT**

This Agreement is made and entered into as of the last date signed below (the "Effective Date") by and between **Bharat Heavy Electricals Ltd.(BHEL)**, a Public Sector Organization having its principal place of business at BHEL House, Siri Fort, New Delhi - 110049 and \_\_\_\_\_, a \_\_\_\_\_ corporation, hereinafter called "The Bidder", whose principal mailing address is \_\_\_\_\_.

WHEREAS in order to pursue the mutual business purpose of this particular project as specified in Bid document for **Hiring Consultants for SAP-ERP assessment and review**, BHEL and the Bidder have an interest in participating in discussions wherein either Party might share information with the other that the disclosing Party considers to be proprietary and confidential to itself ("Confidential Information"); and

WHEREAS the Parties agree that Confidential Information of a Party might include, but not be limited to that Party's:

1. business plans, methods, and practices;
  2. personnel, customers, and suppliers;
  3. inventions, processes, methods, products, patent applications, and other proprietary rights;
- or
4. specifications, drawings, sketches, models, samples, tools, computer programs, technical information, or other related information;

NOW, THEREFORE, the Parties agree as follows:

1. Either Party may disclose Confidential Information to the other Party in confidence provided that the disclosing Party identifies such information as proprietary and confidential either by marking it, in the case of written materials, or, in the case of information that is disclosed orally or written materials that are not marked, by notifying the other Party of the proprietary and confidential nature of the information, such notification to be done orally, by e-mail or written correspondence, or via other means of communication as might be appropriate.
2. When informed of the proprietary and confidential nature of Confidential Information that has been disclosed by the other Party, the receiving Party ("Recipient") shall, for a period of three (3) years from the date of disclosure, refrain from disclosing such Confidential Information to any contractor or other third party without prior, written approval from the disclosing Party and shall protect such Confidential Information from inadvertent disclosure to a third party using

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the same care and diligence that the Recipient uses to protect its own proprietary and confidential information, but in no case less than reasonable care. The Recipient shall ensure that each of its employees, officers, directors, or agents who has access to Confidential Information disclosed under this Agreement is informed of its proprietary and confidential nature and is required to abide by the terms of this Agreement. The Recipient of Confidential Information disclosed under this Agreement shall promptly notify the disclosing Party of any disclosure of such Confidential Information in violation of this Agreement or of any subpoena or other legal process requiring production or disclosure of said Confidential Information.

3. All Confidential Information disclosed under this Agreement shall be and remain the property of the disclosing Party and nothing contained in this Agreement shall be construed as granting or conferring any rights to such Confidential Information on the other Party. The Recipient shall honor any request from the disclosing Party to promptly return or destroy all copies of Confidential Information disclosed under this Agreement and all notes related to such Confidential Information. The Parties agree that the disclosing Party will suffer irreparable injury if its Confidential Information is made public, released to a third party, or otherwise disclosed in breach of this Agreement and that the disclosing Party shall be entitled to obtain injunctive relief against a threatened breach or continuation of any such breach and, in the event of such breach, an award of actual and exemplary damages from any court of competent jurisdiction.
4. The terms of this Agreement shall not be construed to limit either Party's right to develop independently or acquire products without use of the other Party's Confidential Information. The disclosing party acknowledges that the Recipient may currently or in the future be developing information internally, or receiving information from other parties, that is similar to the Confidential Information. Nothing in this Agreement will prohibit the Recipient from developing or having developed for it products, concepts, systems or techniques that are similar to or compete with the products, concepts, systems or techniques contemplated by or embodied in the Confidential Information provided that the Recipient does not violate any of its obligations under this Agreement in connection with such development.
5. Notwithstanding the above, the Parties agree that information shall not be deemed Confidential Information and the Recipient shall have no obligation to hold in confidence such information, where such information:
  - 5.1. Is already known to the Recipient, having been disclosed to the Recipient by a third party without such third party having an obligation of confidentiality to the disclosing Party; or
  - 5.2. Is or becomes publicly known through no wrongful act of the Recipient, its employees, officers, directors, or agents; or
  - 5.3. Is independently developed by the Recipient without reference to any Confidential Information disclosed hereunder; or

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- 5.4. Is approved for release (and only to the extent so approved) by the disclosing Party; or
- 5.5. Is disclosed pursuant to the lawful requirement of a court or governmental agency or where required by operation of law.
6. Nothing in this Agreement shall be construed to constitute an agency, partnership, joint venture, or other similar relationship between the Parties.
7. Neither Party will, without prior approval of the other Party, make any public announcement of or otherwise disclose the existence or the terms of this Agreement.
8. This Agreement contains the entire agreement between the Parties and in no way creates an obligation for either Party to disclose information to the other Party or to enter into any other agreement.
9. This Agreement shall remain in effect for a period of one year from the Effective Date unless otherwise terminated by either Party giving notice to the other of its desire to terminate this Agreement. The requirement to protect Confidential Information disclosed under this Agreement shall survive termination of this Agreement.

IN WITNESS WHEREOF:  
FOR AND ON BEHALF OF

\_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_

Witness

1.

2.

FOR AND ON BEHALF OF

**BHARAT HEAVY ELECTRICALS LTD.**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_

Witness

1.

2.

*Anil Kumar*