

# **Srei Infrastructure Finance Limited**

## **Srei Nomination & Remuneration Policy**

**(Framed under Section 178(3) of Companies Act, 2013 &  
Regulation 19 of SEBI (Listing Obligations and Disclosure  
Requirements) Regulations, 2015)**

\*\*\*\*\*

## 1. Preamble

- 1.1 Sub-section (3) of Section 178 of the Companies Act, 2013 (“the Act”) and sub-regulation (4) of Regulation 19 read with Part D of Schedule II of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), Regulations, 2015 (hereinafter referred to as “SEBI Listing Regulations”) states that the Nomination and Remuneration Committee shall formulate the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy, relating to the remuneration for the directors, key managerial personnel and other employees.
- 1.2 The Company shall have in place a Nomination and Remuneration Committee (“the Committee or NRC”) constituted in accordance with the provisions of Section 178 of the Act and Regulation 19 of SEBI Listing Regulations. The Members of the Committee shall be appointed by the Board and shall comprise three or more non-executive directors out of which not less than one-half shall be independent directors. Any fraction in the one-half shall be rounded off to one. The Chairperson of the Committee shall be an Independent Director. Further, the Chairperson of the Company (whether executive or non-executive) may be appointed as a member of the Committee but shall not chair such Committee.
- 1.3 This Nomination and Remuneration Policy (“the Policy”) has been framed in compliance with the provisions of the Act and Rules made under the Act as well as SEBI Listing Regulations.
- 1.4 The Policy provides a framework for appointment, remuneration to the members of the Board of Directors (“Board”), Key Managerial Personnel (“KMP”) and the Senior Management Personnel (“SMP”) of the Company (collectively referred to as “**Executives**”).
- 1.5 This Policy will be called “Srei Nomination & Remuneration Policy” and referred to as “the Policy”.
- 1.6 The Policy will be reviewed at such intervals as the Nomination and Remuneration Committee will deem fit.

## 2. Definitions

“**Applicable Laws**” includes Companies Act, 2013, SEBI Listing Regulations, Reserve Bank of India Act, 1934 and Master Direction - Non-Banking Financial Company - Systemically Important Non-Deposit taking Company and Deposit taking Company (Reserve Bank) Directions, 2016 issued by the Reserve Bank of India to govern ‘Fit and proper’ criteria for Directors.

“**Executives**” collectively refers to the members of Board of Directors (“Board”), Key Managerial Personnel (“KMP”) and the Senior Management Personnel (“SMP”) of the Company as defined under the Applicable laws.

“**Senior Management**” shall mean officers / personnel of the Company who are members of its core management team excluding the Board of Directors and normally this shall comprise all members of management one level below the Chief Executive Officer (CEO) / Managing Director (MD) / Whole time Director (WTD) / Manager (including CEO /Manager, in case they are not part of the Board) and shall specifically include Company Secretary and Chief Financial Officer.

## 3. Objectives

3.1 Objectives of the Policy are as follows:

- 3.1.1 To set criteria for determining qualifications, positive attributes and independence of a director, and remuneration of the Executives.
- 3.1.2 To enable the Company to attract, retain and motivate highly qualified members for the Board and other executive level to run the Company successfully.
- 3.1.3 To enable the Company to provide a well-balanced and performance-related compensation package, taking into account shareholder interests, industry standards and relevant Indian corporate regulations.

- 3.1.4 To ensure that the interests of Board members & Executives are aligned with the business strategy and risk tolerance, objectives, values and long-term interests of the company and will be consistent with the "pay-for-performance" principle.
- 3.1.5 To ensure that remuneration to Executives of the Company involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals.

#### **4. Principles of remuneration**

- 4.1 Support for Strategic Objectives: Remuneration and reward frameworks and decisions shall be developed in a manner that is consistent with, and supports and reinforces the achievement of the Company's vision and strategy.
- 4.2 Transparency: The process of remuneration management shall be transparent, conducted in good faith and in accordance with appropriate levels of confidentiality.
- 4.3 Internal equity: The Company shall remunerate the Executives in terms of their roles within the organisation. Positions shall be formally evaluated to determine their relative weight in relation to other positions within the Company.
- 4.4 External equity: The Company strives to pay an equitable remuneration, capable of attracting and retaining high quality personnel. Therefore the Company will remain logically mindful of the ongoing need to attract and retain high quality people, and the influence of external remuneration pressures. Reference to external market norms will be made using appropriate market sources, including relevant and comparative survey data, as determined to have meaning to the Company's remuneration practices at that time.
- 4.5 Flexibility: Remuneration and reward shall be sufficiently flexible to meet both the needs of individuals and those of the Company whilst complying with relevant tax and other laws.

4.6 Performance-Driven Remuneration: The Company shall establish a culture of performance-driven remuneration through the implementation of the Performance Incentive System.

4.7 Affordability and Sustainability: The Company shall ensure that remuneration is affordable on a sustainable basis.

## **5. Terms of Reference and Role of the Committee**

5.1 The Terms of Reference and Role of the Committee as set by the Board of Directors are as under:

5.1.1 Evaluate the current composition and organization of the Board and its committees in light of requirements established by any Regulatory Body or any other applicable statute, rule or regulation which the Committee deems relevant and to make recommendations to the Board with respect to the appointment, re-appointment and resignation of Independent, Executive and Non-Executive Directors of the Company;

5.1.2 Review the composition and size of the Board in order to ensure that the Board is comprised of members reflecting the proper expertise, skills, attributes and personal and professional backgrounds for service as a Director of the Company, as determined by the Committee;

5.1.3 Laying down a chart / matrix listing the core skills / expertise/ competencies of Board Members as required in the context of the Company's business(es) and sector(s) for the Board to function effectively and those actually available with the Board and where there are gaps to ensure these are filled in the next round of appointments. [Further, the Committee shall identify and maintain the names of Directors who possess the prescribed skills/expertise/competence;

- 5.1.4 Review and recommend to the Board an appropriate course of action upon the resignation of current Board members, or any planned expansion of the Board, and review the qualifications, experience and fitness for service on the Board of any potential new members of the Board;
- 5.1.5 Review all stockholder proposals submitted to the Company (including any proposal relating to the nomination of a member of the Board) and the timeliness of the submission thereof and recommend to the Board appropriate action on each such proposal;
- 5.1.6 Ensure “fit and proper” status of existing/proposed Directors of the Company in accordance with Master Direction - Non-Banking Financial Company - Systemically Important Non-Deposit taking Company and Deposit taking Company (Reserve Bank) Directions, 2016 issued by the Reserve Bank of India;
- 5.1.7 Formulate, administer and supervise the Company’s Stock Option schemes, if any, in accordance with relevant laws;
- 5.1.8 Ensure that the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate Directors of the quality required to run the Company successfully;
- 5.1.9 Ensure that relationship of remuneration to performance is clear and meets appropriate performance benchmarks;
- 5.1.10 Recommend to the Board, all remuneration, in whatever form, payable to senior management;
- 5.1.11 Ensure that remuneration to Directors, Key Managerial Personnel (KMPs) and senior management involves a balance between fixed and incentive pay reflecting short and long term performance objectives appropriate to the working of the Company and its goals;

- 5.1.12 Formulate the criteria for determining qualifications, positive attributes and independence of a Director and recommend to the Board a policy, relating to the remuneration for the Directors, Key Managerial Personnel (KMPs) and other employees of the Company;
- 5.1.13 Formulate the manner and criteria for effective evaluation of performance of Board, its Committees and individual Directors and review its implementation and compliance;
- 5.1.14 Devise a policy on Board diversity;
- 5.1.15 Identify the persons who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down, recommend to the Board their appointment and removal;
- 5.1.16 Oversee succession planning for the Board and Senior Management;
- 5.1.17 Review whether to extend or continue the term of appointment of the Independent Directors (IDs), on the basis of the report of performance evaluation of IDs;
- 5.1.18 Deal with such matters as may be delegated / referred to by the Board of Directors from time to time; and
- 5.1.19 Delegate any of the above matters to any executive of the Company / sub – Committee except those not allowed to be delegated under law.

5.2 The Committee shall:

- 5.2.1 review the ongoing appropriateness and relevance of the Policy;
- 5.2.2 ensure that all provisions regarding disclosure of remuneration, including pensions, leave encashment, gratuity, etc. are fulfilled;

- 5.2.3 obtain reliable, up-to-date information about remuneration in other companies;
- 5.2.4 ensure that no director or executive is involved in any decisions as to their own remuneration.
- 5.3 Without prejudice to the generality of the terms of reference as set out above, the Committee shall:
  - 5.3.1 operate the Company's share option schemes (if any) or other incentives schemes (if any) as they apply to. It shall recommend to the Board the total aggregate amount of any grants to the Executives including individual limit and make amendments to the terms of such schemes, as the case may be;
  - 5.3.2 liaise with the trustee / custodian of any employee share scheme which is created by the Company for the benefit of employees or Directors.
  - 5.3.3 review the terms of Executives service contracts from time to time.

## **6. Procedure for selection and appointment of the Board Members**

- 6.1 Board membership & Selection criteria:
  - 6.1.1 The Committee, along with the Board, shall review on an annual basis, appropriate skills, characteristics and experience required of a Board Member. The objective is to have a Board with diverse background and experience in business, government, academics, technology and in areas that are relevant for the Company's global operations.
  - 6.1.2 In evaluating the suitability of individual Board members, the Committee shall take into account many factors, including general understanding of the Company's business dynamics, global business and social perspective, educational and professional background and personal



achievements. Directors must possess experience at policy-making and operational levels in large organizations with significant international activities that will indicate their ability to make meaningful contributions to the Board's discussion and decision-making in the array of complex issues facing the Company.

- 6.1.3 Director should possess the highest personal and professional ethics, integrity and values. They should be able to balance the legitimate interest and concerns of all the Company's stakeholders in arriving at decisions, rather than advancing the interests of a particular constituency.
- 6.1.4 Committee shall verify whether the candidate being assessed for holding the position of a Director has been allotted a Director Identification Number (DIN) and whether the candidate has submitted e-form DIR-3-KYC to the Central Government within stipulated timelines.
- 6.1.5 Committee shall review whether that the candidate possesses more than one DIN and in such cases, require the candidate to surrender the additional DIN.
- 6.1.6 The Committee shall verify the maximum number of directorships, including any alternate directorships held by the candidate as per the provisions of Companies Act, 2013 and continue to verify this even after appointment as a Director. Further, as prescribed by the SEBI Listing Regulations, any person shall not be a director in more than 8 (eight) listed entities with effect from April 01, 2019 and in not more than 7 (seven) listed entities with effect from April 01, 2020. Further a person shall not serve as an independent director in more than 7 (seven) listed entities with effect from April 01, 2019. Further, any person who is serving as a whole time director / managing director in any listed entity shall serve as an independent director in not more than 3 (three) listed entities. For determining the number of listed entities on which a person is a director /

independent director, the Committee shall consider only those whose equity shares are listed on a stock exchange.

6.1.7 No person shall be appointed or continue as an alternate director for an independent director of a listed entity.

6.1.8 While filling up the positions for Managing Director, Whole Time Directors or Independent Directors, the specific qualifications as prescribed under Companies Act, 2013 along with SEBI Listing Regulations shall be taken into account.

6.1.9 The Committee shall not appoint any person or continue the directorship of any person as a non-executive director who has attained the age of 75 (seventy five) years unless a special resolution of Members is passed to that effect, in which case the explanatory statement annexed to the notice for such motion shall indicate the justification for appointing such a person.

6.1.10 [The Committee shall ensure that the Chairperson of the Board shall-

(a) be a non-executive Director;

(b) not be related to the Managing Director or the Chief Executive Officer as per the definition of the term “relative” defined under the Companies Act, 2013]<sup>1</sup>.

6.1.11 Directors must be willing to devote sufficient time and energy in carrying out their duties and responsibilities effectively. They must have the aptitude to critically evaluate management’s working as part of a team in an environment of collegiality and trust.

6.1.12 The Committee shall evaluate each Director with the objective of having a group that best enables the success of the Company’s business.

---

<sup>1</sup> Will be inserted w.e.f. April 01, 2020 and will be applicable on and after April 01, 2020 provided that the Company is in the list of top 500 listed entities determined on the basis of market capitalization, as at the end of the immediate previous financial year

6.2 Selection of Board Members/ extending invitation to a potential director to join the Board:

6.2.1 One of the roles of the Committee is to periodically identify competency gaps in the Board, evaluate potential candidates as per the criteria laid above, ascertain their availability and make suitable recommendations to the Board. The objective is to ensure that the Company's Board is appropriate at all points of time to be able to take decisions commensurate with the size and scale of operations of the Company. The Committee also identifies suitable candidates in the event of a vacancy being created on the Board on account of retirement, resignation or demise of an existing Board member. Based on the recommendations of the Committee, the Board evaluates the candidate(s) and decides on the selection of the appropriate member.

6.2.2 The Board then shall make an invitation (verbal / written) to the new member to join the Board as a Director. On acceptance of the same, the new Director may be appointed by the Board.

## **7. Procedure for selection and nomination of KMP and SMPs**

The Vice Chairman, shall along with the Chairman and the Head of Human Resource (HR) Department, identify and appoint suitable candidates for appointing them as KMPs (excluding Executive Directors) or SMPs of the Company on the basis of their academic, professional qualifications, relevant work experience, skill and other capabilities suitable to the position of concerning KMP or SMP.

Further, in case of KMP (excluding Executive Director) appointment, approval of the Board of Directors / concerned Committee shall be taken in accordance with provisions of relevant Act, statutes, regulations etc. existing as on that date. The appointment and/or removal of KMPs shall be placed before the NRC and / or Board of Directors at regular intervals.

Further, in case of appointment of SMPs (excluding KMPs), the appointment as approved by the Chairman, Vice Chairman and Head of the HR Department shall be placed before the NRC at regular intervals.

## **8. Compensation Structure**

### **8.1 Remuneration to Non-Executive Directors:**

The Non-executive Directors of the Company are paid remuneration by way of fees only for attending the meetings of the Board of Directors and its Committees. The fees paid to the Non-executive Directors for attending meetings of Board of Directors shall be such as may be determined by the Board within the limit prescribed under the Companies Act, 2013 (which is currently Rs. 100,000/- per meeting) and for attending Audit Committee, Risk Committee and Investment Committee is Rs. 25,000/- per meeting. However, fees for attending other Committee meetings i.e. Committee of Directors, Asset Liability Management Committee, Credit Committee, Corporate Social Responsibility Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Business Responsibility Committee, IT Strategy Committee and Group Governance Committee is Rs. 10,000/- per meeting. Beside the sitting fees, they are also entitled to reimbursement of expenses and payment of commission on net profits.

The fees of the Non-executive Directors for attending meetings of Board of Directors and the Committees thereof may be modified from time to time only with the approval of the Board in due compliance of the provisions of Companies Act, 2013 as may be amended from time to time.

The approval of shareholders by special resolution shall be obtained every year, in which the annual remuneration payable to a single non-executive director exceeds 50 (fifty) per cent of the total annual remuneration payable to all non-executive directors, giving details of the remuneration thereof. The Committee shall recommend to the Board, the need for seeking Shareholder approval or Central Government approval or any other Regulatory approval as prescribed by the applicable laws at the time of recommending components of remuneration.

An Independent Director shall not be entitled to any stock option and may receive remuneration only by way of fees and reimbursement of expenses for participation in meetings of the Board or Committee thereof and profit related commission, as may be permissible by the Applicable law.

If any such director draws or receives, directly or indirectly, by way of fee/remuneration any such sums in excess of the limit as prescribed or without the prior sanction, where it is required, under the Applicable law such remuneration shall be refunded to the Company and until such sum is refunded, hold it in trust for the Company.

## **8.2 Remuneration to Executive Directors**

While recommending the remuneration for Executive Directors, the Committee shall review the provisions of Section 196, Section 197 and Section 198 read with Schedule V of Companies Act, 2013 and ensure compliance of these provisions. As a policy, the Executive Directors are not paid any fees for attending the Board and/or Committee meetings.

If any Director draws or receives, directly or indirectly, by way of remuneration any such sums in excess of the limit as prescribed or without the prior sanction, where it is required, under the Applicable Laws, such remuneration shall be refunded to the Company and until such sum is refunded, hold it in trust for the Company.

A Director who is in receipt of any commission from the Company and who is a managing or whole-time director of the Company may receive any remuneration or commission from any holding or subsidiary company of the Company, subject to its disclosure by the Company in the Board's report.

The Committee shall ensure that where the fees or compensation payable to Executive directors who are promoters or members of the promoter group, shall be subject to the approval of the shareholders by special resolution in general meeting, if-

- (i) the annual remuneration payable to such Executive Director exceeds Rs. 5 (five) crore or 2.5 (two and half) per cent of the net profits of the company, whichever is higher; or
- (ii) where there is more than one such director, the aggregate annual remuneration to such directors exceeds 5 (five) per cent of the net profits of the company. The approval of the shareholders shall be valid only till the expiry of the term of such director. Net profits for this purpose shall be calculated as per section 198 of the Companies Act, 2013.

### **8.3 Remuneration to Key Managerial Personnel(s) (KMPs) & Senior Management Personnel(s) (SMPs)**

The Committee shall recommend to the Board, all remuneration, in whatever form, payable to Senior Management Personnel. The Company has a credible and transparent framework in determining and accounting for the remuneration of Key Managerial Personnel(s) (KMPs) and Senior Management Personnel(s) (SMPs). Their remuneration shall be governed by the external competitive environment, track record, potential, individual performance and performance of the company as well as industry standards.

The remuneration (including revision) of KMPs (excluding Executive Directors) and SMPs shall be determined by VC along with the Chairman and Head of Human Resource (HR) Department after taking into consideration the academic, professional qualifications, work experience, skill, other capabilities and industry standards.

Further, the remuneration (including revision) of KMPs (excluding Executive Directors) shall also be subject to approval of the Board of Directors/concerned Committees, if stipulated by any Act, statute, regulations etc.

## **9. Powers of the Committee and Meetings of the Committee**

The Committee shall have inter-alia the following powers:

- 9.1 Conduct studies or authorise studies of issues within the scope of the Committee with full access to all books, records, facilities and personnel of the Company;
- 9.2 Retain or seek advice of consultants and experts for performance of their role under this Policy and the costs relating thereto shall be borne by the Company;
- 9.3 Delegate its powers to any Member of the Committee or any KMP of the Company or form sub-committees to perform any of its functions or role under this Policy.

The Committee shall meet as and when required by the Board or by the Committee itself but it shall meet at least once in a year. Additional meetings may happen as the Committee deems it appropriate.

## **10. Approval and publication**

- 10.1 This Policy as framed by the Committee shall be recommended to the Board of Directors for its approval.
- 10.2 The Company shall disclose this Policy on its website and the salient features of the policy and changes therein, if any,

along with the web address of the policy, shall be disclosed in the Board's report.

## **11. Supplementary provisions**

- 11.1 Any matters not provided for in this Policy shall be handled in accordance with relevant laws and regulations, the Company's Articles of Association.
- 11.2 The right to interpret this Policy vests in the Board of Directors of the Company. The Policy may be reviewed from time to time as may be required. Changes, if any, shall be effective only upon approval by the Board.
- 11.3 Any subsequent amendment / modification in the applicable laws shall automatically apply to this Policy.

Place: Kolkata

Date: 11.11.2019

**This Policy has been reviewed by the Nomination and Remuneration Committee and approved by the Board at their respective meetings held on 11.11.2019 and will become effective on and after 11.11.2019 except to the extent as specified in the Policy.**