

## BOARD SKILL MATRIX

The Board has identified core skills, expertise and competencies required by the Board keeping in mind the present and future aspiration of the Company and its stakeholders. The Board membership criteria are based on the Board skills defined under the guidance of Nomination and Remuneration Committee of the Company.

The Board consists of eminent individuals having expertise and experience in various fields who understand and respect their roles and responsibilities towards stakeholders of the Company, including the duties and powers prescribed under the provisions of the Companies Act, 2013 ( 'the Act' ), and any other applicable laws, and strive to meet their expectations. The Board mix provides a combination of professionalism, knowledge, skills, expertise, industry and business understanding and experience as required in the industry and further meets the criteria prescribed under the Board Diversity Policy adopted by the Board.

Board Skills	
	<b>Business Leadership</b> Experience of leading Business of large organisations with deep understanding of complex business processes, regulatory and governance environment, and expertise on adaptation to Industry Standard.
	<b>Corporate Governance, Ethics &amp; ESG</b> Familiarisation with aspects and industry practices associated with compliance of law, sustainability workplace health and safety, asset integrity, good governance policies and practices, environment and social responsibility, and community development for management accountability, protecting shareholder interests, and observing appropriate governance practices.
	<b>Strategy Planning &amp; Implementation</b> Expertise in devising and implementing strategies for sustainable and profitable growth of the Company. Ability to assess the strength and devise strategies to gain competitive advantage. Good business instincts and acumen, set priorities and focus energy and resources towards achieving goals.
	<b>Financial Acumen &amp; Risk Assessment</b> In depth understanding of financial data/statements, financial controls, proficiency in financial management and reporting process, expertise in dealing with complex financial transactions. Experience in identifying and evaluating the significant risk exposures to the business strategy of the Company.
	<b>Operational Experience</b> Effective management of business operations, ability to guide on complex business decisions, anticipate changes, setting priorities, aligning resources towards achieving goals and protecting and enhancing stakeholder value.
	<b>Sales &amp; Marketing including global business</b> Experience in driving business success in markets around the world with in-depth understanding of diverse business environments, global economic conditions, cultures and a broad perspective on global market opportunities. Expertise in sales and marketing with understanding of brand equity to provide guidance in developing strategies for increasing sales and enhancing brand value customer satisfaction across the globe
	<b>Consumer insights &amp; Innovation</b> Ability to get to the crux of the issue of consumers, experience in understanding trends of consumer preference, taking actions towards the better consumer experience and customer-centric innovation.
	<b>Information Technology &amp; Digitalisation</b> Significant background in technology resulting in knowledge of how to anticipate technological trends, generate disruptive innovation, and extend or create new business models and digital transformation.