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HTL LTD.

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RISK MANAGEMENT POLICY

## **BACKGROUND**

This document lays down the framework of Risk Management at HTL Ltd. (hereinafter referred to as the 'Company') and defines a policy for the same.

This document shall be under the authority of the Board of Directors of the Company. It seeks to identify risks inherent in any business operations of the Company and provides guidelines to define, measure, report, control and mitigate the identified risks.

Oxford Dictionary defines the term "risk" as *a chance or possibility of danger, loss, injury or other adverse consequences.*

Risk management is attempting to indentify and then manage threats that could severely impact or bring down the organization. Generally, this involves reviewing operations of the organization, identifying potential threats to the organization and the likelihood of their occurrence, and then taking appropriate actions to address the most likely threats.

## **RISK STRATEGY**

The Company recognises that risk is an integral and unavoidable component of business and is committed to managing the risk in a proactive and effective manner. The Company believes that the Risk cannot be eliminated. However, it can be:

- Transferred to another party, who is willing to take risk, say by buying an insurance policy or entering into a forward contract;
- Reduced, by having effective internal controls in place;
- Avoided, by not entering into risky businesses;
- Retained, to either avoid the cost of trying to reduce risk or in anticipation of higher profits by taking on more risk, and;
- Shared, by following a middle path between retaining and transferring risk.

## **OBJECTIVE**

The objective of this policy is to ensure sustainable business growth with stability and to promote a pro-active approach in reporting, evaluating and resolving risk associated with the business. The following are the strategic objectives:

- Providing a framework that enables future activities to take place in a consistent and controlled manner;
- Improving decision making, planning and prioritization by comprehensive and structured understanding of business activities , volatility and opportunities/threats;
- Contributing towards more efficient use/allocation of the resources within the organization;
- Protecting and enhancing assets and Company image
- Maintaining high standards of corporate governance and public disclosures
- Ensuring stricter adherence to policies, procedures and laws/rules/regulations/standards

Risk Management Policy is framed as per the following regulatory requirements:

#### **A. COMPANIES ACT, 2013**

##### 1. Provisions of the Section 134(3)

There shall be attached to financial statements laid before a company in general meeting, a report by its Board of Directors, which shall include:

*(n) a statement indicating development and implementation of a **risk management policy** for the company including identification therein of elements of risk, if any, which in the opinion of the Board may threaten the existence of the company.*

##### 2. Provisions of Section 177(4)

Every Audit Committee shall act in accordance with the terms of reference specified in writing by the Board which shall, inter alia, include:

*(vii) evaluation of internal financial controls and **risk management systems**.*

##### 3. SCHEDULE IV [Section 149(8)]

#### **CODE FOR INDEPENDENT DIRECTORS**

II. Role and functions: The independent directors shall:

*(1) help in bringing an independent judgment to bear on the Board's deliberations especially on issues of strategy, performance, **risk management**, resources, key appointments and standards of conduct;*

*(4) satisfy themselves on the integrity of financial information and that financial controls and the systems of **risk management** are robust and defensible;*

##### 4. SCHEDULE II: Part C: Role of the Audit Committee and review of information by Audit Committee:

*(11) Evaluation of internal financial control and **risk management system**.*

#### **APPLICABILITY**

This Policy shall come into force with effect from 1<sup>st</sup> April, 2019.

#### **POLICY**

Before proceeding to the Policy, attention is drawn to the roles that the Risk Management Committee and the Board of Directors are required to play under the above regulations governing Risk Management:

The Board's role is to ensure framing, implementing and monitoring risk management plan, having in place systems for risk management as part of internal controls with duty being cast upon Independent Directors to bring unbiased angle to the Board's deliberations on making risk management systems more robust.

Risk Management Committee and Audit Committee's role is evaluation of the risk management system.

**Broad Principles:**

The Board has to review the business plan at regular intervals and develop the Risk Management Strategy which shall encompass laying down guiding principles on proactive planning for identifying, analyzing and mitigating all the material risks, both external and internal viz. Environmental, Business, Operational, Financial and others. Communication of Risk Management Strategy to various levels of management for effective implementation is essential.

Risk Identification is obligatory on all vertical and functional heads who with the inputs from their team members are required to report the material risks to the Managing Director (MD) along with their considered views and recommendations for risk mitigation.

Analysis of all the risks thus identified shall be carried out by MD through participation of the vertical/functional heads.

The following steps to be taken:

**Risk identification:** To identify organization's exposure to uncertainty. Risk may be classified in the following:

- i) Economic environment and market conditions
- ii) Fluctuations in foreign exchange
- iii) Political environment
- iv) Competition
- v) Revenue concentration
- vi) Inflation and cost structure
- vii) Technological obsolescence
- viii) Financial reporting risks
- ix) Legal risks

**Risk Description:** To display the identified risks in a structured format:

Name of Risk	
Scope of Risk	Qualitative description of events with size, type etc.
Nature of Risk	
Quantification of Risk	
Risk Tolerance/Appetite	Loss potential and financial impact of risk
Risk treatment and control mechanism	
Potential action for improvement	Recommendation to reduce risks

**Risk Evaluation:**

After risk analysis, comparison of estimated risks against organization risk criteria is required. It is to be used to make decisions about the significance of risks and whether each specific risk to be accepted or treated.

**Risk Estimation:** Can be quantitative, semi quantitative or qualitative in terms of probability of occurrence and possible consequences.

Impact level on performance/profit – Both Threats and Opportunities

**Reporting:**

## 1. Internal Reporting

- a) Risk Management Committee
- b) Board of Directors
- c) Vertical Heads
- d) Individuals

## 2. External Reporting

To communicate to the stakeholders on regular basis as part of Corporate Governance.

### **Development of Action Plan**

The Board has constituted a Risk Management Committee. The Committee shall not only assist in implementation of the Risk Management Plan of the Board but also monitor its implementation and review. The members of the Risk Management Committee shall discharge the role of “Think Tank”, ideate and bounce off their collective suggestions to the Board for periodic updating of the Risk Management Plan to ensure that the same is in sync with changing macro and micro factors having bearing on all material aspects of the businesses HTL LTD. is engaged in or shall undertake.

### **Guidelines to deal with the risks**

Business Plan including Capital Expenditure and Fund Flow Statement for each segment together with SWOT analysis, data on Production Planning, Materials Management, Sales and Distribution, Delivery Schedules, Assets, Accounts Receivables and Payables as well as Regulatory Regime applicable shall be reviewed in the light of the material risks identified. Through deliberations of the Committee a comprehensive plan of action to Risk Management Policy of the Company deals with the risks shall be developed and guidelines flowing from such plan shall be communicated to the employees concerned for mitigation of the risks.

### **Board Approval**

The Action Plan and guidelines decided by the Risk Management Committee shall be approved by the Board before communication to the personnel for implementation.

The Board shall approve the Risk Management (including Risk Treatment) strategy, control structure and policy guidelines and delegate authority and accountability for risk management to the Company's executive team.

The guidelines shall include prescription on:

### **Risk Treatment**

Treatment of Risk through the process of selecting and implementing measures to mitigate risks. To prioritize risk control actions in terms of their potential to benefit the organization. Risk treatment includes risk control/ mitigation and extends to risk avoidance, risk transfer (insurance), risk financing, risk absorption etc. for:

- a) Effective and efficient operations
- b) Effective Internal Controls
- c) Compliance with laws and regulations

Risk Treatment shall be applied at all levels through carefully selected validations at each stage to ensure smooth achievement of the objective.

### **Risk Registers**

Risk Registers shall be maintained showing the risks identified, treatment prescribed, persons responsible for applying treatment, status after the treatment etc. Risk Managers and Risk Officers to be identified for proper maintenance of the Risk Registers which will facilitate reporting of the effectiveness of the risk treatment to the Risk Management Committee, and/or the Board.

Enterprise Risk Planning (ERP/SAP package) shall play a key role in timely availability of all data/reports required for the Committee to develop the Action Plan as stated above. The Chief Financial Officer of the Company is responsible for timely reporting with necessary data / reports required for the Committee.

The Board shall have the discretion to deal with certain risks (may be called Key or Highly Sensitive Risks) in the manner it may deem fit. Mitigation of such Highly Sensitive/Key risks and effectiveness of their mitigation measures and review of the strategy may be directly discussed by the Board members with the Risk Management Committee.

## **ROLE OF RISK MANAGEMENT COMMITTEE**

The following shall serve as the Role and Responsibility of the Risk Management Committee authorized to evaluate the effectiveness of the Risk Management Framework:

- 1) Review of the strategy for implementing risk management policy
- 2) To examine the organization structure relating to Risk management
- 3) Evaluate the efficacy of Risk Management Systems – Recording and Reporting
- 4) To review all hedging strategies/risk treatment methodologies vis-a-vis compliance with the Risk Management Policy and relevant regulatory guidelines
- 5) To define internal control measures to facilitate a smooth functioning of the risk management systems
- 6) Ensure periodic review of operations and contingency plans and reporting to Board in order to counter possibilities of adverse factors having a bearing on the risk management systems.

## **INTEGRATION OF RISK MANAGEMENT STRATEGY**

The Company's risk management strategy is to be integrated with the overall business strategies of the organization and its mission statement to ensure that its risk management capabilities aide in establishing competitive advantage and allow management to develop reasonable assurance regarding the achievement of the Company's objectives.

## **PENALTIES**

The penalties are prescribed under the Companies Act, 2013 (the Act) under various sections which stipulate having a Risk Management Framework in place and its disclosure.

Section 134 (8) (dealing with disclosure by way of attachment to the Board Report): If a company contravenes the provisions of this section, the company shall be punishable with fine which shall not be less than fifty thousand rupees but which may extend to twenty-five lakh rupees and every officer of the company who is in default shall be punishable with imprisonment for a term which may extend to three years or with fine which shall not be less than fifty thousand rupees but which may extend to five lakh rupees, or with both.

There are other provisions of the Act which stipulate stiff penalties. Therefore, this Policy prescribes that violation of the provisions applicable to Risk Management Framework is something the Company cannot afford to risk.

## **REVIEW**

This Policy shall evolve by review by the Risk Management Committee and the Board of Directors, from time to time, as may be necessary.

This Policy will be communicated to all vertical/functional heads and other concerned persons of the Company.

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