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PLEASE FILL IN BLOCK LETTERS

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COMMON BID CUM APPLICATION FORM

(Please include the QR code to view the RHP and abridged prospectus and price band advertisement)

FUSION CX LIMITED - INITIAL PUBLIC OFFER - NR

Registered and Corporate Office: Plot No. Y9, Block EP & GP, Sector-5, Bidhan Nagar, Salt Lake, Kolkata - 700091, West Bengal, India; Contact Person: Barun Singh, Company Secretary and Compliance Officer; Tel: 033 45086520 E-mail: secretarial@fusioncx.com; Website: www.fusioncx.com; Corporate Identity Number: U72900WB2004PLC097921

100% BOOK BUILT OFFER

ISIN: INE0N2201019

LEI: 984500100A36FC64D973

To, The Board of Directors

FUSION CX LIMITED

Bid cum Application Form No.

MEMBERS OF THE SYNDICATES' STAMP & CODE

SUB-SYNDICATE MEMBERS'/REGISTERED BROKER'S SCSB'S/CDP'S/RTA'S STAMP & CODE

SUB-BROKER'S / SUB-AGENT'S STAMP & CODE

SCSB BRANCH STAMP & CODE

BANK BRANCH SERIAL NO.

SCSB SERIAL NO.

1. NAME & CONTACT DETAILS OF SOLE / FIRST BIDDER

Mr. /Ms./M/s.

Address

Email

Tel. No. (with STD code) / Mobile

2. PAN OF SOLE / FIRST BIDDER

3. BIDDER'S DEPOSITORY ACCOUNT DETAILS

☐ NSDL
☐ CDSL

For NSDL enter 8 digit DP ID followed by 8 digit Client ID / For CDSL enter 16 digit Client ID

4. BID OPTIONS (ONLY RETAIL INDIVIDUAL BIDDERS CAN BID AT "CUT-OFF")

Bid Options	No. of Equity Shares Bid (In Figures) (Bids must be in multiples of Bid Lot as advertised)	Price per Equity Share (₹) / "Cut-off" (Price in multiples of ₹ 1 only) (In Figures only)												"Cut-off" (Please ✓/tick)					
		Bid Price								Retail Discount					Net Price				
		8	7	6	5	4	3	2	1	3	2	1	3		2	1			
Option 1																			☐
(OR) Option 2																			☐
(OR) Option 3																			☐

5. CATEGORY

☐ Retail Individual Bidder
☐ Non-Institutional Bidder
☐ QIB

6. INVESTOR STATUS

☐ Non-Resident Indian(s) (Repatriation basis) - NRI
☐ Registered Bilateral and Multilateral Development Financial Institutions - RBM
☐ Foreign Venture Capital Investor(s) - FVCI(s)
☐ Foreign Portfolio Investor - FPI
☐ All entities other than QIBs, Bodies Corporate and Individuals - NOH
☐ Other QIBs - OTH

7. PAYMENT DETAILS [IN CAPITAL LETTERS]

Amount blocked (₹ in figures)

(₹ in words)

ASBA

Bank A/c No.

Bank Name & Branch

OR

UPI ID (Maximum 45 characters)

PAYMENT OPTION : FULL PAYMENT

☒

I/WE (ON BEHALF OF JOINT BIDDERS, IF ANY) HEREBY CONFIRM THAT I/WE HAVE READ AND UNDERSTOOD THE TERMS AND CONDITIONS OF THIS COMMON BID CUM APPLICATION FORM, THE ABRIDGED PROSPECTUS AND THE GENERAL INFORMATION DOCUMENT ("GID") FOR INVESTING IN PUBLIC OFFERS AND HEREBY AGREE AND CONFIRM THE 'BIDDER'S UNDERTAKING' AS GIVEN OVERLEAF. I/WE (ON BEHALF OF JOINT BIDDERS, IF ANY) HEREBY CONFIRM THAT I/WE HAVE READ THE INSTRUCTIONS FOR FILLING UP THIS COMMON BID CUM APPLICATION FORM GIVEN OVERLEAF.

8A. SIGNATURE OF SOLE/ FIRST BIDDER

Date: _____, 2026

8B. SIGNATURE OF ASBA BANK ACCOUNT HOLDER(S)
(AS PER BANK RECORDS)

I/We authorise the SCSB to do all acts as are necessary to make the application in the Offer.

1) _____

2) _____

3) _____

8C. MEMBERS OF THE SYNDICATE'S / SUB - SYNDICATE MEMBER'S / REGISTERED BROKER'S / SCSB'S / CDP'S / RTA'S / AGENT'S STAMP (Acknowledging upload of Bid in Stock Exchanges system)

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FUSION CX LIMITED

INITIAL PUBLIC OFFER - NR

Acknowledgement Slip for Members of the Syndicate / Sub-Syndicate Member / Registered Broker / SCSB / CDP / RTA / Agents

Bid cum Application Form No.

DP ID / CL ID

PAN of Sole / First Bidder

Amount blocked (₹ in figures)

ASBA Bank A/c No./UPI ID

Bank Name & Branch

Received from Mr./Ms./M/s.

Telephone / Mobile

Email

STAMP & SIGNATURE OF SCSB BRANCH / MEMBERS OF THE SYNDICATE/SUB-SYNDICATE MEMBER/ REGISTERED BROKER/ CDP/ RTA/ AGENT

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FUSION CX LIMITED - INITIAL PUBLIC OFFER - NR

No. of Equity Shares

Bid Price (₹)

Amount Blocked (₹ in figures)

ASBA Bank A/c No./UPI ID

Bank Name & Branch

Stamp & Signature of Members of the Syndicate / Sub-Syndicate Members / Registered Broker / SCSB / CDP / RTA / Agents

Name of Sole / First Bidder

Acknowledgement Slip for Bidder

Bid cum Application Form No.

Important Note: Application made using third party UPI ID or third party ASBA Bank Account are liable to be rejected.

FUSION CX LIMITED

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IN THE NATURE OF ABRIDGED PROSPECTUS - MEMORANDUM CONTAINING SALIENT FEATURES OF THE RED HERRING PROSPECTUS DATED OCTOBER 8, 2026, (THE "RHP"). YOU ARE ENCOURAGED TO READ GREATER DETAILS AVAILABLE IN THE RHP.

BIDDER'S UNDERTAKING AND CONFIRMATION FOR BID CUM APPLICATION FORM

(IN CASE OF A JOINT BID, THE CONFIRMATIONS, AUTHORISATIONS, UNDERTAKINGS AND REPRESENTATIONS MADE BY THE FIRST BIDDER WILL BE DEEMED TO HAVE BEEN MADE ON BEHALF OF ALL THE JOINT BIDDERS. THE FIRST BIDDER SHALL BE LIABLE FOR ALL THE OBLIGATIONS ARISING OUT OF THE OFFER OF EQUITY SHARES.)

The Equity Shares offered in the Offer have not been and will not be registered, listed or otherwise qualified in any other jurisdiction except India and may not be offered or sold, and Bids may not be made by persons in any such jurisdiction, except in compliance with the applicable laws of such jurisdiction, outside India. On the basis of the RHP dated October 8, 2026, which was filed with the Registrar of Companies Kolkata -1, at Kolkata (the "RoC"), (if I am/we are in India) or the RHP and the preliminary international wrap dated October 8, 2026, (the "Preliminary International Wrap" and together with the RHP, the "Preliminary Offering Memorandum") (if I am/we are outside India), General Information Document ("GID" or "General Information Document") for investing in public Offers and having studied the attached details as per the Abridged Prospectus, I/we hereby apply for Allotment to me/us of the Equity Shares in the Offer upto my/ our Bids for maximum number of Equity Shares at or above the offer price, to be discovered through the Book Building Process. I/we hereby confirm that I am/we are eligible person(s) to invest in the Offer in accordance with applicable laws. The amount payable on Bidding has been blocked in the ASBA Account with the relevant SCSB or the bank account linked with the UPI ID (in case of UPI Bidders using UPI Mechanism) as mentioned in this Bid cum Application Form, as the case may be. I/we hereby confirm that I/we do not require approval from any regulatory authority to invest in the Offer according to applicable laws. I/we agree to accept the Equity Shares Bid for, or such lesser number as may be Allotted to me/us subject to the terms of the RHP (if I am/we are in India), the Preliminary Offering Memorandum (if I am/we are outside India), Abridged Prospectus, the GID, the Bid cum Application Form and other applicable laws. I/we undertake that I/we will sign all such other documents and do all such acts, if any, necessary on my/our part to enable me/us to be registered as the holder(s) of the Equity Shares which may be Allotted and to register my/our address as given in the Depository records and to place my/our name on the register of members of the Company. I/we acknowledge that in case of QIB Bidders, only the SCSBs (for Bids other than the Bids by Anchor Investors), and the Book Running Lead Managers ("BRLMs") and their respective affiliated Syndicate Members (only in the Specified Locations) have the right to reject Bids (including on technical grounds) at the time of acceptance of Bid cum Application Form provided that the reasons for rejecting the same shall be provided to such Bidder in writing, whereas it has a right to reject it from Non-Institutional Bidders and Retail Individual Bidders based only on technical grounds and/or as specified in the Abridged Prospectus, GID and the RHP or the Preliminary Offering Memorandum, as applicable. I/we authorise the Company to make the necessary changes in this Bid cum Application Form and the RHP for filing of the Prospectus with the RoC without intimation to me/us and use this Bid cum Application Form as the application form for the purpose of the Offer.

I/WE CONFIRM THAT: I/we represent, warrant, acknowledge and agree with Company, the Promoter Selling Shareholder and the members of Syndicate as follows: (A) I/we have received a copy of the RHP (if I am/we are in India) or the Preliminary Offering Memorandum (if I am/we are outside India) and that my/our investment decision is solely based on the RHP or the Preliminary Offering Memorandum, as applicable, and external advice, if any; (B) I/we understand that the Equity Shares offered in the Offer have not been and will not be registered, listed or otherwise qualified in any jurisdiction except India and that such Equity Shares may not be offered or sold, and Bids may not be made by persons in any jurisdiction outside India, except in compliance with the applicable laws of such jurisdiction; (C) if I am/we are outside India, I/we have read the section "Selling Restrictions" of the Preliminary International Wrap and I am/we are able to purchase the Equity Shares in accordance with the laws that are applicable to me/us; (D) I/we understand that the Equity Shares offered in the Offer have not been and will not be registered under the United States Securities Act of 1933, as amended ("U.S. Securities Act"), or the securities laws of any state of the United States and the Equity Shares offered in the Offer are being offered and sold only outside the United States to persons who are not U.S. persons (as that term is defined in Regulation S) under the U.S. Securities Act, such persons "U.S. Persons" and who are not acquiring the Equity Shares for the account or benefit of any U.S. Person in "offshore transactions", as that term is defined in and in reliance on Regulation S (E) I/we represent that I am/we are not a U.S. Person and I am/we are not applying for the Equity Shares for the account or benefit of any U.S. Person and I was/were outside the United States (within the meaning of Regulation S) at the time of the offer of the Equity Shares offered in the Offer was made to me/us and I am/we are currently outside the United States (within the meaning of Regulation S); (F) I/we hereby make the representations, warranties, acknowledgments and agreements contained in (i) the sections "Other Regulatory and Statutory Disclosures" and "Offer Procedure" on pages 479 and 503, respectively, of the RHP and (ii) if I am/we are outside India, the sections "Selling Restrictions" and "Transfer Restrictions" of the Preliminary International Wrap; (G) I/we agree to abide by this Bid cum Application Form and the RHP (I am/we are in India) or the Preliminary Offering Memorandum (if I am/we are outside India), together with the terms and conditions contained therein; (H) I am/we are not an affiliate of the Company or applying to purchase Equity Shares on behalf of an affiliate of the Company; (I) I/we agree to indemnify and hold the Company, the Promoter Selling Shareholders and the members of the Syndicate harmless from any and all costs, claims, liabilities and expenses (including legal fees and expenses) arising out of or in connection with any breach of these representations, warranties or agreements and I/we agree that the indemnity set forth in herein shall survive the resale of the Equity Shares purchased in the Offer; (J) if I am/we are making an application to acquire any of the Equity Shares as fiduciary or agent for one or more investor accounts, I/we have sole investment discretion with respect to each such account and I/we have full power to make the foregoing representations, warranties, acknowledgments and agreements on behalf of each such account; and (K) if I am/we are making an application to acquire any of the Equity Shares for one or more managed accounts, I am/we are authorized in writing by each such managed account to subscribe to the Equity Shares for each such managed account and to make (and I/we hereby make) the representations, warranties, acknowledgments and agreements herein for and on behalf of each such account, reading the reference to "I/we" to include such accounts.

FOR QIB BIDDERS: We confirm that the Bid size/maximum Equity Shares applied for by us does not exceed the relevant regulatory approvals/limits. We are not prohibited from accessing capital markets under any order/ruling/judgment of any regulatory, judicial or any other authority, including Securities and Exchange Board of India ("SEBI") or under the provisions of any law, regulation or statute.

Further: In accordance with ASBA process provided in the SEBI CDR Regulations and as disclosed in the RHP or the Preliminary Offering Memorandum, as applicable, I/we authorise (a) the Members of the Syndicate (in Specified Locations only) or the Registered Brokers (at Broker Centres) or the SCSBs (at Designated SCSB Branches) or the RTAs (at the Designated RTA Locations) or the CDPs (at Designated CDP Locations), as the case may be, to do all acts as are necessary to make the application in the Offer, including uploading my/our Bid, blocking, unblocking of funds in the bank account of the applicant maintained with the SCSB as specified in the Bid cum Application Form or in the bank account of the Applicant linked with the UPI ID provided in the Bid cum Application Form, as the case may be, transfer of funds to the Public Offer Account on receipt of instruction from Registrar to the Offer or the Sponsor Banks, as the case may be, after finalisation of Basis of Allotment; and (b) the Registrar to the Offer or Sponsor Banks, as the case may be, to Offer instruction to the SCSBs to unblock the funds in the specified bank account upon finalisation of the Basis of Allotment. 2) In case the amount available in the specified bank account is insufficient as per the highest Bid option, the SCSB/Registrar to the Offer shall reject the application. 3) I/we hereby authorise the Members of the Syndicate (in Specified Locations only) or the Registered Brokers (at Broker Centres) or the SCSBs (at Designated SCSB Branches) or CDPs (at Designated CDP Locations) or the RTAs (at Designated RTA Locations), as the case may be, to make relevant revisions as may be required to be done in the Bid, in the event of a revision of the Price Band.

I/we hereby provide my/our consent to the Stock Exchanges / Sponsor Banks / NPCI / Registrar to the Offer for collecting, storing and usage validating my/our PAN details from the bank account where my / our amount is blocked by the relevant SCSBs.

I/we acknowledge that as per existing policy of the Government of India, OCBs cannot participate in the Offer. I am/we are not an OCB. For further details, see "Offer Procedure" and "Restrictions on Foreign Ownership of Indian Securities" beginning on pages 503 and 522 of the RHP, respectively.

INSTRUCTIONS FOR FILLING UP THE BID CUM APPLICATION FORM

- Name of sole first Bidder should be exactly the same as it appears in the Depository records. In case of joint Bids, only the name of the first Bidder (which should also be the first name in which the beneficiary account is held) should be provided in this Bid cum Application Form. The Bid means an 'indication to make an Offer' during the Bid Offer Period by a Bidder and not 'an offer'.
- The first Bidder, should mention his/ her PAN allotted under the Income Tax Act, 1961 / Income Tax Act, 2025, DP ID, Client ID and UPI ID (as applicable). Except for Bids by or on behalf of the Central or State Government and the officials appointed by the courts and by investors who are exempt from the requirement of obtaining/ specifying their PAN for transacting in the securities market and by persons residing in the state of Sikkim, any other category of Bidders, including without limitation, multilateral/bilateral institutions, the Bidders, or in the case of joint Bids, the First Bidder (the first name under which the beneficiary account is held), should mention his/ her PAN allotted under the Income Tax Act, 1961 / Income Tax Act, 2025. Any Bid cum Application Form without the PAN is liable to be rejected other than as specified above. Investors must ensure that their PAN is linked with Aadhaar card and are in compliance with Central Board of Direct Taxes ("CBDT") notification dated February 13, 2020 and press release dated June 25, 2021, read with press release dated September 17, 2021 and CBDT circular no.7 of 2022, dated March 30, 2022, read with press releases dated March 28, 2023 and any subsequent press release in this regard.
- Based on the PAN, DP ID and Client ID provided by the Bidders, the Registrar to the Offer will obtain Demographic Details registered with Depository Participants to be used, among other things, for Allotment, technical rejections or unblocking ASBA Account. Hence, Bidders are advised to immediately update any change in their Demographic Details as appearing on the records of the Depository Participant to ensure accuracy of records. Please note that failure to do so could result in failure in Allotment of Equity Shares and delays in unblocking of ASBA Account at the Bidders' sole risk and neither the Members of the Syndicate nor the Registered Brokers nor the Registrar to the Offer nor RTAs/CDPs nor the SCSBs nor the Company shall have any responsibility and undertake any liability for the same.
- Bid Lot and Price Band:** The face value of the Equity Shares is ₹ 1 each. The Price Band and the minimum Bid Lot has been decided by the Company in consultation with the BRLMs and will be advertised in all editions of the Financial Express, an English national daily newspaper, all editions of Jansatta, a Hindi national daily newspaper and Kolkata edition of Dainik Statesman, a Bengali language regional daily with wide circulation (Bengali being the regional language of West Bengal where our Registered Office is located), at least two (2) Working Days prior to the Bid Offer Opening Date, with the relevant financial ratios calculated at the Floor Price and at the Cap Price and have been made available to the BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE") and together with BSE, the "Stock Exchanges" for the purpose of uploading on their websites in accordance with SEBI CDR Regulations. In case of revision of the Price Band, the Bid Offer Period will be extended by at least three (3) additional Working Days after revision of Price Band subject to the Bid Offer Period not exceeding a total of ten (10) Working Days. In case of force majeure, banking strike or similar unforeseen circumstances, the Company in consultation with the BRLMs, for reasons to be recorded in writing, may extend the Offer Period for a minimum of one (1) Working Day, subject to the Bid Offer Period not exceeding ten (10) Working Days. Any revision in the Price Band and the revised Bid Offer Period, if applicable, will be widely disseminated by notification to the Stock Exchanges, by issuing a public notice and also by indicating the changes on the websites of the BRLMs, and at the terminals of the Members of the Syndicate and by intimation to SCSBs, other Designated Intermediaries and the Sponsor Banks as applicable.
- Maximum and Minimum Bid Size:** In case of Retail Individual Bidders, such number of Equity Shares in multiples of the minimum Bid Lot such that the Bid Amount does not exceed ₹ 0.20 million. Bids at the Cut-Off Price indicate their agreement to purchase the Equity Shares at the Offer Price, as determined at the completion of the Book Building Process. In case of Non-Institutional Bidders and QIB Bidders, the minimum Bid size shall be such number of Equity Shares in multiples of the minimum Bid Lot such that Bid Amount exceeds ₹ 0.20 million. The maximum Bid by any investor should not exceed the investment limits prescribed for them by applicable laws and mentioned in the RHP or Preliminary Offering Memorandum, as applicable.
- Please tick category as applicable to ensure proper upload of Bid in Stock Exchanges system.
- Please tick investor status as applicable. Please ensure investor status is updated in your Depository records.
- Cheques/Demand Draft/Cash/stock invest/money orders/postal orders will not be accepted.** Eligible NRIs bidding on a non-repatriation basis by using the Resident Bid cum Application Form are required to authorise their SCSB to confirm or accept the UPI Mandate Request (in case of UPI Bidders bidding through the UPI Mechanism), to block their Non-Resident Ordinary ("NRO") Accounts for the full Bid Amount, at the time of the submission of this Bid cum Application Form. All Bidders including the Eligible NRIs bidding on a repatriation basis by using the Non-Resident Forms should authorize their respective SCSB (if they are Bidding directly through the SCSB) to confirm or accept the UPI Mandate Request (in case of Retail Individual Bidders bidding through the UPI Mechanism) to block their Non-Resident External ("NRE") accounts (including UPI ID, if activated), or Foreign Currency Non Resident ("FCNR") Accounts. All Bidders including the Eligible NRIs Bidding on a non-repatriation basis can obtain this Bid cum Application Form from the Registered and Corporate Office of the Company or from any of the Members of the Syndicate or CDPs or RTAs or Registered Brokers from the Bidding Centers. In accordance with applicable law and UPI Circulars, Bidders to please ensure that SCSB where the ASBA Account is maintained has notified at least one branch in the location where Bid cum Application Forms will be deposited by Designated Intermediaries.
- Please note that applications made using third party UPI ID or third party ASBA Bank Account are liable to be rejected.
 - QIBs and Non-Institutional Bidders with bids more than ₹ 0.50 million cannot use UPI mechanism to apply. UPI Bidders applying up to ₹ 0.50 million shall apply through UPI mode as per NPCI vide circular reference no. NPCI/UC/OC No. 127/2021-22 dated December 09, 2021 read with SEBI Master Circular no. HO/49/14/14/2026-CFD-P02/14518/2026 dated February 09, 2026.
 - For Retail Individual Bidders (RIBs) and Non-Institutional Bidders with Application size up to ₹ 0.50 million ("UPI Bidders") bidding through the UPI Mechanism:**
 - Please ensure that your bank is offering UPI facility for public offer.
 - Please mention UPI ID clearly in CAPITAL LETTERS only.
 - Ensure that the: (a) bank where the bank account linked to their UPI ID is maintained; and (b) Bidders Bidding using the UPI Mechanism may apply through the SCSBs and mobile applications whose names appear on the website of the SEBI (<https://www.sebi.gov.in/sebiweb/otherOtherAction.do?doRecognisedFpi=yes&intmid=40>) and (<https://www.sebi.gov.in/sebiweb/otherOtherAction.do?doRecognisedFpi=yes&intmid=43>) respectively, as updated from time to time.
 - Eligible NRIs applying in the Offer through the UPI Mechanism, are advised to ensure with the relevant bank where their account is UPI linked prior to submitting their Bid cum Application Form.
 - UPI ID cannot exceed 45 characters.
 - Please ensure that you are using your UPI ID only and not the UPI ID of any third party.
 - UPI Bidders Bidding using the UPI Mechanism shall ensure that details of the Bid are reviewed and verified by opening the attachment in the UPI Mandate Request and then proceed to authorise the UPI Mandate Request using his/her UPI PIN. For further details, see "Offer Procedure" on page 503 of the RHP.
- Only the Sole Bidder/First Bidder to sign this Bid cum Application Form / Revision Form. Thumb impressions and signatures other than in the languages specified in the Eighth Schedule to the Constitution of India must be attested by a Magistrate or a Notary Public or a Special Executive Magistrate under official seal. Signature of ASBA Account holder is mandatory. If the first Bidder is not the account holder, ensure that this Bid cum Application Form is signed by the account holder. Necessary revisions in the Bidders' undertaking and instructions will be required depending upon the jurisdiction in which the sale of shares is proposed.
- Other Instructions:** a. Bids must be made only in the prescribed Bid cum Application Form; b. Bids must be completed in full, in BLOCK LETTERS in ENGLISH. Bidders should note that the Members of the Syndicate, Registered Broker, CDPs, RTAs, and/or SCSBs will not be liable for errors in data entry due to incomplete or illegible Bid cum Application Forms; and c. Ensure that all applicable documents in support of the Bid are attached with this Bid cum Application Form.
- The Bidders may note that in case the DP ID, Client ID and PAN mentioned in this Bid cum Application Form and entered into the electronic bidding systems of the Stock Exchanges do not match with the DP ID, Client ID and PAN available in the Depository database, this Bid cum Application Form is liable to be rejected. Investors must ensure that their PAN is linked with Aadhaar card and are in compliance with CBDT notification dated February 13, 2020 and press release dated June 25, 2021, read with press release dated September 17, 2021 and CBDT circular no. 7 of 2022, dated March 30, 2022, read with press release dated March 28, 2023 and any subsequent press releases in this regard.
- You may be sent the RHP and Prospectus (if you are in India) or the Preliminary Offering Memorandum and the Final Offering Memorandum (if you are outside India) either in physical form or electronic form or both. You shall not distribute or forward these documents and these documents are subject to disclaimers and restrictions contained in or accompanying them.

Note: Terms used but not defined herein shall have the meaning assigned to such terms in the RHP. For detailed instructions for filling the various fields of this Bid cum Application Form, please refer to the GID, which is also available on the respective websites of the BRLMs and the Stock Exchanges.

TEAR HERE

COMPANY CONTACT DETAILS			REGISTRAR TO THE OFFER CONTACT DETAILS
FUSION CX LIMITED			KFin Technologies Limited
Registered and Corporate Office: Plot No. Y9, Block EP & GP, Sector-5, Bidhan Nagar, Salt Lake, Kolkata - 700091, West Bengal, India;			301, The Centrium, 3rd Floor, 57, Lal Bahadur Shastri Road, Nav Pada, Kurla (West), Kurla, Mumbai, Maharashtra, India 400 070
Contact Person: Barun Singh, Company Secretary and Compliance Officer;			Tel: +91 40 67162222 / 18003094001
Tel: 033 45086520			E-mail: fusion.ipo@kfintech.com
E-mail: secretarial@fusioncx.com;			Website: www.kfintech.com
Website: www.fusioncx.com;			Investor grievance ID: einward.ris@kfintech.com
Corporate Identity Number: U72900WB2004PLC097921			Contact Person: Williams R
			SEBI registration number: INR000000221



FUSION CX LIMITED

Corporate Identity Number: U72900WB2004PLC097921

REGISTERED AND CORPORATE OFFICE	CONTACT PERSON	TELEPHONE AND EMAIL	WEBSITE
Plot No. Y9, Block EP & GP, Sector-5, Bidhan Nagar, Salt Lake, Kolkata- 700091, West Bengal, India	Barun Singh, Company Secretary and Compliance Officer	Tel: 033 4508 6520 Email: secretarial@fusioncx.com	www.fusioncx.com

OUR PROMOTERS: PANKAJ DHANUKA, KISHORE SARAOGI, P N S BUSINESS PRIVATE LIMITED, AND RASISH CONSULTANTS PRIVATE LIMITED

DETAILS OF THE OFFER				
Type	Fresh Issue Size	Offer for Sale size	Total Offer size [^]	Eligibility and Reservations
Fresh Issue and Offer for Sale	Up to [●] Equity Shares of face value ₹ 1 each aggregating up to ₹ 5,000.00 million	Up to [●] Equity Shares of face value ₹ 1 each aggregating up to ₹ 2,020.00 million	Up to [●] Equity Shares of face value ₹ 1 each aggregating up to ₹ 7,020.00 million	The Offer is being made pursuant to Regulation 6(2) of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended ("SEBI ICDR Regulations") as our Company does not fulfil the requirement under Regulation 6(1)(a) of SEBI ICDR Regulations. For further details, see "Other Regulatory and Statutory Disclosures – Eligibility for the Offer" on page 479. For details in relation to share reservation among QIBs, NIIs, RIBs, see "Offer Structure" on page 500.

DETAILS OF THE OFFER FOR SALE			
Name of the Promoter Selling Shareholder	Type	Number of Equity Shares Offered	Weighted Average Cost of Acquisition per Equity Share (in ₹)
P N S Business Private Limited	Promoter Selling Shareholder	Up to [●] Equity Shares aggregating up to ₹ 1,010.00 million	0.13
Rasish Consultants Private Limited	Promoter Selling Shareholder	Up to [●] Equity Shares aggregating up to ₹ 1,010.00 million	0.12

*As certified by M/S. Agarwal Lodha and Co., Chartered Accountants (Firm Registration Number: 330395E), by way of their certificate dated October 8, 2026.

RISKS IN RELATION TO THE FIRST OFFER

This being the first public issue of our Company, there has been no formal market for the Equity Shares of our Company. The face value of our Equity Shares is ₹ 1 each. The Floor Price, Cap Price, and the Offer Price (as determined and justified by our Company, in consultation with the BRLMs on the basis of the assessment of market demand for the Equity Shares by way of the Book Building Process, in accordance with SEBI ICDR Regulations, and as stated in "Basis for Offer Price" on page 119) should not be taken to be indicative of the market price of the Equity Shares after the Equity Shares are listed. No assurance can be given regarding an active and/ or sustained trading in the Equity Shares or regarding the price at which the Equity Shares will be traded after listing.

GENERAL RISK

Investments in equity and equity-related securities involve a degree of risk and investors should not invest any funds in the Offer unless they can afford to take the risk of losing their entire investment. Investors are advised to read the risk factors carefully before taking an investment decision in the Offer. For taking an investment decision, investors must rely on their own examination of our Company and the Offer, including the risks involved. The Equity Shares offered in the Offer have not been recommended or approved by the Securities and Exchange Board of India ("SEBI"), nor does the SEBI guarantee the accuracy or adequacy of the contents of the Red Herring Prospectus. Specific attention of the investors is invited to "Risk Factors" on page 19.

ISSUER'S AND PROMOTER SELLING SHAREHOLDERS' ABSOLUTE RESPONSIBILITY

Our Company, having made all reasonable inquiries, accepts responsibility for and confirms that the Red Herring Prospectus contains all information with regard to our Company and the Offer, which is material in the context of the Offer, that the information contained in the Red Herring Prospectus is true and correct in all material aspects and is not misleading in any material respect, that the opinions and intentions expressed herein are honestly held and that there are no other facts, the omission of which makes the Red Herring Prospectus as a whole or any of such information or the expression of any such opinions or intentions misleading in any material respect. Further, each of the Promoter Selling Shareholders, severally and not jointly, accept responsibility for and confirms the statements made by such Selling Shareholder in the Red Herring Prospectus to the extent of information specifically pertaining to it and/or its respective portion of the Offered Shares and assumes responsibility that such statements are true and correct in all material respects and are not misleading in any material respect. Each of the Promoter Selling Shareholders assumes no responsibility for any other statement in the Red Herring Prospectus, including, *inter alia*, any of the statements made by or relating to our Company or our Company's business or any other Promoter Selling Shareholders.

LISTING

The Equity Shares to be offered through the Red Herring Prospectus are proposed to be listed on the Stock Exchanges being BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE") together with BSE, the "Stock Exchanges". For the purposes of the Offer, National Stock Exchange of India Limited is the Designated Stock Exchange.

BOOK RUNNING LEAD MANAGERS

Logo of Book Running Lead Manager	Name of Book Running Lead Manager	Contact Person	Email and Telephone
	Nuvama Wealth Management Limited	Lokesh Shah	Email: fusion@nuvama.com Tel: +91 22 4009 4400
	IIFL Capital Services Limited (formerly known as IIFL Securities Limited)	Dhruv Bhavsar/Pawan Kumar Jain	Email: fusioncx.ipo@iiflcap.com Tel: +91 22 4646 4728
	Motilal Oswal Investment Advisors Limited	Vaibhav Shah	Email: fusion.ipo@motilaloswal.com Tel: + 91 22 7193 4380

REGISTRAR TO THE OFFER

Logo of the Registrar	Name of Registrar	Contact Person	Email and Telephone
	KFin Technologies Limited	Williams R	Email: fusion.ipo@kfintech.com Tel: +91 40 67162222 / 18003094001

BID/ OFFER PROGRAMME

ANCHOR INVESTOR BID/OFFER PERIOD	Tuesday, October 13, 2026*	BID/OFFER OPENS ON	Wednesday, October 14, 2026	BID/OFFER CLOSES ON**	Friday, October 16, 2026^
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* The Anchor Investor Bid/ Offer Period shall be one Working Day prior to the Bid/ Offer Opening Date.

^ UPI mandate end time and date shall be at 5:00 pm on the Bid/Offer Closing Date.



(Please scan this QR code to view the Red Herring Prospectus and this Abridged Prospectus)

The following is a general summary of certain disclosures in the red herring prospectus dated October 8, 2026 filed with the Registrar of Companies, Kolkata – I, at Kolkata (the “RHP” or “Red Herring Prospectus”) and the terms of the Offer and is not exhaustive, nor does it purport to contain a summary of all the disclosures in the Red Herring Prospectus or all details relevant to prospective investors. This summary should be read in conjunction with, and is qualified in its entirety by, the more detailed information appearing elsewhere in the Red Herring Prospectus, which is available at the websites of SEBI at www.sebi.gov.in, National Stock Exchange of India Limited and BSE Limited at www.nseindia.com and www.bseindia.com respectively, the Company at www.fusioncx.com and the BRLMs at www.nuvama.com, www.iiflcapital.com and www.motilaloswal.com. Potential investors should not rely on this Abridged Prospectus and should refer to the Red Herring Prospectus in making any investment decision.

References below to page numbers are to page numbers of the Red Herring Prospectus. Unless otherwise specified all capitalised terms used herein and not specifically defined bear the same meaning as ascribed to them in the Red Herring Prospectus.

1. Summary of the primary business

a. Business Overview – Products and Services

We are a customer experience (“CX”) service provider delivering services across multiple channels, including voice, email, chat, social media and message, in a cost-effective manner with technology playing a central role in our service delivery model. Our services include customer acquisition services, customer service, order fulfillment support, payment and collections services, customer retention services, technical support, digital solutions and AI data infrastructure services such as data collection, data annotation and labelling, and teleoperations services. Our in-house developed AI solutions include MindVoice, Mind WorkPlace and Arya.

b. Industries Served and Typical Customers

Our business process solutions and services company maintains focus on customers in the following key verticals: (i) telecom and other utilities; (ii) hi-tech growth and travel; (iii) banking, financial services and insurance; (iv) retail; and (v) healthcare.

c. Segment Reporting and Revenue Contribution

We operate in a single reportable segment i.e., business process management services,

d. Key Geographies

As of June 30, 2026, we have divided our global operations into four main regions: (i) Latin America; (ii) North America; (iii) Europe and Africa; and (iv) Southeast Asia:

We operate 40 delivery centres and two sales offices across 13 countries.

Our customers are primarily located in United States, Canada, El Salvador and Morocco.

e. Revenue Concentration Among Top 5 Customers

Not applicable.

f. Key Facilities/ Properties

As on date of the Red Herring Prospectus, we operate 40 delivery centres and two sales offices across 13 countries including India, United States, Canada, Philippines, Jamaica, Belize, El Salvador, Colombia, Morocco, Kosovo, Albania, UK and Australia.

g. Business Strengths and Strategies

Our Strengths

1. Global delivery network across 13 countries with 40 scalable delivery centres providing 24x7 multichannel support.
2. Continuous focus on strategic R&D investments to develop in-house, AI-driven solutions focused on CX transformation.
3. Proven track record of inorganic growth and integration adding capabilities and driving financial growth.
4. Diversified operations with domain expertise across multiple industries with long standing customer relationships.
5. Agile, customer centric approach enabling responsiveness and tailored CX solutions
6. Diverse Board, experienced promoters and management team with domain expertise supported by skilled employees.

Our Strategies

1. Client retention, expansion of wallet share, deepening market presence and entering new geographies to drive growth.
2. Accelerating growth through strategic R&D investments leveraging Generative AI enabled innovation.
3. Pursue strategic acquisitions.
4. Focus on high value corporate accounts and accelerating growth through up-selling and cross-selling
5. Operational efficiency and cost optimization

For further and complete information, see “Our Business” on page 185 of the Red Herring Prospectus.

2. Summary of the Industry (Source: Everest Report)

The global Customer Experience (CX) market is undergoing significant transformation, fueled by rising customer expectations, accelerated digital adoption, and the integration of AI and automation technologies. According to Everest Group, the CX industry was valued at approximately INR34.54 trillion (US\$360 billion) in 2025 and is expected to grow to INR35.03 trillion (US\$365.2 billion) by 2027, driven by enterprises’ increasing emphasis on delivering seamless, omnichannel, and personalized customer experiences. Outsourced CX, which accounted for approximately 33% of the market in 2025, continues to grow faster than in-house CX. Its share is expected to rise to approximately 34.5% by 2027, driven by cost efficiencies, faster deployment, and access to next-generation capabilities such as gen AI, language translation, and multilingual omnichannel support.

For further and complete information, see “Industry Overview” on page 145 of the Red Herring Prospectus.

3. Promoters

Pankaj Dhanuka, Kishore Saraogi, P N S Business Private Limited, and Rasish Consultants Private Limited are the Promoters of our Company.

Pankaj Dhanuka, aged 56 years, is a Promoter, and is also the Chairman and Managing Director, Chief Executive Officer of our Company. He holds a bachelor's degree in commerce from University of Calcutta and is an associate member of the Institute of Company Secretaries of India. He holds a certificate of practice from Institute of Chartered Accountants of India. He has been associated with our Company since 2004. He was previously associated with Unit Trust of India. He has over 22 years of work experience. He is responsible for driving organizational growth and innovation, formulating the vision and strategies of our Company.

Kishore Saraogi, aged 57 years, is a Promoter, and is also the Chief Operating Officer and Managing Director of our Company. He holds a bachelor's degree in commerce from University of Calcutta. He is an associate member of the Institute of Chartered Accountants of India and Institute of Cost and Works Accountants of India. He was previously associated with Usha Martin Telekom Limited and ICICI Securities and Finance Company. He has over 27 years of work experience. He is responsible for leading our Company's operations and executing strategic initiatives and growth strategies.

P N S Business Private Limited was registered on February 11, 2005 under the Companies Act, 1956. The corporate identification number of P N S is U64200WB2005PTC101643. The registered office of P N S Business Private Limited is at Plot- Y9, Block- EP & GP, Sector- V, Salt Lake, Kolkata- 700091, West Bengal, India. P N S Business Private Limited is engaged in the business of providing consultancy and advisory services, along with trading of round bars and billets. Pankaj Dhanuka, Shivika Dhanuka and Chandrakala Devi Dhanuka are the directors of P N S Business Private Limited.

Rasish Consultants Private Limited was registered on February 1, 2005 under the Companies Act, 1956. The corporate identification number of Rasish is U74140WB2005PTC101481. The registered office of Rasish is at Plot- Y9, Block- EP & GP, Sector- V, Salt Lake, Kolkata- 700091, West Bengal, India. Rasish Consultants Private Limited is engaged in the business of providing consultancy and advisory services. Kishore Saraogi, Rajani Saraogi and Reena Jhunjhunwala are the directors of Rasish Consultants Private Limited.

For further information, see "Our Management" and "Our Promoters and Promoter Group" on pages 278 and 297 of the Red Herring Prospectus.

4. Objects of the Offer

Our Company proposes to utilize the Net Proceeds towards the following objects:

Sr. No.	Particulars	Estimated amount (₹ million)
1.	Repayment/prepayment, in full or in part, of certain outstanding borrowings availed by our (i) Company; (ii) certain Subsidiaries (direct and certain step-down subsidiaries)	2,756.95
2.	Investment in our step-down subsidiaries, Omind Technologies Inc. and Omind Technologies Private Limited, for upgrading IT tools i.e. Arya and MindVoice	611.46
3.	Pursuing inorganic growth through unidentified acquisitions and other strategic initiatives and general corporate purposes ⁽¹⁾	[●]
Total Net Proceeds⁽¹⁾		[●]

⁽¹⁾ To be finalised upon determination of the Offer Price and updated in the Prospectus prior to filing with the RoC. The amount to be utilised for unidentified acquisitions and other strategic initiatives and general corporate purposes shall not, in aggregate, exceed 35% of the Gross Proceeds in accordance with Regulation 7(3) of the SEBI ICDR Regulations out of which the amounts to utilised towards either of (i) general corporate purposes, or (ii) inorganic growth through acquisitions and strategic initiatives, will not exceed 25% of the Gross Proceeds of the Fresh Issue.

For further information, see "Objects of the Offer" on page 97 of the Red Herring Prospectus.

5. Pre-Offer and Post-Offer shareholding of our Promoter, members of the Promoter Group, top 10 Shareholders (other than the Promoter and members of the Promoter Group) and other public shareholders

The aggregate shareholding of our Promoter, members of our Promoter Group, top 10 Shareholders (other than the Promoter and members of the Promoter Group) and other public shareholders is set forth below:

S.No	Pre-Offer shareholding as at the date of Price Band advertisement**			Post-Offer shareholding as at Allotment			
	Shareholders	Number of Equity Shares held on a fully diluted basis ^{^(1)}	Percentage of the pre- Offer Equity Share capital a fully diluted basis [^] (%)	At the lower end of the price band (₹ ● per equity share)		At the upper end of the price band (₹ ● per equity share)	
				Number of Equity Shares on a fully diluted basis ^{^(1)}	Shareholding on a fully diluted basis (in %) ⁽¹⁾	Number of Equity Shares on a fully diluted basis ⁽¹⁾	Shareholding on a fully diluted basis (in %) ^{^(1)}
Promoter (also the Promoter Selling Shareholder)							
1.	Rasish Consultants Private Limited	60,815,800	46.77	●	●	●	●
2.	P N S Business Private Limited	64,289,000	49.44	●	●	●	●
Additional top 10 Shareholders							
1.	Nalin Ranjan Tikkoo	9,07,200	0.70	●	●	●	●
2.	Bob Hotchandani	7,00,000	0.54	●	●	●	●
3.	Andrew Wilmott	2,60,000	0.20	●	●	●	●
4.	Ritesh Chakraborty	1,60,336	0.12	●	●	●	●
5.	Bradley Call	1,50,000	0.12	●	●	●	●
6.	Amit Soni	1,25,100	0.10	●	●	●	●
7.	Manish Padamchand Jain	1,25,000	0.10	●	●	●	●

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S.No	Pre-Offer shareholding as at the date of Price Band advertisement**			Post-Offer shareholding as at Allotment			
	Shareholders	Number of Equity Shares held on a fully diluted basis ⁽¹⁾	Percentage of the pre- Offer Equity Share capital a fully diluted basis ^ (%)	At the lower end of the price band (₹[●] per equity share)		At the upper end of the price band (₹[●] per equity share)	
				Number of Equity Shares on a fully diluted basis ⁽¹⁾	Shareholding on a fully diluted basis (in %) ⁽¹⁾	Number of Equity Shares on a fully diluted basis ⁽¹⁾	Shareholding on a fully diluted basis (in %) ⁽¹⁾
8.	Barun Singh	1,25,000	0.10	[●]	[●]	[●]	[●]
9.	Atul Khemka	1,22,600	0.09	[●]	[●]	[●]	[●]
10.	Neha Kedia	97,760	0.08	[●]	[●]	[●]	[●]
Other public shareholders		21,54,852	1.66	[●]	[●]	[●]	[●]
Total		13,00,32,648	100.00	[●]	[●]	[●]	[●]

** Based on the beneficiary position statement dated October 7, 2026.

^ Calculated on the basis of total Equity Shares held and such number of Equity Shares which will result upon exercise of vested options under the ESOP Scheme.

⁽¹⁾ To be updated at prospectus stage.

For further details, see “Capital Structure” on page 81 of the Red Herring Prospectus.

6. Summary of Restated Consolidated Financial Information

The following details of selected financial information are derived from the Restated Consolidated Financial Information as at and for the Financial Years ended March 31, 2026, March 31, 2025 and March 31, 2024:

(in ₹ million, unless otherwise stated)

Particulars	As at June 30, 2026	As at/for the Fiscals ended March 31,		
		2026	2025	2024
Equity Share capital	126.33	126.33	126.01	126.01
Net worth ⁽¹⁾	6,108.42	5,524.62	3,545.80	2,701.50
Revenue from Operations	4,904.84	18,181.38	13,292.96	9,913.15
Profit/(loss) for the year	556.98	1,698.40	743.14	362.60
Earnings per share (in ₹/share)				
- Basic ⁽²⁾	4.41	13.47	5.90	2.88
- Diluted ⁽³⁾	4.39	13.41	5.88	2.88
Net asset value per share (in ₹/share) ⁽⁴⁾	48.35	43.73	28.14	21.44
Total borrowings ⁽⁵⁾	2,381.32	2,668.64	3,067.28	2,106.09
PAT Margin (%) ⁽⁶⁾	11.36%	9.34%	5.59%	3.66%
EBITDA Margin (%) ⁽⁷⁾	19.39%	18.14%	14.88%	10.55%
EBITDA ⁽⁸⁾	950.86	3,298.71	1,977.76	1,046.17
Net cash Generated from / (used in) operating activities	232.01	2,642.24	1,024.48	392.58
Net cash Generated from / (used in) investing activities	(229.47)	(830.97)	(636.31)	(618.85)
Net cash generated from/ (used in) financing activities	(506.16)	(1,380.44)	(267.26)	110.48

Notes:

- Net worth is the aggregate of paid-up equity share capital, and other equity consisting of (i) reserves and surplus (includes all reserves created out of the profits, securities premium account and debit or credit balance of profit and loss account); and (ii) other reserves (includes fair value reserve on investments in equity instruments, cash flow hedging reserve, foreign currency translation reserves, share application money; money received against share warrants, capital reserve account and capital redemption reserve account), but does not include share options outstanding account, reserves created out of revaluation of assets, write back of depreciation and amalgamation as per the Restated Consolidated Financial Information..
- Basic earnings per share equals Profit for the period/year attributable to the shareholders of our Company divided by the Weighted average number of Equity Shares outstanding during the year.
- Diluted Earnings per Equity Share (₹) = Profit for the year, as restated by weighted average number of equity shares, outstanding during the year and adjusted for the effects of all dilutive potential Equity Shares. Pursuant to a resolution of the Board dated June 8, 2022 and Shareholders' resolution dated June 17, 2022, equity shares of face value of ₹10 each of our Company were sub-divided into Equity Shares of face value of ₹1 each. The Earnings per Equity Share (basic and diluted) has been calculated after giving effect to such sub-division.
- Net Asset Value (NAV) per equity share (₹) = Net Worth divided by the number of equity shares outstanding as at the end of year, as adjusted for bonus issue of Equity Shares and sub-division of Equity Shares.
- Total borrowings include both current and non-current borrowings and interest accrued but not due as of the relevant year.
- PAT Margin (%) is calculated as Profit After Tax divided by Revenue from Operations, expressed as a percentage
- EBITDA Margin is defined as EBITDA as a percentage of Revenue from Operations.

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8) *Earnings before interest, tax, depreciation, and amortization has been computed by adding the tax expenses, finance cost and depreciation & amortization expenses for the year/period with the corresponding Restated Profit/Loss for the year/period.*

For further details, see “Basis for the Offer Price”, “Restated Financial Information” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” on pages 119, 303 and 426 of the Red Herring Prospectus, respectively.

7. Summary of Key Performance Indicators

Details of our KPIs for the Financial Years ended March 31, 2026, March 31, 2025 and March 31, 2024 are set out below:

Particulars	Three months period ended June 30, 2026	For the year ended March 31, 2026	For the year ended March 31, 2025	For the year ended March 31, 2024
Financial KPIs				
Revenue from Operations (₹ million) ⁽¹⁾	4,904.84	18,181.38	13,292.96	9,913.15
Revenue Growth ⁽²⁾	N.A.	36.77%	34.09%	(10.29%)
Profit for the period/year (₹ million) ⁽³⁾	556.98	1,698.40	743.14	362.60
PAT Margin (%) ⁽⁴⁾	11.36%	9.34%	5.59%	3.66%
Adjusted Profit after tax (₹ million) ⁽⁵⁾	617.43	2,091.00	1,037.85	597.86
Adjusted PAT Margin (%) ⁽⁶⁾	12.59%	11.50%	7.81%	6.03%
Earnings before interest expense, taxes, depreciation and amortization ⁽⁷⁾	950.86	3,298.71	1,977.76	1,046.17
EBITDA Growth ⁽⁸⁾	N.A.	66.79%	89.05%	(6.82%)
Adjusted EBITDA (₹ million) ⁽⁹⁾	982.29	3,542.39	2,101.26	1,219.12
EBITDA Margin (%) ⁽¹⁰⁾	19.39%	18.14%	14.88%	10.55%
Adjusted EBITDA Margin (%) ⁽¹¹⁾	20.03%	19.48%	15.81%	12.30%
Return on Capital Employed ⁽¹²⁾	19.84%*	71.59%	49.73%	19.56%
Return on Equity ⁽¹³⁾	8.99%*	30.30%	20.74%	13.37%
Days Sales Outstanding ⁽¹⁴⁾	77	76	92	94
Revenue Split by Geography ⁽¹⁵⁾	100.00%	100.00%	100.00%	100.00%
US & Canada	84.06%	85.26%	75.34%	69.50%
UK and Europe	4.88%	3.11%	5.16%	5.92%
India	9.94%	11.29%	19.40%	23.78%
Others	1.12%	0.34%	0.10%	0.80%
Revenue Split by Vertical ⁽¹⁶⁾	100.00%	100.00%	100.00%	100.00%
Media	0.00%	0.00%	0.00%	0.00%
Consumer and retail	13.31%	12.12%	14.20%	17.06%
BFSI	14.15%	13.52%	16.45%	15.63%
Telecommunications and technology	43.52%	47.34%	43.50%	30.94%
Public sector	0.00%	0.00%	0.00%	0.00%
Healthcare	13.32%	13.14%	10.58%	13.03%
Others	15.71%	13.88%	15.27%	23.34%
Client Concentration ⁽¹⁷⁾	100.00%	100.00%	100.00%	100.00%
Top 5 clients (% revenue contribution)	38.64%	39.55%	33.72%	29.05%
Top 10 clients (% revenue contribution)	49.67%	49.66%	45.30%	41.04%
Revenue by Delivery ⁽¹⁸⁾				
Offshore	28.16%	26.69%	20.20%	23.40%
Onshore	31.99%	36.38%	42.40%	50.20%
Nearshore	39.85%	36.93%	37.40%	26.40%
Operational KPIs	100.0%	100.0%	100.0%	100.0%
Revenue per employee (₹ million) ⁽¹⁹⁾	1.43	1.36	1.06	1.16
No. of employees ⁽²⁰⁾	13,735	13,357	12,586	8,539
Voluntary Employee attrition (%) ⁽²¹⁾	31.20%	26.50%	30.56%	32.15%

Notes:

- 1) *Revenue from Operations refers to the income earned by the Company from the sale of services in the ordinary course of business.*
- 2) *Revenue Growth represents the year-to-date or year-on-year percentage increase in Revenue from Operations.*
- 3) *Profit for the Period/Year denotes the net profit or loss after tax for the relevant reporting period.*
- 4) *PAT Margin (%) is calculated as Profit After Tax divided by Revenue from Operations, expressed as a percentage.*

- 5) *Adjusted Profit After Tax* is calculated after adjusting (net of tax impact) for: (i) Acquisition costs, (ii) Employee stock option compensation costs, (iii) Non-recurring employee benefits and severance costs, (iv) Specific provisions for onerous contracts, (v) Depreciation on Customer List, and (vi) Interest on Contingent Consideration.
- 6) *Adjusted PAT Margin (%)* is the Adjusted PAT as a percentage of Revenue from Operations.
- 7) *EBITDA (Earnings Before Interest, Tax, Depreciation, and Amortization)* is computed by adding tax expenses, finance costs, and depreciation & amortization to the Restated Profit/Loss for the period.
- 8) *EBITDA Growth* is the year-to-date or year-on-year percentage change in EBITDA.
- 9) *Adjusted EBITDA* refers to EBITDA adjusted for: (i) Acquisition costs, (ii) Employee stock option compensation costs, (iii) Non-recurring employee benefits and severance costs, and (iv) Specific provisions for onerous contracts.
- 10) *EBITDA Margin (%)* is EBITDA expressed as a percentage of Revenue from Operations.
- 11) *Adjusted EBITDA Margin (%)* is Adjusted EBITDA expressed as a percentage of Revenue from Operations.
- 12) *Return on Capital Employed (ROCE)* is calculated as EBIT (Profit/Loss for the year plus tax expense and finance costs) divided by capital employed (total equity, long-term and short-term borrowings, adjusted for deferred taxes).
- 13) *Return on Equity (RoE)* is computed by dividing the Restated Profit/Loss for the period by the total equity at the end of the same period.
- 14) *Days Sales Outstanding (DSO)* measures the average number of days the Company takes to collect payment after a sale. It is calculated as: $(\text{Trade Receivables} / \text{Revenue from Operations}) \times \text{Number of Days in the year/period}$.
- 15) *Revenue Split by Geography (%)* refers to the contribution of regions (e.g., US & Canada, UK & Europe, India) to the Company's Revenue from Operations during the period.
- 16) *Revenue Split by Vertical (%)* indicates the share of each business vertical in the Company's Revenue from Operations over the period.
- 17) *Client Concentration* measures the revenue contribution from the Company's top 5 and top 10 clients on a trailing twelve-month basis.
- 18) *Revenue Split by Delivery (%)* refers to the share of revenue derived from offshore, onshore, and nearshore delivery centers as a percentage of total Revenue from Operations.
- 19) *Revenue per Employee* is calculated by dividing Revenue from Operations by the number of employees at the end of the period.
- 20) *Number of Employees* denotes the total workforce engaged in Customer Experience (CX) operations at the end of the period.

Voluntary Employee Attrition (%) is the percentage of employees (excluding those employed for less than 90 days) who voluntarily left the organization, divided by the average monthly closing headcount of such employees over the past 12 months

For definitions of the above KPIs, see "Definitions and Abbreviations – KPI Definitions" on page 13 of the Red Herring Prospectus. Further, for details see "Basis for Offer Price" on page 119 of the Red Herring Prospectus.

8. Risk Factors

The following are the top 10 internal risk factors as disclosed in the Red Herring Prospectus:

1. There are outstanding legal proceedings involving our Company, Subsidiaries and Directors. Any adverse outcome in such proceedings may adversely affect our reputation, business, results of operations, profitability and margins, cash flows and financial condition.
2. A significant portion of our business is attributable to top 10 customers that have contributed 49.84%, 52.17%, 45.30% and 41.04% to the revenue from operations for the three month period ended June 30, 2026, Fiscals 2026, 2025 and 2024, respectively. Any deterioration in the financial condition of our top customers or the loss of such customers may have an adverse impact on our business.
3. If our information security measures are compromised, damaged or interrupted by cyber attacks, breaches, computer viruses or other security problems, our business, reputation and financial condition could be adversely affected.
4. 90.06%, 88.71%, 80.59% and 76.22% of our revenue from operations for the three month period ended June 30, 2026, Fiscals 2026, 2025 and 2024, respectively is derived from customers based outside India with a higher dependence on revenue from operations from North America. Our international operations expose us to complex management, legal, tax and economic risks, and exchange rate fluctuations, which could adversely affect our business, financial condition and results of operations.
5. Any failure to protect our in-house developed technologies or information or our intellectual property rights may have an adverse effect on our business, financial condition, and results of operations.
6. Our operations are dependent on our ability to attract and retain skilled employees as well as Key Managerial Personnel and Senior Managerial Personnel and any inability on our part to do so, could adversely affect our business, results of operations and financial condition.
7. The logo used by our Company is not registered under the Trade Marks Act, 1999. Failure to protect our intellectual property rights may adversely affect our competitive business position, financial condition and profitability.
8. Goodwill and other intangible assets are our largest assets. Any impairment to our goodwill or other intangible assets may adversely affect our reputation and financial condition.
9. Foreign exchange-related risk could adversely affect our business. Additionally, we do not have any hedging arrangements.
10. If we are unable to fully realize the anticipated benefits of acquisitions or experience delays or other problems in implementing our strategy of expanding through acquisitions, our growth, business, results of operations and prospects may be adversely affected.

For further details of the risks applicable to us, see "Risk Factors" on page 19 of the Red Herring Prospectus. Investors are advised to read the risk factors carefully before making an investment decision in the Offer.

9. Weighted average cost of acquisition of specified securities held of our Promoter and the Promoter Selling Shareholders as on the date of the Red Herring Prospectus and for Equity Shares acquired in 1 year prior to the Red Herring Prospectus

The weighted average cost of acquisition at which the Equity Shares were acquired by our Promoter and Selling Shareholders, as on date of the Red Herring Prospectus, within one year preceding the date of the Red Herring Prospectus and within three years preceding the date of the Red Herring Prospectus, is as follows:

S. No.	Name	Number of Equity Shares of face value of ₹1 each held	Weighted average cost of acquisition of Equity Shares of face value of ₹1 each as of the date of the Red Herring Prospectus* (in ₹)	Number of Equity Shares of face value of ₹1 each acquired in last one year	Weighted average cost of acquisition of Equity Shares of face value of ₹1 each (in ₹) acquired in last one year*
<i>Promoter (also the Promoter Selling Shareholder)</i>					
1.	P N S Business Private Limited	6,42,89,000	Nil	Nil	Nil
2.	Rasish Consultants Private Limited	6,08,15,800	Nil	Nil	Nil

*As certified by M/S. Agarwal Lodha and Co., Chartered Accountants (Firm Registration Number: 330395E), by way of their certificate dated October 8, 2026.

The weighted average cost of acquisition for all Equity Shares acquired in one year and three years preceding the date of the Red Herring Prospectus is mentioned below:

Period	Weighted average cost of acquisition (in ₹)	Upper end of the price band (₹[•]) is 'X' times the weighted average cost of acquisition**	Range of acquisition price: Lowest price [^] – Highest price (in ₹)
Last one year preceding the date of the Red Herring Prospectus	Nil	[•]	Nil
Last three years preceding the date of the Red Herring Prospectus	72.20	[•]	72.20

*As certified by M/S. Agarwal Lodha and Co., Chartered Accountants (Firm Registration Number: 330395E), by way of their certificate dated October 8, 2026.

**Information to be included in the Prospectus.

For further details, see “Capital Structure” on page 81 of the Red Herring Prospectus.

10. Board of Directors and Key Managerial Personnel

The names and designations of members of the Board of Directors and Key Managerial Personnel are set forth below:

S. No.	Name	Designation
<i>Board of Directors</i>		
1.	Pankaj Dhanuka	Chairman and Managing Director, Chief Executive Officer
2.	Kishore Saraogi	Chief Operating Officer and Managing Director
3.	Ritesh Chakraborty	Non-Executive Non-Independent Director
4.	Bradley Tyler Call	Non-Executive Non-Independent Director
5.	Saagarika Ghoshal	Independent Director
6.	Kashi Prasad Khandelwal	Independent Director
7.	Sanjay Banka	Independent Director
8.	Michael Daniel Lamm	Independent Director
<i>Key Managerial Personnel</i>		
1.	Amit Soni	Chief Financial Officer
2.	Barun Singh	Company Secretary and Compliance Officer

For further details, see “Our Management” on page 278 of the Red Herring Prospectus.

11. Auditor Qualifications

Our Statutory Auditor has noted certain emphasis of matter in their auditor report for the Restated Consolidated Financial Statements.

There are certain CARO and audit trail matters which do not require any adjustment in Restated Consolidated Financial Information. For details, see “Risk Factors - 20. Our Statutory Auditors have included certain observations in the auditor’s reports on our Restated Consolidated Financial Statements, including under the Companies (Auditor’s Report) Order, 2020 which may expose us to regulatory scrutiny, operational challenges and potential liabilities” on page 33 of the Red Herring Prospectus.

12. Summary table of outstanding litigations

A summary of outstanding litigation proceedings involving our Company, our Subsidiaries, our Directors, Promoters, Key Managerial Personnel and Senior Management as on the date of the Red Herring Prospectus in terms of the SEBI ICDR Regulations is provided below:

Name of Entity	Number of Criminal Proceedings	Number of Tax Proceedings	Number of Statutory or Regulatory Proceedings	Number of Disciplinary Actions by the SEBI or the Stock Exchanges against our Promoters in the last five years	Number of Material Civil Proceedings	Aggregate amount involved (in ₹ million)*
Company						
Against our Company	5	12	Nil	Not applicable	4	839.32
By our Company	8	Not applicable	Not applicable	Not applicable	1	73.73

IN THE NATURE OF ABRIDGED PROSPECTUS - MEMORANDUM CONTAINING SALIENT FEATURES OF THE RED HERRING PROSPECTUS

Name of Entity	Number of Criminal Proceedings	Number of Tax Proceedings	Number of Statutory or Regulatory Proceedings	Number of Disciplinary Actions by the SEBI or the Stock Exchanges against our Promoters in the last five years	Number of Material Civil Proceedings	Aggregate amount involved (in ₹ million)*
Subsidiaries						
Against our Subsidiaries [^]	2	9	Nil	Not applicable	8	967.32
By our Subsidiaries	2	Not applicable	Not applicable	Not applicable	3	817.80
Directors						
Against our Directors	3	Nil	Nil	Not applicable	2	Nil
By our Directors	2	Not applicable	Not applicable	Not applicable	Nil	Nil
Promoter (other than the Directors)						
Against our Promoters	Nil	Nil	Nil	Nil	Nil	Nil
By our Promoters	Nil	Not applicable	Not applicable	Not applicable	Nil	Nil
Key Managerial Personnel						
By the KMPs	Nil	Not applicable	Nil	Not applicable	Not applicable	Nil
Against the KMPs	1	Not applicable	Nil	Not applicable	Not applicable	Nil
Senior Management (other than the Key Managerial Personnel)						
By the SMPs	Nil	Not applicable	Nil	Not applicable	Not applicable	Nil
Against the SMPs	Nil	Not applicable	Nil	Not applicable	Not applicable	Nil

* To the extent ascertainable

** For outstanding litigations where the amount involved is in foreign currency, we have assumed an exchange rate of ₹94.56 = USD 1, applicable as on March 31, 2026. (Source: www.fbil.org.in)

[^] This excludes the value of the matters filed by (i) Steven Brown and others against our Company and our Subsidiaries, Ameridial Inc. and Sequential Technology International, LLC, (ii) Global Callcenter Solutions against our Company and our Subsidiary O'Curranee, Inc, and (iii) Sequential Technology International Holdings LLC against our Company and our Subsidiary, Ameridial, Inc. For further details, please see the section titled "Outstanding Litigation and Material Developments" on page 461.

As on the date of the Red Herring Prospectus, there is no litigation pending against our Group Companies which may have a material impact on our Company.

For further details of the outstanding litigation proceedings, see "Outstanding Litigation and Material Developments" on page 461 of the Red Herring Prospectus.

The Equity Shares offered in the Offer have not been and will not be registered, listed or otherwise qualified in any jurisdiction except India and may not be offered or sold to persons outside of India except in compliance with the applicable laws of each such jurisdiction. In particular, the Equity Shares offered in the Offer have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the "U.S. Securities Act"), or the securities laws of any state of the United States and may not be offered or sold in the United States, except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the U.S. Securities Act and applicable state securities laws. The Equity Shares offered in the Offer are being offered and sold only outside the United States to persons who are not U.S. persons (as that term is defined in Regulation S ("Regulation S") under the U.S. Securities Act, such persons "U.S. Persons") in "offshore transactions" as that term is defined in and in reliance on Regulation S. Persons who are not U.S. Persons are referred to herein as "Non-U.S. Persons".

As a result of relying on the Regulation S exemption, the Equity Shares sold in the Offer will be 'restricted securities' under Rule 144 under the U.S. Securities Act. This means that you will not be permitted to sell such Equity Shares into the United States or to a U.S. Person for a period of 12 months from the date of Allotment (the "Distribution Compliance Period"), unless the resale of the Equity Shares is registered under the U.S. Securities Act or an exemption is available. However, you will still be able to freely transfer Equity Shares on the Stock Exchanges to any person other than a U.S. Person. All Non-U.S. Persons who Bid for Equity Shares under the Offer will be required to make certain representations and warranties regarding their status as Non-U.S. Persons and agreements regarding restrictions on resale under Regulation S. For details, see "Other Regulatory and Statutory Disclosures – Selling restrictions and transfer restrictions" on page 483 of the Red Herring Prospectus.

No Non-U.S. Person outside India is eligible to Bid for Equity Shares offered in the Offer unless that person has received the preliminary offering memorandum for the Offer, which contains the selling restrictions for the Offer outside India.

The above information is given for the benefit of the Bidders. Our Company, each of the Promoter Selling Shareholders and the BRLMs are not liable for any amendments or modification or changes in applicable laws or regulations, which may occur after the date of the Abridged Prospectus. Bidders are advised to make their independent investigations and ensure that the number of Equity Shares Bid for do not exceed the applicable limits under laws or regulations.

IN THE NATURE OF ABRIDGED PROSPECTUS - MEMORANDUM CONTAINING SALIENT FEATURES OF THE RHP

BIDDER'S UNDERTAKING AND CONFIRMATION FOR BID REVISION FORM

I/We (on behalf of joint Bidders, if any) confirm that the Acknowledgement Slip for my/our Bids is enclosed for the revisions which are being requested. I/We agree to be bound by all the terms & conditions mentioned in this Bid cum Application Form submitted earlier by me/us. I/We (on behalf of joint Bidders, if any) authorise you to reject this Bid Revision Form, in case any of the details of my/our existing Bids as appearing on the electronic book building system do not tally with the details given in this Bid Revision Form.

INSTRUCTIONS FOR FILLING UP THE BID REVISION FORM

- Name of Sole/ First Bidder should be exactly the same as it appears in the Depository records. In case of joint Bids, this Bid cum Application Form should contain only the name of the first Bidder whose name should also appear as the first holder of the beneficiary account held in joint names. The Bid means an 'indication to make an offer' and not 'an offer'.
- Please ensure that the Bid options provided are in the same order as that provided in this Bid cum Application Form submitted earlier.
- In case there is no change in the particular Bid option, please write "NO CHANGE". In case you want to cancel the Bid option, please write "CANCELLED".
- Total Bid Amount payable must be calculated for the highest of three options, at Bid Price. Total Bid Amount to be paid must be calculated net of total amount paid at the time of submission of Bid cum Application Form. Bidders, please ensure that your bank has notified an SCSB Branch in the city where this Bid cum Application Form is being submitted.
- Revision of Bids in case of Revision of Price Band:** In case of an upward revision in the Price Band, Retail Individual Bidders who had Bid at Cut-off Price could either (i) revise their Bid or (ii) shall make additional payment based on the cap of the revised Price Band (such that the total amount i.e., original Bid Amount plus additional payment does not exceed ₹ 0.20 million if the Bidder wants to continue to Bid at Cut-off Price), with the SCSBs/ Members of the Syndicate/Registered Brokers/ RTA/Agent /CDPs to whom the original Bid was submitted. In case the total amount (i.e., original Bid Amount plus additional payment) exceeds ₹ 0.20 million, the Bid will be considered for allocation under the Non-Institutional Portion in terms of the RHP or the Preliminary Offering Memorandum, as applicable. If, however, the Bidder does not either revise the Bid or make additional payment and the Offer Price is higher than the cap of the Price Band prior to revision, the number of Equity Shares Bid for, shall be adjusted downwards for the purpose of Allotment, such that no additional amount would be required to be blocked and the Bidder is deemed to have approved such revised Bid at Cut-off Price. In case of a downward revision in the Price Band, announced as above, Retail Individual Bidders and who have bid at Cut-off Price, could either revise their Bid or the excess amount be locked at the time of bidding would be unlocked from the ASBA Account after the Allotment is finalised.
- The Sole Bidder/ First Bidder is required to sign this Bid cum Application Form/ Revision Form. Thumb impressions and signatures other than in the languages specified in the Eighth Schedule to the Constitution of India must be attested by a Magistrate or a Notary Public or a Special Executive Magistrate under official seal. Applicants should specify only his/her ASBA bank account or UPI ID linked with his/her own bank account in case of Sole Bidder and ASBA bank account or UPI ID linked with the bank account of first Bidder in case of joint Bidder, in the application form. If the first Bidder is not the account holder, ensure that this Bid cum Application Form is signed by the ASBA Account holder. Signature of the ASBA Account holder is mandatory.
- Please note that application made using third party UPI ID or third party ASBA Bank A/c are liable to be rejected.
 - QIBs and Non-Institutional Bidders with bids more than ₹ 0.50 million cannot use UPI mechanism to apply. UPI Bidders applying up to ₹ 0.50 million can apply through UPI mode as per NPCI vide circular reference no. NPCI/UPI/OC No. 127/2021-22 dated December 09, 2021 read with SEBI Master Circular no. HO/49/14/14(2)/2026-CFD-POD2/14518/2026 dated February 09, 2026.
 - For Retail Individual Bidders (RIBs) and Non-Institutional Bidders with Application size up to ₹ 0.50 million ("UPI Bidders") bidding through the UPI Mechanism:**
 - Please ensure that your bank is offering UPI facility for public offers.
 - Please mention UPI ID clearly in CAPITAL LETTERS only.
 - Ensure that the: (a) bank where the bank account linked to their UPI ID is maintained; and (b) Bidders Bidding using the UPI Mechanism may apply through the SCSBs and mobile applications whose names appear on the website of the SEBI (<https://www.sebi.gov.in/sebiweb/other/OtherAction.do?doRecognisedPfi=yes&intmId=40>) and (<https://www.sebi.gov.in/sebiweb/other/OtherAction.do?doRecognisedPfi=yes&intmId=43>) respectively, as updated from time to time.
 - Eligible NRIs applying in the Offer through the UPI Mechanism, are advised to enquire with the relevant bank where their account is UPI linked prior to submitting their Bid cum Application Form.
 - UPI ID cannot exceed 45 characters.
 - Please ensure that you are using your UPI ID only and not the UPI ID of any third party.
 - UPI Bidders Bidding using the UPI Mechanism shall ensure that details of the Bid are reviewed and verified by opening the attachment in the UPI Mandate Request and then proceed to authorise the UPI Mandate Request using his/her UPI PIN. For further details, see "Offer Procedure" on page 503 of the RHP.
- Other Instructions:** a. revision to Bids must be made only in the prescribed Revision Form, as applicable; b. Revision Form must be completed in full, in BLOCK LETTERS in ENGLISH. Bidders should note that the Members of the Syndicate/ SCSBs/Registered Brokers/RTA/CDPs will not be liable for errors in data entry due to incomplete or illegible Revision Forms; c. Ensure that Acknowledgement Slip for your Bid and any other applicable documents in support of the revision are attached with the Revision Form; and d. Bidders shall only be required to Offer instruction to block the revised amount in excess of their original blocked amount based on the cap of the revised Price Band upon an upward revision of their Bid.
- Revision(s) in the Bid, the Bidders/Applicants will have to use the services of the same Designated Intermediary through which such Bidder/Applicant had placed the original Bid. Bidders/Applicants are advised to retain copies of the blank Revision Form and the Bid(s) must be made only in such Revision Form or copies thereof. Investors must ensure that their PAN is linked with Aadhaar card and are in compliance with the CBDT notification dated February 13, 2020 and press release dated June 25, 2021 read with press release dated September 17, 2021 and CBDT circular no.7 of 2022, dated March 30, 2022, read with press release dated March 28, 2023 and any amended & notifications issued by CBDT, from time to time subsequent press release in this regard.

OFFER STRUCTURE

Particulars	QIBs ⁽ⁱ⁾	Non-Institutional Bidders	Retail Individual Bidders
Number of Equity Shares available for Allotment/ allocation ⁽ⁱⁱ⁾	Not less than [●] Equity Shares of ₹ 1 each	Not more than [●] Equity Shares of ₹ 1 each available for allocation or the Offer less allocation to QIB Bidders and Retail Individual Bidders	Not more than [●] Equity Shares of ₹ 1 each available for allocation or the Offer less allocation to QIB Bidders and Non-Institutional Bidders
Percentage of Offer size available for Allotment/ allocation	Not less than 75% of the Offer shall be available for allocation to QIBs. However, up to 5% of the QIB Portion shall be available for allocation proportionately to Mutual Funds only. Mutual Funds participating in the Mutual Fund Portion will also be eligible for allocation in the remaining balance QIB Portion (excluding the Anchor Investor Portion). The unsubscribed portion in the Mutual Fund Portion will be available for allocation to other QIBs	Not more than 15% of the Offer or Offer less allocation to QIBs and RIBs, subject to the following: (a) one third of such portion available to Non-Institutional Bidders shall be reserved for applicants with an application size of more than ₹ 0.20 million and up to ₹ 1.00 million; and (b) two third of such portion available to Non-Institutional Bidders shall be reserved for applicants with application size of more than ₹ 1.00 million. provided that the unsubscribed portion in either the sub-categories mentioned above may be allocated to applicants in the other sub-category of Non-Institutional Bidders.	Not more than 10% of the Offer or Offer less allocation to QIBs and Non-Institutional Bidders will be available for allocation
Basis of Allotment/ allocation if respective category is oversubscribed [*]	Proportionate as follows (excluding the Anchor Investor Portion): (a) up to [●] Equity Shares of ₹ 1 each shall be available for allocation on a proportionate basis to Mutual Funds only; and (b) up to [●] Equity Shares of ₹ 1 each shall be available for allocation on a proportionate basis to all QIBs, including Mutual Funds receiving allocation as per (a) above. Up to 60% of the QIB Portion (of up to [●] Equity Shares of face value ₹ 1 each) be allocated on a discretionary basis to Anchor Investors of which 40% of the Anchor Investor Portion shall be reserved of which: (i) 33.33% of the Anchor Investor Portion shall be reserved for domestic Mutual Funds; and (ii) 6.67% for Life Insurance Companies and Pension Funds, subject to valid Bids being received from domestic Mutual Funds and Life Insurance Companies and Pension Funds at or above the Anchor Investor Allocation Price.	The Equity Shares of ₹ 1 each available for allocation to Non-Institutional Bidders under the Non-Institutional Portion, shall be subject to the following: a) one third of the portion available to Non-Institutional Bidders being [●] Equity Shares of ₹ 1 each are reserved for Bidders bidding more than ₹ 0.20 million and up to ₹ 1.00 million; and b) two third of the portion available to Non-Institutional Bidders being [●] Equity Shares of ₹ 1 each are reserved for Bidders bidding more than ₹ 1.00 million. The unsubscribed portion in either of the categories specified in (a) or (b) above, may be allocated to Bidders in the other sub- category of Non-Institutional Portion in accordance with SEBI ICDR Regulations. The allotment of specified securities to each Non-Institutional Bidder shall not be less than the minimum application size, subject to availability in the Non-Institutional Portion, and the remainder, if any, shall be allotted on a proportionate basis in accordance with the conditions specified in this regard in Schedule XIII of the SEBI ICDR Regulations. For details, see "Offer Procedure" on page 503.	The allotment to each Retail Individual Bidder shall not be less than the minimum Bid lot, subject to availability of Equity Shares of ₹ 1 each in the Retail Portion and the remaining available Equity Shares of ₹ 1 each, if any, shall be allotted on a proportionate basis. For details, see "Offer Procedure" on page 503.
Minimum Bid	Such number of Equity Shares of ₹ 1 each so that the Bid Amount exceeds ₹ 0.20 million and in multiples of [●] Equity Shares of ₹ 1 each	Such number of Equity Shares of ₹ 1 each so that the Bid Amount exceeds ₹ 0.20 million and in multiples of [●] Equity Shares of ₹ 1 each	[●] Equity Shares of ₹ 1 each and in multiples of [●] Equity Shares of ₹ 1 each
Maximum Bid	Such number of Equity Shares of ₹ 1 each in multiples of [●] Equity Shares of ₹ 1 each so that the Bid does not exceed the size of the Offer (excluding the Anchor Portion), subject to applicable limits	Such number of Equity Shares of ₹ 1 each in multiples of [●] Equity Shares of ₹ 1 each so that the Bid does not exceed the size of the Offer (excluding the QIB Portion), subject to applicable limits	Such number of Equity Shares of ₹ 1 each in multiples of [●] Equity Shares of ₹ 1 each so that the Bid Amount does not exceed ₹ 0.20 million
Mode of Allotment	Compulsorily in dematerialised form		
Bid Lot	[●] Equity Shares of ₹ 1 each and in multiples of [●] Equity Shares of ₹ 1 each thereafter		
Allotment Lot	[●] Equity Shares of ₹ 1 each and thereafter in multiples of one Equity Share of ₹ 1 each thereafter		
Trading Lot	One Equity Share of ₹ 1 each		
Who can apply ^{(iii)(iv)}	Public financial institutions as specified in Section 2(72) of the Companies Act 2013, scheduled commercial banks, Mutual Funds registered with SEBI, FPIs (other than individuals, corporate bodies and family offices), VCFs, AIFs, state industrial development corporation, insurance company registered with IRDAI, provident fund with minimum corpus of ₹ 250.00 million, pension fund with minimum corpus of ₹ 250.00 million National Investment Fund set up by the Government, insurance funds set up and managed by army, navy or air force of the Union of India, insurance funds set up and managed by the Department of Posts, India and Systemically Important NBFCs.	Resident Indian individuals, Eligible NRIs, HUFs (in the name of karta), companies, corporate bodies, scientific institutions, societies, trusts and FPIs who are individuals, corporate bodies and family offices	Resident Indian individuals, Eligible NRIs and HUFs (in the name of karta)
Mode of Bidding	Only through the ASBA process (except for Anchor Investors).	Only through the ASBA process (including UPI Mechanism for Bids up to ₹ 0.50 million).	Only through the ASBA process (including the UPI Mechanism).
Terms of Payment	In case of Anchor Investors: Full Bid Amount shall be payable by the Anchor Investors at the time of submission of their Bids ^(v) In case of all other Bidders: Full Bid Amount shall be blocked in the bank account of the ASBA Bidder (other than Anchor Investors) that is specified in the ASBA Form at the time of submission of the ASBA Form		

^{*} Assuming full subscription in the Offer.

^A SEBI vide its circular no. SEBI/HO/CFD/DIL2/P/CIR/2022/75 dated May 30, 2022 (to the extent not rescinded by the SEBI ICDR Master Circular in relation to the SEBI ICDR Regulations), has mandated that ASBA applications in public issues shall be processed only after the application monies are blocked in the bank accounts of the investors. Accordingly, Stock Exchanges shall, for all categories of investors viz. QIBs, NRIs and RILs and also for all modes through which the applications are processed, accept the ASBA applications in their electronic book building platform only with a mandatory confirmation on the application monies blocked.

⁽ⁱ⁾ Subject to valid Bids being received at or above the Offer Price. This Offer is made in accordance with the Rule 19(2)(b) of the SCRR and is being made through the Book Building Process, in compliance with Regulation 6(2) of the SEBI ICDR Regulations, wherein not less than 75% of the Offer shall be available for allocation on a proportionate basis to QIBs, provided that our Company in consultation with the Book Running Lead Managers may allocate up to 60% of the QIB Portion to Anchor Investors on a discretionary basis in accordance with the SEBI ICDR Regulations, of subject to there being (i) a maximum of two Anchor Investors, where allocation in the Anchor Investor Portion is up to ₹ 100.00 million, (ii) minimum of two and maximum of 15 Anchor Investors, where the allocation under the Anchor Investor Portion is more than ₹ 100.00 million but up to ₹ 2,500 million under the Anchor Investor Portion, subject to a minimum Allotment of ₹ 50.00 million per Anchor Investor, and (iii) in case of allocation above ₹ 2,500 million under the Anchor Investor Portion, a minimum of five such investors and a maximum of 15 Anchor Investors for allocation up to ₹ 2,500 million, and an additional 15 Anchor Investors for every additional ₹ 2,500 million or part thereof will be permitted, subject to minimum allotment of ₹ 50.00 million per Anchor Investor. An Anchor Investor will make a minimum Bid of such number of Equity Shares of face value ₹ 1 each, that the Bid Amount is at least ₹ 100.00 million. 40% of the Anchor Investor Portion shall be reserved within which: (i) 33.33% of the Anchor Investor Portion shall be reserved for domestic Mutual Funds; and (ii) 6.67% for Life Insurance Companies and Pension Funds, subject to valid Bids being received from domestic Mutual Funds and Life Insurance Companies and Pension Funds at or above the Anchor Investor Allocation Price which one-third shall be reserved for domestic Mutual Funds, subject to valid Bids being received from domestic Mutual Funds at or above the Anchor Investor Allocation Price.

⁽ⁱⁱ⁾ In the event of undersubscription, or non-allotment in the Anchor Investor Portion, the balance Equity Shares shall be added to the Net QIB Portion. Further, 5% of the Net QIB Portion shall be available for allocation on a proportionate basis only to Mutual Funds, and spill-over from the remainder of the Net QIB Portion shall be available for allocation on a proportionate basis to all QIBs (other than Anchor Investors), including Mutual Funds, subject to valid Bids being received at or above the Offer Price. Further, not more than 15% of the Offer shall be available for allocation on a proportionate basis to Non-Institutional Bidders and not more than 10% of the Offer shall be available for allocation to RIBs in accordance with the SEBI ICDR Regulations, subject to valid Bids being received at or above the Offer Price. In the event that a Bid is submitted in joint names, the relevant Bidders should ensure that the depository account is also held in the same joint names and the names are in the same sequence in which they appear in the Bid cum Application Form. The Bid cum Application Form should contain only the name of the first Bidder whose name should also appear as the first holder of the beneficiary account held in joint names. The signature of only such first Bidder would be required in the Bid cum Application Form and such first Bidder would be deemed to have signed on behalf of the joint holders.

⁽ⁱⁱⁱ⁾ Full Bid Amount shall be payable by the Anchor Investors at the time of submission of the Anchor Investor Application Forms provided that any difference between the Anchor Investor Allocation Price and the Anchor Investor Offer Price shall be payable by the Anchor Investor pay-in date as indicated in the Confirmation of Allotment Note ("CAN"). Bids by FPIs with certain structures as described under "Offer Procedure – Bids by FPIs" on page 510 and having the same PAN may be collated and identified as a single Bid in the Bidding process. The Equity Shares Allocated and Allotted to such successful Bidders (with the same PAN) may be proportionately distributed. Bidders will be required to confirm and will be deemed to have represented to our Company, the Promoter Selling Shareholders, the Underwriters, their respective directors, officers, agents, affiliates and representatives that they are eligible under applicable law, rules, regulations, guidelines and approvals to acquire the Equity Shares.

COMMON BID
REVISION FORM

(Please include the QR code to view the RFP and abridged prospectus and price band advertisement)



To,
The Board of Directors
FUSION CX LIMITED

FUSION CX LIMITED - INITIAL PUBLIC OFFER - NR

Registered and Corporate Office: Plot No. Y9, Block EP & GP, Sector-5, Bidhan Nagar, Salt Lake, Kolkata - 700091,
West Bengal, India; Contact Person: Barun Singh, Company Secretary and Compliance Officer; Tel: 033 45086520
E-mail: secretarial@fusioncx.com; Website: www.fusioncx.com; Corporate Identity Number: U72900WB2004PLC097921

100% BOOK BUILT OFFER

ISIN: INE0N2201019

LEI: 984500100A36FC64D973

Bid cum
Application
Form No.

FOR NON-RESIDENT BIDDERS INCLUDING FPIs,
ELIGIBLE NRIs APPLYING ON A REPATRIATION
BASIS, FVCI and REGISTERED BILATERAL AND
MULTILATERAL INSTITUTIONS

MEMBERS OF THE SYNDICATES' STAMP & CODE	SUB-SYNDICATE MEMBERS'/REGISTERED BROKER'S SCSB'S/CDP'S/RTA'S STAMP & CODE	1. NAME & CONTACT DETAILS OF SOLE / FIRST BIDDER
		Mr. /Ms./M/s. _____ Address _____ _____ Email _____ Tel. No. (with STD code) / Mobile _____
SUB-BROKER'S / SUB-AGENT'S STAMP & CODE	SCSB BRANCH STAMP & CODE	2. PAN OF SOLE / FIRST BIDDER

BANK BRANCH SERIAL NO.	SCSB SERIAL NO.	3. BIDDER'S DEPOSITORY ACCOUNT DETAILS ☐ NSDL ☐ CDSL
		For NSDL enter 8 digit DP ID followed by 8 digit Client ID / For CDSL enter 16 digit Client ID

PLEASE CHANGE MY BID

Bid Options	No. of Equity Shares Bid (Bids must be in multiples of Bid Lot as advertised)								Price per Equity Share (₹) / "Cut-off" (Price in multiples of ₹ 1/- only)											
	(In Figures)								(In Figures Only)											
	8	7	6	5	4	3	2	1	Bid Price			Retail Discount			Net Price			"Cut-off" (Please ✓ tick)		
Option 1									3	2	1	3	2	1	3	2	1	☐		
(OR) Option 2																		☐		
(OR) Option 3																		☐		

Bid Options	No. of Equity Shares Bid (Bids must be in multiples of Bid Lot as advertised)								Price per Equity Share (₹) / "Cut-off" (Price in multiples of ₹ 1/- only)											
	(In Figures)								(In Figures Only)											
	8	7	6	5	4	3	2	1	Bid Price			Retail Discount			Net Price			"Cut-off" (Please ✓ tick)		
Option 1									3	2	1	3	2	1	3	2	1	☐		
(OR) Option 2																		☐		
(OR) Option 3																		☐		

6. PAYMENT DETAILS [IN CAPITAL LETTERS]										PAYMENT OPTION : FULL PAYMENT ☒									
Additional Amount Blocked (₹ in figures) _____ (₹ in words) _____																			
ASBA Bank A/c No. _____																			
Bank Name & Branch _____																			
OR																			
UPI ID (Maximum 45 characters) _____																			

I/WE (ON BEHALF OF JOINT BIDDERS, IF ANY) HEREBY CONFIRM THAT I/WE HAVE READ AND UNDERSTOOD THE TERMS AND CONDITIONS OF THIS COMMON BID REVISION FORM, THE ABRIDGED PROSPECTUS AND THE GENERAL INFORMATION DOCUMENT FOR INVESTING IN PUBLIC OFFER ("GID") AND HEREBY AGREE AND CONFIRM THE "BIDDER'S UNDERTAKING" AS GIVEN ALONG WITH THE COMMON BID CUM APPLICATION FORM. I/WE (ON BEHALF OF JOINT BIDDERS, IF ANY) HEREBY CONFIRM THAT I/WE HAVE READ THE INSTRUCTIONS FOR FILLING UP THE COMMON BID REVISION FORM GIVEN OVERLEAF.

7A. SIGNATURE OF SOLE / FIRST BIDDER	7B. SIGNATURE OF ASBA BANK ACCOUNT HOLDER(S) (AS PER BANK RECORDS)	7C. MEMBERS OF THE SYNDICATE'S / SUB-SYNDICATE MEMBER'S / REGISTERED BROKER'S / SCSB'S / CDP'S / RTA'S / AGENT'S STAMP (Acknowledging upload of Bid in Stock Exchanges system)
Date: _____, 2026	I/We authorise the SCSB to do all acts as are necessary to make the application in the Offer. 1) _____ 2) _____ 3) _____	

TEAR HERE

FUSION CX LIMITED BID REVISION FORM - INITIAL PUBLIC OFFER - NR										Acknowledgement Slip for Members of the Syndicate / Sub-Syndicate Member / Registered Broker / SCSB / CDP / RTA / Agents										Bid cum Application Form No.									
DP ID / CL ID										PAN of Sole / First Bidder																			
Additional Amount Blocked (₹ in figures) _____										ASBA Bank A/c No./UPI ID _____										STAMP & SIGNATURE OF SCSB BRANCH / MEMBERS OF THE SYNDICATE / SUB-SYNDICATE MEMBER / REGISTERED BROKER / CDP / RTA / AGENT									
Bank Name & Branch _____																													
Received from Mr./Ms./M/s. _____																													
Telephone / Mobile _____										Email _____																			

TEAR HERE

FUSION CX LIMITED - BID REVISION FORM - INITIAL PUBLIC OFFER - NR										Name of Sole / First Bidder									
Option 1 Option 2 Option 3										Stamp & Signature of Members of the Syndicate / Sub-Syndicate Member / Registered Broker / SCSB / CDP / RTA / Agent									
No. of Equity Shares																			
Bid Price (₹)																			
Additional Amount Blocked (₹ in figures)																			
ASBA Bank A/c No. /UPI ID _____										Bid cum Application Form No.									
Bank Name & Branch _____																			
Important Note: Application made using third party UPI ID or third party ASBA Bank Account are liable to be rejected.																			

Acknowledgement Slip for Bidder