

- 1. **Skill Matrix:** The first step in the board selection process is creating a Skill Matrix, which outlines the key skills and expertise required for effective board functioning. Developed by the Nomination and Remuneration Committee (NRC) in consultation with the Board and Management, it defines the essential competencies—such as industry knowledge, financial acumen, strategic leadership, governance and relevant technical expertise. The Skill Matrix ensures a well-rounded board composition aligned with the company's goals and stakeholder expectations.
- 2. **Skill Mapping**: The next step is **Skill Mapping**, where the current board members' skills are evaluated and mapped against the skills identified in the matrix. This involves assessing each member's strengths and expertise to identify any gaps or areas that need further development. Skill mapping helps understand whether the current board is well-equipped or if additional expertise is needed from new members.
- 3. **Skill gap assessment**: The NRC identifies gaps in the existing skills of the Board and evaluates candidates to bridge the gaps and thereafter recommends candidates for appointment to the Board. This could involve looking at emerging trends in the industry or areas where the company is seeking to grow or innovate. A thorough gap assessment will guide the selection of new candidates who can fill these gaps effectively.
- 4. **Evaluation of Potential Candidates**: The NRC conducts an evaluation of potential candidates through a structured process, which includes reviewing their background, profile, qualifications, industry experience, track record in alignment with Board Skill Matrix and gap assessment Company's strategic objectives. The Committee also considers any potential conflicts of

- interest and ensures the candidates uphold the highest standards of integrity and professionalism.
- 5. **Determining Independence:** The selection process ensures that Directors appointed to the Board can provide impartial decisions and bring valuable perspectives to the Company's governance framework. In addition, the NRC ensures that the Independent Directors meet the criteria of independence as defined by the Companies Act, 2013 and SEBI regulations. Independent Directors.
- 6. **Recommendation to Board / Shareholders for approval**: Once the NRC identifies suitable candidates, their recommendations are presented to the Board for approval. Upon Board approval, the selected candidates are formally appointed subject to shareholders approval.
- 7. **Appointment, Onboarding and Familiarization**: After the board and shareholders approve the candidates, they are formally appointed to the board. Following their appointment, the Directors undergo a comprehensive onboarding process that includes familiarization with the Company's management team, business operations, governance policy and key strategic initiatives. This ensures that new Board members are equipped to contribute effectively to the Company's decision-making processes.

Through this rigorous and transparent process, Company ensures that its Board remains dynamic, competent and capable of providing strategic leadership and overseeing the Company's long-term growth while adhering to the highest standards of corporate governance.