

RISK MANAGEMENT POLICY OF J.K. CEMENT LIMITED

[Under Section 134 (3) (n) of the Companies Act, 2013 and Regulation 17(9)(b) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015]

OVERVIEW

This is in compliance with Section 134 (3) (n) of the Companies Act, 2013 and Regulation 17(9)(b) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 which requires the Company to develop and implement a Risk Management Policy / Plan and to lay down risk assessment and minimization procedures.

ROLE OF BOARD OF DIRECTORS

The Board of Directors of the Company oversee the development of Risk Management Policy and the establishment, implementation and monitoring of the Company's risk management system, in accordance with the policy.

ROLE OF THE CHIEF RISK OFFICER (CRO)

The Chief Risk Officer has responsibility for identifying, assessing, monitoring and managing risks. Primarily, the Chief Risk Officer is also responsible for tracking and identifying any material changes to the Company's risk profile and ensuring, with recommendations and approval of the Risk Management Committee (RMC) and the Board, the risk profile of the Company is updated to reflect any material change.

Implementation of the risk management system and day-to-day management of risk is the responsibility of the Chief Risk Officer, with the assistance of senior management, as required.

The Chief Risk Officer is required to report to the Board as to the effectiveness of the Company's management of its top 10 critical business risks on a regular basis.

The Chief Risk Officer shall be responsible for tracking and ensuring that all the action plan devised for identified risks are being implemented within stipulated timelines.

ROLE OF THE HEADS OF THE DEPARTMENTS

Heads of Departments shall be responsible for implementation of the risk management system as may be applicable to their respective areas of functioning and report to the Chief Risk Officer.

Heads of Departments are required to provide updates on status of action plans devised for risks identified in their respective areas (action taken report) periodically to the Chief Risk Officer.

RISK CATEGORIES AND PROFILE

The Company considers that any risk that could have a material impact on its business should be included in its risk profile. All the identified risks shall be categorized under the following categories:

1. **Strategic Risks:** Risk of loss resulting from business factors. These adversely affect the achievement of strategic objectives and may impair overall enterprise value.
2. **Operational Risks:** Risk of loss resulting from inadequate or failed processes, people and information systems,
3. **Reporting Risks:** Risks of inadequate internal or external reporting due to incorrect financial and non-financial information in the reports.
4. **Compliance Risks:** Risk of loss resulting from legal and regulatory factors.
5. **IT-related Risks:** Risk of technological challenges and other cyber security risks

S.no.	Risk Category	Risk Areas
1	Strategic Risks	<ul style="list-style-type: none"> • Business Risks • Competition Risks • Business Contingency/ Continuity Risks including natural disasters • Reputation Risks • Sustainability Risks • Political Risks
2	Operational Risks	<ul style="list-style-type: none"> • Quality Risks • Cost Risks • Raw Material Risks • Internal Control Risks • Talent Attrition Risks
3	Reporting Risks	<ul style="list-style-type: none"> • Financial risk including liquidity, forex risk, credit risk • Realization Risks
4	Compliance Risks	<ul style="list-style-type: none"> • Legal Risks • Health, Safety and Environmental Risks
5	IT Risks	<ul style="list-style-type: none"> • Technological Risks including hardware and software failure, human error, spam, viruses and malicious attacks • Cyber Security Risks such as ransomware, phishing, data leakage, hacking, insider threats

The Foreign Exchange Risk Management Policy of the Company forms part of this policy.

RISK ASSESSMENT

Risk assessment allows the company to consider the extent to which potential events might have an impact on achievements of its objectives. Hence, Management shall assess events from two perspectives – **likelihood and impact.**

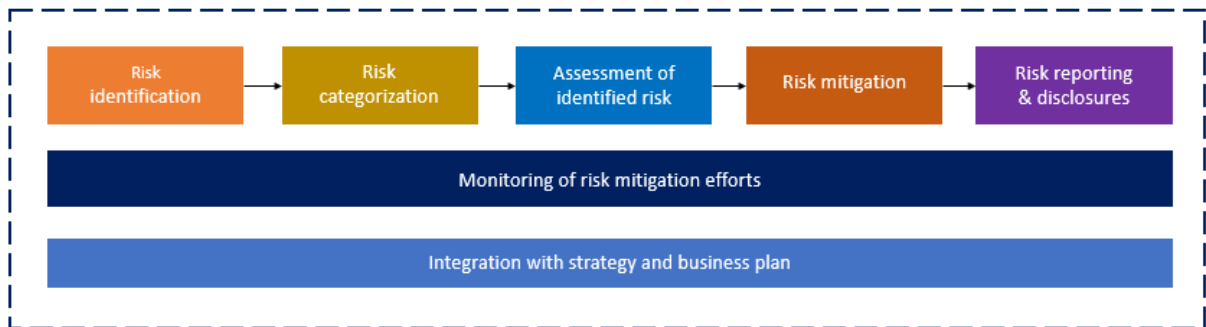
Likelihood Rating: Determination of risk occurrence

Risk Measurement Score	Classification	Likelihood
1	Rare	Risk has not occurred; can occur in exceptional cases
2	Unlikely	Risk has occurred remotely in the past; not expected but may happen
3	Possible	Periodic occurrence; event has possibility to occur in the year
4	Likely	Annual occurrence; likely for event to occur
5	Almost certain	More than once per year; almost certain for event to occur

Impact Rating

Impact	Consequence Descriptions				
	Profit (EBITDA) Reduction	Impact on Revenue	Health and Safety	Community, Government, Reputation, Media	Legal
1- Negligible	-	-	No medical treatment required	Minor, adverse local public and media attention	Minor legal issues
2 - Minor	< xx Cr.	< xx Cr.	Objective but reversible disability requiring hospitalization	Attention from media; heightened concern by local community	Noncompliance and breaches of regulation
3- Moderate	Between xx Cr. – yy Cr.	Between xx Cr. – yy Cr.	Moderate irreversible disability or impairment to one or more persons	Criticism by national government	Serious breach of regulation with investigation or report to authority with prosecution or moderate fine possible
4 - Major	Between xx Cr. – yy Cr.	Between xx Cr. – yy Cr.	Single fatality or severe, irreversible disability to one or more persons	Significant adverse national media or public or national government attention	Major breach of regulation; major litigation
5 - Severe	> yy Cr.	> yy Cr.	Multiple fatalities or significant, irreversible effects to >50 persons	Serious public or media outcry; international coverage	Significant prosecution and fines; very serious litigation including class actions

RISK MANAGEMENT PROCESS



Risk Management as a process will enable JK Cement Ltd. to identify, assess and treat risks. It is the responsibility of everyone in the organization and it applies to all functions and operations in the organization.

The key **risk management process** would broadly include

1. Risk Identification:

- Assessment of organization's exposure to uncertainty which requires in-depth knowledge of the organization, market, economic, legal, cultural, regulatory, technological environment in which it exists
- Risk identification shall be approached in a methodical way to ensure that all significant activities within the organization have been identified
- Primary responsibility of identification of risks lies with respective HoDs however, the same can also be suggested by CRO or RMC

2. Risk Categorization:

- All identified risks shall be categorized under defined category buckets i.e., Strategic, Operational, Reporting, Compliance and Technology
- CRO and RMC are responsible for categorization of risks

3. Assessment of identified risk:

- Risk assessment allows the company to consider the extent to which the potential event might affect the company
- Risk assessment should be performed from two perspectives – likelihood and impact
- CRO and RMC are responsible for assessment of risks in consultation with respective HoDs

4. Risk mitigation:

- Developing strategies / alternatives to reduce or treat the potential risks
- The purpose of treating a risk is to continue with the activity which gives rise to the risk but to bring the risk to an acceptable level by taking action to control it in some way
- CRO and RMC are responsible for assessment of risks in consultation with respective HoDs

5. Risk reporting and disclosures:

- Risk Management Committee shall report the risks along with assessment and mitigation plans to the Board within stipulated timelines

6. Monitoring of the risk mitigation efforts:

- Risk Management Committee shall monitor all aspects of an identified risk on a regular basis as the risk exposure may undergo changes from time-to-time due to continuously changing environment
- CRO and RMC are responsible for monitoring of risk mitigation efforts in consultation with the Board

7. Integration with strategy and business plan:

- Risk Management Committee shall be responsible for regular policy reviews and review standard performance to identify opportunities for improvements
- Chief Risk Officer to ensure that the measures adopted resulted in what was intended

RISK REGISTERS

Centralized Risk registers along with mitigation / action plans shall be maintained. (Refer Annexure 1 for Risk Register format) Risk registers to be duly updated on a periodic basis by Risk Owners (HoDs) for their respective areas.

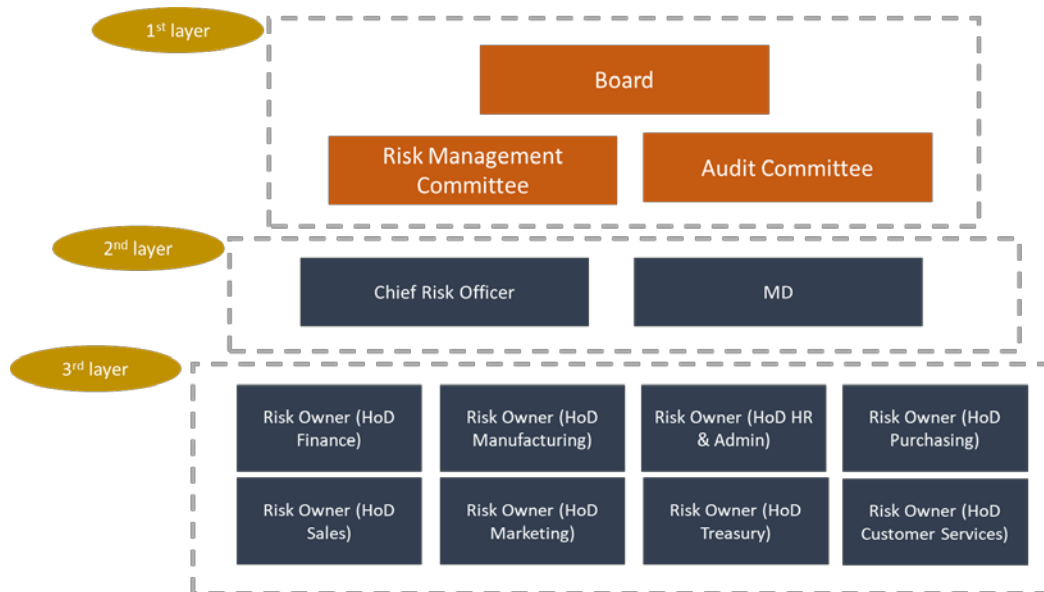
GOVERNANCE STRUCTURE

The following risk governance structure shall establish clear allocation of roles and responsibilities for management of risks on a day to day basis.

Line of reporting:

1. Risk Owners shall report to CRO on quarterly basis and track material changes
2. CRO shall convene a meeting with Risk Management Committee and MD twice in a year to identify key risks which need to be reported to the Board
3. CRO, MD and Risk Management Committee shall apprise the Board on key risks faced by the organization twice in a year along with risk assessment and mitigating action plans
4. The Company Secretary shall act as Secretary to Risk Management Committee (RMC) for the purpose of convening of RMC Meeting and recording its minutes periodically.

Below diagram outlines the governance structure for the company:



OVERSIGHT/ GOVERNANCE RESPONSIBILITIES OF RISK MANAGEMENT COMMITTEE

The following responsibilities must be carried out by Risk Management Committee in consultation with the Board of Directors:

1. To recommend the risk appetite of the organization for overseeing that the Company is taking appropriate measures in achieving prudent balance between risk and reward in both ongoing and new business activities.
2. To oversee that the Company has implemented an effective ongoing process and risk awareness culture in the organization to identify risk, to measure its potential impact and then to activate what is necessary to pro-actively manage these risks
3. RMC to obtain suggestions and approvals from the Board for the risk appetite of the organization
4. To oversee that the risk awareness culture is pervasive throughout the organization.
5. To review the risk bearing capacity of the Company in light of its reserves, insurance coverage, guarantee funds or other such financial structures.

ROLES & RESPONSIBILITIES OF RISK MANAGEMENT COMMITTEE

Risk Management Committee shall meet at least **twice in a yearⁱ** to fulfil following roles & responsibilities

Roles:

1. To assess the Company's risk profile and key areas of risk in particular.
2. To recommend the Board and adoption of risk assessment and rating procedures.
3. To articulate the Company's policy for the oversight and management of business risks.
4. To examine and determine the sufficiency of the Company's internal processes for reporting on and managing key risk areas.
5. To assess and recommend the Board acceptable levels of risk.
6. To develop and implement a risk management framework and internal control system. To review the nature and level of insurance coverage.

7. To have special investigations into areas of corporate risk and breakdowns in internal control.
8. To review management's response to the Company's Auditors' recommendations those are adopted.
9. To report the trends on the Company's risk profile, reports on specific risks and the status of the risk management process to Board of Directors twice in a year.

Responsibility:

1. To exercise oversight of management's responsibilities and review the risk profile of the organization to ensure that risk is not higher than the risk appetite determined by the board.
2. To assist the Board in setting risk strategies, policies, frameworks, models and procedures in liaison with management and in the discharge of its duties relating to corporate accountability and associated risk in terms of management assurance and reporting and that infrastructure, resources and systems are in place for risk management is adequate to maintain a satisfactory level of risk management discipline.
3. To review and assess the quality, integrity and effectiveness of the risk management systems and ensure that the risk policies and strategies are effectively managed. Also, to review and assess the nature, role, responsibility and authority of the risk management function within the Company and outline the scope of risk management work.
4. To ensure that a systematic, documented assessment of the processes and outcomes surrounding key risks is undertaken at least annually for the purpose of making its public statement on risk management including internal control.
5. To oversee formal reviews, processes and procedures of activities associated with the effectiveness of risk management and internal control processes. A comprehensive system of control should be established to ensure that risks are mitigated, Company's objectives are attained, and financial results are always maintained at an optimal level
6. To provide an independent view of the information presented by the management on corporate accountability and specifically associated risk, also taking account of reports by the Audit Committee to the Board on all categories of identified risks facing by the Company.
7. To review issues raised by Internal Audit that impact the risk management framework.

8. Perform other activities related to risk management as requested by the Board of Directors or to address issues related to any significant subject within its term of reference.
9. The Risk Management Committee (RMC) shall ensure implementation of this policy and periodically assess risks and review key leading indicators in this regard. All categories of Risks and their mitigation plans along with risk assessment would be reviewed by RMC on a half yearly basis.
10. The RMC shall half yearly review and approve the Enterprise Risk Management Framework of the Company. The RMC shall twice in a year review the risk management processes and practices of the Company in consultation with the Chief Risk Officer.
11. The RMC shall evaluate significant risk exposures of the Company and assess management's actions to mitigate the exposures in a timely manner (including one-off initiatives, and ongoing activities such as business continuity planning and disaster recovery planning & testing).
12. The RMC shall evaluate risks related to cyber security and ensure that management initiated appropriate procedures to mitigate these risks in a timely manner.
13. The RMC will coordinate its activities with the Audit Committee in instances where there is any overlap with audit activities (e.g. internal or external audit issue relating to risk management policy or practice).
14. The RMC shall make regular annual reports to the Board, including with respect to risk management and minimization procedures.
15. The RMC shall have access to any internal information necessary to fulfill its oversight role. The RMC shall also have authority to obtain advice and assistance from internal or external legal, accounting or other advisors.
16. The role and responsibilities of the Risk Management Committee shall include such other items as may be prescribed by applicable law or the Board in compliance with applicable law, from time to time.
17. RMC To formulate a detailed risk management policy which shall include:
 - (a) A framework for identification of internal and external risks specifically faced by the listed entity, in particular including financial, operational, sectoral, sustainability (specifically, Environmental, Social and Governance related risks and impact), information and cyber security risks
 - (b) Measures for risk mitigation
 - (c) Systems for internal controls and

- (d) Business contingency plan

ROLE OF AUDIT

A strong and independent Internal Audit Function at the corporate level carries out risk focused audits across all businesses, enabling identification of areas where risk management processes may need to be improved. The Audit Committee of the Board reviews Internal Audit findings and provides strategic guidance on internal controls. It also monitors the internal control environment within the Company and ensures that Internal Audit recommendations are effectively implemented.

RESPONSIBILITY TO STAKEHOLDERS

The Company considers the reasonable expectations of stakeholders particularly with a view to preserving the Company's reputation and success of its business. Factors which affect the Company's continued good standing are included in the Company's risk profile.

CONTINUOUS IMPROVEMENT

The Company's risk management system is always evolving. It is an ongoing process and it is recognized that the level and extent of the risk management system will evolve commensurate with the development and growth of the Company's activities. The risk management system is a "living" system and the documentation that supports it will be regularly reviewed and updated in order to keep current with Company circumstances.

Annexure 1

S No	Function	Organization / Functional Objective	Risk Description	Category	Risk Owner	Classification	Risk Assessment			Comments
							Impact Rating	Likelihood rating	Risk Exposure	
1										
2										
3										
4										

ⁱ This is a statutory requirement (SEBI LODR Regulations, 2015)