



TERMINALS
Allcargo Terminals Limited

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SUCCESSION MANAGEMENT

SUCCESSION PLANNING:

The Securities and Exchange Board of India has mandated the need for a succession plan pursuant to Regulation 17(4) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended (the “SEBI Listing Regulations”). It is a significant attempt to ensure that investors do not suffer due to sudden or unplanned gaps in leadership. It is a need for boards of all listed companies to develop an action plan for successful transition of key executives.

Succession management is an essential component to the efficient operation and growth of any business. Succession planning is a tool for an organization to ensure its continued effective performance through leadership continuity. A good succession-planning program aims to identify high growth individuals, train them and feed the pipelines with talents. It is critical to fill any vacancy(ies) in such position(s) well in time to avoid any leadership gap. The Company has therefore put in place a Policy on Succession Planning for the Board and Senior Management.

- **PURPOSE:**

This policy outlines Allcargo Terminals' commitment to ensure leadership & business continuity and preparedness for future roles through structured practices.

- **OBJECTIVES:**

- To ensure continuous availability of talented people to meet organization’s current and future needs.
- To identify the competency requirements of critical and key positions in the company, assess potential successor and develop required competency through planned development and learning initiatives;
- To identify the key job incumbents in Senior Management and recommend whether the concerned individual: (a) be granted an extension in term/ service; or (b) be replaced with an identified internal or external candidate or recruit other suitable candidate(s); and
- To ensure the systematic and long-term development of individuals in the Senior Management level and to replace when the need arises due to resignations, death, disabilities, retirements, and other unexpected occurrence

- **APPLICABILITY:**

The Policy shall be applicable for succession planning of the members of the Board, Key Managerial Personals, Senior Management, and any other positions within the Company at the discretion of the managing director and/or the chief executive officer in consultation with the Board.

- **SUCCESSION PLANNING PROCESS**

- Identify the critical roles within the organization
- Identification & Development of Key Talent and Potential Successor
- Talent Review

- **SUCCESSION PLAN FOR THE BOARD AND SENIOR MANAGEMENT:**

The Nomination and Remuneration Committee of the Board (the “Committee”) shall review the leadership needs of the Company, from time to time.

Succession plan for the Board:

The Nomination & Remuneration Committee shall determine the suitability of every person who is being considered for appointment or re-appointment as a director based on his/ her educational qualification, experience, track record and contribution to the Board, as applicable, and every such person shall meet the 'fit and proper' criteria as may be stipulated by the Committee, from time to time, and accordingly any appointment or re-appointment of a director shall be subject to prior approval / recommendation by the Committee.

The Nomination and Remuneration Policy for Directors and other Senior Management and a Policy on Diversity of the Board guide the Board in relation to the appointment/ re-appointment/ removal of the directors to ensure adequate diversity in the board to make good use of the varied skills, regional and industry experience, background, gender, and other qualities of the directors. Accordingly, the appointment/ re-appointment/ removal and tenure of Directors shall be governed by the provisions of the Nomination and Remuneration Policy for Directors and Senior Management.

Succession plan for the Senior Management:

The human resource department of the Company (the "HR") shall periodically review and consider the list of Senior Management due for retirement/ attrition within the year. HR shall also consider the new vacancies that may arise because of business needs/ up-gradation of department(s)/ regional office(s). Considering the above, HR shall assess the availability, internally and / or externally as the case may be, of suitable candidates for the Company's future growth and development.

Further, based on the recommendation of the managing director and/or the chief executive officer, the HR:

- a. shall evaluate the incumbent after considering all relevant criteria like experience, age, health, leadership quality etc., and recommend whether the individual concerned (i) be granted an extension in term/ service; or (ii) be replaced with an identified internal or external candidate;
- b. shall identify the competency requirements of the key positions, assess potential candidates, and develop required competency through planned development and learning initiatives. HR may utilise the services of professional search firms to assist in identifying and evaluating potential candidates;
- c. may recommend to appoint other suitable external candidate(s) as special recruitment in Senior Management based on the profiles and competency in order to provide a continuous flow of talented people to meet the organizational needs;
- d. the prevailing promotion/ transfer policy or related policy of the Company shall be designed in such a way that the existing/ proposed Senior Management shall get all-round exposure in various domains to facilitate career progression, prepare them for administrative responsibilities and to discharge their functions effectively in senior positions;

- e. every member of the Senior Management shall always endeavour to add capability in- house and mentor officials with potential working under him/ her to handle his responsibility in his/ her absence by exposing him/ her to all aspects of work being handled by him/ her; and
- f. in addition to the above, the appointment of key managerial personnel as defined under Section 2(51) of the Companies Act shall be made in compliance with the applicable provisions of the Companies Act, read with the SEBI Listing Regulations.
- g. HR shall maintain a succession pipeline tracker with readiness levels (e.g., ready now, ready in 1–3 years and 3 to 5 years) and report progress annually.

- **INTERIM/EMERGENCY SUCCESSION:**

In the event of sudden unavailability of a Senior Leader for any emergency reason, the Company shall initiate an emergency succession plan by temporarily appointing a suitable interim leader until a permanent successor is identified

Version	Effective Date	Description of Changes
1.0	August 11, 2025	Adoption of Succession Policy at Board Meeting held on August 11, 2025