



## **NACL Industries Limited**

### **CRITERIA FOR BOARD NOMINATIONS**

The Nomination and Remuneration Committee (N & R Committee) of the Board is responsible for identifying persons for initial nomination as directors and evaluating incumbent directors for their continued service. The following are the qualifications, positive attributes and independence criteria laid down by the N&R Committee of NACL Industries Limited in terms of section 178(3) of the Companies Act, 2013 to be considered for nominating candidates for Board positions/re-appointment of directors.

#### **QUALIFICATIONS:**

##### Personal Traits

- a) Highest personal and professional ethics, integrity and values
- b) Shares the values and beliefs of the Company.
- c) Inquisitive and objective perspective, practical wisdom and mature judgment
- d) Demonstrates intelligence, maturity, wisdom and independent judgment
- e) Self-confidence to contribute to board deliberations, has a stature that other board members will respect his or her views.

##### Experience and Background

- a) Well accomplished in his / her respective field.
- b) Demonstrated success at policy-setting and strategy development levels in a large organization (such as corporation, government, academic institution or profession)
- c) Typically first level leadership position (i.e., Chair, CEO or President or equivalent) or second level (i.e., COO, CFO or head of a major subsidiary or line of business) unless the Board is seeking a particular skill set (e.g., technology, human resources management or financial expert)
- d) Leadership role- at the time a potential director's initial candidacy is evaluated must either be current or very fresh and recent, and incumbent directors should continue to demonstrate a sophisticated understanding and current knowledge of complex business issues
- e) A mastery of a broad knowledge area (e.g., engineering, finance, marketing, corporate affairs, technology, law, human resources management, executive leadership) that complements the skills of current board members and proposed board role
- f) Absence of adverse events (e.g., bankruptcy affiliations, securities law sanctions, disqualifications under Companies Act 2013 or other applicable laws etc.) that either disqualify or require adverse disclosures

##### Fit and proper

- a) The intangibles of demeanor, attitude and interpersonal skills that indicate the candidate will be an effective member of the board of directors "team" in a major company setting.
- b) Should act on fully informed basis, in good faith, with due diligence and care and in the best interest of the Company and its stakeholders.
- c) Should be able to exercise objective independent judgement on corporate affairs.
- d) Special skills, expertise and background that contribute to the diversity of views and perspective of the board as a whole.
- e) with respect to Directors being nominated for Independent position, the candidate should comply with the "Independence 5qualifications" as defined by applicable laws.

- f) Willingness to devote sufficient time to carry out the duties and responsibilities effectively, including attendance at meetings.
- g) Willingness to undertake appropriate induction and regularly update and refresh his/ her skills, knowledge and familiarity with the Company.
- h) Commitment to representing the long-term interests of the shareholders and balancing the interests of stakeholders.
- i) Willingness to challenge management in a constructive manner while working effectively as a part of a team in an environment of collegiality and trust.
- j) Adhere to the code of conduct of the Company.
- k) Protecting the legitimate interests of the Company, its shareholders and employees and maintain confidentiality.
- l) Meets the age criteria and applicable tenor restrictions placed by the Board.
- m) Absence of an unacceptable number of other board commitments.
- n) Absence of personal and business relationships/directorship that would pose a conflict of interest to the Board position.
- o) Absence of unfair obstruction in the functioning of the Board/Committees.

**POSITIVE ATTRIBUTES:**

The positive attributes for a director would encompass:

- p) Ethical Integrity & transparency.
- q) Has/acquires sufficient knowledge in the Company's business and operations.
- r) Demonstrate sound judgement gained through experience & expertise in management/ technical/ financial /governance or regulatory matters.
- s) Foresight - ability to see and prepare for future, anticipate needs, opportunities and threats.
- t) managerial abilities required to lead and guide the management such as effective communication skills, cultural sensitivity, flexibility, team player, strategic thinking, balancing risk with opportunity, ability to juggle several variables and make complicated decisions etc.

**INDEPENDENCE STANDARDS:**

A Director is independent if the Board affirmatively determines that he meets the Independence criteria provided under the applicable laws. In addition to applying these guidelines, the Board will consider all relevant facts and circumstances in making its determination relative to a director's independence.

Two core objectives in selecting board members and continued board service are that the skills, experiences and perspectives of the Board as a whole should be broad and diverse, and the collective talent should blend together to be as effective as possible.

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