

**CORPORATE GOVERNANCE
POLICY**
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Corporate Governance Policy for the year 2020-21

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CHAPTER 1 – INTRODUCTION AND NEED FOR CORPORATE GOVERNANCE IN BANKS

1.1. Corporate Governance may be defined as “A set of systems, processes and principles which ensure that a company is governed in the best interest of all stakeholders.” It ensures commitment to values and ethical conduct of business; transparency in business transactions; statutory and legal compliance; adequate disclosures and effective decision-making to achieve corporate objectives. In other words, Corporate Governance is about promoting corporate fairness, transparency and accountability. Good Corporate Governance is simply Good Business.

1.2. Corporate Governance is very important in general because, at its most basic level, corporate governance sets up the “rules of the game” to deal with issues arising from separation of ownership and management so that the interests of all stakeholders are protected. Empirical evidence shows that businesses with superior governance practices generate bigger profits, higher returns on equity and larger dividend yields. Besides this, corporate governance also shows up in such soft areas as employee motivation, work culture, corporate value system and corporate image.

1.3. Banks are different from other corporates in important respects, and that makes corporate governance of banks not only different but also more critical. Banks lubricate the wheels of the real economy, are the conduits of monetary policy transmission and constitute the economy’s payment and settlement system. By the very nature of their business, banks are highly leveraged. They accept large amounts of uncollateralized public funds as deposits in a fiduciary capacity and further leverage those funds through credit creation. The presence of a large and dispersed base of depositors in the stakeholders group sets banks apart from other corporates.

1.4. Banks are interconnected in diverse, complex and oftentimes opaque ways, underscoring their ‘contagion’ potential. If a corporate fails, the fallout can be restricted to the stakeholders. If a bank fails, the impact can spread rapidly through to other banks with potentially serious consequences for the entire financial system and the macro-economy.

1.5. All economic agents tend to behave in a pro-cyclical manner, and banks are no exception. In case of banks, their pro-cyclical behaviour hurts not just the institution but the larger economy.

Among the many lessons of the financial crisis is the one that financial markets are not self-correcting. This is in part because the signals of financial instability are difficult to detect in real time. On top of that, banks escape some of the disciplinary pressures of the market as their balance sheets are typically opaque. Given the centrality of banks to modern financial systems and the macro-economy, the larger ones become systemically important.

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1.6. If banks are 'special' in so many ways, then it follows that Corporate Governance of banks has to be special too; reflecting these special features. In particular, Boards and Senior Managements of banks have to be sensitive to the interests of the depositors, be aware of the potentially destructive consequences of excessive risk taking, be alert to warning signals and be wise enough to contain irrational exuberance.

1.7. Further, there are additional dimensions to Corporate Governance of banks in emerging economies. In emerging economies, banks are more than mere agents of financial intermediation; they carry the additional responsibility of leading financial sector development and of driving the government's social agenda.

1.8. Second, in emerging economies, the institutional structures that define the boundaries between the regulators and the regulated and across regulators are still evolving. Managing the tensions that arise out of these factors makes corporate governance of banks in emerging economies even more challenging.

1.9. The scenario of Corporate Governance in banks changed after the reforms in 1991, when public sector banks saw a dilution of government shareholding and a larger number of private sector banks came on the scene. How did these changes shape the post-reform standards of corporate governance?

The competition brought in by the entry of new private sector banks and their growing market share forced banks across board to pay greater attention to customer service. As customers were now able to vote with their feet, the quality of customer service became an important variable in protecting, and then increasing, market share.

1.10. Post-reform, banking regulation shifted from being prescriptive to being prudential. This implied a shift in balance away from regulation and towards corporate governance. Banks now had greater freedom and flexibility to draw up their own business plans and implementation strategies consistent with their comparative advantage. The Boards of banks had to assume the primary responsibility for overseeing this. This required directors to be more knowledgeable and aware and also exercise informed judgement on the various strategy and policy choices.

1.11. Further the entry of institutional and retail shareholders into public sector banks – and listing on stock exchanges – brought about marked changes in their corporate governance standards. Directors representing private shareholders brought new perspectives to board deliberations, and the interests of private shareholders began to have an impact on strategic decisions. On top of this, the listing requirements of SEBI enhanced the standards of disclosure and transparency.

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1.12. Now public sector banks were accorded larger autonomy. They could now decide on virtually the entire gamut of human resources issues, and subject to prevailing regulation, were free to undertake acquisition of businesses, close or merge unviable branches, open overseas offices, set up subsidiaries, take up new lines of business or exit existing ones, all without any need for prior approval from the Government.

All this meant that greater autonomy to the Boards of Public Sector Banks came with bigger responsibility.

1.13. Series of structural reforms raised the profile and importance of corporate governance in banks. The 'structural' reform measures included mandating a higher proportion of independent directors on the boards; inducting board members with diverse sets of skills and expertise; and setting up of board committees for key functions like risk management, compensation, investor grievances redressal and nomination of directors.

Structural reforms were furthered by the implementation of the Ganguly Committee recommendations relating to the role and responsibilities of the boards of directors, training facilities for directors, and most importantly, application of 'fit and proper' norms for directors.

1.14. Regulation can complement corporate governance, but cannot substitute for it. While regulation has a role to play in ensuring robust corporate standards in banks, the point to recognize is that effective regulation is a necessary, but not a sufficient condition for good corporate governance. Regulation can establish principles and lay down rules but the motivation to implement these principles and rules in their true spirit is a matter of organizational culture. If banks see adherence to regulation as a mere compliance function, and not as a culture building objective, the ability of regulation to further corporate governance can be quite restrictive.

In above backdrop, the Corporate Governance in Banks assumes greater significance.

ORGANIZATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT (OECD) DEFINITION OF CORPORATE GOVERNANCE

“Corporate governance is the system by which business corporations are directed and controlled. The corporate governance structure specifies the distribution of rights and responsibilities among different participants in the corporation, such as, the board, managers, shareholders and other stakeholders and spells out the rules and procedures for making decisions in corporate affairs. By doing this, it also provides the structure through which the company objectives are set and the means of attaining those objectives and monitoring performance”

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Thus corporate governance includes within its ambit, the relationship of a company to its shareholders and to society; the promotion of fairness, transparency and accountability; reference to mechanisms that are used to “govern” managers and to ensure that the actions taken by them are consistent with the interests of key stakeholder groups. The salient features span issues of transparency and accountability, the legal and regulatory environment, appropriate risk management measures, information flows and the responsibility of Senior Management and the Board of Directors.

1.15. Policy Maintenance, Review and Approval

Integrated Risk Management Department (IRMD), Risk Management Wing shall be responsible to maintain and update this policy. IRMD shall review the policy annually and shall engage with relevant business and functional wings to make necessary updates to the policy and framework. This policy shall be implemented by all the concerned Wings.

Policy shall be annually reviewed and approved by the Operational Risk Management Committee (ORMC) and Risk Management Committee of the Board (RMCB) for approval and adoption.

If any change in this policy is subsequently approved, consequent upon any change in regulatory guidelines, market conditions, etc., such changes and approvals shall be deemed to be part of the policy and framework until the policy and framework are comprehensively reviewed next time. All such changes will be approved by the ORMC and RMCB.

At the end of March every year, the Secretarial Department shall obtain relevant certifications from the Statutory Central Auditors as per the Part E of Schedule V of the SEBI (LODR) Regulations 2015 & SEBI (LODR) Amendment Regulations 2018 *(last amended on July 29, 2019)*.

1.16. Policy effective date: *This policy comes into effect immediately on approval by the Risk Management Committee of the Board.*

CHAPTER 2 – BANK’S PHILOSOPHY ON CORPORATE GOVERNANCE & OBJECTIVES OF CORPORATE GOVERNANCE POLICY

2.1. The Bank’s Philosophy: The vision of Canara Bank is to emerge as a World-Class Bank with best practices in the realms of Asset Portfolio, Customer Orientation, Product Innovation, Profitability and Enhanced Value for Stakeholders. In its endeavour to attain the goal visualized, the bank is laying maximum emphasis on the effective system of Corporate Governance.

The interaction between the Board, Senior Management and the Executives is so configured as to have a distinctly demarcated role so as to derive enhanced value to its stakeholders in particular and society in general.

The Corporate Philosophy of the Bank is as reflected in its Brand Identity of two seamlessly connected triangles which is based on the idea of a bond and is a representation of the close ties between the Bank and its many stakeholders – from customers and employees to investors, institutions and society at large. The slogan of the Bank, “**Together We Can**” also reinforces the same.

2.2. Objectives: The overall objective is to optimise sustainable value to all stakeholders – depositors, creditors, shareholders, customers, borrowers, employees and the society through:

- Adherence to corporate values, codes of conduct and other standards of appropriate behaviour.
- A well-defined corporate strategy through which the success of the Bank and the contribution of individuals can be measured.
- A clearly defined assignment of responsibilities and hierarchical decision-making authorities at all levels upto the Board of Directors with built-in mechanism for interaction for upward and downward communication.
- Strong Orientation in Social Banking.
- Strong internal control systems – including internal and external audit functions, risk management functions – independent of business lines, with checks and balances.
- Special monitoring of risk exposures where conflicts of interest are likely to be great.
- Appropriate information flows internally and to the public.

CHAPTER 3 – SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

3.1. The term ‘Clause 49’ refers to clause number 49 of the Listing Agreement between a company and the stock exchanges on which it is listed. This clause was inserted as late as 2000 consequent to the recommendations of the Kumarmangalam Birla Committee on Corporate Governance constituted by the Securities Exchange Board of India (SEBI) in 1999.

3.2. Clause 49, when it was first added, was intended to introduce some basic corporate governance practices in Indian companies and brought in a number of key changes in governance and disclosures (many of which we take for granted today). It specified the minimum number of independent directors required on the board of a company. The setting up of an Audit Committee, and a Shareholders’ Grievance Committee, among others, were made mandatory as were the Management’s Discussion and Analysis (MD&A) section and the Report on Corporate Governance in the Annual Report, and disclosures of fees paid to non-executive directors. A limit was placed on the number of committees that a Director could serve on.

3.3. In late 2002, SEBI constituted the Narayana Murthy Committee to assess the adequacy of current corporate governance practices and to suggest improvements. Based on the recommendations of this committee, SEBI issued a modified Clause 49 on 29 October 2004 (the ‘Revised Clause 49’) which came into operation on 1 January 2006.

3.4. Clause 49 of the SEBI guidelines on Corporate Governance as amended on 29 October 2004 has made major changes in strengthening the responsibilities of Audit Committees, improving quality of financial disclosures, including those relating to related party transactions and proceeds from public/rights/ preferential issues, requiring Boards to adopt formal Code of Conduct, requiring CEO/CFO certification of financial statements and for improving disclosures to shareholders.

3.5. The Revised Clause 49 has suitably pushed forward the original intent of protecting the interests of investors through enhanced governance practices and disclosures. Five broad themes predominate.

The independence criteria for directors have been clarified. The roles and responsibilities of the board have been enhanced. The quality and quantity of disclosures have improved.

The roles and responsibilities of the Audit Committee in all matters relating to internal controls and financial reporting have been consolidated, and the accountability of top management – specifically the CEO and CFO – has been enhanced. Within each of these areas, the revised Clause 49 moves further into the realm of global best practices and sometimes, even beyond.

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In 2015, SEBI has come out with new regulations in place of Clauses in the Listing Agreement, namely SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, wherein they have amended the provisions of Corporate Governance under Regulations 17 to 27, with the objective to align with the provisions of the Companies Act, 2013; adopt best practices on Corporate Governance and to make the Corporate Governance framework more effective. The SEBI (LODR) Regulations 2015 was further amended vide SEBI (LODR) (Amendment) Regulations, 2018 (last amended on July 29, 2019).

3.7 Applicability to Public Sector Banks:

Even in the SEBI (LODR) Regulations, 2015, SEBI, vide Regulation 15, informed as under:

Provided that for other listed entities which are not companies, but body corporate or are subject to regulations under other statutes, the provisions of corporate governance provisions as specified in regulation 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27 and clauses (b) to (i) of sub-regulation (2) of regulation 46 and para C, D and E of Schedule V shall apply to the extent that it does not violate their respective statutes and guidelines or directives issued by the relevant authorities.

The Reserve Bank of India (RBI), vide its letter DBOD. No. 588/08.139.001/2004-2005, dated 10.01.2005, informed that the listed Indian Scheduled Commercial Banks may comply with the provisions of Clause 49 of the Listing Agreement insofar as the same are not in conflict with the provisions of the relevant statutes as applicable to banks and also the instructions issued by Reserve Bank from time to time.

The Indian Banks' Association (IBA), vide its letter No. C&I/C/1049, dated 03.01.2006, informed that they concurred with our interpretation of the views of SEBI/RBI. The Statutory rules and provisions of the Regulatory authorities overrule the SEBI guidelines.

Further, the IBA had organized a meeting of Bankers on the Revised Clause 49 of the Listing Agreement on 07.04.2006 and took note of the submission of the particulars in the format (as per the Listing Agreement) by Public Sector Banks.

Based on the extent of applicability of the Corporate Governance Regulations under SEBI (LODR) Regulations, 2015 & SEBI (LODR) (Amendment) Regulations, 2018 the Roles, Responsibilities & Functions of the Board of Directors & Audit Committee of the Board are detailed in this Policy.

CHAPTER 4 – BOARD OF DIRECTORS

4.1. Constitution

The constitution of the Board of Directors of the Bank is as per Section 9 (3) of the Banking Companies (Acquisition and Transfer of Undertakings) Act, 1970 (hereinafter referred to as 'the Act') and Nationalized Banks (Management and Miscellaneous provisions) Scheme 1970.

4.2. Limit on Committee Memberships

No Director of the Bank shall be a member in more than ten Committees or act as a Chairman of more than five Committees across all listed entities in which he is a Director. Every Director shall inform the Bank every year about the Committee positions he occupies in other Companies and must also notify any changes therein as and when they take place as per the format included in the Corporate Governance Procedure Manual.

4.3. Functions

The Board of Directors of a Bank is entrusted with the management and direction of the Bank. The Directors of the Bank are collectively called the 'Board of Directors' or the 'Board'. The Board of Directors of the Bank have the responsibility of overseeing the performance of the Bank and ensuring that they function in accordance with the objectives set before them and in doing so, abide by the guidelines given by Reserve Bank of India and the Government.

4.4. Quorum

The quorum for the meeting of the Board shall be one-third of the number of Directors holding office as such Directors of the Board on the day of the meeting; subject to a minimum of three Directors, two of whom shall be Directors referred to in clause (b), (c), or (h) of sub-section (3) of Section 9 of the Act.

4.5. Frequency of Meetings

The Board shall meet as frequently as may be necessary for the smooth and efficient conduct of business. However, the Board shall meet at least once in a quarter and six times in a year. The time gap between any two Board meetings shall not be more than four months.

4.6. Agenda for Board Meetings

The Managing Director & Chief Executive Officer (MD&CEO) of the Bank and, in his absence, the senior most Executive Director shall decide the Agenda for each meeting of the Board.

RBI vide its communication DBR No.BC.93/29.67.001/2014-15 dated 14.05.2015, mandated that in order to give focused attention to matters of strategic and financial importance, seven critical themes namely, business strategy, financial reports and their integrity, risk, compliance, customer

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protection, financial inclusion and human resources shall be deliberated in the Board Meetings.

Among other things, the information as detailed in Corporate Governance Procedure Manual shall be placed before the Board.

4.7. Code of Conduct

The Bank has put in place a Code of Conduct for all the Board Members and the Senior Management with the permission of the Board of Directors. The Code of Conduct for the Board Members and Senior Management Personnel is furnished in the Corporate Governance Procedure Manual.

The Code of Conduct approved by the Board for all Board members and Senior Management of the Bank shall be posted on the website of the Bank. All Board members and Senior Management personnel shall affirm compliance with the code on an annual basis. Non adherence or non compliance to the Code of Conduct may result in Reputation Risk for the Bank and may also result in regulator's forbearance. At times, instances of non adherence or non compliance of Code of Conduct may also lead to adverse publicity. All cases of non adherence / non compliance to the code of conduct shall be dealt with in terms of Staff Accountability Policy or as per prevailing laws/regulations.

All the members of the Board shall submit a declaration as per the format furnished in Corporate Governance Procedure Manual at annual intervals and Senior Management Personnel shall submit annual declaration as per the format in Corporate Governance Procedure Manual. The Annual Report of the Bank shall contain a declaration to this effect signed by the Managing Director & Chief Executive Officer (MD&CEO), as per the format in Corporate Governance Procedure Manual.

4.8. Code of Conduct for Prohibition of Insider Trading

The Bank has in place Canara Bank Code of Conduct for Prohibition of Insider Trading (as amended in 2015). The guidelines of SEBI in these matters shall be strictly adhered to. All designated persons intending to deal in the shares of the Bank exceeding the threshold limit should seek the prior clearance of the Compliance officer under the regulation.

No designated person shall pass on any unpublished price-sensitive information to any person directly or indirectly by way of making a recommendation for the purchase or sale of the shares of the Bank.

4.9. Compliance Reports of all Laws Applicable to the Bank

The Board shall review compliance reports of all laws applicable to the Bank at half-yearly intervals as at the end of March & September of every year. In this connection, the Compliance Department of the Bank shall submit a Note to the Board of Directors at half-yearly intervals, as at March & September, duly indicating the non compliances, if any; as well as steps taken to rectify such non compliances.

CHAPTER 5 – AUDIT COMMITTEE OF THE BOARD (ACB)

5.1. Constitution

Audit Committee of the Board shall be constituted as per the directives of Reserve Bank of India in this regard. The following shall be the composition of the Audit Committee of the Board:

- a. Chairman of the Bank.
- b. Executive Director in-charge of Internal Inspection & Audit, whereas other Executive Directors can be invitees to the meeting if the agenda includes any item for discussion from their domain.
- c. One Official Director nominated by Government of India and one Reserve Bank of India nominee Director.
- d. A Director nominated under section 9(3)(g) of the Banking Companies (Acquisition and Transfer of Undertakings) Act, 1970 / 1980, who shall be a permanent member of Audit Committee and
- e. One Non-Official, Non-Executive Director.

As per extant guidelines of GOI and RBI, while constituting the Audit Committee of the Board, the following points shall be adhered to:

- (i) Directors representing staff shall not be included in the Audit Committee of the Board.
- (ii) The Chairman of the Committee shall be a Non-Executive Director.
- (iii) Non-Official Directors shall be rotated every two years, at least one Non-Official Director being a Chartered Accountant.
- (iv) If the Bank has only one Non-Official Chartered Accountant Director, he shall not be rotated and will continue to be on the Audit Committee of the Board.
- (v) As per the GOI guidelines, Directors appointed under Section 9 (3)(g) and (h) of the Act, who are on the Management Committee /Credit Approval Committee shall not be on the Audit Committee in any capacity.
- (vi) ***Company Secretary shall act as a Secretary to the Audit Committee of the Board.***

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5.2. Functions: The following shall be the areas of focus of the Audit Committee of the Board:

a. The Committee shall provide direction and also oversee the operation of the total audit function in the Bank.

b. As regards internal audit, Audit Committee of the Board shall review the internal inspection/audit function in the Bank in regard to the system, its quality and effectiveness in terms of follow up. It shall review the inspection reports of specialised and extra large branches and all branches with unsatisfactory ratings.

c. ACB shall also specially focus on the follow-up of:

- Inter-branch adjustment accounts
- Un-reconciled long outstanding entries in the inter-bank accounts and Nostro accounts
- Arrears in balancing of books at various branches
- Frauds and
- All other major areas of house-keeping.

d. It shall obtain and review half-yearly reports from the compliance officer appointed by the Bank in terms of instructions of Reserve Bank of India.

e. Regarding statutory auditors, the Audit Committee shall follow up on all the issues raised in the Long Form Audit Report (LFAR). It shall interact with the external auditors before the finalisation of the Annual / Quarterly financial accounts and reports.

f. The committee shall follow up on all issues / concerns raised in the inspection reports of Reserve Bank of India.

g. Oversee the Bank's financial reporting process and ensure correct, adequate and credible disclosure of financial information.

h. Review with Management the financial statements with special emphasis on accounting policies and practices, compliance of accounting policies and practices, compliance of accounting standards and other legal requirements concerning financial statements.

i. Review the adequacy of external and internal audit, internal control system, discuss and review significant findings of inspection and investigation.

j. Discuss with external auditors before finalization of annual accounts and report.

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k. Reviewing, with the management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.) the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilization of proceeds of a public or rights issue, and making appropriate recommendations to the Board to take up steps in this matter.

l. Approval of appointment of CFO (the person heading the finance function or discharging that function i.e., General Manager who is heading the Financial Management & Subsidiaries Wing, Head Office) after assessing the qualifications, experience, background, etc. of the candidate.

m. Review of any other function as may be required under the provisions of Corporate Governance as per SEBI (LODR) Regulations, 2015.

n. Review of Wilful Defaulters

o. Periodical Review of various matters as per the Calendar of Reviews prescribed by Reserve Bank of India, vide letter dated 10.11.2010 and as detailed in Corporate Governance Procedure Manual shall be placed before the ACB.

p. The Audit Committee of the Board should monitor the work done by concurrent audit, internal audit, statutory audit and compliance of RBI inspection very closely and should take an active role in appointment of statutory auditors.

5.3. Quorum

Three members shall constitute the quorum for the meetings of the Committee.

5.4. Frequency of Meetings

The committee shall meet at least once a quarter and should meet not less than six times a year and not more than four months shall elapse between two meetings.

CHAPTER 6 – OTHER COMMITTEES OF THE BOARD & COMMITTEES OF EXECUTIVES.

6.1. The Board may constitute as much number of Committees as deemed necessary from among its members and delegate such powers as may be considered expedient in furtherance of the best interests and corporate objectives of the Bank. The constitution, powers and functioning of such committees shall be consistent with the best practices and standards as well as in conformity with the prevailing guidelines of RBI & SEBI (under Listing Regulations, 2015).

6.2. Accordingly, the following Committees of the Board are constituted:

1	Management Committee
2	Credit Approval Committees
3	Stakeholders' Relationship Committee
4	<i>Nomination and Remuneration Committee (NRC) of the Board</i>
5	Risk Management Committee of the Board
6	Committee of Directors
7	Committee of Board
8	Committee on Customer Service
9	Sub-Committee of the Board on Human Resources
10	Departmental Promotion Committee
11	<i>Sub-Committee of the Board for Monitoring progress in implementation of Information Technology in the Bank (SC IT)</i>
12	Committee for Monitoring Recovery
13	Sustainable Development and Corporate Social Responsibility (SD & CSR) Committee
14	<i>Sub Committee of the Board for Capital Planning Process of the Bank</i>
15	Sub Committee of the Board for Business Plan Strategy
16	<i>Special Committee of the Board for Monitoring Large Value Frauds (Rs 1.00 Crore & above) and Review Classification of Wilful Defaulter</i>
17	Sub-committee of the Board to consider all options for monetisation of

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	non-core assets of the Bank
18	Sub-committee of the Board for administration & Superintendence of ESPS (Employee Share Purchase Scheme)
19	<i>The Board Committee for Performance Evaluation for recording the Annual Performance Appraisal Report (APAR)</i>

Various details such as constitution, powers and roles of the Committees {which are more relevant in terms of provisions of Corporate Governance as per the SEBI (LODR) Regulations, 2015} are detailed in Corporate Governance procedure Manual.

6.3. The Bank has also constituted several Committees of Executives for ensuring smooth decision taking. The full details regarding the composition, functions, etc. of the Committees are outlined in the Corporate Governance procedure Manual.

CHAPTER 7 – SUBSIDIARIES

7.1. The Bank shall monitor the Subsidiaries as per the policy document on monitoring of subsidiary companies and also as per the SEBI (LODR) Regulations, 2015 (to the extent of their applicability to the Bank). The Bank as a promoter/ sponsoring institution shall maintain an “Arms-Length Relationship” with each entity/subsidiary in regard to business parameters and operations so as to ensure that no undue advantage is taken inter-alia:

- In borrowing/lending funds inter-se such entities and the Bank;
- Transferring/selling/buying of securities, interest at rates other than the prevailing market rates;
- In giving special terms / consideration to each other for transactions involving investments;
- By way of over indulgence in supporting/financing each other;
- By financing the Bank’s constituents/clients when the Bank itself is not able to or not permitted to do so, and vice versa.

The Bank shall not utilize subsidiaries/mutual fund as a vehicle for undertaking activities which are not permitted or which are specifically prohibited.

7.2. The Bank will consider extending credit facilities to the subsidiaries on such terms and conditions as are normally applicable to other clients. The arm’s length relationship is only in regard to business parameters and not in regard to monitoring/regulating functions of the Bank acting as the parent bank / promoter.

The Bank, through its nominated representatives acting as Directors on the Board of Subsidiaries /sponsored companies/ mutual funds shall get appropriate feedback on the working of the entities to which they are nominated. The reports, in addition to the feedback, shall be at such periodic intervals and on such matters, as the Bank shall determine, keeping in view the nature of activities and operations of each entity.

7.3. In order to provide direction and support to all the Group Entities in identification, assessment and management of certain aspects of the business, the Bank has put in place a Group Risk Management (GRM) Policy with the permission of the Board of Directors.

The GRM policy of the Bank covers Subsidiaries/Joint Ventures/Associates and the Regional Rural Banks sponsored by the Bank.

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7.4. The objectives of the Group Risk Management Policy shall be to:

- Improve the balance of risk and return through developing and maintaining a proactive, risk aware culture across all parts of the Group.
- Identify and manage risk in Intra Group Transactions and Exposures.
- Raise the standard of Corporate Governance by reducing/avoiding Conflict of Interest (COI).
- Ensure maintenance of an Arms Length Distance from the Subsidiaries/Joint Ventures / Sponsored Entities with regard to the business parameters.
- Maintain and improve stakeholders' confidence in the ability of the Bank to deliver the Bank's commitments, thereby maintaining and improving the Bank's reputation at the market place, through reducing the chances of major surprises.
- Improve the Bank's competitive advantage through actively demonstrating to its customers of the Bank's ability to manage risk effectively.

CHAPTER 8 – DISCLOSURES

8.1. The Bank aims at achieving high standards of Market Discipline through a sufficiently high level of transparency in public disclosure of information so as to ensure a safe and sound banking environment.

The Bank shall strike an appropriate and harmonious balance between transparency in public disclosures and safeguarding the proprietary information on Bank's systems and products, and also the confidentiality obligations to the customers and other counterparties.

The Bank shall however, comply with all applicable laws, directives and requirements of listing agreement relating to, inter-alia, transparency and disclosures.

8.2. The Bank has put in place a Disclosure Policy with the permission of Board of Directors. The following are the broad objectives of the Disclosure Policy:

- To comply with continuous disclosure obligations imposed by law/regulators.
- To ensure that market participants and shareholders are provided with timely, reliable and accurate information in respect of all material matters concerning the bank.

The Disclosure Policy also outlines the Corporate Governance measures adopted by the Bank in light of the above objectives.

8.3. The Bank is committed to provide comprehensive public disclosure of all material information about the Bank & provide fair and equal access to such information. The Bank shall comply with all legal and regulatory requirements related to prompt disclosure of information as detailed below:

A. Basis of Related Party Transactions

- A statement in summary form of transactions with related parties in the ordinary course of business shall be placed periodically before the Audit Committee.
- Details of material individual transactions with related parties, which are not in the normal course of business, shall be placed before the Audit Committee.
- Details of material individual transactions with related parties or others, which are not on an arm's-length basis, should be placed before the Audit Committee, together with Management's justification for the same.
- Details of related party transactions shall be disclosed in the Annual financial statement.

B. Disclosure of Accounting Treatment

Where, in the preparation of financial statements, a treatment different from that prescribed in an Accounting Standard has been followed, the fact shall be disclosed in the financial statements, together with the Management's explanation as to why it believes such alternative treatment is more representative of the true and fair view of the underlying business transaction in the Corporate Governance Report.

C. Board Disclosures – Risk Management

The Bank shall lay down procedures to inform Board members about the risk assessment and minimization procedures. These procedures shall be periodically reviewed to ensure that executive management controls risk through means of a properly defined framework. All qualitative and quantitative disclosures under Basel III norms pertaining to Risk Management shall be made periodically along with financial statements and also on the Web site of the Bank as per the Disclosure Policy of the bank.

D. Proceeds from public issues, rights issues, preferential issues, etc.

When money is raised through an issue (public issues, rights issues, preferential issues etc.) it shall disclose to the Audit Committee, the uses / applications of funds by major category (Capital expenditure, sales and marketing, working capital, etc), on a quarterly basis as a part of their quarterly declaration of financial results. Further, on an annual basis, the bank shall prepare a statement of Funds utilized for purposes other than those stated in the offer document/prospectus/notice and place it before the Audit Committee. Such disclosures shall be made only till such time that the full money raised through the issue has been fully spent.

The statutory auditors of the Bank shall certify this statement. Furthermore, where the bank has appointed a monitoring agency to monitor the utilization of proceeds of a public or rights issue, it shall place before the Audit Committee the monitoring report of such agency, upon receipt without any delay. The Audit Committee shall make appropriate recommendations to the Board to take steps in this matter.

E. Remuneration of Directors

- All pecuniary relationship or transactions of the non-executive Directors vis-à-vis the Bank shall be disclosed in the Annual Report.
- Further the following disclosures on the remuneration of Directors shall be made in the section on the Corporate Governance of the Annual Report
 - All elements of remuneration package of individual Directors summarized under major groups, such as salary, benefits, bonuses, stock options, pension, etc.

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- Details of fixed component and performance linked incentives, along with the performance criteria.
- Service contracts, notice period, severance fees
- Stock option details, if any – and whether issued at a discount as well as the period over which accrued and over which exercisable.
- The Bank shall publish its criteria of making payments to non-executive Directors in its Annual report. Alternatively, this may be put up on the Bank's website and reference drawn thereto in the Annual Report.
- The Bank shall disclose the number of shares and convertible instruments held by non-executive Directors in the Annual Report.
- Non-executive directors shall be required to disclose their shareholding (both own or held by / for other persons on a beneficial basis) to the Bank if they are proposed to be appointed as Directors, prior to their appointment. These details should be disclosed in the notice to the General Meeting called for appointment of such Director.

F. Management

As part of the Director's report or as an addition thereto, a Management Discussion and Analysis report should form part of Annual report to shareholders. This Management Discussion and Analysis should include discussion on the following matters within the limits set by the Bank's competitive position:

- Industry structure and developments
- Opportunities and Threats
- Segment-wise or product-wise performance
- Outlook
- Risks and concerns
- Internal control systems and their adequacy
- Discussion on financial performance with respect to operational performance
- Material developments in Human Resources / Industrial Relations front, including number of people employed.

Senior Management shall make disclosures to the Board relating to all material financial and commercial transactions, where they have personal interest, that may have a potential conflict with the interest of the Bank at large (for e.g., dealing in Bank shares, commercial dealings with bodies which have shareholding of management and their relatives, etc.)

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Explanation: For this purpose, the term “Senior Management” shall mean personnel of the Bank who are members of its core management team excluding the Board of Directors. This would also include all members of management one level below the executive director including all functional heads.

G. Shareholders

In case of the appointment of a new Director or reappointment of a Director, the shareholders must be provided with the following information:

- A brief resume of the Director;
- Nature of his expertise in specific functional areas;
- Names of companies in which the person also holds the directorship and the membership of committees of the Board; and
- Shareholding of Non-executive Directors as stated in the Regulation 26(4) of SEBI (LBDR) Regulations, 2015.

Quarterly results and presentations made by the Bank to analysts shall be put on Bank’s website, or shall be sent in such a form so as to enable the Stock Exchange on which the Bank is listed, to put it on its own website.

A Board Committee under the chairmanship of a non-executive Director shall be formed to specifically look into the redressal of grievances of shareholders, debenture holders and holders of other securities like transfer of shares, non-receipt of Balance Sheet, non-receipt of declared dividends, etc. This committee shall be designated as “Stakeholders Relationship Committee”.

To expedite the process of share transfers, the Board of the Bank shall delegate the power of share transfer to an officer or a committee or to the registrar and share transfer agents. The delegated authority shall attend to share transfer formalities at least once in a fortnight.

H. Other Disclosures in Annual Report

Bank shall ensure disclosure of the following information in the Annual Report:

- The details of establishment of vigil mechanism on its website and in the Board’s report.

CHAPTER 9 – OTHER MATTERS

9.1. CEO/CFO CERTIFICATION

The Managing Director & Chief Executive Officer (MD&CEO) and the General Manager, Financial Management & Subsidiaries Wing (CFO) shall submit a certificate to the Board every year as per the format given in Corporate Governance Procedure Manual.

9.2. REPORT ON CORPORATE GOVERNANCE

There shall be a separate section on Corporate Governance in the Annual Reports of the Bank, with a detailed compliance report on Corporate Governance. Non-compliance of any mandatory requirement of as per Para's 2 to 10 under Item C of Schedule V of SEBI (LODR) Regulations, 2015, with reasons thereof and the extent to which the non-mandatory requirements as specified in Part E of Schedule II have been adopted should be specifically highlighted.

The Bank shall submit a quarterly compliance report to the stock exchanges signed by the Company Secretary within 15 days from the close of quarter as per the formats given in Corporate Governance Procedure Manual.

9.3. COMPLIANCE

The Bank has put in place a Comprehensive Compliance Policy of the Bank. As per the Policy adopted by the Bank, suitable organizational structure has been laid down defining the roles and responsibilities for Compliance Officers of various Wings, Departments, Subsidiaries, Circle Offices, other operating units, branches both in India and abroad as also Exchange Houses abroad, so as to address group wide and multi jurisdictional compliance risk.

The Bank has obtained suitable software, which contains regulatory guidelines issued by various regulators, which is updated on daily basis and can be downloaded by Compliance Officers and for taking appropriate action for complying with the regulatory guidelines. Suitable reporting system is also put in place for effective implementation of Compliance Policy of the Bank.

In terms of provisions of Corporate Governance under SEBI (LODR) Regulations:

- The Bank shall obtain a certificate from either the auditors or the company secretaries regarding compliance of conditions of corporate governance as stipulated in this clause and annex the certificate with the Director's report, which is sent annually to all the Shareholders of the Bank. The same certificate shall also be sent to the stock exchanges along with the Annual report filed by the Bank.

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- The non-mandatory requirements as **given Part E of Schedule II of SEBI (LODR) Requirements, 2015** may be implemented as per the discretion of the Bank. However, the disclosures for the compliance with mandatory requirements and adoption (and compliance) / non-adoption of the non-mandatory requirements shall be made in the section on Corporate Governance of the Annual Report.

9.4. INTERNAL CONTROLS – INTERNAL AUDIT

The overall objective of internal Inspection is to aid the Bank in achieving efficiency and effectiveness in all its operations. Towards this end, Internal Inspection or Risk Based Internal Audit (RBIA) shall provide the Management with analysis, appraisals, observations and recommendations concerning the activities reviewed. This shall extend to financial as well as other operational areas, to provide both protective and constructive services.

The mission of inspection function shall be to provide comprehensive and quality services to the organization which assure effectiveness and efficiency of business operations and processes, maintain and enhance the integrity of information and financial soundness of Bank, identify and evaluate significant exposure to risk, suggest the means to mitigate and overcome the business risks to enable the Bank to achieve its objectives.

The Inspection system is independent of operations in order to avoid conflict of interest and the executive-in-charge directly reports to MD&CEO and Executive Director. The inspection establishment has its own set up of executives and inspecting officers, under the control of General Manager.

The General Manager, Inspection Wing and the officials nominated by him have unrestricted access to all records, assets, functions and personnel; have full and free access to the Audit committee of the Board and the Senior Management.

The Board of Directors and Audit Committee of the Board shall support inspection function by ensuring that:

- The inspection process is understood and respected at all levels within the Bank,
- Developing a culture in the Bank where the results of Inspection work is treated with adequate seriousness and result in appropriate management action plans.

In this direction, Board recognizes inspection as a valuable function and ensures inspection is adequately resourced in terms of staff and tools and also moves resources into and out of inspection system as part of career development within the organization.

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Since the Inspection function of the Bank is considered effective only on ensuring the compliance of the findings observed by the inspecting officers, it should be the endeavour of the Top Management to ensure that compliance of inspection findings are prioritized by the Operational units (Circles) leading to speedy compliance of reports, thus making the inspection function effective.

9.5 Secretarial Audit

In terms of Regulation 24A in Chapter IV - obligations of listed entity which has listed its specified securities of SEBI (LODR) Regulation, 2015 (amended on 29th July 2019), every listed entity and its material unlisted subsidiaries incorporated in India shall undertake secretarial audit and shall annex with its annual report, a secretarial audit report, given by a company secretary in practice, in such form as may be specified with effect from the year ended March 31, 2019.

9.6. CONDUCT OF MEETINGS & ISSUE OF AGENDA ITEMS

Adequate notice shall be given for all Board meetings and Committee meetings.

Agenda Notes shall be sent at least seven days prior to the meeting date. In exceptional/ time bound/ emergency, notes may be sent with a shorter notice.

9.7. RIGHTS OF SHAREHOLDERS

A. Bank seeks to protect and facilitate the exercise of shareholders' rights:

- The Bank shall seek to protect and facilitate the exercise of shareholders' rights.
- Shareholders shall have the right to participate in, and to be sufficiently informed on, decisions concerning fundamental corporate changes.
- Shareholders shall have the opportunity to participate effectively and vote in general shareholder meetings.
- Shareholders shall be informed of the rules, including voting procedures that govern general shareholder meetings.
- Shareholders shall have the opportunity to ask questions to the board, to place items on the agenda of general meetings, and to propose resolutions, subject to reasonable limitations.
- Effective shareholder participation in key Corporate Governance decisions, such as the nomination and election of shareholder directors, shall be facilitated.
- The exercise of ownership rights by all shareholders, including institutional investors, shall be facilitated.

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- The Bank shall have an adequate mechanism to address the grievances of the shareholders.
- Minority shareholders shall be protected from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly, and shall have effective means of redress.

B. Bank shall provide adequate and timely information to shareholders.

- Shareholders shall be furnished with sufficient and timely information concerning the date, location and agenda of general meetings, as well as full and timely information regarding the issues to be discussed at the meeting.
- Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership shall be disclosed.
- All investors should be able to obtain information about the rights attached to all series and classes of shares before they purchase.

C. Bank shall ensure equitable treatment of all shareholders, including minority and foreign shareholders.

- ✓ All shareholders of the same series of a class should be treated equally.
- ✓ Effective shareholder participation in key Corporate Governance decisions, such as the nomination and election of shareholder directors, should be facilitated.
- ✓ Exercise of voting rights by foreign shareholders should be facilitated.
- ✓ The Bank shall devise a framework to avoid Insider trading and abusive self-dealing.
- ✓ Processes and procedures for general shareholder meetings should allow for equitable treatment of all shareholders.
- ✓ Bank procedures should not make it unduly difficult or expensive to cast votes.

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9.8. ROLE OF STAKEHOLDERS IN CORPORATE GOVERNANCE

A. Bank recognizes the rights of stakeholders and encourage co-operation between Bank and the stakeholders.

- The rights of stakeholders that are established by law or through mutual agreements are to be respected.
- Stakeholders should have the opportunity to obtain effective redress for violation of their rights.

B. Bank encourages mechanisms for employee participation.

C. Stakeholders shall have access to relevant, sufficient and reliable information on a timely and regular basis to enable them to participate in Corporate Governance process.

D. Bank shall devise an effective whistle blower mechanism enabling stakeholders, including individual employees and their representative bodies, to freely communicate their concerns about illegal or unethical practices.

*******End of the Document*******