Date: November 13, 2026

National Stock Exchange of India Limited
Listing Department
"Exchange Plaza", C-1, Block G,
Bandra – Kurla Complex,
Bandra (E), Mumbai – 400 051.
Scrip Symbol: FUSIONCX
ISIN: INE0N2201019

BSE Limited
Department of Corporate Services
Floor 25, P. J. Towers, Dalal Street,
Mumbai-400001.
Scrip Code: 544995
ISIN: INE0N2201019

Subject: Disclosure under Regulations 30 and 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("SEBI Listing Regulations") - Outcome of the Board Meeting held on November 13, 2026.

Dear Sir / Madam,

Pursuant to Regulations 30 and 33 read with Part A of Schedule III of the SEBI Listing Regulations, and the SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 ("SEBI Master Circular"), and further to our intimation dated November 09, 2026 under Regulation 29 of the SEBI Listing Regulations, we wish to inform you that the Board of Directors of Fusion CX Limited ("the Company"), at its meeting held today, i.e., **Friday, November 13, 2026**, inter alia, considered and approved the following:

1. **Un-audited Financial Results for the quarter and half-year ended September 30, 2026**

   Based on the recommendation of the Audit Committee, the Board approved the Un-audited Financial Results (Standalone and Consolidated) of the Company for the quarter and half-year ended September 30, 2026, in the format prescribed under Regulation 33 of the SEBI Listing Regulations, a copy of the following is enclosed as **Annexure – A**:

2. **Recommendation of Final Dividend for the Financial Year 2025-26**

   The Board recommended a final dividend of ₹ 0.75 per equity share of face value ₹ 1 each (75%) for the financial year ended March 31, 2026, subject to the approval of the Members at the ensuing Annual General Meeting ("AGM") of the Company. The dividend, if declared, will be paid within 30 days from the date of the AGM.

3. **Record Date**

   Pursuant to Regulation 42 of the SEBI Listing Regulations, the Company has fixed Friday, November 27, 2026, as the Record Date for the purpose of determining the Members entitled to receive the final dividend for the financial year 2025-26, if declared at the ensuing AGM.

4. **Ratification of the Fusion CX Limited – Employee Stock Option Scheme 2023**

   Based on the recommendation of the Nomination and Remuneration Committee, the Board approved and recommended to the Members, for their approval by way of a special resolution, the ratification of the "Fusion CX Limited – Employee Stock Option Scheme 2023", as amended ("ESOP Scheme") in accordance with the Companies Act, 2013 and the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021.

5. **Appointment of Statutory Auditor**

Based on the recommendation of the Audit Committee, the Board approved and recommended to the Members for their approval at the ensuing AGM, the appointment of **M/S Price Waterhouse & Co Chartered Accountants LLP**, Chartered Accountants, as the Statutory Auditor of the Company. The details are provided in **Annexure – B**.

6. **Appointment of Secretarial Auditor:** The Board approved and recommended to the Members for their approval at the ensuing AGM, the appointment of **CS Pravin Kumar Drolia**, Practising Company Secretary, as the Secretarial Auditor of the Company in terms of Regulation 24A of the SEBI Listing Regulations. The details are provided in **Annexure – C**.

7. **Appointment of Additional Directors**

Upon the recommendation of the Nomination and Remuneration Committee, the Board approved the appointment of the following persons as Additional Directors of the Company, with effect from November 13, 2026, and recommended the same to the Members for their approval:

7.1 **Mr. Rakesh Sony (DIN: 00363053)** as an Additional Director in the category of Non-Executive Independent Director. The details are provided in **Annexure – D**.

7.2 **Mr. Narayanan Subramaniam (DIN: 00166621)** as an Additional Director in the category of Non-Executive Independent Director. The details are provided in **Annexure – E**.

7.3 **Mr. Andrew Jay Wilmott (DIN: 12047388)** as an Additional Director in the category of Non-Executive Non-Independent Director. The details are provided in **Annexure – F**.

The appointments are subject to the approval of the Members, as required under Regulation 17(1C) of the SEBI Listing Regulations, at the ensuing AGM.

The Board Meeting commenced at 7.40 P.M. IST and concluded at 9.50 P.M. IST.

This is for your information and records.

Thanking You,

For **FUSION CX LIMITED**

BARUN SINGH

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Date: 2026.11.13 23:46:42 +05'30'

Barun Singh
Company Secretary and Compliance Officer
Membership No.: A32887

Encl: Annexures A to F as above

MSKC & Associates LLP
Chartered Accountants

Infinity Benchmark, Unit 1302
13th Floor, Plot No. G-1, Block – EP & GP
Sector – V, Salt Lake
Kolkata, West Bengal 700 091

Independent Auditor's Review Report on Unaudited Standalone Financial Results of Fusion CX Limited for the quarter and year to date ended September 30, 2026 pursuant to the Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

To The Board of Directors of Fusion CX Limited

1. We have reviewed the accompanying statement of Unaudited Standalone Financial Results of Fusion CX Limited (hereinafter referred to as 'the Company'), for the quarter ended September 30, 2026 and the year-to-date results for the period from April 01, 2026 to September 30, 2026 ('the Statement') attached herewith, being submitted by the Company pursuant to the requirements of Regulation 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('the Regulations').

2. This Statement, which is the responsibility of the Company's Management and has been approved by the Company's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard 34 'Interim Financial Reporting', prescribed under Section 133 of the Companies Act, 2013 ('the Act') read with relevant rules issued thereunder ('Ind AS 34') and other recognised accounting principles generally accepted in India and is in compliance with the Regulations. Our responsibility is to express a conclusion on the Statement based on our review.

3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" issued by the Institute of Chartered Accountants of India. A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing specified under section 143(10) of the Act and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

4. Based on our review conducted as stated in paragraph 3 above, nothing has come to our attention that causes us to believe that the accompanying Statement prepared in accordance with the recognition and measurement principles laid down in Ind AS 34 and other recognised accounting principles generally accepted in India has not disclosed the information required to be disclosed in terms of the Regulations, including the manner in which it is to be disclosed, or that it contains any material misstatement.

5. Attention is drawn to the fact that the Statement includes the results for the quarter ended June 30, 2026 which was a Special Purpose Ind AS Interim Standalone Financial Statement as prepared by the management in accordance with Ind AS 34 "Interim Financial Reporting" and was subject to audit in accordance with SA 800- 'Special Considerations—Audits of Financial Statements Prepared in Accordance with Special Purpose Frameworks' by the statutory auditors for the purpose of Initial Public offer of the Company and on which we had issued our unmodified opinion dated September 14, 2026.

   Our conclusion on the Statement is not modified in respect of this matter.

6. Attention is drawn to the fact that the Statement includes the results for the quarter ended September 30, 2025, represents balancing figures, derived as the difference between the Special Purpose Ind AS Interim Standalone Financial Statement for the six-month period ended September 30, 2025, as prepared by the management in accordance with Ind AS 34 "Interim Financial Reporting" and SA 800- 'Special Considerations—Audits of Financial Statements Prepared in Accordance with Special Purpose Frameworks' for the purpose of Initial Public offer of the Company and on which we had issued our unmodified opinion dated December 18, 2025 and the standalone financial information for the three-months period ended June 30, 2025, which was prepared by the Management and was not subject to review or audit by the statutory auditors or by any other auditor.

   Our conclusion on the Statement is not modified in respect of this matter.

For M S K C & Associates LLP
Chartered Accountants
ICAI Firm Registration Number: 001595S/S000168

Dipak Jaiswal
Digitally signed by Dipak Jaiswal
Date: 2026.11.13 23:22:03 +05'30'

Dipak Jaiswal
Membership No.: 063682
UDIN: 26063682VBYNMI7299

Place: Kolkata
Date: November 13, 2026

Fusion CX Limited (Formerly Fusion CX Private Limited)
Registerd Office : Plot No. Y9, Block EP & GP, Sector V, Bidhan Nagar, Salt Lake, Kolkata, West Bengal, India
CIN No. : U72900WB2004PLC097921
Website : www.fusioncx.com
Statement of unaudited standalone statement of assets and liabilities as at September 30, 2026

(INR Million)

	Particulars	As at 30 September 2026 (Unaudited)	As at 31 March 2026 (Audited)
	ASSETS		
I	**Non-current assets**		
	(a) Property, plant and equipment	227.82	173.80
	(b) Right-of-use assets	118.76	162.59
	(c) Capital work-in-progress	41.34	86.94
	(d) Other intangible assets	37.96	41.47
	(e) Financial assets		
	(i) Investments	183.96	179.18
	(ii) Loans	138.02	80.37
	(iii) Other non-financial assets	358.72	303.73
	(f) Deferred tax asset (net)	88.95	101.59
	(g) Non-current tax assets(net)	83.65	64.11
	(h) Other non-current assets	4.77	10.75
	Total non-current assets (I)	**1,283.95**	**1,204.53**
II	**Current assets**		
	(a) Financial assets		
	(i) Trade receivables	1,541.52	1,191.30
	(ii) Cash and cash equivalents	45.13	2.96
	(iii) Bank balances other than cash and cash equivalent	112.77	139.16
	(iv) Loans	3.06	5.20
	(v) Other financial assets	39.50	135.99
	(b) Other current assets	123.12	113.95
	Total current assets (II)	**1,865.10**	**1,588.56**
	Total Assets (I+II)	**3,149.05**	**2,793.09**
	EQUITY AND LIABILITIES		
III	**Equity**		
	(a) Equity share capital	127.06	126.33
	(b) Other equity	1,071.14	863.64
	Total equity (III)	**1,198.20**	**989.97**
	Liabilities		
IV	**Non-current liabilities**		
	(a) Financial liabilities		
	(i) Borrowings	385.52	260.93
	(ii) Lease liabilities	50.20	87.90
	(b) Provisions	73.03	76.87
	Total non-current liabilities (IV)	**508.75**	**425.70**
V	**Current liabilities**		
	(a) Financial liabilities		
	(i) Borrowings	859.25	745.07
	(ii) Lease liabilities	70.66	74.84
	(iii) Trade payables		
	(A) total outstanding dues of micro enterprises and small enterprises; and	28.47	18.03
	(B) total outstanding dues of creditors other than micro enterprises and small enterprises.	204.71	288.47
	(iv) Other financial liabilities	216.83	214.49
	(b) Other current liabilities	39.71	14.12
	(c) Provisions	22.47	22.40
	Total current liabilities (V)	**1,442.10**	**1,377.42**
	Total liabilities (IV+V)	**1,950.85**	**1,803.12**
	Total Equity and Liabilities (III+IV+ V)	**3,149.05**	**2,793.09**

Fusion CX Limited (Formerly Fusion CX Private Limited)
Registerd Office : Plot No. Y9, Block EP & GP, Sector V, Bidhan Nagar, Salt Lake, Kolkata, West Bengal, India
CIN No. : U72900WB2004PLC097921
Website : www.fusioncx.com
Statement of unaudited standalone financial results for the quarter and half-year ended September 30, 2026

(INR Million)

S. No.	Particulars	Quarter ended			Period Ended		Year Ended
		September 30, 2026	June 30, 2026	September 30, 2025	September 30, 2026	September 30, 2025	March 31, 2026
		(Unaudited)	(Audited) (Refer note 8)	(Unaudited) (Refer note 9)	(Unaudited)	(Audited) (Refer note 7)	(Audited)
I	**Income**						
	(a) Revenue from operations	740.19	686.35	657.90	1,426.54	1,430.79	2,867.59
	(b) Other income	19.02	14.21	12.26	33.23	19.84	40.72
	Total Income (I)	**759.21**	**700.56**	**670.16**	**1,459.77**	**1,450.63**	**2,908.31**
II	**Expenses**						
	(a) Employee benefits expense	503.74	440.87	440.32	944.61	934.42	1,847.50
	(b) Finance cost	29.62	26.33	25.43	55.95	50.06	98.19
	(c) Depreciation and amortization expense	30.31	29.31	34.00	59.62	63.57	125.57
	(d) Other expenses	111.98	120.18	148.44	232.16	334.38	724.70
	Total expenses (II)	**675.65**	**616.69**	**648.19**	**1,292.34**	**1,382.43**	**2,795.96**
III	**Profit before tax (I-II)**	**83.56**	**83.87**	**21.97**	**167.43**	**68.20**	**112.35**
IV	**Tax expenses**						
	(a) Current tax	2.78	0.16	20.82	2.94	20.82	17.64
	(b) Tax pertaining to earlier years	-	0.83	10.08	0.83	10.08	10.09
	(c) Deferred tax	3.21	11.10	(28.87)	14.31	(33.27)	(37.63)
	Total tax expense (IV)	**5.99**	**12.09**	**2.03**	**18.08**	**(2.37)**	**(9.90)**
V	**Profit after tax (III - IV)**	**77.57**	**71.78**	**19.94**	**149.35**	**70.57**	**122.25**
VI	**Other Comprehensive Income**						
	(a) Items that will not be reclassifled to profit or loss (net of tax)	(1.48)	(3.50)	6.10	(4.98)	(6.74)	0.29
	(b) Items that will be reclassified to profit or loss (net of tax)	-	-	-	-	-	-
	Total Other Comprehensive Income (VI)	**(1.48)**	**(3.50)**	**6.10**	**(4.98)**	**(6.74)**	**0.29**
VII	**Total Comprehensive Income for the period (V + VI)**	**76.09**	**68.28**	**26.04**	**144.37**	**63.83**	**122.54**
VIII	**Paid-up Equity Share Capital (Face Value of Re 1 each)**	127.06	126.33	126.01	127.06	126.01	126.33
IX	**Other equity**	-	-	-	-	-	863.64
X	**Earnings per equity share:**						
	(a) Basic [*Not Annualized]	0.61*	0.57*	0.16*	1.18*	0.56*	0.97
	(b) Diluted [*Not Annualized]	0.61*	0.57*	0.16*	1.17*	0.56*	0.96

Fusion CX Limited (Formerly Fusion CX Private Limited)
Registerd Office : Plot No. Y9, Block EP & GP, Sector V, Bidhan Nagar, Salt Lake, Kolkata, West Bengal, India
CIN No. : U72900WB2004PLC097921
Website : www.fusioncx.com
Statement of unaudited standalone cashflow statement for the half-year ended September 30, 2026

(INR Million)

Particulars	As at 30 September 2026 (Unaudited)	As at 30 September 2025 (Audited) (Refer note 7)
Cash flow from operating activities		
Profit before tax	167.43	68.20
Adjustments for:		
Depreciation and amortisation expense	59.62	63.57
Finance costs	55.95	50.06
Interest income on:		
- Bank deposits	(6.06)	(3.40)
- Income tax refund	(0.65)	-
- Security deposit	(3.21)	(2.89)
- Loan to related parties	(2.37)	(2.40)
Corporate guarantee fees	(2.22)	(3.02)
Dividend income	(2.84)	(2.56)
Share based compensation expenses	9.32	13.03
Provision for credit allowances on trade receivables	9.23	2.23
Other receivables written off	1.63	5.20
Liabilities/ provisions no longer required written back	(4.54)	(3.29)
Unrealised foreign exchange loss / (gain) on foreign currency transactions and translation	(6.64)	(3.72)
Operating profit before working capital changes	**274.65**	**181.01**
Changes in operating assets and liabilities		
Adjustments for (increase) / decrease in operating assets		
Trade receivables	(352.81)	129.18
Other financial assets	79.11	(77.87)
Other current assets	(4.55)	(69.19)
Adjustments for increase / (decrease) in operating liabilities		
Trade payables	(68.78)	(50.27)
Other financial liabilities	7.72	(22.75)
Other liabilities	25.59	(36.72)
Provisions	(10.42)	22.96
Cash generated from/ (used in) operations	**(49.49)**	**76.35**
Income tax paid	(22.66)	(17.84)
Net cash flows generated from / (used in) operating activities (A)	**(72.15)**	**58.51**
Cash flows from investing activities		
Purchase of property, plant & equipment and other intangible assets (including intangible assets under development, capital work-in-progress, capital advances and capital creditors)	(30.25)	(65.11)
Acquisition of subsidiaries	(1.98)	-
Fixed deposits with banks (net)	7.61	(35.77)
Loan given (net)	(55.51)	104.99
Dividend received	0.04	0.03
Interest received	5.91	4.84
Net cash flows generated from / (used in) investing activities (B)	**(74.18)**	**8.98**
Cash flow from financing activities		
Proceeds from long-term borrowings	165.19	30.00
Proceeds from issue and allotment of equity shares	44.96	-
Repayment of long-term borrowings	(40.60)	(20.25)
Proceeds from short-term borrowings (net)	114.18	54.20
Payment of lease obligations	(39.94)	(35.01)
Interest paid	(55.29)	(40.29)
Net cash flows generated / (used in) from financing activities (C)	**188.50**	**(11.35)**
Net increase in cash and cash equivalents (A+B+C)	**42.17**	**56.14**
Cash and cash equivalents at the beginning of the period	2.96	11.80
Cash and cash equivalents at the end of the period	**45.13**	**67.94**

Cash and cash equivalents comprises:

Particulars	As at 30 September 2026 (Unaudited)	As at 30 September 2025 (Audited)
Balances with banks		
In current accounts	45.13	67.94
Cash on hand	-	-
Balances as per Statement of Cash Flows	**45.13**	**67.94**

Fusion CX Limited (Formerly Fusion CX Private Limited)
Registerd Office : Plot No. Y9, Block EP & GP, Sector V, Bidhan Nagar, Salt Lake, Kolkata, West Bengal, India
CIN No. : U72900WB2004PLC097921
Website www.fusioncx.com

Notes to unaudited standalone financial results

1. The unaudited standalone financial results for the quarter and half year ended September 30, 2026 ('the financial results') of Fusion CX Limited (Formerly known as Fusion CX Private Limited) ('the Company') have been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard (Ind AS) notified under Section 133 of the Companies Act, 2013, as amended, read with relevant rules thereunder and other accounting principles generally accepted in India and in accordance with Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('the Regulations').

2. These financial results have been reviewed and recommended by the Audit Committee and approved by the Board of Directors in their respective meeting held on November 13, 2026. The statutory auditors have carried out limited review on these financial results and have issued an unmodified conclusion.

3.Subsequent to the quarter ended September 30, 2026, the Company has completed its Initial Public Offering through Fresh Issue of 17,301,038 shares and Offer for Sale of 6,989,618 shares with face value of ₹ 1 per share, at a premium of ₹ 288 per share amounting up to ₹ 7,020 million. The Company got listed with National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) on October 22, 2026.

4.The Company is primarily engaged in technology-enabled customer experience which comprises of Business Process Outsourcing (BPO) and customer service experience and as such there are no separate reportable segments as per Ind AS 108 - Operating Segments.

5. The Company has made an investment of 20,530 USD amounting to INR 1.98 million to acquire Fusion BPO Services Limited(United Kingdom) (its step down subsidiary) from its subsidiary O'currance Inc resulting in making it a direct subsidiary of the Company.

6. During the quarter there was an exercise of 727,871 shares towards exercise of Employee Stock Options of face value of ₹ 1 per share, at a premium of ₹ 59 and ₹ 61 per share for 84,236 shares and 643,635 shares respectively amounting to ₹ 44.96 million out of which, ₹ 0.73 million has been adjusted towards Equity Share Capital and ₹ 44.23 million has been accounted towards Reserves and Surplus.

7.The half year period ended September 30, 2025 was a Special Purpose Ind AS Interim Standalone Financial Statements which was subject to audit in accordance with SA 800- 'Special Considerations—Audits of Financial Statements Prepared in Accordance with Special Purpose Frameworks' by the statutory auditors for inclusion in the Restated Financial Statements to be incorporated in the Red Herring Prospectus (RHP) in connection with the proposed Initial Public Offering (IPO) of the Company.

8.The quarter ended June 30, 2026 was a Special Purpose Ind AS Interim Standalone Financial Statements which was subject to audit in accordance with SA 800- 'Special Considerations—Audits of Financial Statements Prepared in Accordance with Special Purpose Frameworks' by the statutory auditors for inclusion in the Restated Financial Statements to be incorporated in the Red Herring Prospectus (RHP) in connection with the proposed Initial Public Offering (IPO) of the Company.

9. The financial information for the quarter ended September 30, 2025, represents balancing figures, derived as the difference between the audited Special Purpose Ind AS Interim Standalone Financial Statementst for the six-month period ended September 30, 2025, and the financial information for the three-month period ended June 30, 2025, which was prepared by the Management and was not subject to review or audit by the statutory auditors or by any other auditor.

10. These financial results are also available on the Company's website (www.fusioncx. com) and on the stock exchange websites (www.bseindia.com and www.nseinda com).

11. Previous periods /year figures have been regrouped/ rearranged wherever considered neccesary to conform to the current periods/year classification.

For and on behalf of the Board of Directors of
Fusion CX Limited
(Formerly Fusion CX Private Limited;
CIN No. : U72900WB2004PLC097921

Pankaj Dhanuka

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Date: 2026.11.13 23:15:56 +05'30'

Pankaj Dhanuka
Chairman and Managing Director ("CMD")
DIN: 00569195

Place: Atlanta, USA
Date: 13 November 2026

MSKC & Associates LLP
Chartered Accountants

Infinity Benchmark, Unit 1302
13th Floor, Plot No. G-1, Block – EP & GP
Sector – V, Salt Lake
Kolkata, West Bengal 700 091

Independent Auditor's Review Report on Unaudited Consolidated Financial Results of Fusion CX Limited for the quarter and year to date ended September 30, 2026 pursuant to the Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended

To the Board of Directors of Fusion CX Limited

1. We have reviewed the accompanying Statement of unaudited consolidated financial results of Fusion CX Limited (hereinafter referred to as 'the Holding Company'), its subsidiaries, (the Holding Company and its subsidiaries together referred to as the 'Group') and the year to-date results for the period from April 01, 2026 to September 30, 2026 ('the Statement') attached herewith, being submitted by the Holding Company pursuant to the requirements of Regulation 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('the Regulations').

2. This Statement, which is the responsibility of the Holding Company's Management and approved by the Holding Company's Board of Directors, has been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard 34 'Interim Financial Reporting' prescribed under Section 133 of the Companies Act, 2013 ('the Act') read with relevant rules issued thereunder ('Ind AS 34') and other recognised accounting principles generally accepted in India and is in compliance with the Regulations. Our responsibility is to express a conclusion on the Statement based on our review.

3. We conducted our review of the Statement in accordance with the Standard on Review Engagements (SRE) 2410, 'Review of Interim Financial Information Performed by the Independent Auditor of the Entity' issued by the Institute of Chartered Accountants of India. A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing specified under section 143(10) of the Act and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

   We also performed procedures in accordance with the circular issued by the Securities and Exchange Board of India under Regulation 33 (8) of the Regulations, to the extent applicable.

4. This Statement includes the results of the Holding Company and it's subsidiaries as listed in Attachment A.

5. Based on our review conducted and procedures performed as stated in paragraph 3 above, nothing has come to our attention that causes us to believe that the accompanying Statement prepared in accordance with the recognition and measurement principles laid down in Ind AS 34 and other recognised accounting principles generally accepted in India has not disclosed the information required to be disclosed in terms of the Regulations, including the manner in which it is to be disclosed, or that it contains any material misstatement.

6. Attention is drawn to the fact that the Statement includes the results quarter ended June 30, 2026 which was a Special Purpose Ind AS Interim Consolidated Financial Statement as prepared by the management in accordance with Ind AS 34 "Interim Financial Reporting" and was subject to audit in accordance with SA 800- 'Special Considerations—Audits of Financial Statements Prepared in Accordance with Special Purpose Frameworks' by the statutory auditors for the purpose of Initial Public offer of the Holding Company and on which we had issued our unmodified opinion dated September 14, 2026.

   Our conclusion on the Statement is not modified in respect of this matter.

7. Attention is drawn to the fact that the Statement includes the results for the quarter ended September 30, 2025, represents balancing figures, derived as the difference between the Special Purpose Ind AS Interim Consolidated Financial Statement for the six-month period ended September 30, 2025, as prepared by the management in accordance with Ind AS 34 "Interim Financial Reporting" and SA 800- 'Special Considerations—Audits of Financial Statements Prepared in Accordance with Special Purpose Frameworks' for the purpose of Initial Public offer of the Company and on which we had issued our unmodified opinion dated December 18, 2025 and the consolidated financial information for the three-month period ended June 30, 2025, which was prepared by the Management and was not subject to review or audit by the statutory auditors or by any other auditor.

   Our conclusion on the Statement is not modified in respect of this matter.

For M S K C & Associates LLP
Chartered Accountants
ICAI Firm Registration Number: 001595S/S000168

Dipak Jaiswal
Digitally signed by Dipak Jaiswal
Date: 2026.11.13 23:22:46 +05'30'

Dipak Jaiswal
Membership No.: 063682
UDIN: 26063682TMOYTO1874

Place: Kolkata
Date: November 13, 2026

Attachment A: List of Subsidiaries

Sr. No	Name of the Entity	Relationship with the Holding Company
1	O'Currance Inc.	Subsidiary
2	Fusion BPO Services Limited, Canada	Subsidiary
3	Fusion BPO Services Ltd, United Kingdom	Subsidiary
4	Fusion BPO Services S.A. DE C.V	Step-down Subsidiary
5	Fusion BPO Services Phills. Inc.	Step-down Subsidiary
6	Fusion BPO Invest Inc.	Step-down Subsidiary
7	Fusion BPO Services S.A.S	Step-down Subsidiary
8	Fusion BPO, S.de R.L.de C.V.	Step-down Subsidiary
9	Boomsourcing LLC., USA	Step-down Subsidiary
10	Teleserv Asia Solution Inc.,	Step-down Subsidiary
11	Fusion BPO Services Ltd. Jamaica	Step-down Subsidiary
12	Omind Technologies, Inc.	Step-down Subsidiary
13	Omind Technologies Private Limited	Step-down Subsidiary
14	Ameridial Inc.	Step-down Subsidiary
15	Fusion BPO Services SH.P.K	Step-down Subsidiary
16	Fusion BPO Services Morocco (Formerly Finaccess BPO)	Step-down Subsidiary
17	Phoneo SARL	Step-down Subsidiary
18	Mondial Phone SARL	Step-down Subsidiary
19	Parolis SARL	Step-down Subsidiary
20	Parolis SAS	Step-down Subsidiary
21	Paro Services Maroc SARL	Step-down Subsidiary
22	Parolis Maroc Services SARL	Step-down Subsidiary
23	Ready Call Centre Limited	Step-down Subsidiary
24	Omind Technologies Philippines Inc.	Step-down Subsidiary
25	Fusion BPO Services Co. Limited	Step-down Subsidiary
26	Fusion BPO Services SH.P.K	Step-down Subsidiary
27	S4 Communications LLC	Step-down Subsidiary
28	Sequential Technologies, International LLC	Step-down Subsidiary
29	Sequential Technology International India Private Limited.	Step-down Subsidiary
30	Sequential Tech EL Salvador S.A. D.E. C.V	Step-down Subsidiary
31	Sequential Technologies Philippines Private Limited, Inc	Step-down Subsidiary
32	Scribe.ology LLC	Step-down Subsidiary
33	Infinity Outsourcing S.A	Step-down Subsidiary
34	Skycom Latino America S.A DE CV	Step-down Subsidiary
35	Skycom ELS S.A DE CV	Step-down Subsidiary
36	Skycom Healthcare, Inc(United States of America)	Step-down Subsidiary
37	VA Platinum Offshoring Pty Ltd	Step-down Subsidiary
38	VA Platinum Pty Ltd	Step-down Subsidiary
39	VA Platinum Pty Ltd Inc	Step-down Subsidiary
40	Platinum Edge Outsourcing Services Inc	Step-down Subsidiary

Fusion CX Limited (Formerly Fusion CX Private Limited)
Registerd Office : Plot No. Y9, Block EP & GP, Sector V, Bidhan Nagar, Salt Lake, Kolkata, West Bengal, India
CIN No. : U72900WB2004PLC097921
Website : www.fusioncx.com
Statement of unaudited consolidated statement of assets and liabilities as at September 30, 2026

(INR Million)

	Particulars	As at 30 September 2026 (Unaudited)	As at 31 March 2026 (Audited)
	ASSETS		
I	**Non-current assets**		
	(a) Property, plant and equipment	1,008.61	958.01
	(b) Right-of-use assets	1,074.99	1,235.90
	(c) Capital work-in-progress	41.34	86.94
	(d) Goodwill	5,532.06	3,604.38
	(e) Other intangible assets	984.54	1,064.33
	(f) Financial assets		
	(i) Investments	47.15	44.34
	(ii) Loans	41.05	89.81
	(iii) Other non-financial assets	448.72	396.37
	(g) Deferred tax asset (net)	359.06	309.06
	(h) Non-current tax assets(net)	83.43	101.08
	(i) Other non-current assets	13.38	20.41
	Total non-current assets (I)	**9,634.33**	**7,910.63**
II	**Current assets**		
	(a) Financial assets		
	(i) Trade receivables	4,176.87	3,750.57
	(ii) Cash and cash equivalents	585.95	895.59
	(iii) Bank balances other than cash and cash equivalent	112.77	139.16
	(iv) Loans	1,063.61	715.53
	(v) Other financial assets	33.15	117.71
	(b) Current tax assets (net)	-	-
	(c) Other current assets	527.51	484.86
	Total current assets (II)	**6,499.86**	**6,103.42**
	Total assets (I+II)	**16,134.19**	**14,014.05**
	EQUITY AND LIABILITIES		
III	**Equity**		
	(a) Equity share capital	127.06	126.33
	(b) Other equity	6,658.87	5,480.51
	Total equity (III)	**6,785.93**	**5,606.84**
	Liabilities		
IV	**Non-current liabilities**		
	(a) Financial liabilities		
	(i) Borrowings	897.20	797.67
	(ii) Lease liabilities	695.38	900.57
	(iii) Other financial liabilities	225.30	14.50
	(b) Provisions	79.04	82.81
	Total non-current liabilities (IV)	**1,896.92**	**1,795.55**
V	**Current liabilities**		
	(a) Financial liabilities		
	(i) Borrowings	2,175.78	1,870.97
	(ii) Lease liabilities	500.84	455.03
	(iii) Trade payables		
	(A) total outstanding dues of micro enterprises and small enterprises; and	28.47	18.03
	(B) total outstanding dues of creditors other than micro enterprises and small enterprises.	1,387.94	1,744.97
	(iv) Other financial liabilities	1,954.60	1,690.51
	(b) Other current liabilities	1,000.88	557.47
	(c) Provisions	22.81	22.74
	(d) Current tax liabilities (net)	380.02	251.94
	Total current liabilities (V)	7,451.34	**6,611.66**
	Total liabilities (IV+V)	**9,348.26**	**8,407.21**
	Total Equity and Liabilities (III+IV+ V)	**16,134.19**	**14,014.05**

Fusion CX Limited (Formerly Fusion CX Private Limited)
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Website : www.fusioncx.com
Statement of unaudited consolidated financial results for the quarter and half -year ended September 30, 2026

(INR Million)

S. No.	Particulars	Quarter ended			Period Ended		Year Ended
		September 30, 2026	June 30, 2026	September 30, 2025	September 30, 2026	September 30, 2025	March 31, 2026
		(Unaudited)	(Audited) (Refer note 8)	(Unaudited) (Refer note 9)	(Unaudited)	(Audited) (Refer note 7)	(Audited)
I	**Income**						
	(a) Revenue from operations	5,252.86	4,904.84	4,303.22	10,157.70	8,434.19	18,181.38
	(b) Other income	150.39	133.63	59.45	284.02	122.49	336.93
	Total income (I)	**5,403.25**	**5,038.47**	**4,362.67**	**10,441.72**	**8,556.68**	**18,518.31**
II	**Expenses**						
	(a) Employee benefits expense	3,613.84	3,312.24	3,129.80	6,926.08	5,694.61	11,929.80
	(b) Finance cost	97.53	89.90	134.49	187.43	238.22	454.71
	(c) Depreciation and amortization	244.03	232.81	212.04	476.84	458.75	950.99
	(d) Other expenses	812.92	775.37	385.39	1,588.29	1,352.38	3,289.80
	Total expenses (II)	**4,768.32**	**4,410.32**	**3,861.72**	**9,178.64**	**7,743.96**	**16,625.30**
III	**Profit before tax (I-II)**	**634.93**	**628.15**	**500.95**	**1,263.08**	**812.72**	**1,893.01**
IV	**Tax expenses**						
	(a) Current tax	87.71	71.79	54.62	159.50	88.61	217.06
	(b) 'Tax pertaining to earlier years	1.85	0.82	10.03	2.67	10.03	10.23
	(c) Deferred tax	(40.96)	(0.62)	(10.36)	(41.58)	(16.80)	(22.45)
	Total tax expense (IV)	**48.60**	**71.99**	**54.29**	**120.59**	**81.84**	**204.84**
V	**Profit after tax (III - IV)**	**586.33**	**556.16**	**446.66**	**1,142.49**	**730.88**	**1,688.17**
VI	**Other Comprehensive Income**						
	(a) Items that will not be reclassifled to profit or loss (net of taxes)	(1.48)	(3.09)	6.43	(4.57)	(6.53)	0.58
	(b) Items that will be reclassified to profit or loss (net of taxes)	(52.59)	29.91	7.19	(22.68)	42.62	292.85
	Total Other Comprehensive Income	**(54.07)**	**26.82**	**13.62**	**(27.25)**	**36.09**	**293.43**
VII	**Total Comprehensive Income for the**	**532.26**	**582.98**	**460.28**	**1,115.24**	**766.97**	**1,981.60**
VIII	**Paid-up Equity Share Capital (Face Value of Re 1 each)**	127.06	126.33	126.01	127.06	126.01	126.33
IX	**Other equity**	-	-	-	-	-	5,480.51
X	**Earnings per equity share:**						
	(a) Basic [Not Annualized]*	4.64*	4.40*	3.54*	9.04*	5.80*	13.39
	(b) Diluted [Not Annualized]*	4.60*	4.38*	3.52*	8.96*	5.75*	13.33

Fusion CX Limited (Formerly Fusion CX Private Limited)
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Website : www.fusioncx.com
Statement of unaudited consolidated cashflow statement for the half-year ended September 30, 2026

(INR Million)

Particulars	As at 30 September 2026 (Unaudited)	As at 30 September 2025 (Audited) (Refer note 7)
Cash flow from operating activities		
Profit before tax	1,263.08	812.72
Adjustments for:		
Depreciation and amortisation expense	476.84	458.75
Finance costs	187.43	238.22
Interest income on:		
- Bank deposits	(7.60)	(5.01)
- Income tax refund	(0.65)	(7.70)
- Security deposit	(5.07)	(5.61)
- Loan to related parties	(32.65)	(2.43)
Dividend income	(2.84)	(2.56)
Share based compensation expenses	18.89	28.90
Gain on sale of property, plant and equipment	(0.01)	(1.76)
Provision for credit allowances on trade receivables	90.08	47.69
Bad debts written off	-	23.07
Other receivables written off	5.39	18.24
Liabilities/ provisions no longer required written back	(90.76)	(9.07)
Unrealised foreign exchange gain on foreign currency transactions and translation	(281.09)	(64.61)
Operating profit before working capital changes	**1,621.04**	**1,528.84**
Changes in operating assets and liabilities		
Adjustments for (increase) / decrease in operating assets		
Trade receivables	(280.01)	(256.76)
Other financial assets	324.42	87.58
Other current assets	(153.39)	(148.03)
Adjustments for increase / (decrease) in operating liabilities		
Trade payables	(264.97)	(65.62)
Other financial liabilities	2.06	80.82
Other liabilities	123.15	(205.98)
Provisions	(22.72)	(6.14)
Cash generated from operations	**1,349.58**	**1,014.71**
Income tax paid	(20.15)	(114.69)
Net cash generated from operating activities (A)	**1,329.43**	**900.02**
Cash flows from investing activities		
Purchase of property, plant & equipment and other intangible assets (including intangible assets under development, capital work-in-progress, capital advances and capital creditors)	(110.66)	(170.19)
Proceeds from sale of property, plant and equipment	1.11	52.48
Acquisition of subsidiaries	(1,275.64)	(25.64)
Fixed deposits with banks (net)	7.64	(35.97)
Loan given (net)	(299.60)	(25.21)
Dividend received	0.03	0.03
Interest received	37.05	6.48
Net cash flows used in investing activities (B)	**(1,640.07)**	**(198.02)**
Cash flow from financing activities		
Proceeds from long-term borrowings	165.19	30.00
Proceeds from issue and allotment of equity shares	44.96	-
Repayment of long-term borrowings	(66.67)	(90.15)
Proceeds from issue of preference shares	1.01	-
Proceeds from short-term borrowings (net)	304.81	-
Repayment of short-term borrowings	-	(229.45)
Payment of lease obligations	(499.18)	(174.56)
Interest paid	(186.80)	(246.43)
Net cash flows used in financing activities (C)	**(236.68)**	**(710.59)**
Net decrease in cash and cash equivalents (A+B+C)	(547.32)	(8.59)
Cash and cash equivalents at the beginning of the period	895.59	386.12
Effect of exchange rate changes on cash and cash equivalents	(7.14)	-
Cash and cash equivalents from acquisition of subsidiaries	248.97	87.92
Less: adjustment on account of initial application of IND AS 109 amendment as on April 01, 2026	(4.15)	-
Cash and cash equivalents at the end of the period	**585.95**	**465.45**

Fusion CX Limited (Formerly Fusion CX Private Limited)
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CIN No. : U72900WB2004PLC097921
Website : www.fusioncx.com

Cash and cash equivalents comprises: *(INR Million)*

Particulars	As at 30 September 2026 (Unaudited)	As at 30 September 2025 (Audited) (Refer Note 7)
Balances with banks		
In current accounts	584.62	464.23
Cash on hand	1.33	1.22
Balances as per Statement of Cash Flows	**585.95**	**465.45**

Notes to Unaudited consolidated financial results

1. The unaudited consolidated financial results for the quarter and half year ended September 30, 2026 ('the financial results') of Fusion CX Limited (Formerly known as Fusion CX Private Limited) ('the Company') have been prepared in accordance with the recognition and measurement principles laid down in Indian Accounting Standard (Ind AS) notified under Section 133 of the Companies Act, 2013, as amended, read with relevant rules thereunder and other accounting principles generally accepted in India and in accordance with Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ('the Regulations').

2. These financial results have been reviewed and recommended by the Audit Committee and approved by the Board of Directors in their respective meeting held on November 13, 2026. The statutory auditors have carried out limited review on these financial results and have issued an unmodified conclusion.

3. Subsequent to the quarter ended September 30, 2026, the Holding Company has completed its Initial Public Offering through Fresh Issue of 17,301,038 shares and Offer for Sale of 6,989,618 shares with face value of ₹ 1 per share, at a premium of ₹ 288 per share amounting up to ₹ 7,020.00 million. The Company got listed with National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) on October 22, 2026.

4. The Group is primarily engaged in technology-enabled customer experience which comprises of Business Process Outsourcing (BPO) and customer service experience and as such there are no separate reportable segments as per Ind AS 108 - Operating Segments.

5. The Holding Company has made an investment of USD 20,530 amounting to INR 1.98 million to acquire Fusion BPO Services Limited(United Kingdom) (its step down subsidiary) from its subsidiary O'currance Inc resulting in making it a direct subsidiary of the Company.

6. During the quarter, there was an exercise of 727,871 shares towards exercise of Employee Stock Options of face value of ₹ 1 per share, at a premium of ₹ 59 and ₹ 61 per share for 84,236 shares and 643,635 shares respectively amounting to ₹ 44.96 million out of which, ₹ 0.73 million has been adjusted towards Equity Share Capital and ₹ 44.23 million has been accounted towards Reserves and Surplus.

7.The half year period ended September 30, 2025 was a Special Purpose Ind AS Interim Consolidated Financial Statements which was subject to audit in accordance with SA 800- 'Special Considerations—Audits of Financial Statements Prepared in Accordance with Special Purpose Frameworks' by the statutory auditors for inclusion in the Restated Financial Statements to be incorporated in the Red Herring Prospectus (RHP) in connection with the proposed Initial Public Offering (IPO) of the Holding Company.

8.The quarter ended June 30, 2026 was a Special Purpose Ind AS Interim Consolidated Financial Statements which was subject to audit in accordance with SA 800- 'Special Considerations—Audits of Financial Statements Prepared in Accordance with Special Purpose Frameworks' by the statutory auditors for inclusion in the Restated Financial Statements to be incorporated in the Red Herring Prospectus (RHP) in connection with the proposed Initial Public Offering (IPO) of the Holding Company.

9. The financial information for the quarter ended September 30, 2025, represents balancing figures, derived as the difference between the audited Special Purpose Ind AS Interim Consolidated Financial Statements for the six-month period ended September 30, 2025, and the financial information for the three-month period ended June 30, 2025, which was prepared by the Management and was not subject to review or audit by the statutory auditors or by any other auditor.

10. During the quarter ended September 30, 2026 the Group has acquired VA Platinum, an Australian offshore staffing and managed workforce solutions provider with an agreement dated August 16, 2026 for a consideration of USD 19.11million, amounting to INR 1,822.33 Million. The transaction has resulted in a goodwill recognition of INR 1,862.02 million.

11. Subsequent to the quarter ended September 30, 2026, Fusion BPO Services Limited, a wholly owned UK-based subsidiary of Fusion CX Limited, has acquired 100% shareholding and voting control of three German companies registered in Kleve, Germany, namely Impacx Solutions GmbH, Tel-Inform Solutions GmbH and Impacx Services GmbH vide a Share Purchase Agreement (SPA) dated November 12, 2026.The acquisition is expected to be completed by November 30, 2026. The base purchase consideration is agreed as EUR 2 million (INR 208.30 million) along with maximum contingent consideration based on earn -out performance capped at EUR 1.20 million (INR 124.80 million). The said companies operate in the BPO and customer-contact/call-centre services industry.

12. These financial results are also available on the Company's website (www.fusioncx. com) and on the stock exchange websites (www.bseindia.com and www.nseinda com).

13. Previous periods/year figures have been regrouped/ rearranged wherever considered neccesary to conform to the current periods/year classification.

For and on behalf of the Board of Directors of
Fusion CX Limited (Formerly Fusion CX Private Limited)
CIN No. : U72900WB2004PLC097921

Pankaj Dhanuka Digitally signed by Pankaj Dhanuka Date: 2026.11.13 23:17:03 +05'30'

Pankaj Dhanuka
Chairman and Managing Director ("CMD")
DIN: 00569195

Place: Atlanta, USA
Date: 13 November 2026

ANNEXURE – B

APPOINTMENT OF STATUTORY AUDITOR

Details under Regulation 30 read with Paragraph 7 of Part A of Schedule III of the SEBI Listing Regulations

S. No.	Particulars	Details
1	Name of the Statutory Auditor	M/s Price Waterhouse & Co Chartered Accountants LLP
2	Reason for change	End of tenure of the existing Statutory Auditor and appointment of Statutory Auditor, as recommended by the Audit Committee
3	Date of appointment and term	For a term of five (5) consecutive years, i.e., effective from the financial year 2026-27 to the financial year 2030-31, from the conclusion of the 23rd AGM till the conclusion of the 28th AGM, subject to the approval of the Members at the ensuing AGM. The remuneration of the Statutory Auditors has been/shall be recommended by the audit committee and decided by the Board of Directors from time to time
4	Brief profile	Price Waterhouse & Co Chartered Accountants LLP, having a Firm Registration No. 304026E/E300009, is a firm of Chartered Accountants registered with the Institute of Chartered Accountants of India. The Firm was established in the year 1991 and was converted into a limited liability partnership in the year 2014. The registered office of the Firm is at Plot No. 56 & 57, Block DN, Sector V, Salt Lake, Kolkata - 700 091 and has seventeen (17) branch offices in various cities in India. The Firm is primarily engaged in providing assurance and auditing services to its clients and is a member firm of Price Waterhouse & Affiliates, a network of firms registered with the Institute of Chartered Accountants of India having Network Registration No. NRN/E/14. Price Waterhouse & Affiliates is a network of separate, distinct and independent Indian Chartered Accountant firms, each of which is registered with the Institute of Chartered Accountants of India. The Firm has more than 120 Assurance Partners as of April 1, 2026. It has a valid peer review certificate and audits various companies listed on stock exchanges in India.
5	Disclosure of relationships between directors	No Relation

ANNEXURE – C

APPOINTMENT OF SECRETARIAL AUDITOR

Details under Regulation 30 read with Regulation 24A of the SEBI Listing Regulations

S. No.	Particulars	Details
1	Name of the Secretarial Auditor	CS Pravin Kumar Drolia, Practising Company Secretary (Membership No. F2366; Certificate of Practice No. 1362)
2	Reason for change	Appointment of Secretarial Auditor, as recommended by the Audit Committee, in terms of Section 204 of the Companies Act, 2013 and Regulation 24A of the SEBI Listing Regulations
3	Date of appointment and term	Appointed with effect from November 13, 2026, for a term of five (5) consecutive financial years from 2026-27 to 2030-31, subject to the approval of the Members at the ensuing AGM. The remuneration of the Secretarial Auditor has been/shall be decided by the Board of Directors from time to time
4	Brief profile	Practicing as Company Secretary on full-time basis since last 25 years having vast knowledge of Company Law matters as well as filing of various ROC forms and appearance before ROC and RD.
5	Disclosure of relationships between directors	No Relation

ANNEXURE – D

APPOINTMENT OF MR. RAKESH SONY AS ADDITIONAL DIRECTOR

Details under Regulation 30 read with Paragraph 7 of Part A of Schedule III of the SEBI Listing Regulations and the SEBI Master Circular

S. No.	Particulars	Details
1	Name of the Director	Mr. Rakesh Sony (DIN: 00363053)
2	Reason for change	Appointment as an Additional Director in the category of Non-Executive Independent Director, as recommended by the Nomination and Remuneration Committee
3	Date of appointment and term	Appointed with effect from November 13, 2026, for a term of five (5) consecutive years, i.e., from November 13, 2026 to November 12, 2031 (both days inclusive), not liable to retire by rotation. The appointment is subject to the approval of the Members by way of a special resolution. The standard appointment letter for Independent Directors are available at the website of the Company i.e. https://www.fusioncx.com/investor-relations/
4	Brief profile	Over 25 years of experience spanning investment banking, private equity, global fund management and corporate leadership, across the media, digital, FMCG and corporate finance sectors. Mr. Rakesh Sony began his career as an investment banker in Calcutta, helping mid-sized companies raise capital from the capital markets and financial institutions. In 2008, he moved to Mumbai as a founding partner of Motilal Oswal Private Equity, where, over eight years, he led investments in more than 15 companies and helped several of them grow into leaders in their industries — a run that saw the fund recognized as India's best mid-market private equity fund in 2012. He then joined Proterra Investment Partners, a global food- and agriculture-focused private equity fund, as its India Partner, investing in food businesses across India and Asia. From 2017 to 2021, Rakesh served as Head of Strategy, M&A and Investor Relations at Tata Consumer Products, the Tata Group's leading FMCG company. In 2021, he joined The Times of India Group as Corporate Head of Strategy, Investments, M&A and Transformation, where he is responsible for the group's reorganization and its transformation into a formidable media conglomerate. He also leads the Family Office of BCCL's shareholders and serves on the boards of Times Internet and Bennett Property Ltd.. He is currently the Group Corporate Director at The Times Group, the leading media and digital platform in India.
5	Disclosure of relationships between directors	No Relation

S. No.	Particulars	Details
6	Information as required pursuant to BSE Circular No. LIST/COMP/14/2018-19 and NSE Circular No. NSE/CML/2018/24 dated June 20, 2018	Mr. Rakesh Sony is not debarred from holding the office of Director by virtue of any order of SEBI or any other such authority.

ANNEXURE – E

APPOINTMENT OF MR. NARAYANAN SUBRAMANIAM AS ADDITIONAL DIRECTOR

Details under Regulation 30 read with Paragraph 7 of Part A of Schedule III of the SEBI Listing Regulations and the SEBI Master Circular

S. No.	Particulars	Details
1	Name of the Director	Mr. Narayanan Subramaniam (DIN: 00166621)
2	Reason for change	Appointment as an Additional Director in the category of Non-Executive Independent Director, as recommended by the Nomination and Remuneration Committee
3	Date of appointment and term	Appointed with effect from November 13, 2026, for a term of five (5) consecutive years, i.e., from November 13, 2026 to November 12, 2031 (both days inclusive), not liable to retire by rotation. The appointment is subject to the approval of the Members by way of a special resolution. The standard appointment letter for Independent Directors are available at the website of the Company i.e. https://www.fusioncx.com/investor-relations/
4	Brief profile	Mr. Narayanan Subramaniam is a seasoned investment professional and one of the pioneers of private equity in India, with more than three decades of experience in private equity, investment management, banking, accounting, finance, risk management, governance, compliance and strategy. He holds a B.Sc. from the University of Madras and a PGDM from the Indian Institute of Management, Ahmedabad, and is a Chartered Accountant, Company Secretary and Cost Accountant by profession. He is the former CEO of First India Asset Management Company and a former treasury professional with Bank of America and Abu Dhabi Commercial Bank. He is the Founding Chairman of the Venture Capital Association of India (VCAI).
5	Disclosure of relationships between directors	No Relation
6	Information as required pursuant to BSE Circular No. LIST/COMP/14/2018-19 and NSE Circular No. NSE/CML/2018/24 dated June 20, 2018	Mr. Narayanan Subramaniam is not debarred from holding the office of Director by virtue of any order of SEBI or any other such authority.

ANNEXURE – F

APPOINTMENT OF MR. ANDREW JAY WILMOTT AS ADDITIONAL DIRECTOR

Details under Regulation 30 read with Paragraph 7 of Part A of Schedule III of the SEBI Listing Regulations and the SEBI Master Circular

S. No.	Particulars	Details
1	Name of the Director	Mr. Andrew Jay Wilmott (DIN: 12047388)
2	Reason for change	Appointment as an Additional Director in the category of Non-Executive Non-Independent Director, as recommended by the Nomination and Remuneration Committee.
3	Date of appointment and term	Appointed with effect from November 13, 2026, with fixed term and liable to retire by rotation. The appointment is subject to the approval of the Members by way of an ordinary resolution. The standard appointment letter for Non-Executive Non-Independent Directors are available at the website of the Company i.e. https://www.fusioncx.com/investor-relations/
4	Brief profile	Andrew Jay Wilmott is the President – Telecom and Utilities, and Healthcare of the Fusion CX Group (through its subsidiary company). He holds a bachelor's degree in arts from the University of Victoria, Canada, and a certificate in application and management of information technology from the University of Victoria, Canada. He was previously associated with Sequential Technology International, LLC. He has over 23 years of work experience. He has been associated with our Company since November 28, 2022, and oversees strategic growth, client engagement, and delivery operations.
5	Disclosure of relationships between directors	No Relation
6	Information as required pursuant to BSE Circular No. LIST/COMP/14/2018-19 and NSE Circular No. NSE/CML/2018/24 dated June 20, 2018	Mr. Andrew Jay Wilmott is not debarred from holding the office of Director by virtue of any order of SEBI or any other such authority.