



STRIDES' NOMINATION AND REMUNERATION POLICY

Last amended on: July 29, 2025

1. Preamble

At Strides, we are committed to upholding the highest governance standards. As we navigate the ever-changing landscape of our industry, our core values remain a guiding light, reflecting who we are and how we work together. Our core values are Integrity, Competency and Efficiency (ICE).

Remuneration for Directors, Key Managerial Personnel, Senior Management Personnel and all other employees is based on the commitment of fostering a culture of Organizational Leadership aligned to the core values of the Company.

Strides' Nomination and Remuneration Policy ("**Policy**") is formulated by the Nomination and Remuneration Committee of the Company in line with the requirements of Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations).

In case of any inconsistency between the provisions of law and this remuneration policy, the provisions of the Law shall prevail, and the Company shall abide by the applicable law.

While formulating this policy, the Nomination and Remuneration Committee ("**NRC**") has considered the factors laid down under Section 178(4) of the Act, which are as under:

- (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.

2. Definitions

- a) "**Act**" shall mean the Companies Act, 2013 read with the relevant Rules framed thereunder and amended from time to time.
- b) "**Board of Directors**" or "**Board**" shall mean the Board of Directors of the Company.
- c) "**Company**" shall mean Strides Pharma Science Limited.
- d) "**Director**" shall mean a Director of the Company.
- e) "**Independent Director**" shall mean a Director of the Company who satisfies the criteria for independence under Section 149 (6) of Companies Act, 2013 read with Regulation 16 (1) (b) of the Listing Regulations.
- f) "**Key Managerial Personnel (KMP)**" means KMP as defined under Section 2(51) of the Act read with Regulation 2(o) of the Listing Regulations.

- g) **“Listing Regulations”** shall mean the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and as amended from time to time.
- h) **“Committee”** shall mean the Nomination and Remuneration Committee constituted by the Board of Directors of the Company in accordance with Section 178 of the Act read with Regulation 19 of the Listing Regulations and includes the “Compensation Committee” as defined under The Securities and Exchange Board of India (Shared Based Employee Benefits and Sweat Equity) Regulations 2021, as amended from time to time.
- i) **“Senior Management Personnel” (SMP)** shall mean SMP as defined under Regulation 16(1)(d) of the Listing Regulations.

3. Objective of the Policy

- a) To 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, KMP and SMP.
- b) To identify persons who are qualified to become Directors; and who may be appointed in Senior Management roles in accordance with this Policy and recommend to the Board their appointment/ re-appointment and retirement/ removal.
- c) To ensure the appointment of Directors aligns with the Board Skill Matrix & Board Diversity Policy of the Company.
- d) To review the overall compensation policy, service agreement and other employment conditions of Whole Time Directors, KMP, SMP and Other Employees.
- e) To establish and review succession plans of the Board of Directors of the Company, CEO, KMP, SMP and critical positions of the Company.
- f) To provide for rewards linked to effort, performance, dedication and achievement of Company’s targets by the employees in the form of ESOP grants and/ or any other incentive plans.
- g) To deal with other matters as the Board may refer to the Committee from time to time.

4. Appointment of Directors, KMP, SMP & Other Employees

4.1 Appointment of Directors - General Criteria

Board shall comprise of optimum number of Directors as is necessary to effectively manage the affairs of the Company.

Subject to a minimum of 3 and maximum of 15, the Board shall have an appropriate combination of Executive, Non-Executive, Independent and Women.

NRC shall be responsible for identifying suitable candidate for appointment as Director of the Company. While evaluating a person for appointment/ re-appointment as Director, the Committee shall consider and evaluate number of factors including but not limited to background, knowledge, skills, abilities (ability to exercise sound judgement), professional experience and functional

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expertise, educational and professional background, personal accomplishment, age, experience of pharma sector / industry, marketing, technology, finance and other disciplines relevant to the business etc. and such other factors that the Committee might consider relevant and applicable from time to time towards achieving a diverse Board.

Proposed candidate shall possess appropriate expertise, experience and knowledge in one or more fields of finance, law, management, sales, marketing, administration, medical science, pharmaceutical, corporate governance or such other areas related to the Company's business as determined by the NRC.

During the term of the office, every director shall -

- a) uphold ethical standards of integrity and probity;
- b) act objectively and constructively;
- c) exercise responsibilities in a bona-fide manner in the interest of the Company;
- d) shall be free from any disqualifications as stipulated under the Act as well as the Listing Regulations;
- e) shall be able to devote sufficient time and efforts in discharge of duties and responsibilities effectively; &
- f) shall attend majority of the meetings with at-least 75% attendance, through VC Meeting/ In Person meeting.

4.2 Appointment of Managing Director/ Whole-Time Director

Board based on the recommendation of the NRC shall be responsible for identifying suitable candidate for the position of Managing Director/Whole-time Director.

Terms and conditions of the appointment shall be in accordance with the provisions of Act and Listing Regulations.

4.3. Appointment of Independent Director

While evaluating a person for appointment/ re-appointment as an Independent Director, the Committee shall ensure that the proposed candidate satisfies the following additional criteria:

- Meet the baseline definition and criteria of “independence” as set out in Section 149 of the Act, the Listing Regulations and other applicable laws.
- Should not hold any board / employment position with a competitor in the geographies where the Company is operating. However, the Board may in special circumstances waive this requirement.
- Has attained minimum age of 25 years and is not older than 70 years.
- Does not hold independent directorship in more than seven listed entities.
- Does not hold directorship in more than three listed entities if serving as a whole time director in any listed entity

An Independent Director shall be under the obligation to inform the Board of Directors of any change in circumstances which may affect his/her independence.

Re-appointment/ extension of term of the Director shall be on the basis of their performance evaluation report.

4.4 Appointment of KMP & SMP

Managing Director and Group Chief Executive Officer (“MD & CEO”) shall be responsible for identifying suitable candidate for the position of Key Managerial Personnel i.e., Chief Financial Officer, Company Secretary and other Senior Management Personnel.

While evaluating a candidate for appointment as Key Managerial Personnel or Senior Management Personnel factors such as, competence, integrity, qualifications, expertise, skills and experience shall be taken into consideration.

Appointment of Key Managerial Personnel and Senior Management Personnel shall be approved by the Board on recommendation of the NRC and the MD & CEO.

4.5 Appointment of Other Employees

Appointment of other employees shall be made on the basis of the experience, qualification, expertise of the individual as well as the roles and responsibilities required for the position and shall be approved by the Human Resource Department under the overall control of the MD & CEO.

5. Remuneration payable to Directors & to all other Employees

Remuneration of Directors in general shall be in accordance with the provisions of the Act and Listing Regulations.

Remuneration of Executive Directors, KMP, SMP and all other employees of the Company shall be sufficient to attract and retain talented and qualified individuals suitable for the respective roles; and aligned to requisite regulatory requirements.

a) Remuneration to Non-Executive Directors including Independent Directors (NEDs)

NEDs are entitled to receive remuneration by way of Sitting Fees and/ or Commission, as per the provisions of the Act and Listing Regulations, subject to approval of shareholders, if any.

The Non-Executive Directors shall be entitled to such commission as approved by the Board within the overall limits approved by the shareholders. In no case the commission shall exceed 1% of the profits of the Company computed as per the applicable provisions of the Act or as per the limits prescribed in Schedule V of the Act.

Sitting fee shall be payable immediately after the Board/ Board Committee meeting to those directors who attend the meeting. Commission shall be payable at the end of the financial year after approval of the annual financial statements by the Board.

Quantum of Commission for each director based upon the outcome of the evaluation process which is driven by various factors including attendance and time spent in the Board and committee meetings, individual contributions at the meetings and contributions made by directors other than in meetings.

In addition to the sitting fees and commission, Company may reimburse to any director such fair and reasonable expenditure, as may have been incurred by the director while performing his/ her role as a director of the Company. This could include reasonable expenditure incurred by the director for attending Board/ Board Committee meetings, General Meetings, Court Convened Meetings, Meetings with Shareholders/ Creditors/ Management, Site visits, Induction and Training (organized by the Company for directors) and in obtaining professional advice from independent advisors in the furtherance of his/ her duties as a director.

b) Remuneration to Executive Director & all other Employees

Remuneration paid to Executive Directors and all other employees:

- a) shall be reasonable and sufficient to attract, retain and motivate them to be aligned to the requirements of the Company (taking into consideration the challenges faced by the Company and its future growth imperatives);
- b) shall be reflective of size of the Company, complexity of the Company's operations and the Company's capacity to pay the remuneration; and
- c) Shall be consistent with recognized best practices.

b.1 Composition of remuneration of Executive Directors (including Managing Director & Whole Time Directors)

For Executive Directors (including Managing Director & Whole Time Directors) (ED), composition of remuneration shall be as per the contract approved by the shareholders, based on the recommendation of NRC & Board of Directors of the Company. In case of any change, the same would require approval of the shareholders.

Remuneration shall comprise of **Fixed Pay**, which is market competitive and driven by the role played by the Director; and **Variable Pay** (payout of which is linked to Company's overall business performance projected for the year and as agreed with NRC).

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ED shall also be eligible of incentive for achievement of Long-term goals agreed with NRC and evaluated over the period of office of the Director. Quantum of payout shall be considered at the end of the tenure of the ED depending upon the achievement of pre-agreed goals, which shall be recommended by NRC and approved by the Board, which shall be further subject to Shareholders' approval, from time to time.

They are also eligible for benefits such as chauffer driven car for use on Company's business, one-club membership, reimbursement of expenses incurred for Strides' business-related matters and other benefits in line with Company's policy.

Basis the outcome of evaluation of ED's performance, increment in remuneration to ED shall be recommended by NRC to the Board, which shall be within the slabs approved by the shareholders of the Company. In case such revised remuneration exceeds the approved limit, the same would require approval of shareholders.

b.2 Composition of remuneration for all other Employees

For all other Employees composition of remuneration shall be:

- Basic/ Fixed Salary to ensure that there is a steady income in line with their skills and experience.
- Performance linked bonus – which be driven by outcome of the performance appraisal process and performance of the Company.
- Company also provides employees with certain perquisites, allowances and benefits to enable a certain level of lifestyle and to offer scope for savings and tax optimization, where possible.
- Company also provides all employees (including ED) with a social security net (subject to limits) by covering medical expenses and hospitalization through insurance cover (cashless/ reimbursement), accidental death/ injuries through Group accidental insurance policy and natural death through Group term life cover.
- The Company provides retirement benefits as applicable.
- Employees of the Company (other than members of promoter/ promoter group of the Company) shall also be eligible for grant of stock options, wherever deemed fit under the applicable employee stock option scheme of the Company, as may be decided by NRC from time to time.

KMP & SMP related payouts

- Payouts related to KMP & SMP are recommended by MD/ Group CHRO to NRC at the time of appointment and during annual appraisal.
- Increment in remuneration and related payouts is based on evaluation of individual performance and company performance.
- Board shall have the final authority to approve the remuneration, based on recommendation of NRC.

For all other employees

- Increment in remuneration shall be basis the outcome of annual performance appraisal and as recommended by the Functional Heads.
- Group CHRO shall have the final authority to approve the remuneration, based on recommendation of Functional Heads.

c) Directors' and Officers' Liability Insurance Policy of the Company

All Directors & Officers of the Company shall be covered by a comprehensive Directors' and Officers' Liability Insurance Policy of the Company.

The Policy provides financial protection to the Directors and Officers of the Company and its Subsidiaries against personal liabilities arising from claims made against them in their official capacity (whether in India or any other jurisdiction).

d) Remuneration payable to Director for services rendered in any other capacity

Remuneration payable to Directors shall be inclusive of any remuneration payable for services rendered by such director in any other capacity, unless:

- a) the services rendered are of professional nature; and
- b) NRC is of the opinion that the director possesses requisite qualification for the practice of the profession.

Which may be subject to shareholders approvals, if any.

6. Succession Planning

Succession Planning framework of the Company is enclosed as annexure to this policy.

7. Retirement of Directors, KMP & SMP

Company shall not appoint a person or continue the directorship of any person as a:

- Independent Director or Executive Directors who has not completed the age of 21 years;
- Managing Director or Whole-Time Director who has attained the age of 70 years;
- Non-Executive Director who has attained the age of 75 years.

However, with approval of the Shareholders by way of Special Resolution, the Company may appoint or continue the term of Executive Directors who has attained the age of 70 years and Non-Executive Director who has attained the age of 75 years.

Further, retirement age of KMP and SMP is 58 years and any extension at the discretion of the Company and as may be mutually agreed by the Company and KMP/ SMP may be provided subject to approval of the Committee.

8. Removal of Directors & Termination of services of all other Employees

a. Removal of Directors

- i) Removal of Directors shall be in line with the provisions of Section 169 of the Act and Rules made thereunder.

Further, pursuant to the provisions of Section 167 of the Act, office of a director shall become vacant in case:

- (a) he incurs any of the disqualifications specified in section 164;
- (b) he absents himself from all the meetings of the Board of Directors held during a period of twelve months with or without seeking leave of absence of the Board;
- (c) he acts in contravention of the provisions of section 184 relating to entering into contracts or arrangements in which he is directly or indirectly interested;
- (d) he fails to disclose his interest in any contract or arrangement in which he is directly or indirectly interested, in contravention of the provisions of section 184;
- (e) he becomes disqualified by an order of a court or the Tribunal;
- (f) he is convicted by a court of any offence, whether involving moral turpitude or otherwise and sentenced in respect thereof to imprisonment for not less than six months.
- (g) he is removed in pursuance of the provisions of this Act;
- (h) he, having been appointed as director by virtue of his holding any office or other employment in the holding, subsidiary or associate company, ceases to hold such office or other employment in that company.

In addition to the above, employment contract of Executive Directors is terminable by either party by giving advance notice of such period as stipulated in their contract.

b. Termination of services of ED and other Employees

Employment contract of other Employees is terminable by either party by giving advance notice of such period as stipulated in their appointment letter or agreed between the parties, as the case may be. Further for such termination, either of the party is not bound to give any reasons thereof.

An employee may also be terminated from her/ his position in circumstances when found guilty of misconduct or fraudulent, after appropriate inquiry.

Due to reasons for any disqualifications mentioned in the Act or Listing Regulations, the Committee may recommend to the Board with reasons recorded in writing, removal of Director, KMP or SMP, subject to compliance of the said Act and Listing Regulations.

9. POLICY REVIEW

The Policy shall be subject to review as may be deemed necessary and in accordance with any regulatory amendments.

Further, the Company Secretary shall be severally authorized to amend the Policy, solely to give effect to any changes/ amendments notified by Ministry of Corporate Affairs or Securities and Exchange Board of India, which shall be further ratified by the Committee and the Board in the immediate next quarterly Meeting, post the amendment(s) that may be made by the Company Secretary.

Version Control Sheet

Version Number	Date of Board Meeting	Remarks
V1	Approved and adopted by the Board in its meeting held on May 23, 2014	In line with Companies Act, 2013
V2	Reviewed and adopted on December 17, 2015	In line with LODR
V3	Approved and adopted in the Board meeting held on January 29, 2019	Amended in line with SEBI (LODR) (Amendment) Regulations, 2018.
V4	Approved and adopted in the Board meeting held on January 30, 2020	Amended as part of Annual Review. <i>Provision relating to chairperson's office held by Non-Executive is inserted.</i>
V5	Approved and adopted in the Board Meeting held on August 5, 2020	Reference to previous name of the Company 'Strides Shasun Limited' is deleted
V6	Approved and adopted in the Board Meeting held on July 29, 2022	Amended as part of Annual Review and in line with amendments as statutorily mandated, including SEBI LODR, SEBI ESOP Regulations
V7	Approved and adopted in the Board Meeting held on May 22, 2024	Amended as part of Annual Review and in line with requirements of ESG parameters
V8	Approved and adopted in the Board Meeting held on January 30, 2025	Amended as part of Annual Review and in line with amended SEBI Listing Regulations
V9	Approved and adopted in the Board Meeting held on July 29, 2025	Amended as part of Annual Review and in line with amended SEBI Listing Regulations

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Strides for Tomorrow

Principles of Succession Planning

In our approach to succession planning, we have developed a framework built designed to ensure seamless leadership transitions and sustained organisational growth. Our succession considerations are based upon four key pillars as follows:



- Criticality of Position Driven**
Ensuring business continuity, we prioritise **filling top leadership roles, including CEO, COO, and CFO**, to maintain operational stability. This strategic initiative leverages the diverse expertise of regional leaders, fostering a robust internal pipeline for future planning. Each of Strides' key business jurisdictions/ units has its functional CEO or equivalent who reports to the Group CEO. While each business jurisdiction has its finance head who reports to the group CFO. By establishing cross-regional roles with targeted leadership development programmes, we are equipping the leader with skills necessary for future professional growth.
- Tenure or Rotation Driven**
This systematic approach involves appointing new non-executive board members as current members near the completion of their tenures. New Board members are identified and onboarded at least two quarters before the end of the existing member's term to facilitate a seamless transition.
- Diversity-Driven**
Our commitment to gender parity and regulatory compliance drives us to prioritize the election of women directors and leaders. Currently as of June 2025, 25% of our board members are female, with diverse industry backgrounds, emphasizing our dedication to inclusivity.
- Skill & Functionality Driven**
We prioritize the selection of board members (both executive and non-executive) with proven industrial expertise and experiential competence for executive management roles. This includes **structured knowledge transfer initiatives to support role assimilation**. Criteria evaluated by the Nomination & Remuneration Committee of the Board before identifying and appointing a board member is explained in Similar methodology is followed for leadership.
- Role Based**
We actively encourage leaders to take on multiple roles across functions and business areas, enabling horizontal expansion of their capabilities. This approach builds a strong leadership pipeline, and we also ensure greater organizational agility and continuity in critical roles.

Strides for Tomorrow

Leveraging “Internal Talent” for Strategic Succession Planning



Level	How we build Internal Pipeline?
At Board Level	At Strides, mentorship refines strategic vision, board governance expertise, and the ability to guide the organization's long-term success.
At Key Managerial Position	We conduct rigorous cross-functional leadership development programs to hone strategic thinking and decision-making skills, preparing individuals for key leadership roles. Coaching and mentorship programs are implemented to enhance leadership capabilities, fostering a culture of continuous improvement and empowerment among participants.
At the Senior Management Level	We offer intensive, specialized training that focuses on strategic leadership, advanced technical skills, and executive presence, preparing individuals for a broader organisational impact. Aptitude evaluations are utilized to ensure that individuals are matched with appropriate development opportunities, while customized coaching addresses specific growth areas and enhances overall effectiveness.
At Middle & Junior Management	Our foundational training , mentorship, and introduction to the Strides Competency Framework, which builds core management skills. This level emphasises practical application and lays a strong foundation for future growth. Targeted programmes , such as SLP, LeAP, PMA, HERStrides, etc. are implemented to develop essential competencies and prepare individuals for advanced roles.
Trainee	At Strides, strategic recruitment targets high-potential individuals, laying the foundation for future leadership. Onboarding training is conducted to familiarise trainees with the organisation's culture and expectations. Additionally, trainees undergo a thorough introduction to the Business/Employee code of conduct, fostering an understanding of workplace ethics. Additionally, the SMT program emphasises self-management to encourage independence , self-reliance, and leadership qualities among trainees.

Strides' Success Stories



Mr. Vikesh Kumar

- Current Position: Group CFO & Chief Investor Relation Officer
- Years of Service: 15+ years at Strides
- Started As: Management Trainee

His journey...

- Vikesh's transformational journey from a **management trainee** to the Group CFO of the same listed company stands as a remarkable testament to both individual excellence and a nurturing corporate culture;
- This progression reflects Vikesh' unwavering rigour, dedication, and strategic acumen, which enabled him to consistently deliver value and grow professionally;
- At the same time, it showcases the company's commitment to recognizing and fostering internal talent, providing the right opportunities, mentorship, and growth pathways for capable individuals to rise through the ranks;
- **Achieving such a senior leadership role at a young age** not only highlights one's capabilities but also underscores the organization's progressive approach to talent development and succession planning.

Received the prestigious "Leading CFO Award" for "Excellence in Turnaround" from the Confederation of Indian Industry (CII) during November 2024



Ms. Manjula Ramamurthy

- Current Position: Company Secretary & Compliance Officer
- Years of Service: 28+ Years
- Started as: Executive Assistant to MD

Her journey...

- In 2017, Manjula , who had been leading the Corporate Secretarial department under then Group CFO's guidance, was appointed as the Company Secretary, marking a key step in her professional transformation. This transition followed then Group CFO's elevation to the role of Executive Director – Finance, alongside the responsibilities as Group CFO;
- **Manjula's journey from starting out as an Executive Assistant** to the Founder to becoming the Company Secretary of a listed company demonstrates a remarkable transformation;
- Her professional growth stands as a powerful reflection of the company's strong culture of nurturing talent and providing meaningful opportunities for internal advancement.

Received "Woman Icon of the year" award at the "Great Indian Women Leadership Awards 2024" during May 2024

Our CEO Succession Journey



Mr. Arun Kumar

Mr. Arun Kumar founded the Company in 1990 and has since led the Company in establishing a global reputation with a differentiated business model and delivering value to its stakeholders, including distribution of the most extensive dividend by a pharmaceutical company in India.



Mr. Shashank Sinha

Mr. Shashank Sinha was appointed as the Managing Director effective May 18, 2017.

Mr. Arun Kumar moved to a Non-Executive Position and continued as Non-Executive Chairperson of the Board.



Mr. Arun Kumar

Mr. Arun Kumar returned to Executive Position as Managing Director & Group CEO effective May 18, 2018, owing to resignation of Mr. Shashank Sinha.



Dr. R Ananthanarayanan

Dr. R Ananthanarayanan appointed as CEO & Managing Director effective January 9, 2020.

Mr. Arun Kumar continued as Executive Chairperson until March 31, 2020.

Effective April 1, 2020, Mr. Arun Kumar moved to a Non-Executive Position and continued as Non-Executive Chairperson of the Board.



Mr. Arun Kumar

Mr. Arun Kumar returned to Executive Position as Executive Chairperson and Managing Director effective April 7, 2022, owing to resignation of Dr. R Ananthanarayanan.



Mr. Badree Komandur

Mr. Badree Komandur appointed as Group CEO & Managing Director effective June 1, 2024.

Mr. Arun Kumar continued as Executive Chairperson until April 5, 2025.

Effective April 6, 2025, Mr. Arun Kumar moved to a Non-Executive Position and continues as Non-Executive Chairperson of the Board.

