AEQUS LIMITED*

Policy on Succession Planning for the Board and Senior Management

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Formerly known as Aequs Private Limited

Regulatory Framework

The Securities and Exchange Board of India has mandated the need for a Succession Planning Policy pursuant to regulation 17(4) of the SEBI SEBI Listing Regulations ("SEBI Listing Regulations"). This is one of the most significant attempts to ensure that investors do not suffer due to sudden or unplanned gaps in leadership. It is a mandate for board of directors of all listed companies to develop an action plan for successful transition of key executives. Pursuant to the SEBI Listing Regulations, Aequs Limited is required to put in place a plan for orderly succession for appointments to the Board of Directors and Senior Management Personnel.

The primary objective of this Policy is to ensure the availability of capable individuals to assume leadership roles in a time of need. The benefit of Succession Planning is to reduce the risk associated with the loss of experienced leadership. Succession Planning ensures that business continues to run smoothly after the business's most important people move on to new opportunities, retire or pass away. Accordingly, the Company has formulated this Succession Plan for the appointment of the Directors on the Board and Senior Management Personnel to give effect to the provisions of the SEBI Listing Regulations.

This policy is enforceable immediately on listing of equity shares of the Company on any stock exchange.

Objectives

1. The objectives of the Policy are, inter alia, as under:

   a) To identify and nominate suitable candidates for the Board's approval to fill vacancies which may arise in the Board from time to time;

   b) To identify the competency requirements of critical and key positions, assess potential candidates and develop required competency through planned development and learning initiatives;

   c) To identify the key job incumbents in senior management positions and recommend whether the concerned individual be granted an extension in term/service or be replaced with an identified internal or external candidate or recruit other suitable candidate(s); and

   d) To ensure the systematic and long-term development of individuals in the senior management level to replace as and when the need arises due to deaths, disabilities, retirements, and other unexpected occurrence.

Applicability of the Policy

The Policy shall be applicable for succession planning of the managing director/whole-time/ executive directors, non-executive directors, independent directors, chief financial officer, company secretary, chief executive officer and other members of the Board and senior management.

Succession Plan for the Board and Senior Management

The Nomination and Remuneration Committee of the Board (the "NRC") shall periodically review the leadership and management needs of the Company from time to time.

The NRC shall assess the suitability of a person who is being considered for appointment as a director of the Company, based on his/her educational qualification, experience, expertise and track record and shall recommend to the Board, the terms and conditions of his/her appointment, including remuneration.

The NRC may, at its discretion, recommend to the Board, appointment of suitable candidate(s) in senior management level with a view to ensure a continuous availability of managerial talent at senior levels to meet the organizational needs.

The recommendations of the NRC shall be placed before the Board for approval.

The senior management team shall always strive to develop in-house capabilities by enriching work exposure.

Disclosures

A copy of the Policy including amendments thereto shall be hosted on the website of the Company. www.aequs.com

Amendment

The NRC periodically shall review this Policy and shall also have the power to amend any of the provisions of this Policy, substitute any of the existing provisions with a new provision or replace this Policy entirely with a new Policy. The Committee may also establish further rules and procedures, from time to time, to give effect to the intent of this Policy.

In case of any modification / amendment / re-enactment of any existing acts, rules, regulations, guidelines etc. or an enactment of any new act, rules, regulations, guidelines, etc., which are inconsistent with this Policy, then such modified / amended / re-enacted provision or new provisions shall prevail over the Policy.

Reference

Regulation 17(4) of the SEBI Listing Regulations

Version History

Sr. No	Version	Approved by	Effective Date	Amendment Summary
1	1.0	Board of Directors at its meeting held on May 08, 2025	From the date of listing of the shares on the stock exchange.	-