

SMART ROOF SOLAR SOLUTIONS LIMITED

(Formerly known as SMART ROOF SOLAR SOLUTIONS PRIVATE LIMITED)

NOMINATION AND REMUNERATION POLICY

1. INTRODUCTION

Smart Roof Solar Solutions Limited (the "Company") has formulated this policy to provide a framework for remuneration of members of the board of directors of the Company (the "Board"), Key Managerial Personnel, and other employees of the Company (this "Policy").

The Company's Board has constituted a Nomination and Remuneration Committee (the "Committee"). The Company, taking forward its compliance with the regulatory requirements has formulated this Policy. This Policy is guided by the principles and objectives as enumerated in Section 178 of the Act (as defined below). The above statutory provisions are reproduced in Annexure I.

The Policy has been formulated by the Company and the same was recommended for approval of the Board. The Board has approved the Policy in its meeting held on August 20, 2026.

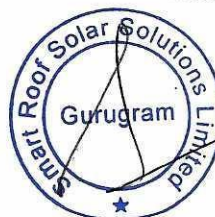
2. OBJECTIVES

The primary objective of the Policy is to provide a framework and set standards for the selection, appointment, performance evaluation and remuneration of the Directors, KMPs and other employees including Senior Management. The Company aims to achieve a balance of merit, experience and skills amongst its Directors, KMPs and Senior Management.

3. DEFINITIONS

- a) "Act" means the Companies Act, 2013 and rules framed thereunder, as amended from time to time.
- b) "Directors" mean members of the Board.
- c) "Independent Directors" means a director referred to in Section 149 (6) of the Act, Regulation 16(b) of SEBI LODR Regulations and other provisions of applicable law, as amended from time to time.
- d) "Key Managerial Personnel" or "KMP" means;
 - (i) The Chief Executive Officer or the Managing Director or the Manager;
 - (ii) The Whole-time Director;
 - (iii) The Chief Financial Officer;
 - (iv) The Company Secretary;
 - (v) Such other officer, not more than one level below the Directors who is in whole-time employment, designated as KMP by the Board; and (vi) Such other officer as may be prescribed.
- e) "Other employees" mean all the employees other than the Directors, KMPs, the Senior Management Personnel, Officers or Executives.
- f) "Senior Management" mean personnel of the Company who are members of its core management team excluding the Board comprising all members of management at one level below the whole-time directors, and as decided by the Board from time to time.

4. SCOPE OF THE POLICY



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4. SCOPE OF THE POLICY

The Policy shall be applicable to the following in the Company:

- a) Directors;
- b) KMPs; and
- c) Other employees of the Company in senior management positions.

This Policy framework provides a framework for:

- a) Identifying persons who are qualified to become Directors, persons who may be appointed as KMPs and in senior management positions in accordance with the criteria laid down, and recommend to the Board for their appointment and removal and carrying out evaluation of every Director's performance (including independent Director);
- b) Identifying the criteria for determining qualifications, positive attributes and independence of a Director;
- c) Determining remuneration of Directors and KMPs and persons in senior management positions, based on factors including the Company's size, financial position, trends and practices on remuneration prevailing in peer companies in the similar industry;
- d) Specifying the manner for effective evaluation of performance of the Board, Directors, KMPs and persons in senior management positions to be carried out either by the Board, by the Committee or by an independent external agency;
- e) Assessing the independence of independent Directors;
- f) Providing them rewards, linked directly to their efforts, performance, dedication and achievements relating to the Company's operations;
- g) Retaining, motivating and promoting talent and to ensure long term sustainability of talented persons and create competitive advantage; and
- h) Such other key issues/matters as may be referred by the Board or as may be necessary in view of the provision of the Act and rules thereunder and the SEBI LODR Regulations, whenever applicable.

5. ACCOUNTABILITY

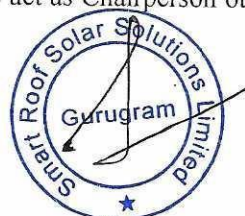
The Board is ultimately responsible for the appointment of Directors and KMPs.

The Board has delegated responsibility for assessing and selecting the candidates for the role of Directors and Key Managerial Personnel of the Company to the Nomination and Remuneration Committee which makes recommendations & nominations to the Board.

6. COMMITTEE

Pursuant to the provisions of Section 178 and other applicable provisions if any, of the Act including the rules framed thereunder, the Committee of the Company will be constituted and meet as hereunder:

- a. The Board shall determine the membership of the Committee;
- b. The Committee shall comprise of at least three directors;
- c. All directors of the Committee shall be non-executive directors, of which not less than one-half shall be independent directors;
- d. Terms of reference of the Committee shall be continued unless terminated by the Board;
- e. The Chairperson of the Committee shall be an Independent Director;
- f. Chairperson of the Company may be appointed as a member of the Committee but shall not chair such Committee;
- g. In the absence of the Chairperson, the members of the Committee present at the meeting shall choose one amongst them to act as Chairperson other than chairperson



- of the Company;
- h. Chairperson of the Committee meeting may be present at the annual general meeting of the Company to answer the shareholders' queries or may nominate some other member to answer the shareholders queries;
- i. The Committee shall meet at least once in a year and at such regular intervals as may be required;
- j. The Committee may invite such executives, as it considers appropriate, to be present at the meetings of the Committee.
- k. The quorum for a meeting of the Committee shall be either two members or one third of the members of the Committee, whichever is greater, including at least one independent director in attendance.

7. **LETTER OF APPOINTMENT**

Letter of appointment shall be issued by the Company to each Director, KMP and employees of the Company in senior management positions based on the recommendations of the Committee on the basis of the guidelines for the same under the Act and this Policy and shall be accepted and signed by the concerned person.

8. **MATTERS OF BE DEALT WITH, PERUSED AND RECOMMENDED BY THE COMMITTEE:**

The following matter shall be dealt by the Committee:

Size and composition of the Board: Periodically reviewing the size and composition of the Board to ensure that it is structured to make appropriate decisions, with a variety of perspectives and skills, in the best interests of the Company as a whole;

Succession plans: Establishing and reviewing Board and senior executive succession plans in order to ensure and maintain an appropriate balance of skills, experience and expertise on the Board and Senior Management;

Evaluation of performance: Make recommendations to the Board on appropriate performance criteria for the Directors as and when required. Formulate the criteria and framework for the evaluation of the performance of every Director on the Board of the Company. Identify training and education programs for the Board to ensure that Non- Executive Directors are provided with adequate information regarding the options of the business, the industry and their legal responsibilities and duties. To extend or continue the term of appointment of the independent Director, on the basis of the report of performance evaluation of independent Directors.

The evaluation/assessment of the Directors is conducted on an annual basis. The following criteria assists in determining how effective the performances of the Directors have been:-

- **Vision and clarity of roles & responsibility:** The Individual Director should have awareness of fiduciary and statutory requirements and a clearly articulated vision. This includes clarity of role as a member of the Board of the Company.
- **Board Processes:** The quality of board processes such as decision making (i.e. how directors ensure they are well informed to be able to make the decisions in the best interest of the Company and its stakeholders) selection and induction etc.
- **Engagement with Management:** How well the board engages with the management to ensure it is well supported and able to meet the needs of its members.
- **Board dynamics:** At the heart are the board dynamics. It is the quality of individual relationships and dialogues that directly influences the quality of decision making and relationships with key stakeholders.
- **Frequency of participation:** The Individual should make him /her available for



attending the Board meetings of the Company and be available for providing his/her guidance and support in case of need.

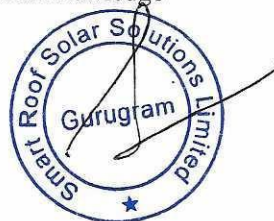
Board diversity:-

The Board shall consist of such optimum number of Directors as per the requirements of the Act and SEBI LODR Regulations. The Committee is to assist the Board in ensuring Board nomination process with the diversity of gender, thought, experience, knowledge, skill, and perspective in the Board, in accordance with the Board Diversity Policy which is as under:

- The Committee shall address Board vacancies by actively considering candidates that bring a diversity of background and industry experience or related expertise. The candidates will be considered against objective criteria having due regard to the benefits of diversity on the Board.
- Additionally, the Committee may consider appointment of experts from various specialized fields such as defense, finance, law, information technology, corporate strategy, marketing, business development, international business, operations management or any other professional area, so as to bring diversified skill sets on Board or succeed any outgoing Director with the same expertise. Accordingly, the Committee shall:-
- assess the appropriate mix of diversity, skills, experience and expertise required on the Board and assess the extent to which the required skills are represented on the Board,
- make recommendations to the Board in relation to appointments, and maintain an appropriate mix of diversity, skills, experience and expertise on the Board, and
- periodically review and report to the Board requirements, if any, in relation to diversity on the Board.

9. APPOINTMENT CRITERIA AND QUALIFICATIONS:

- a. The Committee shall identify and ascertain the integrity, qualification, expertise and experience of the person for appointment as Director, KMP or senior management level and recommend to the Board his / her appointment. The Committee shall also review the ethical and moral qualities possessed by such person, commensurate to the requirement for the position.
- b. A person to be appointed as Director, KMP or senior management level should possess the adequate qualification, expertise, and experience for the position he/she is considered for appointment. The Committee has the discretion to decide whether the qualification, expertise, and experience possessed by a person is sufficient/satisfactory for the concerned position.
- c. A person, to be appointed as Director, should possess an impeccable reputation for integrity, deep expertise and insights in sectors/areas relevant to the Company, ability to contribute to the Company's growth, and complementary skills in relation to the other Board members.
- d. The Committee shall determine the suitability of appointment of a Director by ascertaining the 'fit and proper criteria' of the candidate. The candidate shall, at the time of appointment, as well as at the time of renewal of directorship, fill in such form as approved by the Committee to enable the Committee to determine the 'Fit and Proper Criteria'. Further, the proposed person are assessed against a range of criteria which includes but are not limited to:
 - Personality, skills and professional knowledge



- Knowledge and experience relevant to the business of the Company
 - Understanding of and experience in performing his roles and responsibilities
 - Independence of judgment
 - Educational and professional qualification(s)
 - Past performance and credentials, behavior & conduct
 - Ability to work individually as well as a member of team
 - Ability to represent the Company
 - Interaction and relationship with the other members of the Board, KMPs and key stakeholders
 - Board room conduct
 - Communication skills
 - Ethics and Values
- e. A whole-time KMP of the Company shall not hold office in more than one company except in its subsidiary company at the same time. However, a whole-time KMP can be appointed as a Director in any company, with the permission of the Board of Directors of the Company.
- f. Independence of Directors is decided on the basis of criteria provided under the relevant provisions of the Act, read with rules made thereunder, and any modification/amendments done from time to time and as envisaged under SEBI LODR Regulations. A declaration of independence is taken from the independent Directors at the first meeting of the Board in which he participates as a Director and thereafter at the first meeting of the Board in every financial year or whenever there is any change in the circumstances which may affect his status as an independent Director.
- g. The Company shall not appoint or continue the employment of any person as Whole-Time Director/ Managing Director/Manager who has attained the age of 70 (seventy) years. Provided that the term of the person holding this position may be extended beyond the age of 70 (seventy) years with the approval of Shareholders by passing a Special Resolution based on the explanatory statement annexed to the notice for such motion indicating the justification for the extension of appointment beyond 70 (seventy) years.
- h. The Committee shall ensure that there are appropriate induction and training programs in place for newly appointed Directors and KMPs.
- i. The Committee shall make recommendations to the Board concerning any matters relating to the continuation in office of any Director at any time including the suspension or termination of service of an executive Director as an employee of the Company subject to the provision of the law and their service contract.
- j. For the purpose of identifying suitable candidates, the Committee may:
- use the services of an external agencies, if required;
 - consider candidates from a wide range of backgrounds, having due regard to diversity; and
 - consider the time commitments of the candidates

10. RETIREMENT:

The Directors, KMP and any other person in senior management personnel shall retire as per the applicable provisions of the Act and the prevailing policy of the Company. The Board will have the discretion to retain the Directors, KMP, and any other person in senior management



personnel in the same position/remuneration or otherwise, even after attaining the retirement age, for the benefit of the Company.

11. REMOVAL:

- a. Due to reasons for any disqualification mentioned in the Act and rules made there under or under any other applicable law, the Committee may recommend to the Board with reasons recorded in writing, removal of a Director, KMP or any other person in senior management position, subject to the provisions and compliance of the Act and other applicable law.
- b. The removal of KMPs other than Directors and the Senior Management would be as per the internal rules and regulations of the Company.

12. TERM/TENURE:

11.1 *Managing Director/Whole-time Director:*

- a) The Company shall appoint or re-appoint any person as its Chairman & Managing Director for a term not exceeding five years at a time.
- b) No re-appointment shall be made earlier than one year before the expiry of term of the Director appointed.

11.2 *Independent Director:*

- a) An Independent Director shall hold office for a term up to five years on the Board of the Company and will be eligible for re-appointment on passing of a special resolution by the Company and disclosure of such appointment in the Board's report
- b) No Independent Director shall hold office for more than two consecutive terms, but such Independent Director shall be eligible for re-appointment in the Company as Independent Director after the expiry of three years from the date of cessation of the previous directorship as such in the Company. The Committee shall take into consideration all the applicable provisions of the Act and the relevant rules, as existing or as may be amended from time to time.

13. REMUNERATION AND PERQUISITES

The remuneration/compensation/commission etc. to any Director will be determined by the Committee and recommended to the Board for approval and the same shall be in accordance with the provisions of the Act & the rules made thereunder, and the SEBI LODR Regulations.

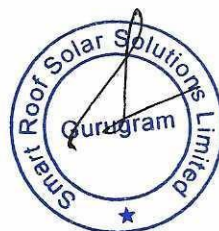
If any insurance is taken by the Company on behalf of its Directors, Managing Directors, Whole Time Director, Chief Executive Officer, Chief Technology Officer, Chief Operating Officer, Chief Financial Officer, Company Secretary and/or any other employees for indemnifying them against any liability, the premium paid on such insurance shall not be treated as part of the remuneration payable to any such personnel. Provided that if such a person is proved to be guilty, the premium paid on such insurance shall be treated as part of the remuneration.

Remuneration to KMPs and other employees

The policy on remuneration for KMPs and other employees is as below:

The Committee would determine the remuneration of the Director and formulate guidelines for remuneration payable to the KMPs, Senior Management Personnel, other employees.

These guidelines are as under:



- (a) **Annual Remuneration:** Annual Remuneration refers to the annual compensation payable to the employees of the Company. This comprises two parts - a fixed component, and a performance-linked variable Component, if any, based on the extent of achievement of the individual's objectives and performance of the business unit.

The objective is to set the total remuneration at levels to attract, motivate, and retain high- calibre, and high-potential personnel in a competitive global market. The total remuneration level is to be reset annually based on a comparison with the relevant peer group globally, established through independent compensation surveys, from time to time.

- (b) **Remuneration to Non-Executive/Independent Directors:** The remuneration payable to each Non-Executive Director is based on the remuneration structure as determined by the Board and as mentioned in the Articles of Association, which is revised from time to time, depending on individual contribution, the Company's performance, and the provisions of the Act and the rules made thereunder.

- (c) **Sitting Fees:** The non-executive/ independent Director may receive remuneration by way of fees for attending meetings of the Board or committees of the Board to which they are appointed from time to time thereof. Provided that the amount of such fees shall not exceed the limits prescribed under the Act. The board of Directors shall recommend all fees or remuneration, if any, paid to non-executive Directors, including independent Directors, and shall require approval of shareholders in the general meeting. The requirement of obtaining approval of shareholders in general meetings shall not apply to the payment of sitting fees to non-executive Directors, if made within the limits prescribed under the Act for payment of sitting fees without the approval of the Central Government.

- (d) **Commission:** Commission may be paid within the monetary limit approved by shareholders subject to the limits prescribed under the Act.

- (e) **Annual Remuneration:** The approval of shareholders by special resolution shall be obtained every year, in which the annual remuneration payable to a single non-executive Director exceeds the limits prescribed under the SEBI LODR Regulations.

- (f) **Stock Options:** The Independent Directors shall not be entitled to any stock option of the Company.

Statutory Requirements:

Section 197(5) of the Act provides for remuneration by way of a sitting fee to a Director for attending meetings of the Board and Committee meetings or for any other purpose as may be decided by the Board.

- The Company may with the approval of the shareholders authorize the payment of remuneration up to five percent of the net profits of the Company to any one Managing Director/Whole Time Director/Manager and ten percent in case of more than one such official.
- The Company may pay remuneration to its directors, other than Managing Director and Whole Time Director upto one percent of the net profits of the Company, if there is a managing director or whole-time director or manager and three percent of the net profits in any other case.



- The net profits for the purpose of the above remuneration shall be computed in the manner referred to in Section 198 of the Act.
- The fees or compensation payable to executive directors who are promoters or members of the promoter group, shall be subject to the approval of the shareholders by special resolution in general meeting, if-

the annual remuneration payable to such executive director exceeds rupees 5 crore or 2.5 per cent of the net profits of the listed entity, whichever is higher; or

where there is more than one such director, the aggregate annual remuneration to such directors exceeds 5 per cent of the net profits of the listed entity:

Notwithstanding the above but subject to the provisions of Schedule V, if, in any financial year, a company has no profits or its profits are inadequate, the company shall not pay to its directors, including any managing or wholtime director or manager, or any other non-executive director, including an independent director by way of remuneration any sum exclusive of any fees payable to directors under sub-section (5) hereunder except in accordance with the provisions of Schedule V.

The Non-executive Directors and Independent Directors will receive remuneration by way of sitting fees for attending meetings of the Board and/or Committee thereof, as decided by the Board from time to time subject to the limits specified under the Act including any amendments thereto. In addition to the sitting fees, the Non-executive and Independent Directors may also be paid commission as may be determined by the Board subject to the limits specified under the Act. The remuneration of Non-executive Directors and Independent Directors will be governed by the role assumed, number of meetings of the Board and the committees thereof attended by the directors, the position held by them as the Chairman and member of the committees of the Board and overall contribution to the business. Besides these, the determination of remuneration of independent directors will also depend on the external competitive environment, track record, individual performance of the directors and performance of the Company as well as the industry standards.

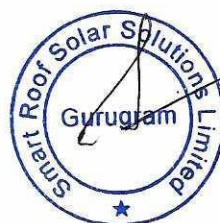
The remuneration payable to the Directors shall be as per the Company's policy and shall be valued as per the Income tax Act, 1961, as amended.

The remuneration payable to the KMPs and Senior Managerial shall be in accordance with the provisions of the Act and may be decided by the Nomination and Remuneration Committee having regard to their experience, leadership abilities, initiative taking abilities and knowledge base.

14. **DISCLOSURE REQUIREMENTS**

The Company shall disclose in its Corporate Governance Report, a chart or a matrix setting out the skills/expertise/competence of the board of directors specifying the following:

- The list of core skills/ expertise/ competencies identified by the Board as required in the context of its business(es) and sector(s) for it to function effectively and those actually available with the board; and
- The names of directors who have such skills/ expertise/ competence.



The Company shall also disclose in its Corporate Governance Report a confirmation that in the opinion of the board, the independent directors fulfill the conditions specified in Listing Regulations and are independent of the management.

The Corporate Governance Report shall also include detailed reasons for the resignation of any independent director who resigns before the expiry of his or her tenure along with a confirmation by such director that there are no other material reasons other than those provided.

This policy shall be uploaded on the website of the Company i.e. Website.

The salient features of this policy and any changes made therein in brief along with a weblink to the policy shall be provided in the Board's Report.

15. ESOP AND OTHER FUNCTIONS:

Perform such functions as are required to be performed by the Nomination and Remuneration Committee under the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021

16. MINUTES OF COMMITTEE MEETING:

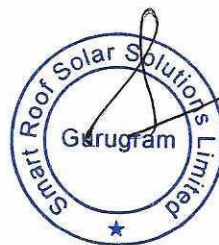
Proceedings of all meetings must be recorded as minutes and signed by the chairman of the Committee at the subsequent meeting. Minutes of the Committee meetings will be tabled at the subsequent Board and Committee meeting.

17. DISCLOSURE OF POLICY:

- a. The Policy shall be disclosed in the annual report of the Company, as required under Act, rules made there under and the SEBI LODR Regulations, as amended from time to time and as may be required under any other law for the time being in force.
- b. A copy of this Policy shall be handed over to all Directors within one month from the date of approval by the Board. This Policy shall also be posted on the website of the Company and the details of this Policy, including the evaluation criteria, shall be mentioned in the Board's Report.
- c. The Company shall publish its criteria of making payments to non-executive Directors in its annual report. Alternatively, this may also be put up on the Company's website and reference be drawn in the annual report.

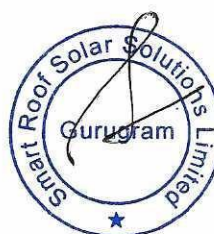
18. AMENDMENT(S):

The Board may review or amend this Policy, in whole or in part, from time to time, after taking into account the recommendations from the Committee.



Annexure I

Sl. No.	Details of the statute	Contents/ provisions of the statute
1	Section 178 (1) of the Companies Act, 2013	The Board of Directors of every listed public company and such other class or classes of companies, as may be prescribed shall constitute the Nomination and Remuneration Committee consisting of three or more non-executive directors out of which not less than one- half shall be independent directors: Provided that the chairperson of the company (whether executive or non-executive) may be appointed as a member of the Nomination and Remuneration Committee but shall not chair such Committee.
2	Section 178(2) of the Companies Act, 2013	The Nomination and Remuneration Committee shall identify persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, recommend to the Board their appointment and removal and shall specify the manner for effective evaluation of performance of Board, its committees and individual directors to be carried out either by the Board, by the Nomination and Remuneration Committee or by an independent external agency and review its implementation and compliance.
3	Section 178 (3) of the Companies Act, 2013	The Nomination and Remuneration Committee shall formulate the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy, relating to the remuneration for the directors, key managerial personnel and other employees.
4	Section 178(4) of the Companies Act, 2013	The Nomination and Remuneration Committee shall, while formulating the policy under sub-section (3) ensure that— (a) the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate directors of the quality required to run the company successfully; (b) relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and (c) remuneration to directors, key managerial personnel and senior management involves a balance between fixed and incentive pay reflecting short and long- term performance objectives appropriate to the working of the company and its goals: Provided that such policy shall be placed on the website of the company, if any, and the salient features of the policy and changes therein, if any, along with the web address of the policy, if any, shall be disclosed in the Board's report
5	Schedule IV of the Companies Act, 2013 [See section 149(8) of the Companies Act, 2013]	Code for Independent Directors
6	SEBI LODR Regulations- Regulation	The Board of directors shall constitute the nomination and remuneration committee as follows: (a) the committee shall comprise of at least three directors;



Sl. No.	Details of the statute	Contents/ provisions of the statute
	19(1)	(b) all directors of the committee shall be non- executive directors; and (c) at least two-thirds of the directors shall be Independent Directors
7	SEBI LODR Regulations- Regulation 19(2) & (2A)	The Chairperson of the nomination and remuneration committee shall be an Independent Director: Provided that the chairperson of the listed entity, whether executive or non-executive, may be appointed as a member of the Nomination and Remuneration Committee and shall not chair such Committee. (2A) The quorum for a meeting of the nomination and remuneration committee shall be either two members or one third of the members of the committee, whichever is greater, including at least one independent director in attendance.
8	SEBI LODR Regulations- Regulation 19(3) & (3A)	The Chairperson of the nomination and remuneration committee may be present at the annual general meeting, to answer the shareholders' queries; however, it shall be up to the chairperson to decide who shall answer the queries. (3A) The nomination and remuneration committee shall meet at least once in a financial year.
9	SEBI LODR Regulations- Regulation 19(4)	The role of the nomination and remuneration committee shall be as specified as in Part D of the Schedule II. Part D Schedule II States "Role of committee shall, inter- alia, include the following" (1) formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the board of directors a policy relating to, the remuneration of the directors, key managerial personnel and other employees; (1A) For every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may: a. use the services of an external agencies, if required; b. consider candidates from a wide range of backgrounds, having due regard to diversity; and c. consider the time commitments of the candidates. (2) formulation of criteria for evaluation of performance of independent directors and the board of directors; (3) devising a policy on diversity of board of directors; (4) identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria



Sl. No.	Details of the statute	Contents/ provisions of the statute
		laid down, and recommend to the board of directors their appointment and removal; (5) whether to extend or continue the term of appointment of the independent director, on the basis of the report of performance evaluation of independent directors. (6) recommend to the board, all remuneration, in whatever form, payable to senior management.

Singhal

