

Ankit Shah
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Issue Details	
Issue Size (Value in ₹`million, Upper Band)	7,020
Fresh Issue (No. of Shares in Lakhs)	173
Offer for Sale (No. of Shares in Lakhs)	70
Bid/Issue opens on	14-Oct-26
Bid/Issue closes on	16-Oct-26
Face Value	Rs. 1
Price Band	275-289
Minimum Lot	51

Objects of the Issue:➤ **Fresh Issue: ₹5,000 Million**

- Repayment/prepayment, in full or in part, of certain outstanding borrowings availed by (i) Company; (ii) certain Subsidiaries (direct and certain step-down subsidiaries)
- Investment in step-down subsidiaries, Omind Technologies Inc. and Omind Technologies Pvt.Ltd., for upgrading IT tools i.e. Arya and MindVoice
- Pursuing inorganic growth through unidentified acquisitions and other strategic initiatives and general corporate purposes

➤ **Offer for Sale: ₹2,020 Million**

Book Running Lead Managers	
Nuvama Wealth Management Limited	
IIFL Capital Services Limited	
Motilal Oswal Investment Advisors Limited	
Registrar to the Offer	
KFin Technologies Limited	

Capital Structure (₹` Million)	Aggregate Value
Authorized share Capital	200
Subscribed paid up Capital (Pre-Offer)	127
Paid up capital (Post - Offer)	144

Share Holding Pattern %	Pre Issue	Post Issue
Promoters & Promoter group	98.5%	81.9%
Public	1.5%	18.1%
Total	100.0%	100.0%

Financials

Particulars (Rs. In Million)	Q1FY27	FY26	FY25	FY24
Revenue from operations	4905	18,181	13,293	9,913
Operating Expenses	4087	15,220	11,543	9,169
EBIDTA	818	2,961	1,750	744
Other Income	134	337	227	302
Depreciation	233	951	813	490
EBIT	719	2,347	1,164	556
Interest	90	455	387	190
PBT	629	1,892	777	366
Tax Expense	71	195	34	4
Consolidated PAT	558	1,697	743	362
EPS	3.9	11.8	5.1	2.5
Ratio	Q1FY27	FY26	FY25	FY24
EBITDAM	16.7%	16.3%	13.2%	7.5%
PATM	11.4%	9.3%	5.6%	3.7%
Sales growth		36.8%	34.1%	

Sector – Consumer Experience Industry**Company Description**

Fusion CX Limited is a technology-enabled customer experience (CX) services provider offering end-to-end customer engagement, business process outsourcing and AI-driven solutions across multiple industries, including Telecom & Utilities, Healthcare, Hi-Tech Growth & Travel (HTT), BFSI and Retail. The company delivers services through voice, email, chat, social media and messaging channels, while also providing AI Data Infrastructure Services such as data annotation, data collection, teleoperations and AI monitoring services. The company has developed proprietary AI platforms through its Omind subsidiaries, including MindVoice, Arya and Mind WorkPlace, which help improve customer engagement, employee productivity and operational efficiency.

The company has built a global delivery network comprising 40 delivery centres and two sales offices across 13 countries, providing multilingual support in 28 languages and enabling 24x7 service delivery. Through a combination of organic expansion and strategic acquisitions, the company has strengthened its presence in North America, Latin America, India, the Philippines and other international markets. The company serves 208 customers, including 22 Fortune 1000 companies, and derives approximately 89% of its revenue from international markets, with the United States being its largest market.

The company's business model is primarily based on recurring fixed-fee contracts, which account for approximately 89% of FY26 revenue. The company has demonstrated strong financial performance, with revenue from operations increasing from ₹9,913 million in FY24 to ₹18,181 million in FY26, while adjusted EBITDA margin expanded from 12.3% to 19.5% over the same period. The company combines domain expertise, proprietary technology solutions and a scalable global delivery network to position itself as a differentiated CX outsourcing and digital transformation partner.

Valuation

Fusion CX Limited is a rapidly growing customer experience outsourcing company with a differentiated technology-led business model backed by proprietary AI platforms, a geographically diversified delivery network and strong domain expertise across Telecom & Utilities, Healthcare, BFSI, Retail and HTT verticals. The company has successfully scaled through both organic growth and strategic acquisitions, resulting in a global footprint across 13 countries and increasing exposure to higher-value AI-enabled CX services. Revenue from operations has grown at a CAGR of approximately 35% between FY24 and FY26, while profitability has improved significantly, with adjusted EBITDA margin increasing from 12.3% in FY24 to 19.5% in FY26.

The company is also well positioned to benefit from the structural growth in the global outsourced CX industry, increasing adoption of AI-driven customer engagement solutions, and growing demand for multilingual omni-channel support services. However, investors should consider risks relating to customer concentration, reliance on North American markets, employee retention, acquisition integration and the rapidly evolving technology landscape.

At the upper price band, the company is valued at 24.6x FY26 P/E and 16.6x FY26 EV/EBITDA, implying a post-issue market capitalization of approximately ₹41,720 million. Compared with listed peers such as Firstsource Solutions, eClerx Services, Sagility India and Hinduja Global Solutions, the valuation appears reasonable considering the company's superior revenue growth trajectory, expanding margin profile, strong return ratios and increasing contribution from technology-enabled solutions. Accordingly, we recommend a "**Subscribe - Long Term**" rating for the issue.

➤ **Description of Business**• **Business Overview**

Fusion CX is 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 its service delivery model, in addition to providing AI Data Infrastructure Services that include data collection, data annotation and labelling, and teleoperations services.

With a human and tech philosophy at its core, Fusion CX blends deep domain expertise with a portfolio of proprietary AI tools to enable intelligent, multilingual, and omnichannel engagement at scale through a broad spectrum of generative AI-driven technologies that enhance customer engagement, operational efficiency, and digital transformation. The company's business process solutions and services maintain focus on key verticals, including telecom and utilities, healthcare and life sciences, high-tech growth and travel (“HTT”), BFSI, and retail, where it has developed deep domain specialization.

The company has a track record of acquiring and integrating companies in the CX space and a portion of its growth has come from such acquisitions. These acquisitions have also contributed to the growth of its portfolio of services and customers. The company has developed a multilingual global network with 40 delivery centres and two sales offices spread across 13 countries as on June 30, 2026. The company operates across multiple verticals, creating a balanced revenue portfolio. It has developed customised services and solutions and CX services for each industry segment.

• **Revenue from operations by customer industry**

Business Vertical	Three month period ended June 30, 2026		FY2026		FY2025		FY2024	
	Revenue	% Revenue	Revenue	% Revenue	Revenue	% Revenue	Revenue	% Revenue
Telecom and other utilities	2,134	43.5%	8,607	47.3%	5,782	43.5%	3,067	30.9%
HTT	771	15.7%	2,524	13.9%	2,030	15.3%	2,314	23.3%
BFSI	694	14.1%	2,458	13.5%	2,187	16.5%	1,549	15.6%
Retail	653	13.3%	2,204	12.1%	1,888	14.2%	1,691	17.1%
Healthcare	653	13.3%	2,389	13.1%	1,406	10.6%	1,291	13.0%
Total	4,905	100.0%	18,181	100.0%	13,293	100.0%	9,913	100.0%

While traditional BPO focuses on cost efficiency and back-office operations, CX emphasizes end-to-end engagement, personalization, and value creation, making it a more strategic and future-ready service offering. Approaching opportunities through a CX-focused lens rather than a traditional BPO approach has enabled the company to secure business from larger customers, including 22 Fortune 1000 companies out of a total of 208 customers as on June 30, 2026.

• **Services**

CUSTOMER ACQUISITION SERVICES	CUSTOMER SERVICE	ORDER FULFILLMENT SUPPORT	PAYMENT AND COLLECTIONS SERVICES	CUSTOMER RETENTION SERVICES	TECHNICAL SUPPORT	DIGITAL SOLUTIONS	AI DATA INFRASTRUCTURE SERVICES
- Lead Generation: Qualification, Nurturing, Digital Marketing - Inbound/Outbound Tele Sales - Cross-Selling/ Upselling	- Outbound Service: Query Resolution / Callbacks - Inbound Service: Support, Complaints, Escalation - General Queries: Schedule and Product/Service Info	- Order Fulfillment: Entry, Processing, Amendments, Tracking - Post-Order Services: Product Activation, Returns/Refunds/ Claims, Billing/ Support Queries	- Early-Stage Collections: Channel Identification, Loyalty Maintenance - Debt Resolution - Omnichannel First-Party Collections	- Proactive Outreach and Re-engagement - Loyalty Programs: Renewals and Promotions - Feedback Surveys and Complaints	- Product/Application /Hardware Support: Set up, L1/L2 Support and Life-cycle Support - Warranty/Post-Warranty Support	- eCommerce Support Solutions - Content Operations incl production, tagging, moderation, social media, and campaigns	- Data Annotation services including voice, video, text, and image annotation - Teleoperation: Controlling and monitoring robots in real time - Alerts and Resolution – Review AI alerts and provide remote resolution, analysis, and reporting

Service Offering	Three month period ended June 30, 2026		FY2026		FY2025		FY2024	
	Revenue	% Revenue	Revenue	% Revenue	Revenue	% Revenue	Revenue	% Revenue
Customer Acquisition Services	1,201	24.5%	4,697	25.8%	3,568	32.5%	3,194	32.2%
Customer Service	2,090	42.6%	7,357	40.5%	5,403	36.0%	3,890	39.2%
Order Fulfillment Support	561	11.4%	2,678	14.7%	1,711	11.8%	1,365	13.8%
Payment & Collections Services	236	4.8%	1,021	5.6%	934	7.6%	600	6.1%
Customer Retention Services	302	6.2%	941	5.2%	447	3.3%	158	1.6%
Technical Support	208	4.2%	664	3.7%	440	3.1%	389	3.9%
Digital Solutions	306	6.3%	824	4.5%	790	5.8%	317	3.2%
Total	4,905	100.0%	18,181	100.0%	13,293	100.0%	9,913	100.0%

The company delivers end-to-end customer experience solutions through platforms and AI-powered tools developed in-house. Its tailored delivery model enables measurable impact across customer satisfaction, operational efficiency, and cost optimization. Its subsidiary, Omind Technologies Inc and its subsidiary, Omind Technologies Private Limited (together, “Omind”), is developing proprietary platforms across marketing AI, conversational AI, quality automation and workforce management. Omind is central to the company's evolution from a traditional CX service provider into a productized, SaaS-enabled CX service provider.

The company also integrates third-party AI solutions within its operations to enhance multilingual capabilities and automate customer interactions. It also provides AI data infrastructure services, including image and video labeling using bounding boxes, segmentation masks and keypoints. Its teams support real-time robot teleoperation, remote intervention and AI monitoring and incident triage.

The company has a proven track record of inorganic growth through acquisitions and successful integration of the acquired businesses. Through a combination of organic and inorganic growth by way of strategic acquisitions, it has built a multilingual, global delivery network which is scalable. As on June 30, 2026, the company operates in 13 countries with 40 strategically located delivery centres, ensuring 24x7 support across several time

zones. It provides support in 28 languages, including English, French, Spanish, Portuguese, German, Arabic, Mandarin, Italian and Hindi. The company's delivery centres in North America cater to local markets, while Latin America provides cultural alignment and time zone proximity to North America. Additionally, its delivery centres in India and the Philippines deliver cost-effective, round-the-clock support. The company had 13,735 CX employees and 3,829 field workforce employees assisting on operational tasks in the telecom and other utilities sector as on June 30, 2026.

Set out below is the geographic breakdown of revenue from operations, based on the location of company’s customers, for the periods indicated:

Particulars	Three month period ended June 30, 2026		FY2026		FY2025		FY2024	
	Revenue (₹ million)	% Revenue	Revenue (₹ million)	% Revenue	Revenue (₹ million)	% Revenue	Revenue (₹ million)	% Revenue
Revenue from India	487	9.9%	2,052	11.3%	2,580	19.4%	2,358	23.8%
Revenue from outside India	4,417	90.1%	16,130	88.7%	10,713	80.6%	7,555	76.2%
North America	3,902	79.6%	14,856	81.7%	10,014	75.3%	6,892	69.5%
- United States	3,537	72.1%	13,371	73.5%	8,486	63.8%	5,034	50.8%
- Canada	366	7.5%	1,485	8.2%	1,529	11.5%	1,858	18.8%
Latin America	360	7.3%	675	3.7%	61	0.5%	43	0.4%
- El Salvador	360	7.3%	675	3.7%	54	0.4%	43	0.4%
- Colombia	Nil	Nil	Nil	Nil	7	0.1%	Nil	Nil
- Mexico	Nil	Nil	Nil	Nil	Nil	Nil	0	Nil
Southeast Asia	13	0.3%	53	0.3%	148	1.1%	129	1.3%
- Philippines	13	0.3%	53	0.3%	148	1.1%	129	1.3%
Europe and Africa	142	2.9%	545	3.0%	491	3.7%	491	5.0%
- Albania	Nil	Nil	Nil	Nil	1	0.0%	1	0.0%
- Kosovo	Nil	Nil	Nil	Nil	-	0.0%	Nil	Nil
- Morocco	142	2.9%	543	3.0%	485	3.7%	484	4.9%
- United Kingdom	Nil	Nil	2	0.0%	5	0.0%	6	0.1%
Total	4,905	100	18,181	100	13,293	100%	9,913	100%

The company's Promoters, Pankaj Dhanuka and Kishore Saraogi, co-founded the company in 2004 and bring over 22 years and 27 years of expertise, respectively, in the BPO and customer experience industry. They have been instrumental in the growth and global expansion of the company. They are supported by a skilled team that brings in operational, domain, financial, and legal expertise.

Business Vertical	Key Services Offered
Telecom & Other Utilities	Customer acquisition, lead generation, sales support, subscriber onboarding, order processing, billing support, collections, network troubleshooting, technical support, customer account management, outage handling, smart metering, spot billing, meter reading, debt collection, banking field collections, field verification and utility support services.
Hi-Tech Growth & Travel (HTT)	Customer support and operational outsourcing for fintech, e-commerce, SaaS/software companies, EdTech platforms, EV manufacturers, travel companies, airlines, hotels, online travel agencies, car rental businesses and destination management companies. Services include sales support, technical support, customer service, seller support, content moderation, reservation support, travel booking assistance, AI data annotation and AI operations support.
BFSI (Banking, Financial Services & Insurance)	Card support, mortgage servicing, retail banking customer support, loan origination support, underwriting support, identity verification, insurance support, capital market lead generation, debt recovery, collections, account receivable management (ARM), and digital banking technical support.
Retail	Customer service, order tracking, returns and refunds management, complaint handling, technical support, loyalty program support, social media support, reputation management, sales support, appointment scheduling, product information services and fulfillment support for electronics, consumer goods, beauty products, apparel, supplements and home improvement brands.
Healthcare	Appointment scheduling, patient follow-up, prior authorization processing, accounts receivable management, revenue cycle management, healthcare payer support, pharmacy support, health and wellness coaching, medical device support, insurance verification, claims handling and multilingual healthcare customer support. All services are delivered in a HIPAA-compliant environment.

• Delivery Model

As of June 30, 2026, the company operates in 13 countries with over 40 strategically located delivery centres, ensuring 24x7 support across multiple time zones.

Delivery Model	Key Benefits	Locations
Onshore	Native language support, cultural alignment, and regulatory compliance.	Atlanta, Georgia; Canton, Ohio; Spindale, North Carolina; Boca Raton, Florida (all in USA); Montreal, Canada; London, UK (sales office).
Nearshore	Bilingual English, Spanish, and French support with time zone proximity for real-time responsiveness.	San Salvador, El Salvador; Kingston, Jamaica; Puerto Vallarta, Mexico; Belize; Antioquia, Colombia; Tirana, Albania; Casablanca, Morocco; Pristina, Kosovo.
Offshore	Scalable, cost-effective 24x7 operations with multilingual support and AI-driven automation.	Kolkata, Howrah, Durgapur, Kalyani, Mumbai, Bengaluru, Mohali, Gurugram and Siliguri in India; Manila, Cebu, Silang, Legaspi and Davao in the Philippines; Melbourne in Australia (sales office).

• Revenue Model

The company operates under a range of revenue models designed to meet the requirements of its clients, including:

1. **Fixed Fee Model:** Monthly or annual contracts with predefined service scopes that specify the number of employees and a fixed fee per employee per month.
2. **Transaction-Based Pricing:** A pay-per-interaction model where revenue is earned based on the number of calls, chats, emails, or other transactions handled.
3. **Outcome-Based Model:** Revenue is linked to predefined business outcomes, such as lead conversion rates, customer acquisition targets, or collection success rates.
4. **Hybrid Model:** A combination of fixed-fee arrangements and performance-based incentives.

The table below presents the contribution of each revenue model to the company's revenue from operations for the periods indicated:

Revenue Model	Three month period ended June 30, 2026		FY2026		FY2025		FY2024	
	Revenue (₹ million)	% Revenue	Revenue (₹ million)	% Revenue	Revenue (₹ million)	% Revenue	Revenue (₹ million)	% Revenue
Fixed Fee Model	4,479	91.3%	16,226	89.2%	11,223	84.4%	8,031	81.0%
Transaction-Based Pricing	120	2.4%	405	2.2%	334	2.5%	493	5.0%
Outcome-Based Model	306	6.3%	1,551	8.5%	1,736	13.1%	1,389	14.0%
Total	4,905	100%	18,181	100%	13,293	100%	9,913	100%

➤ Strengths:

• Global delivery network across 13 countries with 40 scalable delivery centres providing 24x7 multichannel support

The company's delivery model includes a mix of onshore, nearshore, and offshore delivery centres which enable customers to receive cost-effective quality solutions. The company's global footprint allows it to provide 24x7 customer support and manage high-volume service requests. Customers have the benefit of a mix of onshore, nearshore and offshore delivery centres which drive cost optimization. The company provides support in 28 languages, including English, Hindi, French, Spanish, German, Arabic, Tagalog, Cantonese, Korean, Japanese and Mandarin as on June 30, 2026. The delivery centres are strategically located to provide cultural proximity in terms of multilingual capabilities to customers while ensuring cost efficiencies and scalability. These delivery centres are designed to scale operations on a short notice based on client requirements, offering multilingual support to serve diverse markets effectively. The company offers multichannel support through voice, chat, email, text messages and social media support, ensuring prompt and seamless customer experiences. This unified customer centric approach boosts customer satisfaction, reduces wait times, and enhances brand loyalty by meeting requirements as per their convenience.

• Continuous focus on strategic R&D investments to develop in-house, AI-driven solutions focused on CX transformation

The company's R&D efforts are focused on building technology-based solutions in the areas of automation and advanced CX management and platform-based service delivery solutions. These initiatives aim to improve operational efficiency, enable scalability, support digital service delivery across channels and improve customer engagement. The company's subsidiaries, Omind USA and Omind India have development centres in Kolkata and Bengaluru which serve as hubs for developing technology-based solutions. The in-house developed solutions are designed to drive innovation and enhance customer experience by leveraging artificial intelligence to streamline interactions and improve efficiency at various touch points. The company's in-house developed solutions include:

1. **Mind WorkPlace:** An in-house workforce engagement and collaboration platform that automates the employee lifecycle from hire to retire. It supports task management, voice enabled recruitment process, simulated training, employee engagement, and real-time performance management.
2. **MindVoice:** An in-house conversational AI platform that integrates with LLMs to deliver human-like voice, chat, and messaging interactions across multiple platforms.
3. **Arya:** A Gen AI-powered virtual assistant and support co-pilot that provides real-time assistance to employees during live conversations. It enhances call quality, facilitates learning, improves engagement, and automates routine tasks, allowing employees to focus on high-value, context-aware interactions.

• Proven track record of inorganic growth and integration adding capabilities and driving financial growth

The company focuses on acquiring businesses that enhance its capabilities in targeted industries such as telecom and other utilities, healthcare, retail, BFSI and HTT. Its focus areas include customer acquisition, onboarding, order fulfilment, KYC and fraud prevention, and tech support. The acquisition strategy aims to identify companies that align with these capabilities at the right price point, providing opportunities to expand revenue streams. The company has successfully integrated these businesses, thereby expanding its capabilities in specific verticals and increasing its revenue and profitability. Key acquisitions include:

Year	Company acquired	Capabilities acquired
2026	VA Platinum Offshoring Pty Ltd	Acquired sales presence in Australia with operation in the Philippines for virtual assistants offering operational staff and ancillary services for general assistance, customer service, bookkeeping, mortgage loans processing, and financial planning services.

2025	Skycom BPO	Acquired delivery centres in San Salvador, El Salvador, and expanded service delivery capabilities across Latin America for telecom and utility companies, BFSI organizations, and small and medium-sized healthcare clients.
2025	Scribe.ology LLC	In-facility scribing services and virtual scribes for hospitals, emergency departments, and outpatient clinics.
2025	Sequential Technology International, LLC	Expanded capabilities in telecom, healthcare payer services and customer support services for energy clients.
2024	S4 Communications LLC	Strengthened capabilities in telecom and utilities support (energy sector).
2024	Ready Call Center Limited	Bilingual (English/Spanish) nearshore support; expanded services in retail, fraud prevention, BFSI, and customer acquisition.
2022	Boomsourcing LLC	Revenue operations, lead generation, and Perfect Pitch platform (AI-enhanced soundboard with pre-recorded scripts and voice talent).
2021	Advanced Communications Group, Inc.	Onshore customer support for emergency response, activations, landline/fibre/mobility support, and social media response.
2018	Ameridial Inc.	Entry into USA healthcare CX; acquired capabilities across retail and telecom; first healthcare client onboarded.

• Diversified operations with domain expertise across multiple industries with long standing customer relationships

The company operates across multiple verticals, creating a balanced revenue portfolio. It has developed customised services and solutions and CX services for each industry segment.

- 1. Telecom and other utilities: Multilingual, multichannel customer experience and support services for telecom and energy providers including sales, onboarding, order processing, billing, collections, technical assistance, field services, complaint resolution and activation-driven marketing.
- 2. HTT: Multilingual, multichannel customer experience, technical support, and AI operations for high-growth technology segments including fintech, e-commerce, SaaS, edtech, electric vehicles, software and hardware support, live exam proctoring and academic-integrity review, cybersecurity and penetration testing, and B2B sales and business development services.
- 3. BFSI: Multilingual, multichannel customer experience, back-office, and collections support across BFSI including card servicing, mortgage and retail banking operations, capital markets outreach, insurance support, and compliant first-party, third-party and commercial services.
- 4. Retail: Multilingual, multichannel customer experience and support solutions including order management, product inquiries, delivery support, returns, upselling, complaint resolution, and appointment scheduling across voice, chat, email, and social platforms.
- 5. Healthcare: Multilingual customer experience and support services across healthcare sub-segments including front-office and revenue cycle support for healthcare providers, member and claims assistance for payers, prescription and EHR-based coordination for pharmacies, wellness coaching and retention for health and wellness brands, and onboarding, troubleshooting, and warranty support for medical device and equipment manufacturers.

The company also provides on-site billing services in India to support electricity boards. Further, its offerings include AI Data Infrastructure services such as data annotation and image and video annotation, robot teleoperation, remote intervention, AI monitoring and incident triage. The company’s ability to retain its top customers for longer periods of time has contributed to its revenue from operations growth.

Customer category	FY2026 revenue contribution	FY2025 revenue contribution	FY2024 revenue contribution
Top 5 customers	42.22%	33.72%	29.05%
Top 10 customers	52.17%	45.30%	41.04%
Top 15 customers	59.46%	53.23%	49.54%
Top 20 customers	64.43%	58.00%	55.76%

The average length of relationship with the company's top 5 customers was 13.02 years, top 10 customers was 11.46 years, top 15 customers was 10.83 years and top 20 customers was 10.31 years.

• Agile, customer centric approach enabling responsiveness and tailored CX solutions

The company adopts a customer-focused approach that is integrated into its service delivery and operational frameworks. This enables it to adapt efficiently to evolving client requirements and market dynamics. By working closely with clients, the company develops tailored CX solutions, guided by real-time feedback and iterative improvements. Agile methodologies are applied across functions to enhance responsiveness and reduce time-to-market. Over time, the company has built end-to-end capabilities, sector-specific expertise, and scalable operations, supported in part by its strategic inorganic acquisitions.

• Diverse Board, experienced promoters and management team with domain expertise supported by skilled employees

The company has a diverse Board of Directors comprising two executive directors, two non-executive non-independent directors and four independent directors. Pankaj Dhanuka, Chairman and Managing Director, Chief Executive Officer, and Kishore Saraogi, Chief Operating Officer and Managing Director, have 22 years and 27 years of experience, respectively, and oversee the day-to-day operations of the Fusion CX Group. The Board is supported by a professional and experienced management team comprising two Key Managerial Personnel, including the Chief Financial Officer with over 14 years of experience and the Company Secretary and Compliance Officer with over 16 years of experience. Further, the company has eight Senior Management Personnel pivotal for its growth. The company's operations are run with the help of 13,735 employees, out of which 5,515 are in India and 8,220 are based outside India, with an additional 3,829 field workforce employees in India assisting on operational tasks in the telecom and other utilities sector as on June 30, 2026. Trained and skilled employees are the core of the business and therefore, the company has

recruitment and training strategies. Its training programs focus on equipping employees with the knowledge and soft skills required to deliver good customer experiences. Structured onboarding programs, continuous skill development, and behavioural training ensure employees are well-prepared.

➤ **Key Strategies:**

- **Client retention, expansion of wallet share, deepening market presence and entering new geographies to drive growth**

The company's total number of clients have steadily increased over the years, including an increase in the number of high-value clients contributing more than USD 3.00 million, growing from seven in Fiscal 2024 to 11 as of the three month period ended June 30, 2026. This reflects a greater focus on deeper, strategic client relationships. The company aims to utilise a combination of proactive engagement, data-driven insights, and tailored solutions for healthcare, BFSI, HTT and retail to build long-term relationships and drive sustainable growth. Its strategic priorities include:

1. Retention of existing clients: Assign dedicated account managers to maintain continuous communication, identify client needs, and provide tailored recommendations. Leverage tools like AI QMS to monitor service performance and deliver actionable insights to enhance client satisfaction and loyalty.
2. Increase wallet share: The company offers additional services to existing clients by combining related solutions. Services can be customised based on client industry. Usage of advanced tools like marketing AI and conversational AI to deliver personalized customer engagement strategies and increasing efficiency and cost effectiveness.
3. Establishing new customers: Target high-growth verticals such as utilities, healthcare, and travel with tailored value propositions. Strengthen presence in emerging markets like LATAM, APAC, and EMEA, offering multilingual solutions. Leverage AI-driven solutions like MindSpeech and conversational AI to deliver seamless interactions.

The company's strategically located delivery centres in Belize, El Salvador, Colombia, and Jamaica provide support to North American and regional clients with scalable, cost-effective solutions which help source clients from various locations. Its acquisitions of Ameridial Inc. and Ready Call Center Limited marked its entry into USA and Belize, respectively, providing opportunities to gain new clients and foray into new markets.

- **Accelerating growth through strategic R&D investments leveraging Generative AI enabled innovation**

The company has introduced AI and technology enabling and enhancing all its services. It has initiated the development and deployment of Gen AI solutions across several key areas:

1. Customer support automation: Using GenAI models to generate human-like, contextually accurate responses across voice and chat channels.
2. Content and knowledge management: Enabling dynamic, AI-generated knowledge base updates to ensure employees have real-time access to relevant customer support information.
3. Personalized customer engagement: Using GenAI-driven insights to craft hyper-personalized outreach and upselling strategies.

The company's planned investments include:

1. MindVoice: An intelligent conversational voice bot and chatbot platform developed by Omind. It automates routine enquiries and tasks, reduces wait time, boosts overall productivity, improves service efficiency, and reduces average handle times. Planned upgrades include advanced voice bot integrations with NLP, live context-aware scripting via Perfect Pitch, real-time analytics dashboards, seamless CRM and telephony integrations, and integration with AI-QMS for automated quality monitoring.
2. Arya: A generative AI-powered support coach and co-pilot developed by Omind. Arya provides real-time assistance to employees during live interactions, enhancing engagement and call quality. Upcoming upgrades include a coaching module with personalized learning paths and gamification, live scripting and tone recommendations through Perfect Pitch integration, predictive analytics for proactive decision-making, and CRM and telephony integrations to enable contextual service delivery.

The company aims to invest in latest technologies to deliver enhanced comprehensive, end-to-end solutions by tailoring its offerings for key industries such as telecom and other utilities, HTT, BFSI, retail and healthcare.

1. Telecom and other utilities: Deliver proactive CX solutions that leverage generative AI based products to drive operational efficiencies and enhance customer satisfaction.
2. Healthcare: Introduce advance telehealth support, real-time patient engagement solutions, clinical documentation and revenue cycle management services.
3. BFSI: Enhance capabilities in debt resolution, fraud prevention, and risk analytics by integrating AI-driven decision-making tools.
4. Retail and home improvement: Focus on loyalty program optimization, personalized shopping experiences, and analytics-driven upselling strategies.
5. Hi-tech growth and travel: Deliver solutions for technical support, customer lifecycle management, content moderation, social media engagement and data annotation for AI powered products.

The company also plans to make investments to expand deployment of voice bots and chatbots, advancing SaaS-based workflow automation tools, offering subscription models that enable businesses to scale efficiently while maintaining seamless omnichannel engagement and operational consistency.

- **Pursue strategic acquisitions**

The company's growth strategy emphasizes strategic acquisitions, partnerships, and collaborations to enhance capabilities, expand market reach, and accelerate innovation. This approach allows it to address emerging industry needs while further cementing its position in customer experience management.

Additionally, the company aims to enter into partnerships to promote:

1. Vertical specific expertise: Expanding telecom, BFSI, healthcare and fintech capabilities through niche acquisitions.
2. Geographic expansion: Acquiring BPO providers with multilingual support in strategic regions.
3. Technology-driven acquisitions: Targeting AI-focused firms specializing in CX automation, analytics, and workflow automation.
4. Value unlocking: Looking for relatively strategic assets that provide opportunities to unlock value by using global capabilities and shared services maturity.

The company has a structured team that ensures that all acquisitions are executed efficiently, with clearly defined responsibilities and alignments to Fusion CX's long-term strategic goal.

- **Focus on high value corporate accounts and accelerating growth through up-selling and cross-selling**

Building on the experience and credibility gained through existing client relationships, along with technology capabilities and talent base, the company is focused on expanding its presence among large corporates.

During Fiscal 2026, Fiscal 2025 and the three month period ended June 30, 2026, the company had 11, 12, and 11 clients, respectively, contributing more than USD 3.00 million to revenue from operations for the respective periods. The strategy involves offering these new clients the same technology-enabled services that have established credibility with existing clients. Once engaged, the company aims to scale its presence through up-selling and cross-selling initiatives.

The company has taken the following initiatives and will continue to develop on the same in the future:

1. Enterprise growth team: Targeted business development efforts, including the creation of a dedicated enterprise growth team under the vertical leadership focused exclusively on onboarding and expanding strategic accounts.
2. Account management: Structured account management processes include detailed monthly and quarterly business reviews with participation from account managers, vertical leaders and the executive team to support customized up-selling and cross-selling campaigns based on client-specific needs.
3. Gen AI leadership playbooks: Investment in vertical-specific playbooks that align technology-enabled solutions with the evolving requirements of large enterprise clients.

The company aims to onboard corporates that are high value and contribute to higher wallet share and provide a cross-selling opportunity within their group.

- **Operational efficiency and cost optimization**

The company aims to strategically balance cost efficiency, operational agility, and service quality, to tailor delivery models to address diverse market needs. Its offshore locations provide cost advantages and scalability, nearshore centres offer closer cultural and linguistic alignment, and onshore delivery ensures compliance with local regulations and supports high-touch support.

The company aims to further strengthen its global delivery footprint and operational responsiveness through:

1. Expanding delivery centre network: The company has added delivery centres through strategic acquisitions to strengthen nearshore and offshore capabilities, including acquisition of Ready Call Center Limited to enhance bilingual support capabilities in Belize and the acquisition of Sequential Technology International, LLC, adding new delivery centres in Bangalore and Gurugram.
2. Use of automation and workforce tools: The company has invested in automation technologies and advanced workforce management solutions such as Mind WorkPlace across its delivery centres to drive operational efficiency, improve productivity, and enable real-time service optimization.
3. Cross skilling of employees: By equipping employees with diverse language capabilities, the company has and continues to build a flexible workforce that can adapt to seasonal demand peaks and dynamic market requirements. This approach not only optimizes resource utilization but also strengthens its ability to deliver quality services to a global client base, ensuring sustained customer satisfaction and competitive advantage.

➤ **Industry Snapshot:**

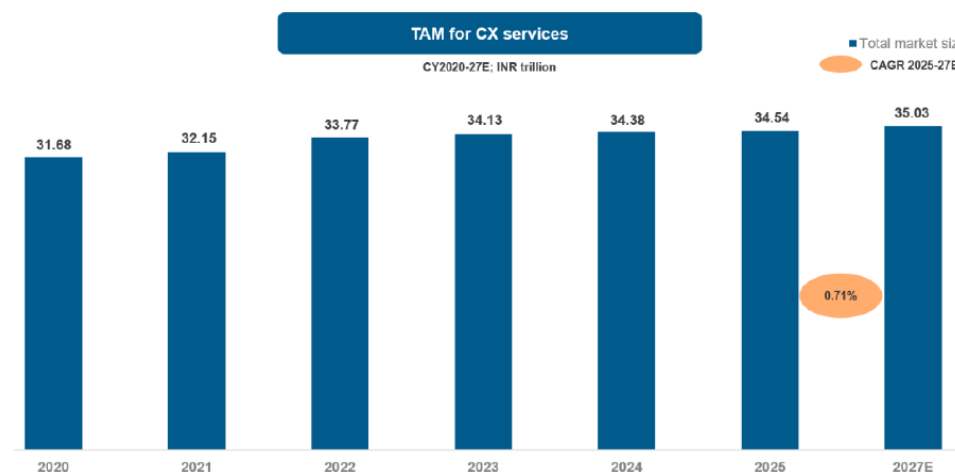
- **Overview of the Customer Experience (CX) Industry**

CX refers to organizations' strategies, tools, and processes to orchestrate, measure, and optimize every customer interaction across channels. It encompasses a broad spectrum of services, including voice, chat, email, and social media support, combined with analytics and automation tools. CX optimizes customer interactions across all touchpoints to enhance satisfaction, loyalty, and lifetime value, and it involves capturing, analyzing, and responding to customer feedback to improve experiences. The function has evolved into a critical pillar of enterprise strategy, particularly in sectors facing high competition or rapid digital transformation.

While traditional BPO focuses on cost efficiency and back-office operations, CX emphasizes end-to-end engagement, personalization, and value creation, making it a more strategic and future-ready service offering.

• Industry Size and Growth Outlook

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 omni-channel support.



• Key Growth Drivers and Emerging Trends

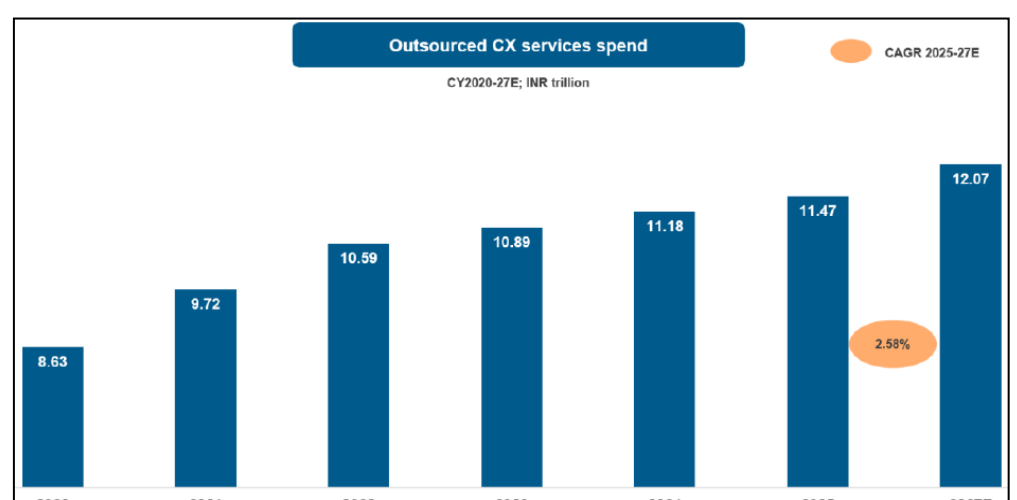
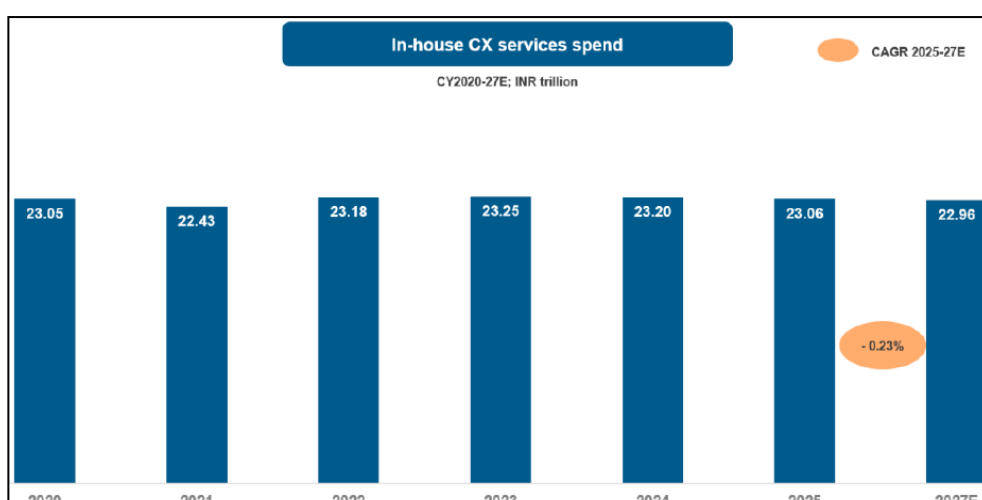
The evolution of consumer behavior, coupled with shifting digital engagement preferences and an increased focus on trust in brands, has profoundly reshaped the landscape of CX services. These changes are creating significant opportunities and challenges for enterprises as they strive to meet elevated customer expectations and sustain brand loyalty in a highly competitive market.

Key trends include:

- Demand for personalization:** Consumers increasingly expect highly tailored experiences aligned with their preferences and behaviors. Enterprises are leveraging behavioral analytics, real-time data, and AI-driven platforms to adapt to customer profiles dynamically, ensuring relevance at every touchpoint.
- Human-centric CX services and multilingual support:** Multilingual customer support, voice-based solutions, and personalized call center services remain vital, particularly for enterprises with diverse consumer bases. The emerging hybrid AI and human-agent model enables a collaborative approach.
- Emergence of new business models and service lines:** The expansion of digital-native enterprises and evolving customer expectations are driving demand for next-generation CX industry service lines, including trust and safety operations, data annotation, physical AI, content moderation, and remote monitoring.
- AI-driven CX services:** AI-powered CX services are transforming how businesses engage with customers by enabling proactive, personalized, and intelligent interactions. Technologies such as predictive analytics, AI-driven chatbots, and automated decision-making enable organizations to anticipate customer needs and resolve issues before they surface.
- Digital transformation initiatives:** The pandemic-triggered digital transformation has accelerated the need for enterprises to modernize customer interaction strategies, pushing enterprises toward digital-first ecosystems to deliver seamless, omnichannel experiences.
- Growth of CX industry in emerging markets:** Rapid digital adoption in emerging economies, such as Southeast Asia, Africa, and LATAM, are likely to fuel a new wave of demand for CX services.
- Rise of Embedded Customer Experience (ECX):** CX is increasingly moving beyond traditional service centers and into the core of digital products themselves. Through ECX, support is built directly into apps, IoT devices, SaaS platforms, and connected services.

• In-house vs. Outsourced CX Industry

The global CX industry is broadly divided into two segments: in-house and outsourced CX. Both play distinct yet complementary roles in addressing the evolving demands of modern businesses, particularly as customer expectations grow increasingly sophisticated. In-house CX refers to customer experience functions managed internally by enterprises.

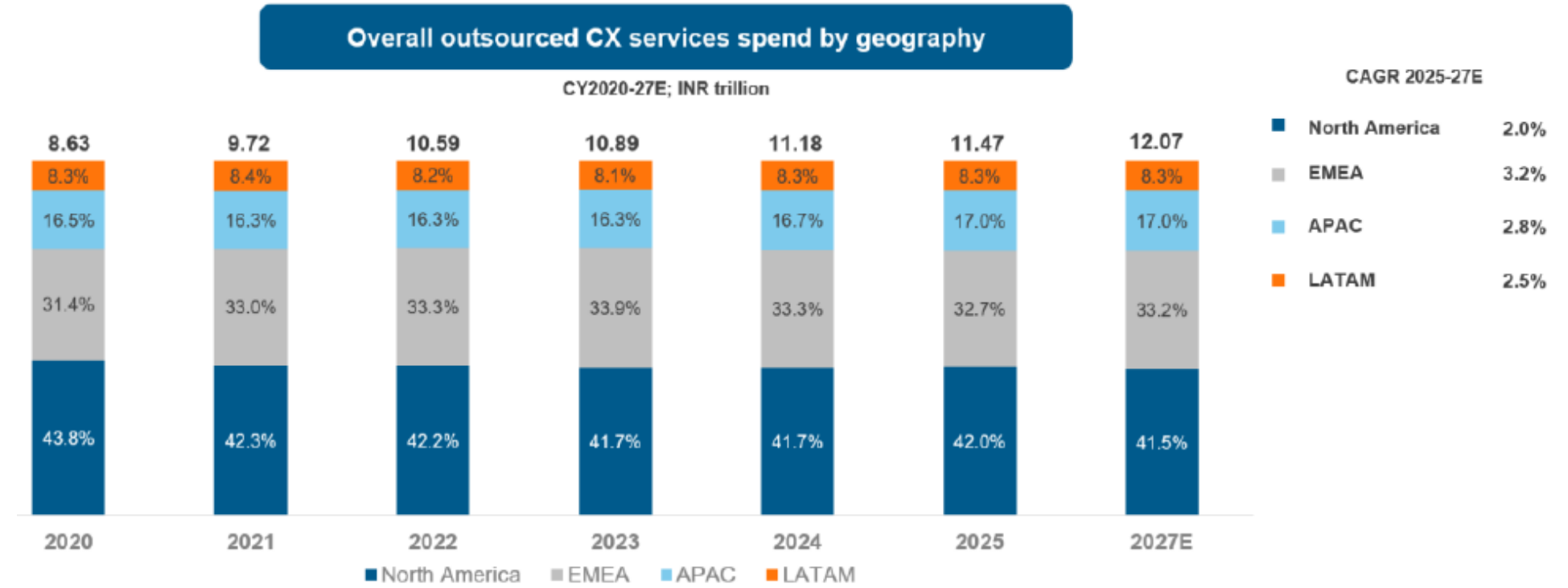


This segment accounts for nearly two-thirds of the market as of 2024–25. It reflects the preference of many organizations to retain control over essential customer interactions, particularly for processes that are deeply integrated with their core business operations. On the other hand, outsourced CX has steadily gained traction as enterprises increasingly recognize the value of partnering with third-party providers. When internal resources are limited or unable to keep pace with rapid technology advances, outsourcing becomes a viable option. Outsourcing provides access to superior talent, the ability to scale quickly, and on-demand availability of pre-built solutions, intellectual property, tools, and accelerators. It also brings knowledge of industry best practices and cost efficiencies, making it an attractive choice for many enterprises. As per Everest Group’s research, outsourced digital CX often delivers 20–30% lower cost per interaction and 15% faster deployment compared to in-house models, offering measurable efficiency gains. The outsourced CX segment has grown from 27.2% of the market in 2020 to 33.2% in 2025 and is expected to reach 34.5% by 2027, highlighting its growing importance as a strategic lever for cost optimization, access to advanced technologies, and scalability.

Global CX Industry — Regional Overview

The global outsourced CX industry continues to evolve as enterprises increasingly prioritize customer-centricity to drive business outcomes. The market is on a steady growth trajectory, driven by advances in AI, automation, and digital transformation. Each region plays a unique role in shaping this landscape, offering distinct strengths and growth opportunities.

- 1. North America: North America remains the cornerstone of global CX outsourcing and is expected to account for approximately 41.5% of global demand by 2027. The region continues to lead in digital transformation, omnichannel engagement strategies, gen AI adoption, and proactive customer service initiatives.
- 2. Europe, Middle East and Africa (EMEA): EMEA accounted for approximately 32.7% of the global outsourced CX market in 2025 and is expected to reach 33.2% by 2027, driven by regulatory complexity, multilingual requirements, and sector-specific outsourcing demand.
- 3. Asia Pacific (APAC): While APAC is globally recognized for its cost-effective delivery capabilities, it is increasingly emerging as a dynamic origination market for CX demand. The region remains a major outsourcing hub for CX services, anchored by India and the Philippines, offering scalable, English-speaking talent pools.
- 4. Latin America (LATAM): LATAM’s proximity to North America, cultural affinity, and multilingual talent pool make it a preferred nearshore CX destination. The rising emphasis on nearshoring, combined with digital CX innovation, positions LATAM for continued expansion in the global CX value chain.

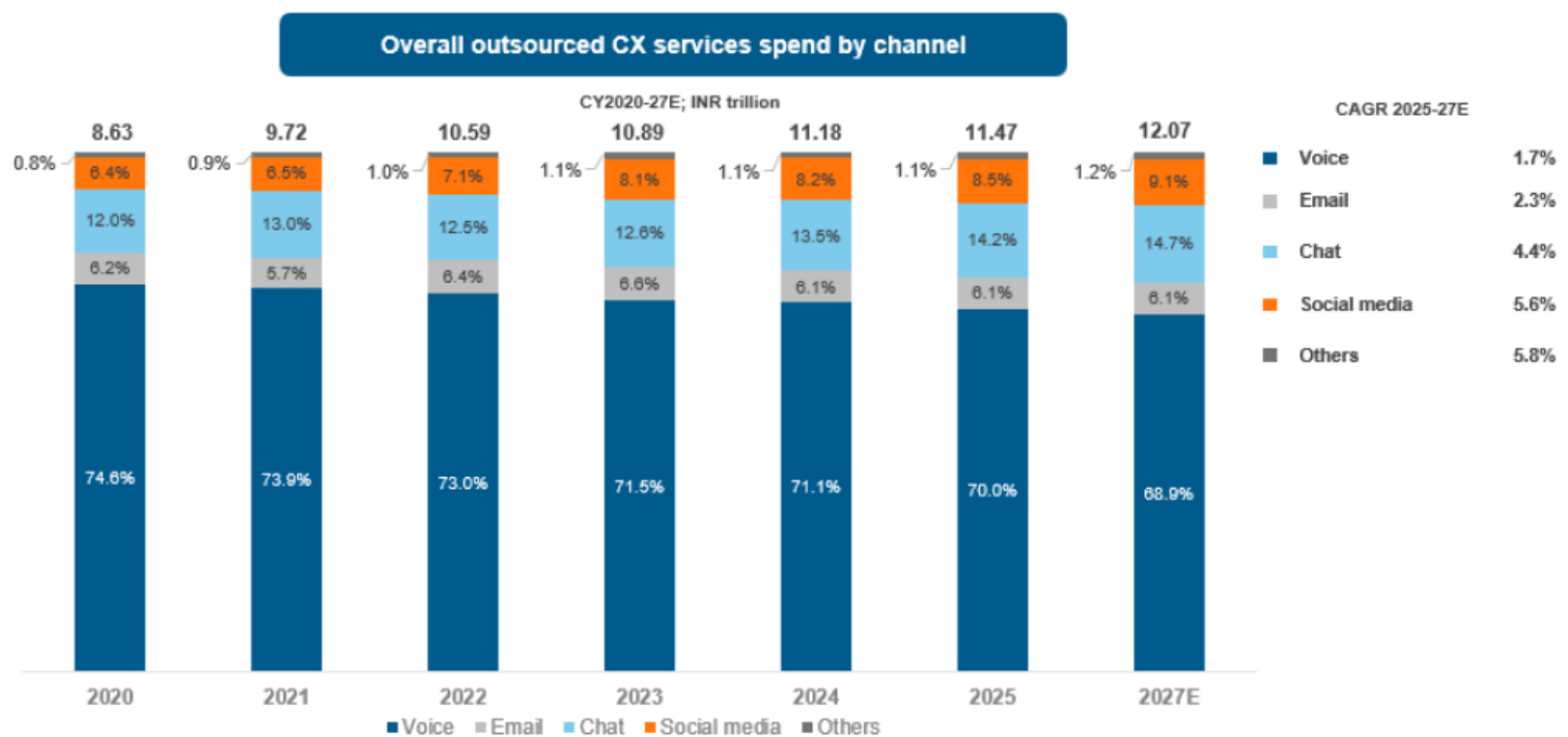


CX Industry Trends — Channels and Industry Verticals

A. CX channels

In the evolving CX landscape, channels are no longer viewed as isolated touchpoints, and they are now integral to delivering seamless, personalized, and meaningful customer interactions.

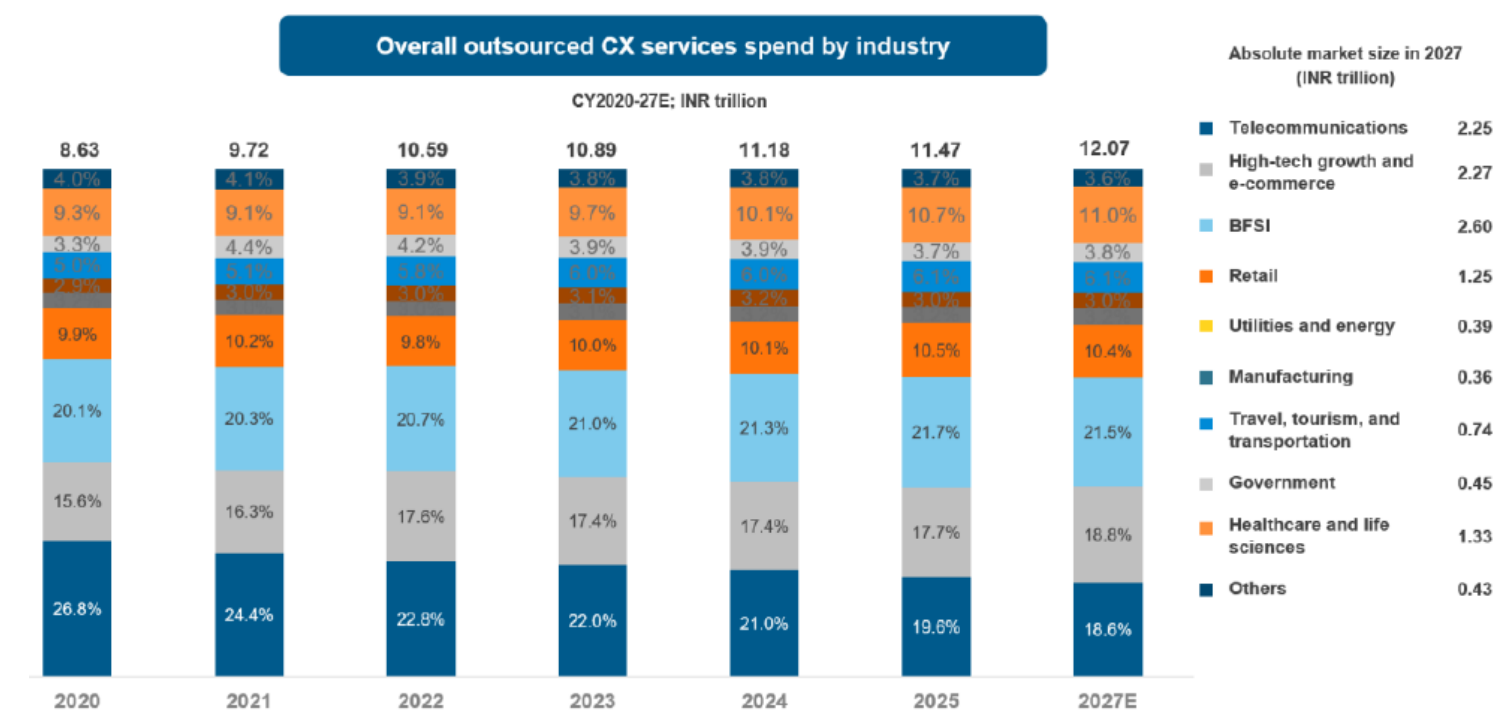
- 1. Voice: Everest Group expects voice to continue holding the largest market share in the foreseeable future; however, as consumers become digitally native and shift toward omnichannel experiences offering greater speed and shorter wait times, the overall market share of voice is expected to decline.
- 2. Chat: The chat channel will steadily gain market share due to its flexibility, efficiency, and cost benefits to customers and enterprises. Its adoption is expected to increase further, driven by advances in AI-powered chatbots with enhanced responsiveness, personalization, and round-the-clock support.
- 3. Social media: Social media is expected to be the fastest growing individual channel over the next few years. Interactive and personalized ads, alongside advanced tools for social listening and sentiment analysis, will continue to enhance and drive the use of social media channels.
- 4. Emerging channels: Video, metaverse, IoT-driven channels, and AR-VR are other emerging channels across different verticals and are expected to grow in the future.



B. Industry verticals

Across industries, enterprises are evolving CX from traditional support models to digital-first, AI-driven, omnichannel strategies. As customer expectations intensify and operational complexity grows, CX outsourcing is becoming an essential lever for driving loyalty, innovation, and growth at scale.

Industry	Key focus areas and growth drivers
Telecommunications	Customer care, technical support, billing, loyalty management, outage communication, and AI-driven self-service. The expansion of network bands into 5G and 6G is expected to unlock new CX opportunities.
Utilities and energy	Billing support, outage management, emergency responses, customer self-service, and real-time energy updates.
BFSI	Customer onboarding, KYC, account servicing, fraud prevention, collections, claims processing, and investment support.
High-tech and e-commerce	Technical support, order and payment support, fraud detection, AI chatbots, merchant onboarding, dispute resolution, data annotation, and content moderation.
Retail	Order tracking, returns, loyalty programs, omnichannel support, AI-powered personalization, and fraud management.
Healthcare and life sciences	Patient engagement, appointment scheduling, revenue cycle management, telehealth support, and multilingual digital patient engagement.
Manufacturing	Distributor support, warranty claims, aftermarket services, sales/order processing, and supply chain tracking.



• Digital CX and Technological Developments

Digital CX refers to using digital technologies, tools, and strategies to manage and enhance customer interactions and experiences across various touchpoints throughout the customer life cycle. It goes beyond traditional customer service by enabling organizations to deliver personalized, seamless, and contextually relevant experiences.

Key components of digital CX include:

1. Cloud contact center platforms: Enable enterprises to manage customer interactions across voice, chat, email, and social media from a unified interface.
2. Automation: Enhances efficiency and consistency by streamlining repetitive activities, improving operational speed, and reducing errors.

3. Advanced analytics: Empowers enterprises to gain a deeper understanding of customer behavior, customer preferences, and their sentiments across touchpoints.
4. Workforce management: Enables enterprises to forecast and manage workforce capacity to match incoming volumes.
5. Artificial intelligence and generative AI: Support personalized interactions at scale, predictive analytics, automated customer support, and enhanced agent efficiency.

Emerging technologies include agentic AI, accent localization and harmonization, conversational business intelligence, language translation, and virtual and augmented reality. Based on an enterprise survey by Everest Group, enterprises anticipate a 40% reduction in Average Handling Time (AHT) and at least a 20% increase in Customer Satisfaction (CSAT) due to gen AI's personalized approach, contextual decision-making, and swift problem resolution.

• Challenges and Headwinds for the CX Industry

The CX industry faces a bifurcation of risks: demand-side pressures driven by macroeconomic uncertainty, enterprise automation, and evolving compliance requirements; and delivery-side risks stemming from geopolitical volatility, inflation in delivery hubs, and emerging regulatory frameworks.

Demand-side risks

1. Enterprise-led automation with voice AI and gen AI technologies: In certain processes, full automation or AI-augmented CX solutions may reduce the reliance on human agents, reshaping workforce dynamics and impacting traditional CX delivery models.
2. Macroeconomic slowdowns and recessionary pressures: During economic downturns, as enterprises face reduced consumer spending and tighter budgets, they often scale back on investments in CX solutions.
3. Organizational readiness for AI-led CX: A failure to invest in technology integration, employee training, and change management could lead to poor adoption, underutilization of tools, and inconsistent customer experiences.

Delivery-side risks

1. Geopolitical tensions: Trade restrictions, sanctions, and political instability in key markets can limit CX providers' ability to operate seamlessly across borders.
2. Inflation and currency volatility: Rising inflation erodes profit margins, especially for CX providers in low-cost regions, while currency fluctuations complicate multi-currency contracts.
3. Global talent shortage: The scarcity of skilled professionals in data science, analytics, and CX strategy hinders enterprises from effectively implementing and optimizing CX services.

Emerging systemic risks

1. Climate-related disruptions: Climate-related events pose operational risks to CX providers and can disrupt service delivery locations.
2. Data privacy and cybersecurity risks: Growing concerns around data privacy and cybersecurity have significantly increased compliance burdens for CX providers.
3. Regulatory convergence and fragmentation: Providers must navigate varied standards for data protection, AI governance, and outsourcing across jurisdictions.

• Mergers and Acquisitions in the CX Industry

In recent years, there has been significant M&A activity in the CX industry. This trend is driven by the growing demand for integrated, digital-first customer experiences and the need for providers to expand their capabilities. Large service providers are acquiring niche providers, technology specialists, and geographically focused providers to offer end-to-end solutions and stay competitive. M&As play a transformative role in the CX industry, enabling providers to scale rapidly, integrate advanced technologies such as AI and automation, and offer seamless, omni-channel experiences across verticals. These strategic moves help consolidate capabilities, accelerate innovation, and bring more comprehensive, customer-centric solutions to the market. By combining complementary strengths, providers can expand into new geographies, serve niche segments more effectively, and deepen their domain expertise in key sectors such as BFSI, retail, and healthcare. While M&A activity often sparks concerns around integration complexity or operational overlaps, the CX industry remains highly competitive, with a broad mix of established participants and agile innovators.

➤ KPI:

Particulars	3m period ended June 30, 2026	FY 2026	FY 2025	FY 2024
Financial KPIs				
Revenue from Operations (₹ million)	4,905	18,181	13,293	9,913
Revenue Growth	N.A.	36.77%	34.09%	-10.29%
Profit for the period/year (₹ million)	557	1,698	743	363
PAT Margin (%)	11.4%	9.3%	5.6%	3.7%
Adjusted Profit after tax (₹ million)	617	2,091	1,038	598
Adjusted PAT Margin (%)	12.6%	11.5%	7.8%	6.0%
Earnings before interest expense, taxes, depreciation and amortization	951	3,299	1,978	1,046
EBITDA Growth	N.A.	66.79%	89.05%	-6.82%

Adjusted EBITDA (₹ million)	982	3,542	2,101	1,219
EBITDA Margin (%)	19.4%	18.1%	14.9%	10.6%
Adjusted EBITDA Margin (%)	20.0%	19.5%	15.8%	12.3%
Return on Capital Employed	19.8%	71.6%	49.7%	19.6%
Return on Equity	9.0%	30.3%	20.7%	13.4%
Days Sales Outstanding	77	76	92	94
Revenue Split by Geography	100.0%	100.0%	100.0%	100.0%
US & Canada	84.1%	85.3%	75.3%	69.5%
UK & Europe	4.9%	3.1%	5.2%	5.9%
India	9.9%	11.3%	19.4%	23.8%
Others	1.1%	0.3%	0.1%	0.8%
Revenue Split by Vertical	100.0%	100.0%	100.0%	100.0%
Media	0.0%	0.0%	0.0%	0.0%
Consumer and retail	13.3%	12.1%	14.2%	17.1%
BFSI	14.2%	13.5%	16.5%	15.6%
Telecommunications and technology	43.5%	47.3%	43.5%	30.9%
Public sector	0.0%	0.0%	0.0%	0.0%
Healthcare	13.3%	13.1%	10.6%	13.0%
Others	15.7%	13.9%	15.3%	23.3%
Client Concentration	100.0%	100.0%	100.0%	100.0%
Top 5 clients (% revenue contribution)	38.6%	39.6%	33.7%	29.1%
Top 10 clients (% revenue contribution)	49.7%	49.7%	45.3%	41.0%
Revenue by Delivery				
Offshore	28.2%	26.7%	20.2%	23.4%
Onshore	32.0%	36.4%	42.4%	50.2%
Nearshore	39.9%	36.9%	37.4%	26.4%
Operational KPIs	100.0%	100.0%	100.0%	100.0%
Revenue per employee (₹ million)	1.4	1.4	1.1	1.2
No. of employees	13,735	13,357	12,586	8,539
Voluntary Employee Attrition (%)	31.2%	26.5%	30.6%	32.2%

➤ **Peer Comparison:**

Particulars	Face Value per Equity Share (₹)	EPS Basic (₹)	EPS Diluted (₹)	NAV per Share (₹)	P/E (x)	RoNW (%)	Total Income (₹ million)
Fusion CX Limited	1	13.5	13.4	43.7	18.7x	30.7%	18,518
Listed Peers							
Firstsource Solutions Limited	10	9.8	9.6	61.8	22.3x	15.0%	95,638
eClerx Services Limited	10	76.2	74.4	278	19.7x	53.0%	42,182
AllDigital Tech Limited	10	54	54	235	14.1x	29.0%	6,080
Inventurus Knowledge Solutions Limited	1	43.1	42.3	568	31.4x	7.6%	32,110
Sagility India Limited	10	2	2	30.5	21.7x	6.5%	72,908
Hinduja Global Solutions Limited	10	6.9	6.9	53	51.1x	2.0%	48,570

➤ **Key Risk:**

- **Legal Proceedings Risk:** There are outstanding legal proceedings involving the company, its subsidiaries and directors. Any adverse outcome in such proceedings may adversely affect the company's reputation, business, results of operations, profitability and margins, cash flows and financial condition.
- **Customer Concentration Risk:** A significant portion of the company's business is attributable to its top 10 customers, which contributed 49.84%, 52.17%, 45.30% and 41.04% of revenue from operations for the three-month period ended June 30, 2026, and FY2026, FY2025 and FY2024, respectively. Any deterioration in the financial condition of these customers or the loss of such customers may adversely impact the company's business.
- **Cybersecurity Risk:** If the company's information security measures are compromised, damaged or interrupted by cyberattacks, breaches, computer viruses or other security incidents, the company's business, reputation and financial condition could be adversely affected.
- **International Revenue Concentration Risk:** 90.06%, 88.71%, 80.59% and 76.22% of the company's revenue from operations for the three-month period ended June 30, 2026, and FY2026, FY2025 and FY2024, respectively, is derived from customers based outside India, with a higher dependence on North America. The company's international operations expose it to management, legal, tax, economic and foreign exchange risks.
- **Intellectual Property Risk:** Any failure to protect the company's in-house developed technologies, proprietary information or intellectual property rights may adversely affect its business, financial condition and results of operations.

- **Human Capital Risk:** The company's operations are dependent on its ability to attract and retain skilled employees, Key Managerial Personnel and Senior Management Personnel. Any inability to do so could adversely affect its business, results of operations and financial condition.
- **Goodwill and Intangible Assets Risk:** Goodwill and other intangible assets represent the company's largest assets. Any impairment of goodwill or intangible assets may adversely affect the company's reputation and financial condition.
- **Acquisition Integration Risk:** If the company is unable to fully realize the anticipated benefits of acquisitions, or experiences delays or integration challenges in executing its acquisition-led growth strategy, its growth, business, results of operations and prospects may be adversely affected.
- **Data Privacy and Compliance Risk:** The company is subject to data protection and related laws governing the collection, use, storage and disclosure of personal, sensitive and health information. Non-compliance with such laws may result in liabilities, penalties and reputational harm.
- **Technology Obsolescence Risk:** The company's business could be adversely affected if it cannot keep pace with technological changes, invest sufficiently in technology, or if its services become non-competitive or obsolete due to technological developments. Additionally, the company intends to utilize ₹611.46 million of net proceeds towards technology upgrades, which may not generate the intended benefits.
- **Employee Cost Risk:** Employee expenses represented 67.53%, 65.62%, 65.83% and 68.82% of revenue from operations for the three-month period ended June 30, 2026, and FY2026, FY2025 and FY2024, respectively. Failure to effectively manage employee costs may adversely affect the company's business, financial condition and results of operations. Additionally, the company is exposed to employee-related claims and complaints due to its large workforce.

➤ **Valuation:**

Fusion CX Limited is a rapidly growing customer experience outsourcing company with a differentiated technology-led business model backed by proprietary AI platforms, a geographically diversified delivery network and strong domain expertise across Telecom & Utilities, Healthcare, BFSI, Retail and HTT verticals. The company has successfully scaled through both organic growth and strategic acquisitions, resulting in a global footprint across 13 countries and increasing exposure to higher-value AI-enabled CX services. Revenue from operations has grown at a CAGR of approximately 35% between FY24 and FY26, while profitability has improved significantly, with adjusted EBITDA margin increasing from 12.3% in FY24 to 19.5% in FY26. The company is also well positioned to benefit from the structural growth in the global outsourced CX industry, increasing adoption of AI-driven customer engagement solutions, and growing demand for multilingual omni-channel support services. However, investors should consider risks relating to customer concentration, reliance on North American markets, employee retention, acquisition integration and the rapidly evolving technology landscape.

At the upper price band, the company is valued at 24.6x FY26 P/E and 16.6x FY26 EV/EBITDA, implying a post-issue market capitalization of approximately ₹41,720 million. Compared with listed peers such as Firstsource Solutions, eClerx Services, Sagility India and Hinduja Global Solutions, the valuation appears reasonable considering the company's superior revenue growth trajectory, expanding margin profile, strong return ratios and increasing contribution from technology-enabled solutions. Accordingly, we recommend a "**Subscribe - Long Term**" rating for the issue.

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