

Policy on Nomination and Remuneration of Directors and Key Managerial Persons of Aviva Life Insurance Company India Limited

Version:	6.2		
Effective date:	01 April 2025		
Purpose:	To set out the Remuneration for Non-Executive Directors and Key Managerial Persons of Aviva Life Insurance Company India Limited (Aviva India)		
Scope:	All Non-Executive Directors and Key Managerial Persons of Aviva India		
Policy Statement:	Our remuneration approach supports the execution of strategy, rewarding sustained performance and growth aligned with Aviva s values of Aviva India		
Associated Policies and Procedures:	<ul style="list-style-type: none"> • Variable Pay and Risk Adjustment Policy • Identification of Remuneration Regulated Employees Policy • Malus and Clawback Policy • Rewards Approvals Framework • Remuneration Business Standard • Any supporting Reward Guidelines e.g., Buyouts & Guarantees, Retention Awards and Global Mobility Guidelines • Group Remuneration Committee Terms of Reference • Business Ethics Code of Aviva India • Code of Conduct of Aviva India • IRDAI circular bearing number IRDAI/F&A/GDL/MISC/141/6/2023 dated June 30, 2023 - "Guidelines on Remuneration of Directors and Key Managerial Persons of Insurers" • IRDAI (Corporate Governance for Insurers) Regulations, 2024 • IRDAI (Expenses of Management, including Commission, of Insurers) Regulations, 2024 issued vide IRDAI notification F. No. IRDAI/Reg/02/196/2024 dated January 24, 2024 • IRDAI Master Circular bearing number IRDAI/F&I/CIR/MISC/82/5/2024 dated May 22, 2024 – "Master Circular on Corporate Governance for Insurers, 2024" 		
Approved by:	Board Nomination and Remuneration Committee	Date:	May 2025
Last Amended:	May 2025		
Next Review:	May 2026		

Policy on Nomination and Remuneration of Directors and Key Managerial Persons

The Insurance Regulatory and Development Authority of India (IRDAI), vide circular bearing number IRDAI/F&A/GDL/MISC/141/6/2023 dated June 30, 2023 has issued the "Guidelines on Remuneration of Directors and Key Managerial Persons of Insurers" (the "Guidelines"), governing the compensation and remuneration to the members of the Board, Senior Management, Key Management Persons in Control Functions and other employees of the Insurers, whose actions may have a material impact on the risk exposure of the insurer and should not encourage such individuals, to take inappropriate or excessive risks, especially where performance-based variable remuneration is used. The Guidelines replaces and supersedes all erstwhile prescriptions of IRDAI in this regard, including the IRDAI (Remuneration of Non-Executive Directors of Private Sector Insurers) Guidelines, 2016, and (Remuneration of Chief Executive Officer / Whole-time Director / Managing Director of Insurers) Guidelines, 2016 issued by IRDAI vide circular bearing number IRDA/F&A/GDL/LSTD/155/08/2016 dated August 05, 2016.

Further, IRDAI notified a master circular bearing number IRDAI/F&I/CIR/MISC/82/5/2024 dated May 22, 2024 – "Master Circular on Corporate Governance for Insurers, 2024" based on the Corporate Governance for Insurers, 2024 along which includes the guidelines on remuneration of Directors and Key Managerial persons of Insurers (2024 Norms on Remuneration). These 2024 Norms on Remuneration supersede all earlier IRDAI prescriptions on remuneration for Key Management Persons and including non-executive directors.

The Insurance regulatory and Development Authority of India also issued a specific clarification vide email dated January 31, 2025 – "Clarifications with respect to approvals for Remuneration of KMPs of insurers under Section 34A of Insurance Act, 1938", clearing its stand on the deferment of Variable pay offered by Insurers to its Key Managerial persons.

Pursuant to the abovementioned 2024 Norms on Remuneration, the Company on its 41st Board Meeting held at the registered office of the Company at **May 23rd, 2025**, adopts the present "Policy on Nomination and Remuneration of Directors and Key Managerial Persons" (the "Policy") in supersession of any and all earlier Policy or process subsistent in the Company in this regard.

1. Principles:

The Policy establishes an effective governance of compensation and sound remuneration structure for the Officers, KMPs, non-executive directors and Managing Director and CEO of the Company, that -

- a. dis-incentivizes excessive or inappropriate risk taking by such officers;
- b. is harmonious to the long-term interests of the Company;
- c. propagates an environment of healthy corporate culture, organizational objectives, contemporary strategies and identified risk appetite in the Company;
- d. prevents situations of conflict of interest (that might compromise the integrity and objectivity of such Officers), while appointing any employee or member of its Board or designing the remuneration of the officers of the Company.
- e. Fully aligns to the Aviva Group RemCo approved remuneration policies and Aviva Group principles.

2. Objectives:

The Policy, amongst other objectives, primarily intends to ensure:

- i. effective governance of compensation;
- ii. alignment of compensation with prudent risk taking;
- iii. effective supervisory oversight and stakeholder engagement;
- iv. safety of interest of policyholders and other stakeholders.

Aviva Life Insurance Company India Limited

Corporate Office: 401-A, 4th Floor, Block A, DLF Cyber Park, Sector-20, NH-8, Gurugram, Haryana-122 016, India, IRDAI Regd. No.122, CIN U66010DL2000PLC107880 Telephone: 1800-103-7766, Website:- <https://avivaindia.com>

3. Definitions:

- a. **'Board':** Board means the 'Board of Directors', which is the collective body of the directors of the Company, as defined under Section 2 (10) of the Companies Act, 2013.
- b. **'Board Nomination and Remuneration Committee' or 'BNRC':** The Committee Constituted by the Board under operation of section 178 of the Companies Act, 2013, Companies (Meetings of Board and its Powers) Rules, 2014 and IRDAI(Corporate Governance for insurers) Regulations 2024, for inter-alia recommending to the Board on the matters relating to the remuneration for the Directors, KMPs and other employees of the Company.
- c. **Cash linked stock appreciation rights (CSARs)** In line with the 'The Securities Exchange Board of India' (SEBI) (Share Based Employee Benefits) Regulations, 2014 as amended from time to time, "stock appreciation right or SAR" means a right given to a SAR grantee entitling him/her to receive appreciation for a specified number of shares of the company where the settlement of such appreciation may be made by way of cash payment or shares of the company.
- d. **'Clawback'** Clawback shall mean the contractual right of the Company, by virtue of which the Company can demand and receive back, the whole or part of any previously paid or vested remuneration to any KMP under circumstances stated under this Policy.
- e. **'Company'** Company shall mean the Aviva Life Insurance Company India Limited, bearing IRDAI registration number 122, and having its corporate office at Unit No. Corporate Office: 401-A, 4th Floor, Block A, DLF Cyber Park, Sector-20, NH-8, Gurugram, Haryana-122 016.
- f. **'Fixed Pay'** Fixed Pay shall mean fixed part of any KMP Remuneration, which is reasonable and arrived at taking into account all the relevant factors including responsibilities of the KMP and applicable law for the time being in force. Fixed Pay shall include the Fixed Cost (Basic pay, allowances, , retirement benefits), perquisites, contribution towards superannuation and all other fixed items of compensation of such KMP.
- g. **Fixed Remuneration** A fixed remuneration payable to the Non-Executive Directors irrespective of the profit or loss of the Company during any financial year as prescribed under Part II of Schedule V of the Companies (Amendment) Act, 2020.
- h. **'Independent Director'** Independent director is a Non-Executive Director of the Board of the Company appointed under section 150 of the Companies Act, 2013 and the Rules made thereunder.
- i. **IRDAI:** IRDAI shall mean, Insurance Regulatory Development Authority of India, constituted under Insurance Regulatory and Development Authority Act, 1999 (IRDAI Act 1999) for overall supervision and development of the Insurance sector in India.

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- j. IRDAI Prescriptions:** The Regulations, Guidelines, Circulars, Notifications and directions issued by IRDAI from time to time with specific applicability on the Company or otherwise.
- k. Malus:** Malus shall mean the right of the Company, by virtue of which the Company can forfeit, the whole or part of any unpaid or accrued Variable Pay due to any KMP under circumstances stated under this Policy.
- l. 'Key Management Person'** "Key Management Persons" (KMPs) means personnel's as defined in the Insurance Regulatory and Development Authority of India (Registration, Capital Structure, Transfer of Shares and Amalgamation of Insurers) Regulations, 2024 as amended from time to time. "Key Management Person" shall include all whole-time directors or Managing Directors or Chief Executive Officer and the functional heads one level below the Managing Director or Chief Executive Officer, including the Chief Financial Officer, Appointed Actuary, Chief Investment Officer, Chief Risk Officer, Chief Compliance Officer and the Company Secretary and/or as included in the NRC as per time to time.
- m. 'Long Term Incentive Plan' or 'LTIP' or 'Share Awards'** The Long-Term Incentive Plan or the LTIP shall mean the Aviva India Long Term Incentive Plan. For the purposes of this policy "LTIP"/Share Awards will include CSARs (Cash Linked Stock Appreciation Rights)/ESOPs granted under the LTIP plan, as well as other deferred share awards such as deferred bonus under the Annual Bonus Plan (ABP).
- n. 'KMP Remuneration'** KMP Remuneration shall mean any money or its equivalent given or passed on to a KMP for the services rendered by him/her as the case may be; and shall include Perquisites.
- o. 'Managing Director' or 'Chief Executive Officer'** Managing Director or Chief Executive Officer of the Company shall mean a Director of the Board of the Company as defined under Section 2(54) and is appointed by operation of section 196 of the Companies Act, 2013, by virtue of the articles of the Company or an agreement with the Board or a resolution passed in its General Meeting, and is entrusted with substantial powers of management of the affairs of the company and includes a director occupying the position of managing director, by whatever name called.
- p. 'Non-Executive Director'** Non-executive director shall mean a Director of the Board of the Company, who is not an Executive Director and includes an Independent Director.
- q. 'Officer of the Company'** Officer of the Company shall mean Officer as defined under section 2(59) of the Companies Act, 2013 and shall include any Director, Managing Director or Key Managerial Person of the Company.

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- r. 'Perquisite'** Perquisite shall mean Perquisite as defined under the Income-tax Act, 1961 and will include:
- a. Value of rent-free/accommodation provided by the Company.
 - b. Value of any concession in the matter of rent respecting any accommodation provided by the Company.
 - c. Any sum paid by the Company in respect of an obligation which was actually payable by the KMP.
 - d. Value of any benefit/amenity granted free or at concessional rate to the KMP etc.
 - e. The value of any specified security or shares allotted or transferred, directly or indirectly, by the Company, free of cost or at concessional rate to the KMP.
 - f. Any sum payable by the Company, whether directly or through a fund other than a recognized provident fund or an approved superannuation fund to effect an assurance on the life of the KMP or to effect a contract for an annuity.
 - g. The amount of any contribution to an approved superannuation fund by the Company in respect of the KMP, to the extent it exceeds one lakh rupees.
- s. Employee Stock Option Plan** An Employee Stock Option Plan (ESOP), as defined by SEBI, is a scheme that allows employees to acquire shares of the company, providing them with an ownership interest. It is a way to reward employees, align their interests with the company's success, and improve motivation and retention. ESOPs are governed by Section 62 of the Companies Act, 2013 and relevant SEBI regulations.
- t. 'Sitting Fee'** A fixed sum of remuneration payable by the Company to its Non-Executive Directors against every meeting they attend in the Company in accordance with the Companies Act, 2013 and the rules made thereunder, read with appropriate IRDAI Prescriptions in this regard.
- u. 'Variable Pay'** Variable Pay shall mean the variable part of any KMP Remuneration, which shall be either in the form of Cash Benefits and/or in the form of Share Linked Instruments. Where applicable, this will include discretionary annual bonus (with cash and deferred elements if appropriate), Long Term Incentive Plan (LTIP) and/or deferred share awards and specialist incentive arrangements.
- v. 'Whole-time Director' or 'Executive Director'** 'Whole-time Director' or 'Executive Director' shall mean a director in the Board, appointed under section 196 read with schedule V of the Companies Act, 2013, and who is in employment of the Company on a fulltime basis with entitlement to receive Remuneration.

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Policy on Remuneration of Directors and Key Managerial Persons

1. Effective Date:

This policy shall be applicable with effect from April 01, 2025.

2. Policy on Board diversity:

The Board shall be comprised of Directors having expertise in different areas / fields like Finance, Sales and Marketing, Banking, Engineering, Human Resource management, etc. or as may be considered appropriate. In designing the composition of the Board, Board diversity shall be considered from a number of aspects, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills and knowledge. The Board shall have at least one Board member who has accounting or related financial management expertise and at least one women director.

3. Conflict of interest:

The Board recognizes conflict of Interest as one of the significant risks in structuring, implementing and reviewing this Policy. Therefore, the Board Nomination and Remuneration Committee (BNRC) shall carry out necessary examination to identify and prevent circumstances of conflict of interest (that might compromise the integrity and objectivity of such Officers), while recommending appointment of any member of the Board or KMP of the Company or designing their remuneration under this Policy.

In order to ensure that the members of the Board or KMP of the Company are not placed in a position of actual or perceived conflicts of interests, the BNRC, while structuring, implementing or reviewing this policy or taking any decision under this Policy, shall also examine the circumstances of conflict of interest before taking any decision or further recommending to the shareholders on appointment of any member of the Board or KMP of the Company or structuring their remuneration, as the case may be, within the ambit of this Policy.

4. Policy Framework

Keeping in view the difference of risks and responsibilities associated with the roles of the Non-Executive Directors of the Board and the Key Managerial Persons of the Company, the framework of the Policy shall have two distinct parts dealing with their entitlements, remuneration and compensation separately as under:

Part I: Policy on Remuneration of Non-Executive Directors.

Part II: Policy on Appointment and Remuneration of Key Managerial Persons.

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Part I

Policy on Remuneration of Non-Executive Directors.

Non-executive directors of the Company objectively act in the interest of the Company and the stakeholders by overseeing and constructively challenging the management and the Company in its implementation of strategy within the system of governance of the Company and the risk appetite set by the Board. Besides, the Non-Executive Directors of the Company contribute towards ensuring that the Board members achieve their objectives; providing leadership and strategic guidance, while maintaining objective judgment; filling the expertise gap in the management; providing independent view on the running of the business, governance and boardroom best practices. The experiences of non-executive directors from different fields bring in wider perspective and outside experience contributing to the strategic developments of the Company. In view of the increasing demands on participation of non-executive directors coupled with higher responsibilities, non-executive directors are expected to bear in the interest of higher level of excellence in corporate governance.

1. Policy:

This Policy shall be called the Policy on Nomination and Remuneration of Non-Executive Directors of the Company (NED Policy) and shall be applicable from the date of adoption of this NED Policy by the Board or the Effective Date, whichever is earlier.

2. Appointment and Reappointment:

The Board and the shareholders shall carry out appointment or re-appointment of the Non-Executive Directors of the Company through recommendations of the BNRC in accordance with this NED Policy and as per the applicable provisions of Companies Act, 2013 read with the rules made thereunder, and the Insurance Act, 1938 read with appropriate IRDAI Prescriptions in this regard. Further, appointment of the Chairperson of the Board shall be basis prior IRDAI approval from IRDAI and the chairperson shall be an Independent Director

a. Age Limit:

The maximum age limit for Non-Executive Directors, including the Chairperson of the board, shall be 75 years. No person shall continue on the Board of the Company after attaining the age of 75 years.

b. Term of office:

i. Term of Office of Non-Executive Directors other than an Independent Director

Other than an Independent Director, the tenure of a Non-Executive Director in the Board of the Company shall be in accordance with the decision of the Board and the Shareholders of the Company and as per the applicable provisions of Companies Act, 2013 read with the rules made thereunder, and the Insurance Act, 1938 read with appropriate IRDAI Prescriptions in this regard.

ii. Term of Office of an Independent Director

An Independent Director in the Board of the Company may be appointed for a term of up to five consecutive years and shall be eligible for re-appointment for subsequent terms in accordance with the applicable provisions of Companies Act, 2013 read with the rules made thereunder, and the Insurance Act, 1938 read with appropriate IRDAI Prescriptions in this regard.

No Independent Director shall hold office for more than two consecutive terms, beyond a period of 10 years. After completion of 10 years such Independent Director shall be eligible for re-appointment only after a cooling-off period of at least three years in accordance with the applicable provisions of Companies Act, 2013 read with the rules made thereunder, and the Insurance Act, 1938 read with appropriate IRDAI Prescriptions in this regard.

3. Remuneration:

Remuneration of the Non-Executive Directors of the Company shall comprise of Sitting Fee, Reimbursement of expenses and Fixed Remuneration etc. Payment of such Remuneration by the Company shall be governed by the provisions of Companies Act, 2013 and the rules made thereunder, read with appropriate IRDAI Prescriptions in this regard. The remuneration paid to the Chairperson of the Board shall be with prior approval from IRDAI.

a. Remuneration

Each Non-Executive Directors of the Company may be entitled for a remuneration as may be approved by the Board and Shareholders from time to time and in compliance with the applicable provisions of Companies Act, 2013 read with the rules made thereunder, and the Insurance Act, 1938 read with appropriate IRDAI Prescriptions in this regard.

The total remuneration paid by the Company to any Non-Executive Director of the Board, collectively on account of the above-mentioned Fixed Remuneration in any financial year, shall under no circumstances exceed a sum of Rupees Thirty lakh unless otherwise permitted by law. If the Chairperson of the Company is a Non-Executive Director, the remuneration may be decided by the Board of Directors and necessary amendments shall be carried out in this Policy to specify the details of the remuneration and incentives paid to him/her with prior approval from IRDAI.

The Non-Executive Directors shall not be eligible for any equity-linked benefits.

b. Sitting Fee and Reimbursement of Expenses

In addition to the Fixed Remuneration as mentioned in the preceding section, the Non-Executive Directors of the Company shall be entitled to the following:

i. Sitting fees:

The Company shall pay Sitting Fees to the Non-executive Directors an amount as approved by the Board from time to time within the limits of applicable provisions of Companies Act, 2013 and the rules made thereunder, read with appropriate IRDAI Prescriptions in this regard.

ii. Reimbursement of expenses

Non-Executive Directors of the Company shall be entitled for reimbursement of actual expenses incurred by them or as allowed by the Board of Directors from time to time, to participate in the Board and other meetings of the Company in accordance with the applicable provisions of Companies Act, 2013 read with the rules made thereunder, and the Insurance Act, 1938 read with appropriate IRDAI Prescriptions in this regard.

4. Disclosure:

The Company shall make adequate disclosure on the amount of remuneration paid to each Non-Executive/ Independent director, in the Notes to the Accounts forming part of Annual Financial Statements. In case no remuneration is paid during a year, the same shall also be specifically disclosed. For transparency, the Company may endeavor to present the disclosures under the heads recommended below.

- a. Information relating to the composition and mandate of the BNRC.
- b. Information relating to the design and structure of remuneration processes.
- c. Description of the ways in which current and future risks are taken into account in the remuneration processes.
- d. Description of the ways in which the Company seeks to link performance during a performance measurement period with levels of remuneration.

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5. Review:

The BNRC and the Board shall review the NED Policy:

- a. at least once in every financial year, or
- b. as and when the Board considers it appropriate, or
- c. as and when the underlying laws governing the NED Policy undergoes any change including any relevant change in the Insurance Act, 1938, IRDAI Prescriptions, Companies Act, 2013 and relevant provisions of the Companies Act including applicable rules thereunder.

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Part II

Policy on Appointment and Remuneration of Key Management Personnel

Key Managerial Persons or KMPs play significant roles in the conduct of affairs of the Company and serve the Company as its primary drivers of business and strategy in adherence to all applicable laws to meet the expectations of the Board, shareholders, policyholders and all other stakeholders including the Government.

The Company has been committed to the adoption of fair employment, equal opportunity and prudent compensation practices. The approach of the Company to compensation has always been to drive meritocracy within the framework of prudent risk management. Further, the Company upholds the principle of advancement, through talent and performance, while ensuring diversity of workplace through efforts to recruit, develop and retain the most talented people from a diverse resource pool. This Policy is intended to establish a framework and guiding principles for appointment and compensation of the KMPs of the Company that is in harmony with the stated commitments of the Company and confirms to the requirements of law for the time being in force.

The appointment of KMPs shall be by the Board on recommendation of the Board Nomination and Remuneration Committee (BNRC). Further, the appointment of Appointed Actuary shall be in accordance with the IRDAI (Actuarial, Finance and Investment Functions of Insurers) Regulations, 2024. The appointment of the Managing Director & Chief Executive Officer and Appointed Actuary shall take effect on or after the date of approval by the Competent Authority. The Chief Compliance Officer (CCO) shall be appointed for a minimum fixed tenure of not less than 3 years.

1. Policy:

This Policy shall be called the Policy on Appointment and Remuneration of Key Managerial Persons of the Company (KMP Policy) and shall be applicable from 01 April 2025.

2. Scope:

The policy shall govern and administer all aspects of the KMP Remuneration, including but not limited to:

- Fixed Pay including allowances,
- Perquisites,
- Retirement Benefits,
- Variable Pay including incentives,
- Bonus,
- Share Linked Instruments,
- Joining Bonus/ Bonus in lieu of Loss of Bonus, Buyouts etc.

The BNRC shall ensure that KMP Remuneration adheres to the principles and procedures laid down under this Policy and follows the applicable provisions of Companies Act, 2013 read with the rules made thereunder, and the Insurance Act, 1938 read with appropriate IRDAI Prescriptions in this regard.

Further, the BNRC, in consultation with the Risk Management Committee of the Board, shall from time to time ensure that:

- a. The KMP Remuneration is adjusted for all types of risk,
- b. KMP Remuneration outcomes are symmetric with risk outcomes,
- c. Payment of KMP Remuneration are sensitive to the time horizon of the risk, and
- d. The mix of cash, equity and other forms of remuneration are consistent with risk alignment.

Apart from the above, the BNRC and the Risk Management Committee of the Board shall from time to time ensure that every KMP Remuneration is risk adjusted through quantitative and qualitative measures of credit, market and liquidity risks.

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3. Institutional Performance for determination of Variable Pay and revision of Fixed Pay of the KMPs:

The KMPs being primary drivers of the business and strategy of the Company, their remuneration in terms of Variable Pay has to be harmonious with the performance of the Company. Therefore, the BNRC, while considering the Variable Pay for the KMPs of the Company for any given period, shall ensure that such Variable Pay to the KMPs commensurate with the overall performance of the Company during the period. Besides, the Company, while considering variable pay or revision of fixed pay structure of any of the KMPs, shall take into account the market movements, such as market positioning of the Company, experience or exposure of KMP, etc. The minimum parameters of institutional performance, which shall be taken into account by the BNRC for determination of their Variable Pay of the KMPs for any period or for revision of Fixed Pay shall be:

- a. Overall financial soundness of the Company, such as net-worth position, solvency, Growth in AUM, Net Profit, and/or Embedded Value, Value of New Business including any other indicator that reflects the overall financial soundness;
- b. Compliance status of the Company with respect to requirements under Expenses of Management Regulations;
- c. Claim efficiency of the Company in terms of settlement and outstanding;
- d. Improvement in overall grievance redressal status of the Company over the period previous to the one under assessment;
- e. Reduction in Unclaimed Amounts due to the policyholders of the Company over the period previous to the one under assessment;
- f. Improvement in persistency (37th month to 61st month); and
- g. Overall Compliance status of the Company with respect to all applicable laws.
- h. Any other factor that the BNRC considers appropriate and in line with the business plan, strategy and priorities of the Company.

Numeric weightage arrived on the basis of institutional performance on each of the above parameters shall be suitably configured by the BNRC for the MD/CEO/WTDS and other KMPs depending on their respective roles. Such numeric weightage shall constitute at least 60% of the total weightage in the performance assessment matrix of MD/CEO/WTDS and at least 30% in case of KMPs. The balance 40% and 70% for MD/CEO/WTDS and KMPs respectively, will be decided by the BNRC from time to time keeping in view the business priorities, business strategy of the company and market dynamics.

The deterioration in the financial performance of the Company including the above-defined parameters or deterioration in overall performance of the KMP shall lead to a contraction in the total amount of Variable Pay which may even be reduced to zero as evaluated and approved by Board.

4. Fixed and Variable Pay:

To ensure effective alignment of compensation with prudent risk taking, the BNRC will take into account adherence to the risk framework in conjunction with which the financial plan/ targets have been formulated. The KMP Remuneration budget of the Company will be based on projected levels of business performance including staffing requirements, revenue generation and the other relevant parameters. Bonus awards are performance related remuneration will be based on a combination of, Business Unit and Individual performance over an appropriate period. Individual performance will be assessed taking into account a combination of financial and non-financial performance metrics.

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- a. The Company will have a judicious and prudent approach to KMP Remuneration and will not use such KMP Remuneration as the sole lever to attract and retain employees. KMP Remuneration will take into account a mix of external market pay and internal equity.

- b. The total compensation will be a prudent mix of fixed pay and variable pay.

Fixed pay will include basic pay, allowances, perquisites, contribution towards superannuation/ retirements and any other form of benefits including reimbursable perquisites.

The Variable Pay to any KMP shall be 'performance-based' using measures of individual, or unit performance that do not create incentives for inappropriate risk taking. 'Performance based incentives' shall be aligned with long term value creation and the time horizon of risks to which the Company may be exposed. Any variable pay or performance incentive shall be paid/ granted to any KMP only once during a financial year.

- c. The Variable Pay shall be in the form of Share Linked Instruments or Long-Term Cash Benefit or a mix of Cash Benefit and Share Linked Instruments.

- d. The structure of Variable Pay shall be as under:

- i. The Variable Pay shall be both in cash and non-cash forms in accordance with the Annual Bonus Plan, Long Term Incentive Plan (Stocks/CSAR and / ESOPs) of the Company as applicable from time to time.

ii. Variable Pay structure of any KMP shall be in accordance with the IRDAI guidelines for the corresponding period and shall not exceed 300% of the Fixed Pay. Where variable pay is up to 200% of the Fixed Pay, a minimum of 50% of the variable pay shall be through grant of Stocks/ shared-linked/CSARs /ESOPs under the applicable incentive and bonus plan of the Company. The same limit would be 70%, in case the variable pay is above 200% of the fixed pay. The variable pay structure will be aligned with the IRDAI guidelines and internal policies of the Company. The deterioration in the financial performance of the Company or deterioration in overall performance of the KMP shall lead to a contraction in the total amount of Variable Pay which may even be reduced to zero.

- iii. A minimum of 50% of the total Variable Pay will be under deferral arrangements and the deferral period shall be a minimum of three years. The first such vesting shall accrue after one year from the commencement of the deferral period. Vesting shall be no faster than on a *pro-rata* basis and shall not take place more frequently than once in a year to ensure a proper assessment of risks before the application of *ex-post* adjustments.

No deferment of variable pay unless dictated as per standard deferral under any policy of the Company need to be applied in case the total Variable Pay with respect to any KMP is equal to or less than Rs Twenty-Five lakhs for any given particular year.

In case the cash component of variable pay is more than Rs. 25 lakhs (Rupees Twenty-Five Lakhs), payment of such cash component / performance bonus is allowed as per the following modes:

- a) Payment of first Twenty-Five Lakhs (Rs.25 lakhs) without any deferment and

- b) Payment of the balance Cash component of variable pay above Rs. 25 lakhs as under:

- i) 50% without deferment.

ii) balance 50% to be deferred over the deferral period of 3 years in equal tranches, subject to meeting the criteria as mentioned in this policy point 4(D)(iii)

- iv. Grant of Stocks/CSARs / ESOPs under the Long-Term Incentive Plan or the Annual Bonus Plan of the Company as a component of Variable Pay shall be reckoned at the fair value of such scheme as on the date of grant.

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Aviva: Confidential Regd. No.122, CIN U66010DL2000PLC107880 Telephone: 1800-103-7766, Website:- <https://avivaindia.com>

Policy on Remuneration of Directors and Key Managerial Persons

- v. The total number of Stocks/CSARs /ESOPs issued, granted under the Long-Term Incentive Plan or Annual Bonus Plan of the Company in a year shall not exceed 1% (One percent) of the paid-up capital of the Company and at any point in time the total Stocks/CSARs/ESOPs held by the employees including KMPs shall not exceed 5% of the paid-up capital.
- e. In case of retirement /resignation/ death of any KMP prior to the deferral period, the deferred pay may be paid as per the employment contract of the KMP / applicable company policy. In case of reappointment on retirement, the deferred pay due at the time of retirement (i.e., prior to reappointment) shall be paid only for the respective years to which it was originally deferred.
- f. In case of termination of any KMP from the company or termination by the insurer in case of fraud/criminal offences etc., the deferred pay shall be forfeited in accordance with the provisions of Malus and Claw-back Policy of the Aviva India Plan Rules.
- g. The level of deferral of variable pay for any KMPs, for the purposes of meeting the requirement, should include deferred annual bonus, Restricted Share Awards and any Long-Term Incentive Awards. It may be necessary to defer an additional portion of the Annual Bonus in order to satisfy his requirement. This requirement could be waived if total variable pay is less than the minimum stated within the regulatory requirement, currently INR 2500000.
- h. This deferral requirement remains applicable to any bonus awarded as part of leaver arrangements of KMPs.

5. Prohibited modes of KMP Remuneration:

- a. KMPs of the Company shall not be issued or granted any sweat equity shares.
- b. Guaranteed bonuses are inconsistent with sound risk management or the pay-for performance principles and hence shall not be part of any remuneration plan. Joining / sign on bonus, if any, shall only occur in the context of hiring new personnel and be limited to the first year of employment. Such bonus will neither be considered as a part of fixed pay nor as a part of variable pay.
- c. The Company shall not grant Severance Pay other than accrued benefits like gratuity, pension, etc., to Key Managerial Persons except in cases where it is mandatory under any applicable provision of the statute. However, it is clarified that Severance Pay does not include notice period pay. Therefore, the Policy does not restrict payment of contractual notice period pay to any KMP upon resignation or termination of services of such KMP, as the case may be.

6. Age and Term of Office of the Managing Director, Chief Executive Officer or any Whole-time Director

- a. Subject to the provisions of Companies Act, 2013 read with the rules made thereunder, and the Insurance Act, 1938 read with appropriate IRDAI Prescriptions being in force from time to time, the position of the Managing Director, Chief Executive Officer or any Whole-time Director shall not be held by the same incumbent in the Company for a continuous period of more than fifteen years.

Provided that, the individual shall be eligible for re-appointment as Managing Director, Chief Executive Officer or any Whole-time Director, as the case may be, in the Company, if considered necessary and desirable by the board, after a cooling off period of at least one year, subject to the individual meeting other applicable conditions as set forth by the Board and Shareholders from time to time.

- b. No person shall continue as Managing Director, Chief Executive Officer or any Whole-time Director, as the case may be, with the Company beyond the age of seventy years.

Provided that the Board and shareholders of the Company may specify an age limit lower than seventy years for the appointment of a person as the Managing Director, Chief Executive Officer or any Whole-time Director of the Company.

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- c. In the event, the Managing Director, Chief Executive Officer or any Whole-time Director is appointed by the promoter of the Company, then the incumbent shall not hold the said posts for a continuous period of more than twelve years.

Provided that, the Company in the event, the Board and the Shareholders of the Company requires the incumbent to continue in the office for a period of more than 12 years, the same shall be done subject to necessary approval of the IRDAI. However, even in that case, Managing Director, Chief Executive Officer or any Whole-time Director shall not be eligible to hold office for a collective period of more than fifteen years.

7. Governance of KMP Remuneration:

- a. The BNRC shall have the oversight over design, review and implementation of the Policy in line with the prevalent law and the Remuneration Policy and governance of the Company.
- b. The BNRC will be composed of such Non-Executive Directors as may be prescribed under the applicable statutory/regulatory provisions from time to time including the IRDAI (Corporate Governance for Insurers) Regulations 2024, as considered appropriate by the Board.
- c. For Accounting purposes, where annual remuneration paid to KMP's individually exceeds INR 4,00,00,000/- (Indian Rupees Four Crores only), such excess shall be borne by the Shareholders of the company (Aviva India) and be debited to the Profit & Loss Account.
- d. Managing Director or the Chief Executive Officer or the Whole-time Director of the Company shall present the financial and strategic plans for the Company to the Board annually. The financial plan/ targets shall be formulated in conjunction with a risk framework with limit structures for various areas of risk/ lines of business, within which the Company should operate to achieve the financial plan. The BNRC shall work in close coordination with Risk Management Committee to achieve effective alignment between compensation and risks.
- e. The BNRC shall from time to time defines the Key Performance Indicators (KPIs) for the Managing Director, Chief Executive Officer, Whole-time Directors and KMPs of the Company based on the financial and strategic plans approved by the Board. KMP Remuneration shall be aligned to both financial and non-financial indicators of performance including controls like risk management, process perspective, customer perspective and others for the Company.
- f. The BNRC shall recommend to the Board for approval of the Fixed Pay, Perquisites, Retirals, Variable Pay that includes Cash Benefits, Non-Cash Benefits, RSU/CSAR and/or RRSAP, Deferred share awards and Stock Option Grants for the Managing Director and Chief Executive Officer, whole-time Directors and KMPs of the Company. This will be subject to necessary approvals from the regulators and shareholders, wherever applicable.
- g. The BNRC will approve the organizational performance norms for variable pay and assess the achievement against such norms including reviewing credit, market, liquidity risks, material operational risks and various other risks and factor in show cause notices, strictures issued, and penalties levied by IRDAI, if any as well as any internally identified compliance failures. The KMP Remuneration shall be in compliance with all requirements law for the time being in force. Based on such an assessment, the BNRC shall recommend Variable Pay to the Board for approval. The BNRC may also recommend 'nil' variable pay based on its assessment.
- h. The Managing Director, Chief Executive Officer and the Whole-time Directors of the Company shall be responsible for execution of the KMP Remuneration strategy, practices and plan (covering both Fixed Pay and Variable Pay) for the Company, in line with the KMP Remuneration Policy.
- i. The Managing Director, Chief Executive Officer and the Whole-time Directors of the Company shall ensure that staff engaged in internal audit, compliance and risk control functions are compensated independent of business areas they oversee, and the compensation of such employees is in line with rest of the Company.

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- j. In case the actual expenses of management of the Company exceeds by 10% or more of the projected expenses of management levels as per the Business plan formulated in terms of Regulation 5 of the EOM Regulations, the BNRC shall ensure that no variable pay shall be payable to Managing Director (MD) / Chief Executive Officer (CEO) / Whole-Time Directors (WTD) and Key Management Persons (KMPs) for the said financial year.
- k. In case, the limits of expenses as specified in the IRDAI (Expenses of Management, including Commission, of Insurers) Regulations, 2024, as amended from time to time are exceeded by the Company, there shall be Restriction of performance incentive to Managing Director (MD) / Chief Executive Officer (CEO) / Whole Time Director (WTD) and Key Management Personnel (KMPs) and/or any other action as specified by the Regulations.
- l. The Head of Human Resources of the Company shall present the KMP Remuneration Policy for review to the BNRC annually.

8. Long Term Payments

- a. The Long-term part of the Variable Pay shall be in non-cash form in accordance with the Annual Bonus Plan and Long-Term Incentive Plan of the Company. Stocks/CSARs /ESOPs and any Deferred Share Awards, currently governed by the Aviva India Long Term Incentive Plan as amended from time-to-time aim at achieving twin objectives of aligning KMP Remuneration to long term interests of the Aviva India as well as retention of high potential employees of the Company. Long Term Variable Pay aim at aligning the behavior of KMPs to long-term view of the performance of the Company.
- b. The Stocks/CSARs/ESOPs and any Deferred Share Awards will be granted in accordance with the Long-Term Incentive Plan and Annual Bonus Plan of the Company, as amended from time to time, and duly approved by the BNRC and shareholders, and this Policy.
- c. The Stocks/CSARs/ ESOPs and any Deferred Share Awards granted by the Company shall have a minimum one-year vesting period, and thereafter vesting shall take place (subject to meeting prescribed vesting criteria) as per vesting schedule on an annual basis over three or more years, and follows the no faster than pro-rata basis for vesting.

9. Malus and Claw back

- a. The Company shall be governed by the prevalent Malus and Claw-back principles of the Company as amended from time to time.

10. Review:

The BNRC shall review the KMP Policy:

- a. at least once in every financial year, or
- b. as and when the Board considers it appropriate, or
- c. as and when the underlying laws governing the KMP Policy undergoes any change including any relevant change in the Insurance Act, 1938, IRDAI Prescriptions, Companies Act, 2013 and relevant provisions of the Companies Act including applicable rules thereunder.

11. Disclosure:

The Company shall make complete disclosure of the amount of remuneration paid to the KMPs of the Company in the Notes to the Accounts forming part of Annual Financial Statements. For transparency, the Company may endeavor to present the disclosures under the heads recommended below.

- a. Qualitative Disclosures
 - i. Information relating to the composition and mandate of the BNRC.
 - ii. Information relating to the design and structure of remuneration processes.
 - iii. Description of the ways in which current and future risks are taken into account in the remuneration

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processes, including the nature and type of the key measures used to take account of these risks.

- iv. Description of the ways in which the Company seeks to link performance during a performance measurement period with levels of remuneration.

b. Quantitative Disclosures

- i. Details of the Remuneration awarded for the financial year to the MD/CEO/WTM mentioning Pay, Allowances and Perquisites, Variable Pay including Share Linked Benefits, Joining Bonus, accrued benefits like gratuity, pension, if any, etc. classifying the same under fixed and variable, deferred and non-deferred as applicable, the remuneration debited to Revenue Account (Policyholders Account), and Profit Loss Account (Shareholders Account).
- ii. Details of the outstanding deferred Remuneration of MD/CEO/WTM at the end of the Financial Year mentioning name designation, financial year (remuneration pertaining to), nature of remuneration and the amount outstanding.
- iii. The above disclosure in the note to account shall be made as per the format prescribed under the IRDAI prescription from time to time.

“This Policy is as per applicable extant regulations/laws.”

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