



Motilal Oswal Home Finance Limited (MOHFL)

Succession Planning

Approved By

Board of Directors at its meeting held on July 27, 2022

Title	MOHFL Succession Planning
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Date of Latest Release	July 23, 2025
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VERSION DETAILS

Sr. No.	Details of Changes	Date of Creation/Change	Department	Author	Version Number	Approved By
1.	Original Document	July 27, 2022	HR	Head- HR	Ver. 1.0	Board of Directors
2.	Amendment due to changes in internal process	July 24, 2024	HR	Head- HR	Ver. 1.1	Board of Directors

Motilal Oswal Home Finance Limited

**Succession Planning
(As approved by the Board of Directors of the Company)**

1. Preamble

Succession planning is a proactive process aimed at identifying and developing potential successors for key roles within an organization. It aims to build a robust talent pipeline, reduce leadership gaps, and ensure continuity in leadership to support organizational stability and growth.

This Succession Planning is framed with reference to Reserve Bank of India (RBI) circular on Senior Management Personnel (SMP) and/or Non-Executive Directors (NEDs)- Reporting of Exit and Succession Planning, as amended from time to time.

2. Talent Mapping and Succession Planning

Talent Mapping & Succession Planning for the organisation are conducted as an exercise to identify successors for 'critical roles' at the organisational and business levels.

As part of the Talent Mapping & Succession Planning exercise, we follow the existing steps:

1. Identification of Critical Roles with Business Chief Executive Officers (CEOs) - using the internal 2x2 'Role Categorisation' framework:
 - a. Discussion with CEOs, Business Human Resources (BHRs) and Central Organisation Development team is held to arrive the 'critical, specialist, revenue and contributor roles'.
2. Identification of Successors with Business Head of Departments (HODs) using the 'Talent Categorisation' framework:
 - a. Names of current role holders is mapped to the 'critical roles' identified.
 - b. Leaders at L1, L2, L3 level are evaluated and discussed based the 'Talent' rating
 - c. Names of successors are proposed by the CEOs for the 'critical roles'.
3. Conducting Talent assessments:
 - a. Development Centre (DC) with external experts like Spencer Stuart are partnered for conducting these DCs.
 - b. Development Centre results (talent ratings) are then taken-up with Talent Council at Business and Group Level.

4. Validation of Critical Roles & Successors with 'Talent Council':

- a. Critical Roles, Talent ratings, proposed Successor names are then presented and reviewed by the 'Talent Council'.
 - b. Names are finalised by the 'talent council' as successors.
 - c. Critical Success Factors for each 'critical role' is identified.
 - d. Each successor is evaluated against each Critical Successor Factor, basis which readiness is defined.
 - e. Successors are then bucketed into '0-2 yrs', '3-4 yrs' categories.
 - f. Strength of the succession pipeline is defined by the number of people mapped in each bucket.
5. People Discussion with CEOs to create Individual Development Plan (IDPs):
- a. Basis readiness evaluated using the 'critical success factor' for each successor and role, development agenda is prepared.
 - b. Development agenda in the form of IDP is created to track development and readiness.

3. Review/Revision of Succession Planning

If at any point a conflict of interpretation / information between the Policy and any regulations, rules, guidelines, notification, clarifications, circulars, master circulars/ directions issued by relevant authorities ("Regulatory Provisions") arises, then interpretation of the Regulatory Provisions shall prevail.

In case of any amendment(s) and/or clarification(s) to the Regulatory Provisions, succession planning shall stand amended accordingly from the effective date specified as per the Regulatory Provisions. The Board and/or its Committee reserve(s) the right to alter, modify, add, delete or amend any of the provisions of the Policy.