

**THE INDIA CEMENTS LIMITED
CHENNAI**

**POLICY RELATING TO THE REMUNERATION
FOR THE DIRECTORS, KMPs AND OTHER EMPLOYEES**

The following is the recommended Policy relating to the remuneration payable to the executive directors, other key managerial personnel (KMPs) and other employees.

Broadly, the performance of the employee concerned and the performance of the Company are the fundamental parameters determining the remuneration payable to such an employee. More specifically, there will be reciprocity in the matter of remunerating executive directors, KMPs and other employees.

It is universally accepted that a person, who goes up in the management ladder is paid more for result and responsibility rather than for quantum of work done or hours spent on the job. India Cements has been following this Policy and will continue to follow this in future also in respect of top management. In assessing the contribution of a director or any other person, regard will be had to the positive difference that the person has brought to bear on his / her job. Improvement of the topline and bottom-line are not the only considerations. Equally important are the quality of governance, addressing of environmental issues, taking care of stakeholders interest and proactive participation in the developmental activities of the Company. Needless to say, that at higher levels, such as executive directors, emphasis is in their being a leader rather than a manager. While every individual action may not result in success in physical terms, the overall approach and the positive impact that it has among the colleagues will be given due importance. Equally important is the ability lead a team in preference to individual brilliance.

At the middle and lower levels of management, the yardsticks of assessment are different. The ability to speedily execute policy decisions, sincerity and devotion and discipline will be the main attributes expected.