

Kotak Mahindra Life Insurance Company Ltd.

Compensation Policy

1.0 Objective :

- ❖ To maintain fair, consistent and equitable compensation practices in alignment with KLI's core values and strategic business goals
- ❖ To ensure effective governance of Compensation and alignment of compensation practices with prudent risk taking
- ❖ To have mechanisms in place for effective supervisory oversight and Board engagement in Compensation

2.0 Coverage & Applicability

This Policy is applicable to all employees of the Company and covers the following:

- ❖ Compensation Philosophy
- ❖ Remuneration Committee & Review Process
- ❖ Forms of Compensation
- ❖ Employee Classification
- ❖ Compensation Composition and Applicability

3.0 Compensation Philosophy

As a philosophy, the Company aims to maintain a fair balance between the compensation rewards that is perceived as necessary to remain competitive in the marketplace and the fundamental fairness to all stakeholders, taking into account the risk and return on their investment.

4.0 Remuneration Committee & Review Process

The Remuneration Committee will comprise at least 3 Non-executive Directors, at least two of who will be independent directors. The Committee will comprise of:

- Mr. Prakash Apte
- Ms. Anita Ramachandran
- Mr. Uday Kotak
- Mr. Paresh Parasnis

The Committee will meet atleast once a year for Compensation Review and has the following responsibilities

- ❖ Oversee the overall design and operation of the compensation policy of the Company
- ❖ To achieve alignment between risks and remuneration.
- ❖ Keep in mind the cost to income ratio of the Company and the overall health of the Company.
- ❖ Approve the compensation of the Whole Time Directors (WTDs)/ CEO of the Company.

Kotak Mahindra Life Insurance Company Ltd.

Compensation Policy

- ❖ Review the Remuneration Disclosure Requirements annually for submission to any Regulator.

5.1 Forms of Compensation

Compensation structure is broadly divided into Fixed, Variable and ESOPs.

- i. **Fixed Pay:** is defined as Total Cost to Company i.e. Salary, Retirals and other Benefits and will include imputed value of benefits like Housing and Car. The Fixed portion of the compensation shall be reasonable, taking into account relevant factors including the industry practice, competency, competition, grade and performance of the employee.
- ii. **Variable Pay:** Variable Pay is linked to assessment of performance and potential. This would be based on Balanced Key Result Areas (KRAs), Standards of Performance (SOPs) and achievement of targets with overall linkage to the Company Budgets and business/functional targets/objectives.

Depending on the nature of the business/function, the risk involved, the time horizon for review of quality and longevity of the assignments performed, various forms of Variable Pay may be applicable. The main forms of such incentive compensation will include :

- Cash – this may be at intervals ranging from Monthly, Quarterly, Annual Deferred Cash/ Deferred Incentive Plan / Deferred long term retention plan Stock Appreciation
 - Rights (SARs) : These are structured, variable incentives, linked to Kotak Mahindra
 - Bank Stock price, payable over a period of time, the last payment for which is not less than 3 years from date of communication.
 - The risk involved can be a factor of minimum health parameters such as Persistency, Solvency, Grievance Redressal, Expense Management, Claim settlement, Claim repudiations, Overall Compliance status and Overall financial position such as Net-Worth Position, Asset under Management (AUM) etc.
- ❖ **ESOP: Employee** Stock Options (ESOP) shall be granted on a discretionary and reasonable basis to employees based on their performance, competency, position (grade/ level) and potential, to motivate employees and create shareholder value by aligning interest of employees with long term interests of the Company. ESOPs are also granted from time to time with the objective of retaining employees.

ESOPs will be recommended by the Remuneration Committee. The quantum of ESOPs will be reasonable and the formulation of the ESOP scheme, the coverage, the vesting period and their pricing schedule, etc. will also be decided by the Remuneration Committee as per applicable guidelines.

Kotak Mahindra Life Insurance Company Ltd.
Compensation Policy

- iii. **Joining Bonus:** These may be offered sparingly for recruitment of new staff. Joining bonus, if offered, will be as approved by the Head – Human Resources as per policy of delegation of authority.
- iv. **Severance Pay:** The Company does not grant Severance Pay (other than accrued benefits in the form of Provident Fund, Gratuity or Superannuation) except in cases where it is mandated by statute or provided in the appointment letters.

6.0 Employee Classification

Employees have been broadly classified into 3 groups:

- i. **Category I: Whole Time Directors (WTD)/Managing Director (MD):** To include MD and ED, if any.
- ii. **Category II: External Non-Executive Directors:** To include External Non-Executive Directors
- iii. **Category III : Other Categories of Staff :** To include all other employees not explicitly covered in the first two categories

7.0 Compensation Composition and Applicability

7.1 For Category I : Whole Time Directors (WTD)/ MD

- i. The Fixed Pay for WTD/MD will be linked to Market, taking into account all relevant factors including industry practice
- ii. The Variable Pay will be adjusted for various risks (as mentioned in clause 5.1.ii and must be sensitive to time horizon of the risk.
- iii. ESOPs granted will be reasonable, keeping performance, potential and retention factors in mind.
- iv. The Fixed and the variable pay including pension, gratuity, and perquisites would be as per the terms of appointment for WTD / MD, and will be approved by the Remuneration Committee and IRDA.

7.2 For Category II : External Non-Executive Directors:

- i. The Company may pay remuneration to its External Non-Executive Directors/ Independent Directors in the form of profit based commission.
- ii. Payment of commission to the Directors will be subject to the profit before tax of the Company being in excess of Rs. 250 crores for the financial year.

Kotak Mahindra Life Insurance Company Ltd.

Compensation Policy

- iii. Normally, the proposal for recommending any such payment of commission for a particular financial year, to the External Non Executive Directors/ Independent Directors shall be done at the Nomination and Remuneration Committee. Post approval by the Committee, the same shall be placed before the Board for their approval. However, the Board reserves the right to take up the matter directly at the meeting of the Board of Directors for discussion with permission of the Chairman of the Board. Post approval of the Board, such payment of commission shall be done, subject to the approval of the Shareholders of the Company.
- iv. In case an External Non Executive Director / Independent Director who is not on the Board for the whole year, the Annual Commission, as decided above to be paid, will be paid to such Director on a pro-rata basis, based on the number of quarters for which he /she is on the Board, with a part of Quarter to be considered as full quarter.

7.3 For Category III : Other Categories of Staff :

- i. Approve compensation for key managerial personnel
- ii. Fixed Pay will be linked to Market, capacity to pay and performance/ potential of the employee.
- iii. Variable Pay is payable as per approved schemes for incentive or Bonus
- iv. ESOPs upto reasonable extents may be granted as part of compensation and to also assist in retention.

8.0 Malus & Clawback

Both these clauses are applicable only on Deferred Variable Pay

- i. Malus: Payment of all or part of amount of deferred Variable Pay can be prevented. This clause will be applicable in case of
 - Disciplinary Action (at the discretion of the Disciplinary Action Committee) and/ or
 - Significant drop in performance of Individual/ Business/ Company (at the discretion of the Remuneration Committee)
 - Resignation of the staff prior to the payment date.
- ii. Clawback: Previously paid or already vested deferred Variable Pay can also be recovered under this clause. This clause will be applicable in case of
 - Disciplinary Action (at the discretion of the Disciplinary Action Committee and approval of the Remuneration Committee)

9.0 Disclosures

The Company shall make a disclosure on an annual basis in the Annual Financial Statements. Such disclosures shall be made for the specific year and previous year (previous year's disclosures need not be made when the disclosures are made for the first time).