Date: November 14, 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: Earnings Conference Call – Presentation for Q2 & H1 FY 2026-27 under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Dear Sir/Madam,

This is further to our announcement dated November 10, 2026 on the Earnings Conference call to be held on November 16, 2026 please find enclosed herewith the presentation for the aforesaid call.

The same will also be uploaded on the website of the Company at www.fusioncx.com.

This is for your information and records.

Thanking You,

For FUSION CX LIMITED

BARUN SINGH
Digitally signed by BARUN SINGH
Date: 2026.11.15 00:43:29 +05'30'

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

FUSION
POWER OF HUMAN CONNECT

INVESTOR PRESENTATION · Q2 and H1FY27

AI-First CX And Beyond

CX Transformation. AI Data Infrastructure. Global Delivery.

NSE: FUSIONCX · BSE: 544995 · Listed 22 October 2026



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Safe Harbor

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Who We are; What We Do.

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Fusion CX at a glance

*As on Date

22	14	42	15K+	28	750+
Years in business	Countries	Delivery locations	Employee workforce	Languages Served	Clients served

Catering to global marquee clientele

Ameriflex · Park West · TELAID · Insurance Express · Leonardo Hotels · Sentry Credit, Inc. · K2 Claims Services · CallCore Media · Arvind Fashions · Traya. · meesho · Coastline Products · AJIO

Also serving:

Telecom: Fortune 50 carrier · top-5 cable operator

BFSI: Global collections agency · specialty insurer

Healthcare: Medicare Advantage plan · scribe firm

Travel & tech: Theme park operator · AI retail tech

Retail: Heritage apparel brand · DTC home brand

AI & data: Global AI leader · robotics · autonomous delivery · wildfire AI · proctoring

Portfolio of renowned CXM brands

Fusion · skycom · annotera · RCC BPO · BOOMSOURCING · omind · Ameridial · Sequential Tech · ServeRetail · roborax · VAP · SupportSAVE

AI Solutions Embedded in CX Services

- **AI QMS:** quality scoring on up to 100% of calls
- **Sayin.AI:** voice agents and chatbots
- **TrainX:** simulated, AI-led agent training
- **Accent Harmonizer:** real-time accent clarity
- **MindWorkplace:** agent productivity and WFM
- **Arya:** AI assistant on live conversations

Latest awards and recognition

US CX Awards 2026: Gold, Best B2B CX · Best Use of AI

International CX Awards 2026: Gold, Best Use of AI

Frost & Sullivan 2026: NA Customer Value Leadership

Everest PEAK Matrix® 2026: Major Contender, Americas

ET Enterprise AI 2026: Best Data Labeling (Annotera)

ET Making AI Work 2025: AI for Customer Engagement

Stevie® Awards 2025: Bronze, CS Team of the Year

Certified: ISO 27001 · SOC 2 · PCI DSS · HIPAA · HITRUST i1 · MBE (US)

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WHAT WE DO

AI-first omnichannel CX services

Domain-specific CX for seven industries, across eight service lines, each run on our in-house AI

Telecom | BFSI | Healthcare | Retail | Travel | Technology | AI & Data

Customer Acquisition

- **Lead generation:** qualification, nurturing, digital marketing
- Inbound/outbound sales
- Cross-selling/upselling

Customer Service

- **Outbound:** resolution, callbacks
- **Inbound:** support, complaints, escalation
- **General queries:** schedules, product and service info

Order Fulfillment

- **Orders:** entry, processing, amendments, tracking
- **Post-order:** activation, returns, refunds, claims, billing queries

Payment Collections

- **Early-stage:** channel identification, loyalty maintenance
- Debt resolution
- **Omnichannel first-party collections**

Customer Retention

- **Proactive outreach** and re-engagement
- **Loyalty programs:** renewals and promotions
- **Feedback** surveys and complaints

Tech Support

- **Product, app and hardware:** set-up, L1/L2 and life-cycle support
- **Warranty** and post-warranty support

HighTech Support

- **Seller support:** onboarding, upsell, cross-sell
- **Content:** tagging, moderation, campaigns
- **Technical support services**

AI Data Solutions

- **Annotation:** text, image, audio, video, LLM, 3D
- **Robot training:** motion capture, teleoperation
- Via Annotera.ai and Roborax.Ai

AI every service line built into

AI QMS 100% QA scoring	**Sayin.AI** Voice & chat agents	**TrainX** AI agent training	**Accent Harmonizer** Live accent clarity	**MindWorkplace** Productivity & WFM	**Arya** Live agent assist

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H1 FY27 performance vs. FY26

Five core KPIs | INR Mn except ROCE and ROE

PERIOD	Revenue	EBITDA	PAT	ROCE (1)	ROE (1)
Q2 FY27 Quarter	INR 5,253 Mn	INR 976 Mn	INR 586 Mn	38.6% Adjusted ROCE (2) 88.7%	36.1%
H1 FY27 Six months	INR 10,158 Mn	INR 1,927 Mn	INR 1,142 Mn	40.1% Adjusted ROCE (2) 92.3%	36.9%
FY26 Full Year	INR 18,181 Mn	INR 3,299 Mn	INR 1,688 Mn	42.2% Adjusted ROCE (2) 83.3%	36.7%

H1 FY27 delivered **56%** of FY26 revenue | **67%** of FY26 PAT

1) Q2 and H1FY27 figures are annualized and calculated on the average denominator.
2) Adjusted ROCE excludes goodwill and intangibles

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Experienced promoters and management team



Pankaj Dhanuka
Managing Director & CEO



Kishore Saraogi
Managing Director & COO



Ritesh Chakraborty
Chief Service Officer



Andrew Jay Wilmott
President – Telecom & Utilities and Healthcare



Amit Soni
CFO



Manish Jain
Chief Marketing and Sales Officer



Bradley Tyler Call
VP – BFSI, Boomsourcing and Retail



Neha Kallani
Chief of M&A and Strategy



Suresh Sampath
Vice President – Retail, Tech and Travel



Keir Lovell
Senior Director, Client Services - Retail, Tech and Travel



Barbara Atillo
Senior Director - AI Data Infrastructure



Joanna Walter
Vice President – Healthcare



Oindrila Banerjee
Vice President, Human Resources



Barun Singh
Company Secretary and Compliance Officer

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A diverse Board with deep domain expertise



Pankaj Dhanuka
Chairman, Managing Director & CEO



Kishore Saraogi
Managing Director & COO



Ritesh Chakraborty
Non-Executive Non-Independent Director



Bradley Tyler Call
Non-Executive Non-Independent Director



Andrew Jay Wilmott
Non-Executive Non-Independent Director



Saagarika Ghoshal
Independent Director



Kashi Prasad Khandelwal
Independent Director



Sanjay Banka
Independent Director



Michael Daniel Lamm
Independent Director



Rakesh Sony
Independent Director



Subramaniam
Independent Director

BOARD COMPOSITION

11 directors

6 Independent (55%)

3 Non-Executive Non-Independent

2 Executive

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Why Fusion CX?

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Why Fusion CX

Four compounding advantages create a differentiated AI-first CX delivery engine.

01

Domain-Specific AI-First CX Delivery at Scale

42

DELIVERY CENTERS

14 countries · 28 languages
750+ clients · 22 Fortune 1000
6 AI platforms embedded in CX Delivery

02

Organic Growth

12.7%

ORGANIC GROWTH · H1FY27

62%

ACV CAGR · FY24–26

Organic growth added INR 1,599 Mn in FY26.

03

Capability & Scale Augmentation

7.7%

INORGANIC GROWTH · H1FY27

17

ACQUISITIONS

Expanded capabilities, markets and delivery scale.

04

AI Data Infrastructure

2 Brands

annotera — An Omind.AI Portfolio Brand
roborax — An Omind.AI Portfolio Brand

Annotera and Roborax serve digital and physical AI workflows.

24

CUSTOMERS CURRENTLY SUPPORTED

Expanding data collection, multilingual delivery and teleoperations capabilities

Scale + domain depth + AI platforms form the core delivery advantage; growth and acquisitions extend it.

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Global delivery; Multichannel support

42 Delivery centers | **14** Countries | **28** Languages supported | **2** Sales offices

HQs: Norcross, GA | Kolkata

AMERICAS

United States
Norcross, GA (HQ) · Spindale, NC · Boca Raton, FL · Lehi, UT · Houston, TX

Canada
Saint Laurent (Montreal), Quebec

Jamaica
Kingston (2)

Belize
Belize City (2) · Orange Walk · San Ignacio (2)

El Salvador
San Salvador (3) · Antiguo Cuscatlán (2)

Colombia
Medellín, Antioquia (2)



ASIA-PACIFIC

India
Kolkata (HQ) · Howrah · Durgapur · Kalyani · Siliguri (West Bengal) · Gurugram · Mohali · Bengaluru · Navi Mumbai

Philippines
Metro Manila (2) · Cebu (2) · Silang, Cavite · Legazpi, Albay · Davao

Australia
Melbourne (sales office)

EUROPE & AFRICA

Morocco
Casablanca (2)

Albania
Tirana

Kosovo
Prishtina

United Kingdom
Reading (sales office)

Germany
Kleve · Krefeld

BY DELIVERY LOCATION, Q2FY27



BY CUSTOMER GEOGRAPHY, Q2FY27



Numbers in brackets show centers where a city has more than one | Data provided is as on date, unless specified

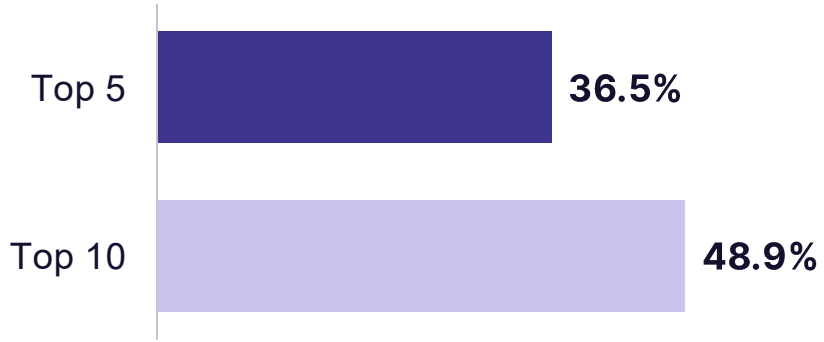
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Five verticals; Decade+ client relationships

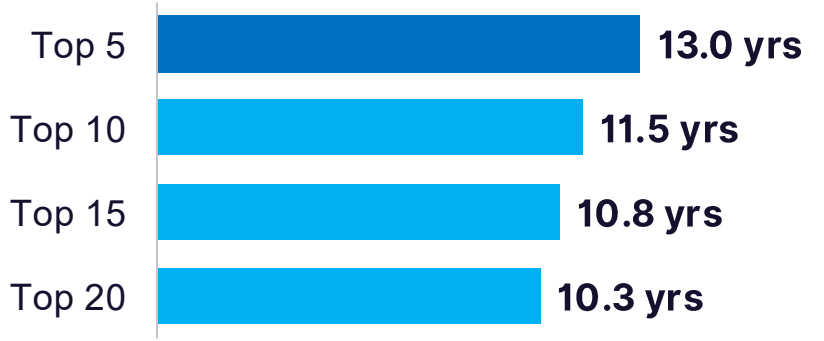
Services by industry share of Q2FY27 revenue

39.2% **Telecom & utilities**	Sales · Onboarding · Order processing · Billing · Collections · Technical assistance · Field services · Complaint resolution · Activation-driven marketing
18.2% **BFSI**	Card servicing · Mortgage and retail banking operations · Capital markets outreach · Insurance support · First-party, third-party and commercial collections
16.1% **High-tech, travel & other**	Multilingual, multichannel CX and technical support · AI operations · Booking assistance, disruption handling, upselling and loyalty service
14.5% **Healthcare**	Front-office and revenue cycle support · Member and claims assistance · Prescription and EHR coordination · Wellness coaching · Onboarding and warranty support
12.0% **Retail**	Order management · Product inquiries · Delivery support · Returns · Upselling · Complaint resolution · Scheduling across voice, chat, email and social

Revenue share of top clients, Q2FY27



Average relationship length, years, FY 26



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CX Tools are embedded in Delivery in each client process

OMIND PLATFORMS AND ADOPTION

Accent Harmonizer
Real-time accent harmonization for clearer live calls

75% of Fusion workforce

AI QMS
Automated quality scoring of up to 100% of interactions

200+ client processes

Sayin.AI (MindVoice)
Voice agents and chatbots that handle routine calls and chats

5 languages supported

MindWorkplace
Workplace platform for agent productivity and workforce management

100% of Fusion workforce

Arya
AI assistant for agents on live conversations

Unifying capabilities across tools

TrainX
Simulated, AI-led training for new and existing agents

100% of onshore programs

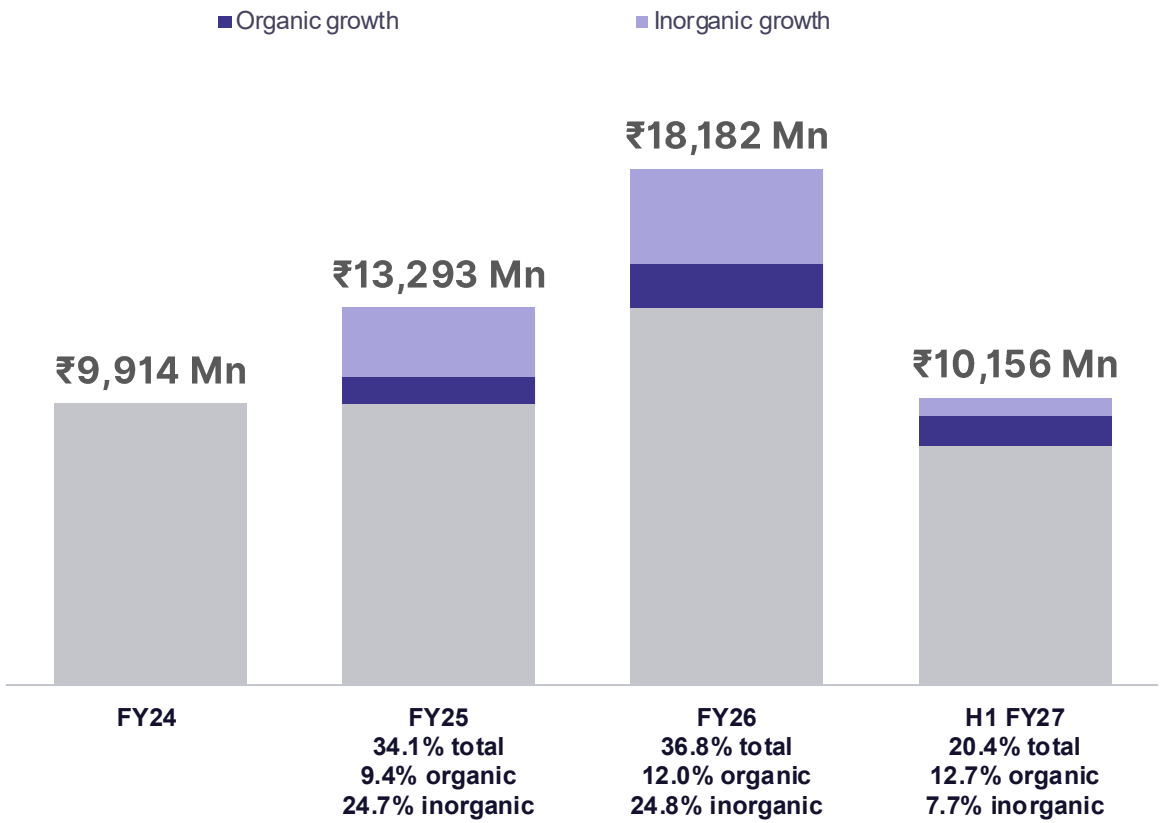
AI Data Infrastructure Platform
Platform for AI training-data delivery through Annotera and Roborax

Launch planned mid-Q3

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35% revenue CAGR over FY24–26.

Revenue by source, INR Mn



Nearshore and onshore

Demand for nearshore and onshore contact centers is accelerating

Health plan, AI data and telecom

Traction is strongest in the health plan business, AI data (AIDI) and telecom; BFSI, Retail, and HTT moving along well.

Acquisitions

Acquired entities will add to inorganic growth in H2 FY27

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Stellar acquisition record; Latest foray into Germany

We buy businesses that add capability in customer acquisition, onboarding, order fulfillment, KYC, fraud prevention and tech support.

2026 — impacx

Entry into Germany with experienced German CX boutique

- ~250 employees; 2 delivery locations
- >20 enterprise customers; 200+ customers
- AI ready tech – Data Hub, qNova AI and voice bots
- Nearshore partners – Greece, Kosovo and Croatia, ISO 27001/9001

2026 — VAP

Entry into Australia, with Philippines operations

2024 — RCC BPO

Nearshore Latin America, run from Belize

2018 — SupportSAVE

Nearshore center in Kingston, Jamaica

2025 — skycom

Delivery centers in San Salvador, El Salvador

2022 — BOOMSOURCING

Sales tech, plus Teleserv Asia; new Navi Mumbai and Howrah centers

2016 — VITAL

Nearshore center in San Salvador, El Salvador

2025 — scribe.ology medical scribe specialists

Entry into medical scribing and documentation

2021 — ACG, COMPETENT SYNERGIES

Onshore telecom and emergency services

2013 — Phocus

Acquired Phocus Contact Solutions, Canada

2025 — SEQUENTIAL TECH

US, India and Philippines centers; telecom and payer

2020 — PHONEO

Finaccess BPO (Phoneo): delivery center in Morocco

2012 — O'CURRANCE

Acquired O'Currance Inc.

2024 — Communications LLC

Telecom and energy delivery in the US

2019 — AMERIDIAL

Entry into US healthcare CX; deeper US delivery

2007 — HelpDeskNow

First acquisition

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Digital and physical AI: Annotera and Roborax

Collect › annotate › evaluate. Annotera runs it for digital AI; Roborax runs the same pipeline for physical AI.

	01 · Collect Capture raw signal	02 · Annotate Turn signal into labels	03 · Curate & evaluate Clean, RLHF, red-team
Annotera Digital AI: LLMs, vision, multimodal and generative models	Enterprise text, images, video, audio and sensor logs, sourced and de-identified	NER, segmentation, bounding boxes, transcription, QA pairs, instruction-tuning sets	RLHF, preference ranking, red-teaming and model evaluation: the recurring layer
Roborax Physical AI: humanoids, surgical, industrial and warehouse robots	Teleoperation and human demonstration: the operation itself generates the data	Action segmentation, affordance masks, reward signals, trajectory labeling	Sim-to-real validation, held-out benchmarks, long-tail edge-case scoring

MARKET GROWTH AI training-data market grows from $2.0B (2025) to $8.7B (2030), a 34% CAGR[1]

1. Data collection and labeling market. Source: Mordor Intelligence, Data Collection and Labelling Market report, 2025.

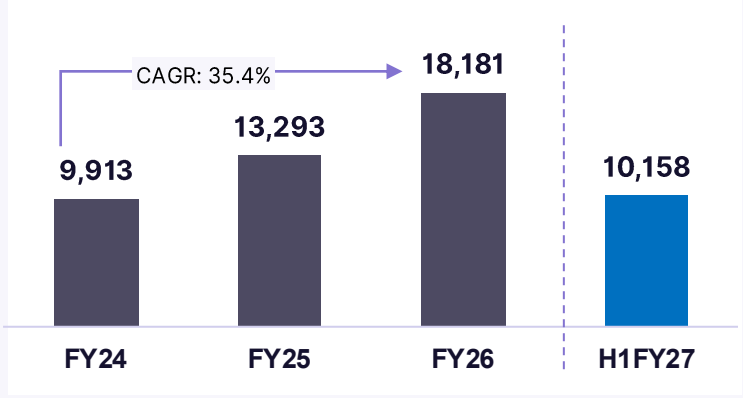
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Q2 & H1 FY 27 Financial Update

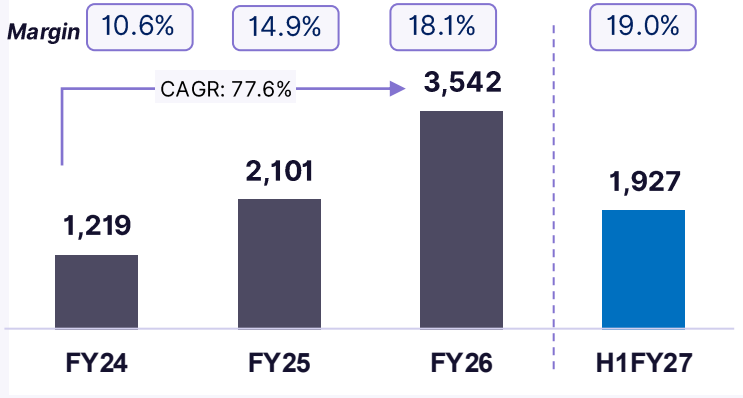
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Revenue CAGR - 35%, PAT CAGR - 116% over FY24-26

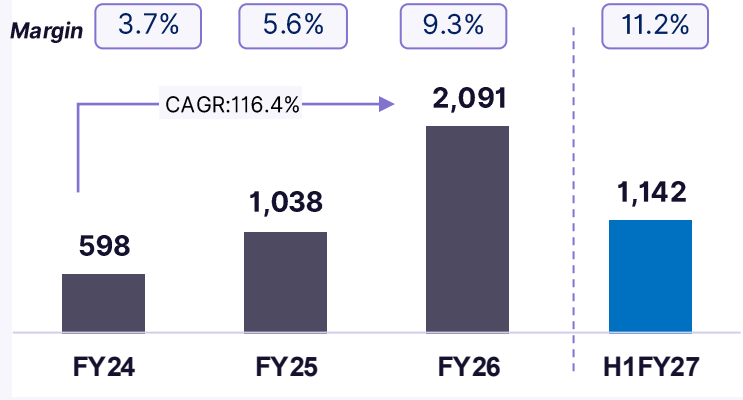
Revenue from Operations (INR Mn)



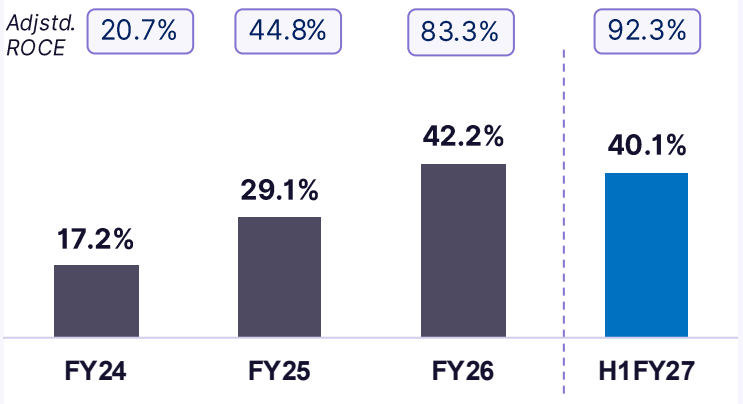
EBITDA (INR Mn)



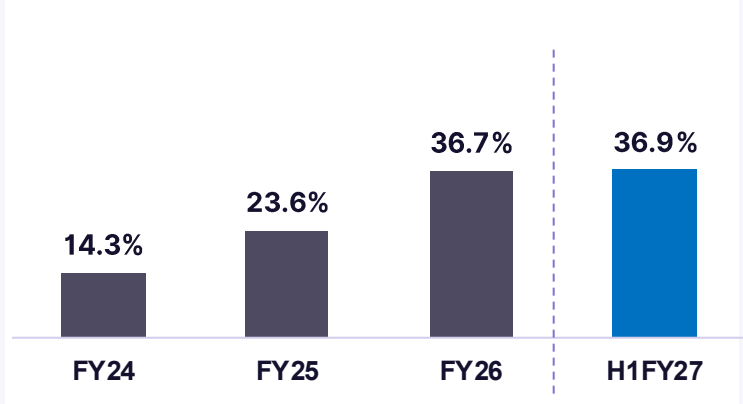
Profit After Tax (INR Mn)



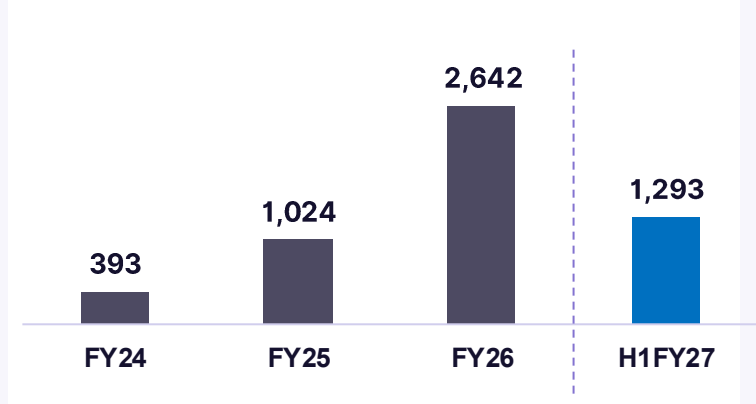
Return on Capital Employed (1) (2) (%)



Return on Equity (1) (%)



Net cash from operations (INR Mn)



1) Q2 and H1FY27 figures are annualized
2) Adjusted ROCE excludes goodwill and intangibles

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Financial KPIs

(All amounts in INR Mn, unless otherwise stated)

Particulars	Q2FY27	Q2FY26	YoY Growth	Q1FY27	QoQ Growth	H1FY27	H1FY26	YoY Growth
Revenue from operations (in $ Mn)	**55.3**	**49.4**	***11.9%***	**52.1**	***6.2%***	**107.4**	**96.8**	***10.9%***
Revenue from operations	5,253	4,303	*22.1%*	4,905	*7.1%*	10,158	8,434	*20.4%*
Other income	150	60	*153.0%*	134	*12.5%*	284	123	*131.9%*
Total Income	**5,403**	**4,363**	***23.9%***	**5,039**	***7.2%***	**10,442**	**8,557**	***22.0%***
EBITDA	**976**	**847**	**15.2%**	**951**	***2.7%***	**1,927**	**1,510**	***27.7%***
EBITDA Margin (in %)	*18.6%*	*19.7%*		*19.4%*		*19.0%*	*17.9%*	
PAT	**586**	**447**	**31.3%**	**556**	***5.4%***	**1,142**	**731**	***56.3%***
PAT Margin (in %)	*11.2%*	*10.4%*		*11.3%*		*11.2%*	*8.7%*	
Debt to Equity Ratio (in times)	0.5	0.6		0.4		0.5	0.6	
DSO (in days)	73	83		77		73	80	

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Business Metrics

(All amounts in INR Mn, unless otherwise stated)

Particulars	Q2FY27	Q2FY26	Q1FY27
People and Productivity			
Revenue per Employee (INR Mn, annualized)	1.4	1.4	1.4
No. of Employees (on the date of closing period)	15,101	12,401	13,735
Voluntary Employee attrition (annualized)	29.4%	29.9%	31.2%
Revenue Split by Geography			
US & Canada	81.0%	82.1%	84.1%
EMEA	4.3%	4.7%	4.9%
India	9.9%	13.0%	9.9%
Australia & Others	4.8%	0.3%	1.1%
Revenue Split by Vertical			
Banking, Financial Services & Insurance (BFSI)	18.2%	13.7%	14.2%
Healthcare and Life Sciences (HCLS)	14.5%	11.4%	13.3%
High-Tech Growth & Travel (HTT)	16.1%	14.7%	15.7%
Retail and Home Services (RH)	12.0%	11.6%	13.3%
Telecom and Other Utilities (T&U)	39.2%	48.6%	43.5%
Client Concentration			
Top 5	36.5%	42.5%	38.6%
Top 10	48.9%	52.1%	49.7%
Revenue by Delivery Centers			
Offshore	27.0%	26.2%	28.2%
Onshore	33.3%	44.7%	32.0%
Nearshore	39.7%	29.1%	39.9%

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Financial Statements

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Consolidated Statement of Profit and Loss

(All amounts in INR Mn, unless otherwise stated; rounded off for presentation)

Particulars	Year ended, 31 Mar 2026	Half year ended, 30 Sep 2026
Income		
Revenue from operations	18,181	10,158
Other income	337	284
Total Income	**18,518**	**10,442**
Expenses		
Employee benefits expenses	11,930	6,926
Finance costs	455	187
Depreciation and amortisation expense	951	477
Other expenses	3,290	1,588
Total expenses	**16,625**	**9,179**
Profit before tax	**1,893**	**1,263**
Current tax	217	160
Tax pertaining to earlier years	10	3
Deferred tax	(22)	(42)
Total tax expense	**205**	**121**
Profit for the year	**1,688**	**1,142**
Other comprehensive income		
Items that will not be reclassified subsequently to profit or loss		
Remeasurement gain/(loss) of net defined benefit plan	1	(5)
Income tax effect on above		
Items that will be reclassified subsequently to profit or loss		
Foreign currency translation reserve	293	(23)
Other comprehensive income for the year, net of tax	**293**	**(27)**
Total comprehensive income for the year	**1,982**	**1,115**
Earnings per equity share of 1 each (INR)		
- Basic	13.39	9.04
- Diluted	13.33	8.96

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Consolidated Balance Sheet

(All amounts in INR Mn, unless otherwise stated; rounded off for presentation)

Particulars	As at 31 March 2026	As at 30 Sep 2026
Assets		
Non-current assets		
Property, plant and equipment	958	1,009
Right-of-use assets	1,236	1,075
Capital work-in-progress	87	41
Goodwill	3,604	5,532
Other intangible assets	1,064	985
Intangible assets under development	0	0
Financial assets		
Investments	44	47
Loans	90	41
Other financial assets	396	449
Deferred tax assets (net)	309	359
Non-current tax assets (net)	101	83
Other non-current assets	20	13
Total non-current assets	**7,911**	**9,634**
Current assets		
Financial assets		
Trade receivables	3,751	4,177
Cash and cash equivalents	896	586
Bank balances other than cash and cash equivalents	139	113
Loans	716	1,064
Other financial assets	118	33
Other current assets	485	528
Total current assets	**6,103**	**6,500**
Total Assets	**14,014**	**16,134**

Particulars	As at 31 March 2026	As at 30 Sep 2026
Equity and Liabilities		
Equity		
Equity share capital	126	127
Other equity	5,481	6,659
Total equity	**5,607**	**6,786**
Non-current liabilities		
Financial liabilities		
Borrowings	798	897
Lease liabilities	901	695
Other financial liabilities	15	225
Provisions	83	79
Total non-current liabilities	**1,796**	**1,897**
Current liabilities		
Financial liabilities:		
Borrowings:	1,871	2,176
Lease liabilities	455	501
Trade payables		
Total outstanding dues of micro enterprises and small enterprises	**18**	**28**
Total outstanding dues other than above micro enterprises and small enterprises	**1,745**	**1,388**
Other financial liabilities	1,691	1,955
Other current liabilities	557	1,001
Provisions	23	23
Current tax liabilities (net)	252	380
Total current liabilities	**6,612**	**7,451**
Total liabilities	**8,407**	**9,348**
Total Equity and Liabilities	**14,014**	**16,134**

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Cash Flow Summary

(All amounts in INR Mn, unless otherwise stated; rounded off for presentation)

Particulars	FY26	H1 FY27
Cash generation		
Profit before tax	1,893	1,263
Operating profit before working capital	3,200	1,621
Working capital movement	(428)	(271)
Income tax paid	(130)	(20)
Operating cash flow (A)	**2,642**	**1,329**
Reported EBITDA	3,299	1,927
Cash conversion (OCF / Reported EBITDA)	80.1%	69.0%
Net capex	(162)	(110)
Free cash flow (OCF + net capex)	**2,481**	**1,220**
Capital allocation		
Acquisition of subsidiaries	(246)	(1,276)
Cash acquired with subsidiaries	88	249
Net acquisition outflow	**(158)**	**(1,027)**
Net borrowings / (repayment)	(399)	403
Equity issuance	19	46
Lease payments and interest paid	(963)	(686)
Dividends paid	(38)	0
Cash position		
Net cash from investing (B)	(831)	(1,640)
Net cash from financing (C)	(1,380)	(237)
Net change in cash (A+B+C)	**431**	**(547)**
Closing cash and cash equivalents	**896**	**586**

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FUSION
POWER OF HUMAN CONNECT

Thank you

Human and AI, moving as one.

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