Form No. MGT-7

Annual Return (other than OPCs and Small Companies)
[Pursuant to sub-section (1) of section 92 of the Companies Act, 2013 and sub-rule (1) of rule 11 of the Companies (Management and Administration) Rules, 2014]

सत्यमेव जयते

Form language
(●) English ( ) Hindi

*All fields marked in * are mandatory*

Refer instruction kit for filing the form

I REGISTRATION AND OTHER DETAILS

i *Corporate Identity Number (CIN): L73100MH1999PLC119744

ii (a) *Financial year for which the annual return is being filed (From date) (DD/MM/YYYY): 01/04/2025

(b) *Financial year for which the annual return is being filed (To date) (DD/MM/YYYY): 31/03/2026

(c) *Type of Annual filing: (●) Original ( ) Revised

(d) SRN of MGT-7 filed earlier for the same financial years:

iii

Particulars	As on filing date	As on the financial year end date
Name of the company	RUBICON RESEARCH LIMITED	RUBICON RESEARCH LIMITED
Registered office address	MEDONE HOUSE, B-75, ROAD NO. 33 WAGLE ESTATE, THANE WEST,NA,THANE,Thane,Maharashtra,India,400604	MEDONE HOUSE, B-75, ROAD NO. 33 WAGLE ESTATE, THANE WEST,NA,THANE,Thane,Maharashtra,India,400604
Latitude details	19.197229	19.197229
Longitude details	72.950021	72.950021

(a) *Photograph of the registered office of the Company showing external building and name prominently visible: Registered office photograph(1).pdf

(b) *Permanent Account Number (PAN) of the company: AA******2M

(c) *e-mail ID of the company: *****tarial@rubicon.co.in

(d) *Telephone number with STD code: +91********00

(e) Website | https://www.rubicon.co.in/

iv *Date of Incorporation (DD/MM/YYYY) | 06/05/1999

v (a) *Class of Company (as on the financial year end date) | Public company

(Private company/Public Company/One Person Company)

(b) *Category of the Company (as on the financial year end date) | Company limited by shares

(Company limited by shares/Company limited by guarantee/Unlimited company)

(c) *Sub-category of the Company (as on the financial year end date) | Indian Non-Government company

(Indian Non-Government company/Union Government Company/State Government Company/ Guarantee and association company/Subsidiary of Foreign Company)

vi *Whether company is having share capital (as on the financial year end date) ◉ Yes ○ No

vii (a) Whether shares listed on recognized Stock Exchange(s) ◉ Yes ○ No

(b) Details of stock exchanges where shares are listed

S. No.	Stock Exchange Name	Code
1	Bombay Stock Exchange (BSE)	A1 - Bombay Stock Exchange (BSE)
2	National Stock Exchange (NSE)	A1024 - National Stock Exchange (NSE)

viii Number of Registrar and Transfer Agent | 1

CIN of the Registrar and Transfer Agent	Name of the Registrar and Transfer Agent	Registered office address of the Registrar and Transfer Agents	SEBI registration number of Registrar and Transfer Agent
U67190MH1999PTC118368	MUFG INTIME INDIA PRIVATE LIMITED	C-101, 1st Floor, 247 Park, Lal Bahadur Shastri Marg, Vikhroli (West,),,Mumbai,Mumbai City,Maharashtra,India,400083	INR000004058

ix * (a) Whether Annual General Meeting (AGM) held ○ Yes ◉ No

(b) If yes, date of AGM (DD/MM/YYYY) |

(c) Due date of AGM (DD/MM/YYYY) | 30/09/2026

(d) Whether any extension for AGM granted ○ Yes ◉ No

(e) If yes, provide the Service Request Number (SRN) of the GNL-1 application form filed for extension

(f) Extended due date of AGM after grant of extension (DD/MM/YYYY)

(g) Specify the reasons for not holding the same

AGM will be held on 26th August 2026

II PRINCIPAL BUSINESS ACTIVITIES OF THE COMPANY

i *Number of business activities

2

S. No.	Main Activity group code	Description of Main Activity group	Business Activity Code	Description of Business Activity	% of turnover of the company
1	C	Manufacturing	20	Manufacture of chemicals and chemical products	99.52
2	M	Professional, Scientific and Technical activities	72	Scientific research and development	0.48

III PARTICULARS OF HOLDING, SUBSIDIARY AND ASSOCIATE COMPANIES (INCLUDING JOINT VENTURES)

i *No. of Companies for which information is to be given

13

S. No.	CIN /FCRN	Other registration number	Name of the company	Holding/ Subsidiary/Associate/Joint Venture	% of shares held
1		450182788	Advagen Pharma Ltd	Subsidiary	100
2		002727813	Rubicon Research Canada Limited	Subsidiary	100
3		202033139D	Rubicon Research Private Limited (Singapore)	Subsidiary	100
4	U24304MH2020PTC340052		RUBICON CONSUMER HEALTHCARE PRIVATE LIMITED	Subsidiary	100
5	U24239MH2021PTC364174		KIA HEALTH TECH PRIVATE LIMITED	Subsidiary	100

6		65903361900	Rubicon Research Australia Pty Ltd	Subsidiary	100
7		87-1593998	AdvaGen Holdings, Inc	Subsidiary	100
8		86-1562419	Kinaxon Bio Inc. (Formerly Advatech Bio Pharma Ltd)	Subsidiary	100
9		16738127	Advagen Pharma Europe O	Subsidiary	100
10		20-8870855	Validus Pharmaceutical LLC	Subsidiary	100
11		83-2480426	AIMRX 3PL LLC	Subsidiary	100
12		3145570668	AdvaGen S A Company	Subsidiary	100
13		AAS-9364	Rubicon Academy LLP	Subsidiary	98.04

IV SHARE CAPITAL, DEBENTURES AND OTHER SECURITIES OF THE COMPANY

i SHARE CAPITAL

(a) Equity share capital

Particulars	Authorised Capital	Issued capital	Subscribed capital	Paid Up capital
Total number of equity shares	238990000.00	165092124.00	165092124.00	165092124.00
Total amount of equity shares (in rupees)	238990000.00	165092124.00	165092124.00	165092124.00

Number of classes: 1

Class of shares Equity	Authorised Capital	Issued capital	Subscribed Capital	Paid Up capital
Number of equity shares	238990000	165092124	165092124	165092124
Nominal value per share (in rupees)	1	1	1	1
Total amount of equity shares (in rupees)	238990000	165092124	165092124	165092124

(b) Preference share capital

Particulars	Authorised Capital	Issued capital	Subscribed capital	Paid Up capital
Total number of preference shares	0	0	0	0
Total amount of preference shares (in rupees)	0	0	0	0

Number of classes: 0

Class of shares	Authorised Capital	Issued capital	Subscribed Capital	Paid Up capital
Number of preference shares				
Nominal value per share (in rupees)				
Total amount of preference shares (in rupees)				

(c) Unclassified share capital

Particulars	Authorised Capital
Total amount of unclassified shares	0

(d) Break-up of paid-up share capital

Particulars	Number of shares			Total Nominal Amount	Total Paid-up amount	Total premium
	Physical	DEMAT	Total			
(i) Equity shares						
At the beginning of the year	0	154126676	154126676.00	154126676	154126676	
Increase during the year	0.00	10965448.00	10965448.00	10965448.00	10965448.00	5062615195.52
i Public Issues	0	10313058	10313058.00	10313058	10313058	4991520072

Particulars	Number of shares			Total Nominal Amount	Total Paid-up amount	Total premium
ii Rights issue	0	0	0.00	0	0	
iii Bonus issue	0	0	0.00	0	0	
iv Private Placement/ Preferential allotment	0	0	0.00	0	0	
v ESOPs	0	652390	652390.00	652390	652390	71095123.52
vi Sweat equity shares allotted	0	0	0.00	0	0	
vii Conversion of Preference share	0	0	0.00	0	0	
viii Conversion of Debentures	0	0	0.00	0	0	
ix GDRs/ADRs	0	0	0.00	0	0	
x Others, specify 0	0	0	0.00	0	0	
Decrease during the year	0.00	0.00	0.00	0.00	0.00	0
i Buy-back of shares	0	0	0.00	0	0	
ii Shares forfeited	0	0	0.00	0	0	
iii Reduction of share capital	0	0	0.00	0	0	
iv Others, specify 0	0	0	0.00	0	0	
At the end of the year	0.00	165092124.00	165092124.00	165092124.00	165092124.00	
(ii) Preference shares						
At the beginning of the year	0	0	0.00	0	0	
Increase during the year	0.00	0.00	0.00	0.00	0.00	0
i Issues of shares	0	0	0.00	0	0	
ii Re-issue of forfeited shares	0	0	0.00	0	0	
iii Others, specify 0	0	0	0.00	0	0	
Decrease during the year	0.00	0.00	0.00	0.00	0.00	0

Particulars	Number of shares			Total Nominal Amount	Total Paid-up amount	Total premium
i Redemption of shares	0	0	0.00	0	0	
ii Shares forfeited	0	0	0.00	0	0	
iii Reduction of share capital	0	0	0.00	0	0	
iv Others, specify 0	0	0	0.00	0	0	
At the end of the year	0.00	0.00	0.00	0.00	0.00	

ISIN of the equity shares of the company: INE506V01022

ii Details of stock split/consolidation during the year (for each class of shares): 0

Class of shares		
Before split / Consolidation	Number of shares	
	Face value per share	
After split / consolidation	Number of shares	
	Face value per share	

iii Details of shares/Debentures Transfers since closure date of last financial year (or in the case of the first return at any time since the incorporation of the company)

☑ Nil

Number of transfers

Attachments:

1. Details of shares/Debentures Transfers

iv Debentures (Outstanding as at the end of financial year)
(a) Non-convertible debentures

*Number of classes: 0

Classes of non-convertible debentures	Number of units	Nominal value per unit	Total value (Outstanding at the end of the year)
Total			

Classes of non-convertible debentures	Outstanding as at the beginning of the year	Increase during the year	Decrease during the year	Outstanding as at the end of the year
Total				

(b) Partly convertible debentures

*Number of classes 0

Classes of partly convertible debentures	Number of units	Nominal value per unit	Total value (Outstanding at the end of the year)
Total			

Classes of partly convertible debentures	Outstanding as at the beginning of the year	Increase during the year	Decrease during the year	Outstanding as at the end of the year
Total				

(c) Fully convertible debentures

*Number of classes 0

Classes of fully convertible debentures	Number of units	Nominal value per unit	Total value (Outstanding at the end of the year)
Total			

Classes of fully convertible debentures	Outstanding as at the beginning of the year	Increase during the year	Decrease during the year	Outstanding as at the end of the year
Total				

(d) Summary of Indebtedness

Particulars	Outstanding as at the beginning of the year	Increase during the year	Decrease during the year	Outstanding as at the end of the year
Non-convertible debentures	0.00	0.00	0.00	0.00
Partly convertible debentures	0.00	0.00	0.00	0.00
Fully convertible debentures	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00

v Securities (other than shares and debentures) 0

Type of Securities	Number of Securities	Nominal Value of each Unit	Total Nominal Value	Paid up Value of each Unit	Total Paid up Value
Total					

V Turnover and net worth of the company (as defined in the Companies Act, 2013)

i *Turnover 13060820000

ii * Net worth of the Company 13532730000

VI SHARE HOLDING PATTERN

A Promoters

S. No	Category	Equity		Preference	
		Number of shares	Percentage	Number of shares	Percentage
1	Individual/Hindu Undivided Family				
	(i) Indian	39060000	23.66	0	0.00
	(ii) Non-resident Indian (NRI)	0	0.00	0	0.00
	(iii) Foreign national (other than NRI)	0	0.00	0	0.00
2	Government				
	(i) Central Government	0	0.00	0	0.00
	(ii) State Government	0	0.00	0	0.00
	(iii) Government companies	0	0.00	0	0.00
3	Insurance companies	0	0.00	0	0.00
4	Banks	0	0.00	0	0.00
5	Financial institutions	0	0.00	0	0.00
6	Foreign institutional investors	0	0.00	0	0.00
7	Mutual funds	0	0.00	0	0.00
8	Venture capital	0	0.00	0	0.00
9	Body corporate (not mentioned above)	59258360	35.89	0	0.00
10	Others 0	510000	0.31	0	0.00
	Total	98828360.00	59.86	0.00	0

Total number of shareholders (promoters) | 7

B Public/Other than promoters

S. No	Category	Equity		Preference	
		Number of shares	**Percentage**	**Number of shares**	**Percentage**
1	Individual/Hindu Undivided Family				
	(i) Indian	4908633	2.97	0	0.00
	(ii) Non-resident Indian (NRI)	2792035	1.69	0	0.00
	(iii) Foreign national (other than NRI)	0	0.00	0	0.00
2	Government				
	(i) Central Government	0	0.00	0	0.00
	(ii) State Government	0	0.00	0	0.00
	(iii) Government companies	0	0.00	0	0.00
3	Insurance companies	517633	0.31	0	0.00
4	Banks	0	0.00	0	0.00
5	Financial institutions	0	0.00	0	0.00
6	Foreign institutional investors	12443308	7.54	0	0.00
7	Mutual funds	11779842	7.14	0	0.00
8	Venture capital	4237581	2.57	0	0.00
9	Body corporate (not mentioned above)	6992472	4.24	0	0.00
10	Others 0	22592260	13.68	0	0.00
	Total	66263764.00	40.14	0.00	0

Total number of shareholders (other than promoters)	33731
Total number of shareholders (Promoters + Public/Other than promoters)	33738.00

Breakup of total number of shareholders (Promoters + Other than promoters)

Sl.No	Category	
1	Individual - Female	6741
2	Individual - Male	14158
3	Individual - Transgender	0
4	Other than individuals	12839
	Total	33738.00

C Details of Foreign institutional investors' (FIIs) holding shares of the company	28

Name of the FII	Address	Date of Incorporation	Country of Incorporation	Number of shares held	% of shares held
AMANSA HOLDINGS PRIVATE LIMITED	CITIBANK N.A. CUSTODY SERVICES FIFC- 9TH FLOOR, G BLOCK PLOT C-54 AND C-55, BKC BANDRA - EAST, MUMBAI	01/04/2026	India	1046828	0.6354
THINK INDIA OPPORTUNITIES MASTER FUND LP	CITIBANK N.A. CUSTODY SERVICES FIFC- 9TH FLOOR, G BLOCK PLOT C-54 AND C-55, BKC BANDRA - EAST, MUMBAI	01/04/2026	India	578140	0.3509
VEMF - A, L.P.	HSBC SECURITIES SERVICES 11TH FLR, BLDG NO.3, NESCO - IT PARK NESCO COMPLEX, W E HIGHWAY GOREGAON EAST, MUMBAI	01/04/2026	India	2540	0.0015
ARANDA INVESTMENTS PTE. LTD.	CITIBANK N.A. CUSTODY SERVICES FIFC- 9TH FLOOR, G BLOCK PLOT C-54 AND C-55, BKC BANDRA - EAST, MUMBAI	01/04/2026	India	1132060	0.6871

AL MEHWAR COMMERCIAL INVESTMENTS L.L.C. - (WANDA)	HSBC SECURITIES SERVICES 11TH FLOOR BLDG 3 NESCO IT PARK NESCO COMPLEX W E HIGHWAY GOREGAON EAST MUMBAI	01/04/2026	India	372780	0.2263
NOMURA FUNDS IRELAND PUBLIC LIMITED COMPANY-NOMURA FUNDS IRELAND - INDIA EQUITY FUND	HSBC SECURITIES SERVICES 11TH FLR, BLDG NO.3, NESCO - IT PARK NESCO COMPLEX, W E HIGHWAY GOREGAON EAST, MUMBAI	01/04/2026	India	2780950	1.688
MEDIOLANUM BEST BRANDS - MEDIOLANUM INDIA OPPORTUNITIES	STANDARD CHARTERED BANK SECURITIES SERVICES, 3RD FLOOR 23-25 M.G. ROAD FORT, MUMBAI	01/04/2026	India	124971	0.0759
GS INDIA EQUITY	HSBC SECURITIES SERVICES 11TH FLOOR, BLDG 3, NESCO - IT PARK NESCO COMPLEX, W.E. HIGHWAY GOREGAON (EAST), MUMBAI	01/04/2026	India	53353	0.0324
GOLDMAN SACHS FUNDS - GOLDMAN SACHS INDIA EQUITY PORTFOLIO	DEUTSCHE BANK AG, DB HOUSE HAZARIMAL SOMANI MARG, P.O.BOX NO. 1142, FORT MUMBAI	01/04/2026	India	1478811	0.8976
NEW YORK STATE TEACHERS RETIREMENT SYSTEM-MANAGED BY GOLDMAN SACHS ASSET MANAGEMENT L.P.	DEUTSCHE BANK AG, DB HOUSE HAZARIMAL SOMANI MARG, P.O.BOX NO. 1142, FORT MUMBAI	01/04/2026	India	80842	0.0491
UNITED NATIONS FOR AND ON BEHALF OF THE UNITED NATIONS JOINT STAFF PENSION FUND	CITIBANK N.A. CUSTODY SERVICES FIFC- 9TH FLOOR, G BLOCK PLOT C-54 AND C-55, BKC BANDRA - EAST, MUMBAI	01/04/2026	India	5738	0.0035
DENDANA INVESTMENTS (MAURITIUS) LIMITED MANAGED BY FIL INVESTMENT MANAGEMENT (SINGAPORE) LIMITED	CITIBANK N.A. CUSTODY SERVICES FIFC- 9TH FLOOR, G BLOCK PLOT C-54 AND C-55, BKC BANDRA - EAST, MUMBAI	01/04/2026	India	69930	0.0424

BLACKROCK STRATEGIC FUNDS - BLACKROCK SYSTEMATIC ASIA PACIFIC EQUITY ABSOLUTE RETURN FUND	CITIBANK N.A. CUSTODY SERVICES FIFC- 9TH FLOOR, G BLOCK PLOT C-54 AND C-55, BKC BANDRA - EAST, MUMBAI	01/04/2026	India	12138	0.0074
GOLDMAN SACHS ETF TRUST - GOLDMAN SACHS INDIA EQUITY ETF	DEUTSCHE BANK AG, DB HOUSE HAZARIMAL SOMANI MARG, P.O.BOX NO. 1142, FORT MUMBAI	01/04/2026	India	51227	0.0311
HBM HEALTHCARE INVESTMENTS (CAYMAN) LTD	STANDARD CHARTERED BANK Securities Services, 3rd Floor 23-25 MAHATMA GANDHI ROAD FORT, MUMBAI	01/04/2026	India	11103	0.0067
FIDELITY INDIA FUND	JP Morgan Chase Bank N.A, INDIA SUB CUSTODY 3rd Flr,JP MORGAN TOWER,OFF CST ROAD KALINA, SANTACRUZ - EAST, MUMBAI	01/04/2026	India	204487	0.1241
FIDELITY FUNDS - INDIA FOCUS FUND	CITIBANK N.A. CUSTODY SERVICES FIFC- 9TH FLOOR, G BLOCK PLOT C-54 AND C-55, BKC BANDRA - EAST, MUMBAI	01/04/2026	India	2350854	1.4269
INDIA IFSC TRUST - INDIA ESG ENGAGEMENT FUND	HDFC BANK LIMITED CUSTODY OPERATIONS EMPIRE PLAZA 1 4TH FLOOR LBS MARG CHANDAN NAGAR VIKHROLI WEST MUMBAI	01/04/2026	India	6827	0.0041
BOFA SECURITIES EUROPE SA - ODI	CITIBANK N.A. CUSTODY SERVICES FIFC- 9TH FLOOR, G BLOCK PLOT C-54 AND C-55, BKC BANDRA - EAST, MUMBAI	01/04/2026	India	326673	0.1983
QUADRATURE TRADING VCC - SUB-FUND NO. 1	JPMorgan Chase Bank, N.A. India Sub Custody 3rd Flr,JP Morgan Tower,Off CST Road Kalina, Santacruz East, Mumbai	01/04/2026	India	76459	0.0464
BNP PARIBAS FINANCIAL MARKETS - ODI	BNP PARIBAS HOUSE 1 NORTH AVENUE, MAKER MAXITY BANDRA KURLA COMPLEX, BANDRA EAST MUMBAI	01/04/2026	India	1099673	0.6675

RED BAY LTD	DEUTSCHE BANK AG DB HOUSE, HAZARIMAL SOMANI MARG POST BOX NO. 1142, FORT MUMBAI	01/04/2026	India	63472	0.0385
CITADEL SECURITIES SINGAPORE PTE. LIMITED	JP Morgan Chase Bank N.A, India Sub Custody 3rd Flr,JP MORGAN TOWER,OFF CST ROAD KALINA, SANTACRUZ - EAST, MUMBAI	01/04/2026	India	3979	0.0024
MORGAN STANLEY ASIA (SINGAPORE) PTE. - ODI	CITIBANK N.A. CUSTODY SERVICES FIFC- 9TH FLOOR, G BLOCK PLOT C-54 AND C-55, BKC BANDRA - EAST, MUMBAI	01/04/2026	India	28627	0.0174
SOCIETE GENERALE - ODI	SBI-SG GLOBAL SECURITIES SERVICES PL JEEVAN SEVA EXTENSION BUILDING GROUND FLOOR S V ROAD SANTACRUZ WEST MUMBAI	01/04/2026	India	466291	0.283

VII NUMBER OF PROMOTERS, MEMBERS, DEBENTURE HOLDERS
[Details of Promoters, Members (other than promoters), Debenture holders]

Details	**At the beginning of the year**	**At the end of the year**
Promoters	6	7
Members (other than promoters)	30	33731
Debenture holders	0	0

VIII DETAILS OF DIRECTORS AND KEY MANAGERIAL PERSONNEL

A Composition of Board of Directors

Category	**Number of directors at the beginning of the year**		**Number of directors at the end of the year**		**Percentage of shares held by directors as at the end of year**	
	Executive	Non-executive	Executive	Non-executive	Executive	Non-executive
A Promoter	2	0	2	0	3.92	0
B Non-Promoter	0	3	0	7	0.00	0.00

i Non-Independent	0	0	0	3	0	0
ii Independent	0	3	0	4	0	0
C Nominee Directors representing	0	3	0	0	0.00	0.00
i. Banks and FIs	0	0	0	0	0	0
ii Investing institutions	0	3	0	0	0	0
iii Government	0	0	0	0	0	0
iv Small share holders	0	0	0	0	0	0
v Others	0	0	0	0	0	0
Total	2	6	2	7	3.92	0.00

*Number of Directors and Key managerial personnel (who is not director) as on the financial year end date: 11

B (i) Details of directors and Key managerial personnel as on the closure of financial year

Name	**DIN/PAN**	**Designation**	**Number of equity shares held**	**Date of cessation (after closure of financial year : If any) (DD/MM/YYYY)**
SHANTANU RASTOGI	06732021	Director	0	
PARAG SUGANCHAND SANCHETI	07686819	Director	30000	
PRATIBHA SUDHIR PILGAONKAR	00401516	Managing Director	6435000	
PRADNYA NANDKUMAR SARAVADE	08472973	Director	0	
MILIND ANIL PATIL	02546815	Director	0	
KUMARAPURAM GOPALAKRISHNAN ANANTHAKRISHNAN	00019325	Director	0	
CHANGAVALLI VENKAT	02391159	Director	0	
VARUN TALUKDAR	08312687	Director	0	
DEEPASHREE OMKAR TANKSALE	ACQPL4592E	Company Secretary	0	
PARAG SUGANCHAND SANCHETI	AETPS9900C	CEO	30000	
NITIN JAJODIA	AEYPJ5639Q	CFO	251901	

B (ii) *Particulars of change in director(s) and Key managerial personnel during the year 3

Name	DIN/PAN	Designation at the beginning / during the financial year	Date of appointment/ change in designation/ cessation (DD/MM/YYYY)	Nature of change (Appointment/ Change in designation/ Cessation)
ANAND AGARWAL	06481297	Director	03/02/2026	Cessation
PRADNYA NANDKUMAR SARAVADE	08472973	Additional Director	03/02/2026	Appointment
PRADNYA NANDKUMAR SARAVADE	08472973	Director	15/03/2026	Change in designation

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IX MEETINGS OF MEMBERS/CLASS OF MEMBERS/ BOARD/COMMITTEES OF THE BOARD OF DIRECTORS

A MEMBERS/CLASS /REQUISITIONED/NCLT/COURT CONVENED MEETINGS

*Number of meetings held 1

Type of meeting	Date of meeting (DD/MM/YYYY)	Total Number of Members entitled to attend meeting	Attendance	
			Number of members attended	% of total shareholding
Annual General Meeting	28/08/2025	36	16	66.33

B BOARD MEETINGS

*Number of meetings held 14

S.No	Date of meeting (DD/MM/YYYY)	Total Number of directors as on the date of meeting	Attendance	
			Number of directors attended	% of attendance
1	30/06/2025	8	8	100
2	30/07/2025	8	7	87.5
3	06/08/2025	8	7	87.5

4	18/08/2025	8	6	75
5	11/09/2025	8	6	75
6	19/09/2025	8	7	87.5
7	01/10/2025	8	7	87.5
8	13/10/2025	8	6	75
9	29/10/2025	8	7	87.5
10	13/11/2025	8	8	100
11	16/12/2025	8	8	100
12	03/02/2026	8	8	100
13	12/03/2026	8	6	75
14	31/03/2026	8	7	87.5

C COMMITTEE MEETINGS

Number of meetings held | 28

S.No	Type of meeting	Date of meeting (DD/MM/YYYY)	Total Number of Members as on the date of meeting	Attendance	
				Number of members attended	% of attendance
1	Audit Committee	30/06/2025	3	3	100
2	Audit Committee	30/07/2025	3	3	100
3	Audit Committee	06/08/2025	3	3	100
4	Audit Committee	18/08/2025	3	3	100
5	Audit Committee	19/09/2025	3	3	100
6	Audit Committee	01/10/2025	3	3	100
7	Audit Committee	12/11/2025	3	3	100
8	Audit Committee	13/11/2025	3	3	100
9	Audit Committee	03/02/2026	3	3	100
10	Audit Committee	30/03/2026	3	2	66.67

11	Nomination and Remuneration Committee	30/07/2025	3	2	66.67
12	Nomination and Remuneration Committee	11/09/2025	3	2	66.67
13	Nomination and Remuneration Committee	19/09/2025	3	2	66.67
14	Nomination and Remuneration Committee	29/10/2025	3	3	100
15	Nomination and Remuneration Committee	03/02/2026	3	3	100
16	Nomination and Remuneration Committee	30/03/2026	3	2	66.67
17	Stakeholders Relationship Committee	30/03/2026	4	3	75
18	Risk Management Committee	31/03/2026	3	3	100
19	Corporate Social Responsibility Committee	23/04/2025	3	3	100
20	Corporate Social Responsibility Committee	30/07/2025	3	3	100
21	Corporate Social Responsibility Committee	13/11/2025	3	3	100
22	Corporate Social Responsibility Committee	18/03/2026	4	4	100
23	Corporate Social Responsibility Committee	31/03/2026	4	4	100
24	IPO Committee	06/08/2025	5	5	100
25	IPO Committee	11/09/2025	3	2	66.67
26	IPO Committee	30/09/2025	3	3	100
27	IPO Committee	08/10/2025	3	3	100
28	IPO Committee	14/10/2025	3	3	100

D ATTENDANCE OF DIRECTORS

S. No	Name of the Director	Board Meetings			Committee Meetings			Whether attended AGM held on
		Number of Meetings which director was entitled to attend	Number of Meetings attended	% of attendance	Number of Meetings which director was entitled to attend	Number of Meetings attended	% of attendance	(Y/N/NA)
1	SHANTANU RASTOGI	14	9	64	11	9	81	
2	PARAG SUGANCHAND SANCHETI	14	14	100	12	12	100	
3	PRATIBHA SUDHIR PILGAONKAR	14	12	85	5	5	100	
4	PRADNYA NANDKUMAR SARAVADE	2	1	50	3	3	100	
5	MILIND ANIL PATIL	14	12	85	16	15	93	
6	KUMARAPURAM GOPALAKRISHNAN ANANTHAKRISHNAN	14	11	78	7	4	57	
7	CHANGAVALLI VENKAT	14	14	100	21	20	95	
8	VARUN TALUKDAR	14	13	92	6	6	100	
9	Anand Agarwal	12	12	100	0	0	0	

X REMUNERATION OF DIRECTORS AND KEY MANAGERIAL PERSONNEL

☐ Nil

A *Number of Managing Director, Whole-time Directors and/or Manager whose remuneration details to be entered: 1

S. No.	Name	Designation	Gross salary	Commission	Stock Option/ Sweat equity	Others	Total amount
1	Pratibha Sudhir Pilgoankar	Managing Director	17600000	0	0	0	17600000.00
	Total		17600000.00	0.00	0.00	0.00	17600000.00

B *Number of CEO, CFO and Company secretary whose remuneration details to be entered: 3

S. No.	Name	Designation	Gross salary	Commission	Stock Option/ Sweat equity	Others	Total amount
1	Parag Suganchand Sancheti	CEO	56000000	0	0	0	56000000.00
2	Nitin Jajodia	CFO	30140000	0	3688860	0	33828860.00
3	DEEPASHREE OMKAR TANKSALE	Company Secretary	1590000	0	0	0	1590000.00
	Total		87730000.00	0.00	3688860.00	0.00	91418860.00

C *Number of other directors whose remuneration details to be entered: 4

S. No.	Name	Designation	Gross salary	Commission	Stock Option/ Sweat equity	Others	Total amount
1	Changavalli Venkat	Director	0	0	0	2500000	2500000.00
2	Kumarapuram Gopalakrishnan Ananthakrishnan	Director	0	0	0	2500000	2500000.00
3	Milind Anil Patil	Director	0	0	0	3000000	3000000.00
4	PRADNYA NANDKUMAR SARAVADE	Director	0	0	0	400000	400000.00
	Total		0.00	0.00	0.00	8400000.00	8400000.00

XI MATTERS RELATED TO CERTIFICATION OF COMPLIANCES AND DISCLOSURES

A *Whether the company has made compliances and disclosures in respect of applicable provisions of the Companies Act, 2013 during the year ◉ Yes ○ No

B If No, give reasons/observations

XII PENALTY AND PUNISHMENT – DETAILS THEREOF

A *DETAILS OF PENALTIES / PUNISHMENT IMPOSED ON COMPANY/ DIRECTORS/OFFICERS ☑ Nil

Name of the company/ directors/ officers	Name of the court/ concerned Authority	Date of Order (DD/MM/YYYY)	Name of the Act and section under which penalised / punished	Details of penalty/ punishment	Details of appeal (if any) including present status

B *DETAILS OF COMPOUNDING OF OFFENCES ☑ Nil

Name of the company/ directors/ officers	Name of the court/ concerned Authority	Date of Order (DD/MM/YYYY)	Name of the Act and section under which offence committed	Particulars of offence	Amount of compounding (in rupees)

XIII Details of Shareholder / Debenture holder

Number of shareholder/ debenture holder: 1

XIV Attachments

(a) List of share holders, debenture holders: Details of Shareholder or Debenture holder.xlsm

(b) Optional Attachment(s), if any

XV COMPLIANCE OF SUB-SECTION (2) OF SECTION 92, IN CASE OF LISTED COMPANIES

In case of a listed company or a company having paid up share capital of Ten Crore rupees or more or turnover of Fifty Crore rupees or more, details of company secretary in whole time practice certifying the annual return in Form MGT-8.

I/We certify that:

(a) The return states the facts, as they stood on the date of the closure of the financial year aforesaid correctly and adequately.
(b) Unless otherwise expressly stated to the contrary elsewhere in this return, the Company has complied with applicable provisions of the Act during the financial year.
(c) The company has not, since the date of the closure of the last financial year with reference to which the last return was submitted or in the case of a first return since the date of incorporation of the company, issued any invitation to the public to subscribe for any securities of the company.
(d) Where the annual return discloses the fact that the number of members, (except in case of one person company), of the company exceeds two hundred, the excess consists wholly of persons who under second proviso to clause (ii) of sub-section (68) of section 2 of the Act are not to be included in reckoning the number of two hundred.

I/ We have examined the registers, records and books and papers of RUBICON RESEARCH LIMITED as required to be maintained under the Companies Act, 2013 (the Act) and the rules made thereunder for the financial year ended on (DD/MM/YYYY) 31/03/2026

In my/ our opinion and to the best of my information and according to the examinations carried out by me/ us and explanations furnished to me/ us by the company, its officers and agents, I/ we certify that:
A The Annual Return states the facts as at the close of the aforesaid financial year correctly and adequately.
B During the aforesaid financial year the Company has complied with provisions of the Act & Rules made there under in respect of:

1 its status under the Act;
2 maintenance of registers/records & making entries therein within the time prescribed therefor;
3 filing of forms and returns as stated in the annual return, with the Registrar of Companies, Regional Director, Central Government, the Tribunal , Court or other authorities within/beyond the prescribed time;
4 calling/ convening/ holding meetings of Board of Directors or its committees, if any, and the meetings of the members of the company on due dates as stated in the annual return in respect of which meetings, proper notices were given and the proceedings including the circular resolutions and resolutions passed by postal ballot, if any, have been properly recorded in the Minute Book/registers maintained for the purpose and the same have been signed;
5 closure of Register of Members / Security holders, as the case may be.
6 advances/loans to its directors and/or persons or firms or companies referred in section 185 of the Act;
7 contracts/arrangements with related parties as specified in section 188 of the Act;
8 issue or allotment or transfer or transmission or buy back of securities/ redemption of preference shares or debentures/ alteration or reduction of share capital/ conversion of shares/ securities and issue of security certificates in all instances;
9 keeping in abeyance the rights to dividend, rights shares and bonus shares pending registration of transfer of shares in compliance with the provisions of the Act
10 declaration/ payment of dividend; transfer of unpaid/ unclaimed dividend/other amounts as applicable to the Investor Education and Protection Fund in accordance with section 125 of the Act;
11 signing of audited financial statement as per the provisions of section 134 of the Act and report of directors is as per sub - sections (3), (4) and (5) thereof;
12 constitution/ appointment/ re-appointments/ retirement/ filling up casual vacancies/ disclosures of the Directors, Key Managerial Personnel and the remuneration paid to them;
13 appointment/ reappointment/ filling up casual vacancies of auditors as per the provisions of section 139 of the Act;
14 approvals required to be taken from the Central Government, Tribunal, Regional Director, Registrar, Court or such other authorities under the various provisions of the Act;
15 acceptance/ renewal/ repayment of deposits;
16 borrowings from its directors, members, public financial institutions, banks and others and creation/ modification/ satisfaction of charges in that respect, wherever applicable;
17 loans and investments or guarantees given or providing of securities to other bodies corporate or persons falling under the provisions of section 186 of the Act ;
18 alteration of the provisions of the Memorandum and/ or Articles of Association of the Company;

To be digitally signed by

Name: Sunny Gogiya

Date (DD/MM/YYYY): 03/08/2026

Place: Thane

Whether associate or fellow:

- [x] Associate
- [ ] Fellow

Certificate of practice number: 2*5*3

XVI Declaration under Rule 9(4) of the Companies (Management and Administration) Rules, 2014

*(a) DIN/PAN/Membership number of Designated Person: 07686819

*(b) Name of the Designated Person: PARAG SUGANCHAND SANCHETI

Declaration

I am authorised by the Board of Directors of the Company vide resolution number* 14 dated* (DD/MM/YYYY) 30/07/2025 to sign this form and declare that all the requirements of Companies Act, 2013 and the rules made thereunder in respect of the subject matter of this form and matters incidental thereto have been complied with. I further declare that:

1 Whatever is stated in this form and in the attachments thereto is true, correct and complete and no information material to the subject matter of this form has been suppressed or concealed and is as per the original records maintained by the company.

2 All the required attachments have been completely and legibly attached to this form.

***To be digitally signed by**

*Designation: Director

(Director /Liquidator/ Interim Resolution Professional (IRP)/Resolution Professional (RP))

*DIN of the Director; or PAN of the Interim Resolution Professional (IRP) or Resolution Professional (RP) or Liquidator: 0*6*6*1*

***To be digitally signed by**

- [ ] Company Secretary
- [x] Company secretary in practice

*Whether associate or fellow:

- [x] Associate
- [ ] Fellow

Membership number

Certificate of practice number	2*5*3

Note: Attention is drawn to provisions of Section 448 and 449 of the Companies Act, 2013 which provide for punishment for false statement / certificate and punishment for false evidence respectively.

For office use only:

eForm Service request number (SRN)	AC5105823
eForm filing date (DD/MM/YYYY)	03/08/2026

This eForm has been taken on file maintained by the Registrar of Companies through electronic mode and on the basis of statement of correctness given by the company