

Remuneration Policy

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1. Objective

As a measure of good corporate governance and in compliance with the provisions of Section 178 of Companies Act 2013, the following policies are formulated by Northern Arc Capital Limited (the “Company”):

- a. Policy on appointment and removal of Directors, Key Managerial Personnel and Senior Management
- b. Policy on Remuneration to the Directors, Key Managerial Personnel, Senior Management and other Employees
- c. Policy on Directors Training
- d. Policy on Board Diversity

2. Definitions

The definitions of some of the key terms used in this Policy are as below:

- a. “**Company**” means the Northern Arc Capital Limited and its present and future subsidiaries.
- b. “**Committee(s)**” means Committees of the Board for the time being in force.
- c. “**Employee**” means employee of the Company whether employed in India or outside India including employees in the Senior Management Team of the Company.
- d. “**HR**” means the Human Resource department of the Company.
- e. “**KMP**” refers to Key Managerial Personnel as defined under the Companies Act, 2013.
- f. “**NRC**” refers to the Nomination and Remuneration Committee of Board of Directors of the Company formed in line with the Companies Act, 2013.
- g. “**Senior Management**” means the Chief Risk Officer, Chief Officer – Strategic Alliances, Chief Technology Officer, Chief Business Officer, Chief Accounts and Audit Officer, Chief Legal Counsel, Chief People Officer, Business Head, Director & Head Markets and the Director and CEO of subsidiaries.

3. Policy for Appointment and Removal of Directors, KMPs and Senior Management

- a. Appointment and Removal of Directors
 - NRC shall determine the criteria for appointment to the Board of Directors and shall be vested with the authority to identify candidates for appointment as Directors. While evaluating the suitability of an individual Board member, NRC shall take into account multiple factors, including general understanding of the business, education, professional background, personal achievements, professional ethics and integrity. NRC shall also

ensure that the proposed Director fulfils the fit and proper criteria laid down by the Reserve Bank of India along with the Fit and Proper Policy of the Company.

- Based on the recommendation of NRC, the Board shall evaluate the candidate(s) and decide on the selection of the appropriate member. The Board through the Chairman / MD & CEO shall interact with the new member to obtain their consent for joining the Board. Upon receipt of the consent, the new Director will be co-opted by the Board in accordance with the applicable provisions of the Companies Act 2013 and Rules made there under.
- If a Director is disqualified as per any provision mentioned in any of the applicable Act, rules and regulations thereunder or due to non-adherence to the applicable policies of the company, NRC may recommend to the Board with reasons recorded in writing, removal of a Director subject to the compliance of the applicable statutory provisions.

b. Appointment and Removal of Key Management Personnel

- The authority to identify right candidates for the appointment of Chief Finance Officer (CFO) and Company Secretary (CS) shall be vested with the MD & CEO. HR shall facilitate MD & CEO towards identifying the candidates internally or externally. NRC shall consider the candidates proposed by the MD & CEO and recommend to the Board for its consideration and appointment in accordance with the applicable provisions of the act and rules.
- In case of MD & CEO's appointment, NRC shall initiate the process of identifying the new candidate, which can be an internal or external candidate, for the respective position. After identification and screening of the candidate, NRC shall propose the candidature to the Board for its consideration and for appointment subject to the approval of the Shareholders.
- If a KMP is disqualified as per any provision mentioned in any of the applicable Act, rules and regulations thereunder or due to non-adherence to the applicable policies of the company, NRC may recommend to the Board with reasons recorded in writing, removal of a KMP subject to the compliance of the applicable statutory provisions.

c. Appointment and Removal of Senior Management

- The Senior Management personnel are appointed and removed/relieved with the authority of MD & CEO based on the business need and the suitability of the candidate. The details of the appointment made and the personnel removed/relieved during a quarter shall be presented to the Board as part of an update on Corporate Governance.

4. Policy on Remuneration to Directors, KMPs, Senior Management Personnel & other Employees

a. Remuneration to Non-Executive Directors

- NRC shall decide the basis for determining compensation, both fixed and variable, for Non-Executive Directors, including Independent Directors, whether as commission or otherwise. NRC shall take into consideration various factors such as Director's participation in Board and Committee meetings during the year, other responsibilities undertaken, such as membership or Chairmanship of committees, time spent in carrying out their duties,

role and functions as envisaged in Schedule IV of the Companies Act 2013 and such other factors as NRC may consider deemed fit for determining the compensation. The Board shall determine the compensation to Non-Executive Directors within the overall limits specified in the Companies Act and the rules made thereunder, subject to the approval of the Shareholders.

b. Remuneration to Non-Executive Directors

- Remuneration, both fixed and variable, to Executive Directors, MD & CEO shall be recommended by NRC to the Board and shall be paid as salary, commission, performance bonus, perquisites and fringe benefits as approved by the Board and within the overall limits specified in the Shareholders resolution. While the fixed compensation shall be determined at the time of their appointment, the variable compensation and increment shall be determined annually by NRC based on performance. The Company may also grant stock options to Directors, subject to the compliance of the applicable statutes and regulations and approval of the NRC and Board.

c. Remuneration to KMP, Senior Management Personnel and other Employees

- The overall remuneration to employees shall include fixed component (guaranteed pay) and variable component (performance pay).
- The remuneration for KMPs - CFO and CS shall be proposed by the MD & CEO to NRC, consistent with the strategy of the Company and their qualifications, experience, roles and responsibilities. Pursuant to the provisions of Section 203 of the Companies Act 2013, the Board shall approve the remuneration at the time of their appointment.
- Remuneration for new employees other than KMPs and Senior Management Personnel shall be decided by HR, in consultation with the concerned business unit head at the time of hiring, depending upon the relevant job experience, last compensation and the skill-set of the selected candidate.
- The Company shall follow an extensive annual performance management system to review the performance of the employees / Senior Management and provide rewards on the basis of meritocracy.

The Cost-to-Company (CTC) shall reviewed once annually and the compensation strategy for positioning of individuals shall take into consideration the following elements:

- Performance
- Potential
- Criticality of role
- Responsibilities undertaken

Eligible employees shall be rewarded with an annual increment and variable bonus. This annual increment and variable bonus shall be based on the performance of the Company, the annual performance appraisal of the employee during the financial year and general industry trends, etc.

The annual increment and variable bonus for the Senior Management/employees shall be proposed by Chief People Officer, discussed with and approved by the MD & CEO.

Post obtaining approval from the MD & CEO, the Chief People Officer shall make a presentation to the NRC on the proposed annual increments and variable bonus.

The stock option grants to the employees shall be approved by the NRC based on the recommendation of the Chief People Officer and the MD & CEO.

5. Policy on awareness training to the Independent Directors

The Independent Directors at the time of their co-option shall be provided with a personal orientation by the Senior Management. They shall also be provided with the material/literature regarding the Company's business and its operations, governing documents, information on key personnel and financial information to familiarize them with the Company. Their appointment letter shall provide their roles and responsibilities in the Company. The quarterly Board Meetings shall contain an agenda item on 'Business Updates' which shall provide development in the business strategy of the Company among others. The Chairman depending on the business needs may also nominate Independent Directors for relevant external training programs.

6. Policy on Board Diversity

A truly diverse Board shall make good use of differences in the skills, regional and industry experience, background, race, gender and other distinctions. These differences shall be considered in determining the optimum composition of the Board and when possible should be balanced appropriately. The Board appointments shall be based on merit that complements and expands the skills, experience, expertise of the Board as a whole, taking into account knowledge, professional experience, qualifications, gender, age, cultural, educational background, statutory / regulatory requirement and any other factors that might be relevant and applicable from time to time for it to function effectively. NRC shall consider the functional diversities in determining the optimum composition of the Board.

7. Policy Review

This Policy may be amended, modified or supplemented from time to time. The Policy shall be reviewed every year by the Board of Directors of Company or whenever there is a significant change in the Policy, on the recommendation of NRC.

However, NRC shall have the authority to change the Evaluation Form at any time during the year with the objective of seeking more inputs from the Individual Directors.