

IRIS GLOBAL SERVICES LIMITED



IRIS GLOBAL

SUCCESSION PLAN

Regulation 17(4) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements)
Regulations, 2015

CIN: U72900DL2009PLC189527

Registered Address: 1, Bypass Road, Mahipalpur, 110037, New Delhi, India

1. PREFACE

Regulation 17(4) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (hereinafter referred to as “SEBI Listing Regulations”) stipulates that the Board of Directors of the Company shall satisfy itself that plans are in place for orderly succession for appointment of Board of Directors and the Senior Management.

Whereas under Section 178 of the Companies Act, 2013 (“Companies Act”), the Company is required to constitute a Nomination and Remuneration Committee and the development of a succession plan for the Board and Senior Management is an object of the Nomination and Remuneration Committee.

The Succession Planning of the Company “IRIS GLOBAL SERVICES LIMITED” (hereinafter referred to as “the Company”) is an important component often addressed as part of strategic planning. It is critical to the success of the organization and should provide a process that recognizes, develops, and retains top leadership talent. Boards often create a succession plan outlining the process for retaining, developing, and/or appointing the Board of Directors and Senior Management personnel of organization.

Succession planning can also mean creating an objective in a strategic plan around succession plans for all senior staff positions. If the organization is interested in developing an internal process to ensure that it develops and retains the best people, it may outline a development plan for each key position in the organization.

2. SCOPE

The Succession Planning includes creating an objective in the strategic and development plan for each key position in the Company, and developing an internal process to develop and retain the best people

3. APPLICABILITY

The Policy shall be applicable to the succession planning of the following personnel:

1. Whole-time Directors and other Directors of the Board;
2. Senior Management, including Key Management Personnel;
3. Any other position within the Company at the discretion of the Managing Director in consultation with the Board.

4. OBJECTIVE

The objectives of the succession planning programme shall, inter alia, include the following:

- a) To identify and nominate candidates for the Board’s approval (including Nomination and Remuneration Committee) and identify the competency requirements of critical and key positions, assess potential candidates and develop required competencies through planned development and learning initiatives.
- b) To identify the key job requirements in Senior Management positions and recommend whether the concerned individual (i) be granted an extension in terms/service or (ii) be replaced with an identified internal or external candidate or recruit other suitable candidates as per the human resource policy of the Company.
- c) To ensure the systematic and long-term development of individuals in the senior management level to replace them when the need arises due to death, disabilities, retirements and other unforeseen occurrences and unexpected events.
- d) Succession planning is an important component often addressed as part of strategic planning. It is critical to the success of the organization and should provide for a process that recognizes, develops and retains top leadership talent. The Board often creates a succession plan outlining the process for retaining, developing, and/or appointing directors and Senior Management of the Company.



- e) Succession planning can also mean creating an objective in a strategic plan around succession plans for all senior staff positions. If the organization is interested in developing an internal process to ensure that it develops and retains the best people, it may outline a development plan for each key position in the organization.
- f) To identify the competency requirements of critical and key positions, assess potential candidates and develop required competency through planned development and learning initiatives;
- g) Decide on two successors for the selected position. Employee with closest match to competency requirements of position will be the first successor to the position. The second successor will be the one with the second closest competency match to the position requirements and so on; and
- h) To track overall progress.

5. INTERPRETATION

The words and expressions used and not defined in this policy but defined in the Companies Act, 2013 or rules made there under or the Securities and Exchange Board of India Act, 2015 or regulations made thereunder shall have the same meanings respectively assigned to them in those acts, rules, and regulations.

6. DEFINITIONS:

- 5.1. **“Board of directors” or “Board”** means the Board of [Iris Global Services Limited] as constituted or reconstituted from time to time.
- 5.2. **“Company”** means [Iris Global Services Limited].
- 5.3. **“Nomination and Remuneration Committee” or “NRC”** means the committee of the Board constituted under the SEBI Listing Regulations read with Section 178 of the Companies Act, 2013 (“Act”).
- 5.4. **“Senior Management”** shall mean officers/personnel of the Company who are members of its core management team, excluding the Board of Directors, and normally this shall comprise all members of management one level below the executive directors, including all functional heads, by whatever name called and the persons identified and designated as key managerial personnel, other than the board of directors, by the listed entity.

Words and phrases used in this Policy and not defined herein shall derive their meaning from the Companies Act and Listing Regulations.

7. Key considerations in the Succession Planning Process

- a) Identify the long-term vision and direction of the organization, i.e. strategic plan.
- b) Review the mission and values of the organization.
- c) Determine who amongst the key leadership people are those the Company wants to develop and nurture for the future.
- d) Determine which positions need a succession plan.
- e) Identify core competencies and skills needed to lead the organization.
 - Determine talents needed for the long term.
 - Review current job description and revise and update.
 - Review salary history, budget, and market rates for position.
 - Seek key stakeholder input.

Signature



- f) Determine interim management and leadership plan for unplanned leaves.
 - Appointing an acting director from inside organization or contracting with another person for specified time period or until another person is hired.
 - Develop a timeline and position description for interim position.
- g) Hiring a permanent CEO/Executive Director for planned exit.
- h) Determine recruitment strategies:
 - Hiring search firm vs. Recruitment by the human resources (“HR”) department
 - Develop selection criteria for key candidates to recommend to the Board.
 - Develop communication strategy- key stakeholders.
 - Develop transition plan – mentoring and coaching, orientation, etc. may create an individual development plan with key expectations and performance review process for first year.
 - Conduct search process.
- i) To ensure the systematic and long-term development of individuals in the senior management level to replace when the need arises due to deaths, disabilities, retirements, and other unexpected occurrences.

8. SUCCESSION PLAN

(a) Succession Plan for the Board

The appointment of the person at the Board level shall be in accordance with the applicable provisions of the Companies Act, 2013, read with the SEBI Listing Regulations as may be amended from time to time.

The NRC shall identify a suitable person from among the existing top management or from outside to fill the vacancy at the Board level. The NRC shall apply a due diligence process to determine the suitability of the person who is being considered for appointment or reappointment as director of the Company based on his/her educational qualification, experience, and track record.

The Board shall frame Nomination & Remuneration Policy in relation to appointment/ reappointment of directors & Senior Management in accordance with the provisions of the Companies Act, 2013 and Listing Regulations. Hence, the appointment / reappointment of Directors shall be governed by the provisions of the Nomination & Remuneration Policy of the Company.

(b) Succession Plan for the Senior Management

i. The NRC shall periodically review and consider the list of Senior Management personnel due for retirement within the year. The NRC shall also consider the new vacancies that may arise because of the expansion of business and the upgradation of department(s).

ii. For the above purpose, the NRC shall consider all relevant criteria like experience, qualification, age, and leadership quality and recommend the appointment of incumbent to the management.

iii. The NRC may consider appointing other suitable external candidates at the senior management level based on job roles and competency, in order to provide a continuous flow of talented people to meet the organizational needs.

2



iv. Where it is decided to appoint an external candidate, timely and planned steps shall be taken for the selection of a suitable candidate so that the appointment is made well before the retirement /relieving of the concerned officer to ensure a smooth transition.

v. Authorized officer (appointed/designated by the Board) shall, from time to time, identify employees with high potential who merit faster career progression to the position of higher responsibility and formulate, administer, monitor, and review the process of skill development and identify the training requirements.

vi. In case of any unexpected occurrence in respect of any member in the core management team, the next person as per the organization chart of the Company shall take interim charge of the position, pending regular appointment in terms of the succession plan.

vii. The appointment of Key Managerial Personnel such as Chief Financial Officer (CFO), Company Secretary (CS) and other Compliance Professionals like Internal Auditor (if employee) shall be made in the accordance with the provisions of the Companies Act, 2013 read with the Listing Regulations.

8. EMERGENCY SUCCESSION

If a Director's position suddenly becomes vacant by reason of death or other unanticipated occurrence, the Nomination and Remuneration Committee shall convene a special meeting as early as possible to implement the process described herein.

8. REVIEW OF THE POLICY

The NRC shall review the leadership needs of the Company from time to time. In case of any amendment (s), clarification(s), circular (s) etc. issued by the relevant authorities, not being consistent with the provisions laid down under this policy, then such amendments(s), clarification(s), circular(s) etc. shall prevail upon the provisions of this policy and the policy shall stand amended accordingly.

Any change in the Policy shall be approved by the Board of Directors of the Company. The Board of Directors shall have the right to withdraw and / or amend any part of this Policy or the entire Policy, at any time, as it deems fit, or from time to time, and the decision of the Board in this respect shall be final and binding.

9. DISSEMINATION OF THE POLICY

The approved Policy shall be uploaded under a separate section on the website of the Company.

10. EFFECTIVE DATE

The policy shall become effective from the listing of the Company's shares on the stock exchanges.

Version approved by: The Board of Directors

Effective Date: 20.09.2026

Place: New Delhi

For Iris Global Services Limited

Rajivinder

Director

Note: Approved in the meeting dated May 11, 2026