

**POLICY FOR FAMILIARISATION PROGRAMMES FOR INDEPENDENT
DIRECTORS**

RUBICON RESEARCH LIMITED

SIGNATORIES

Version	Prepared by	Reviewed by	Approved by
1.0	Mr. Nitin Jajodia, Chief Financial Officer	Mr. Parag Suganchand Sancheti, Executive Director & CEO	Board of Directors

VERSION CONTROL

Version	Date	Description	Description of Changes
1.0	September 11, 2025	Familiarisation Programmes for Independent Directors	New Policy

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I. TITLE

This policy shall be called the ‘Policy on Familiarisation Programme for Independent Directors’ (“**Policy**”).

II. OBJECTIVE

The Companies Act, 2013, read with the rules thereunder, as amended (“**Act**”) read with Regulation 25(7) of the Securities and Exchange Board of India (“**SEBI**”) (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended (“**Listing Regulations**”) places increased responsibilities on independent directors of the Company. In order to enable the independent directors to fulfil their responsibilities efficiently and effectively, a familiarisation programme (“**Familiarisation Programme**”) has been put in place by Rubicon Research Limited (“**Company**”) to assist them to understand details about the Company, their roles, rights, responsibilities in the Company, including the nature of the industry in which the Company operates and business model of the Company.

III. FAMILIARISATION PROCESS

a) Initial Familiarisation

At the time of appointing a director, a letter of appointment shall be given to him/her, which *inter alia* explains the role, function, duties, and responsibilities expected of him as a Director of the Company. The Company conducts an introductory familiarisation programme/presentation when a new Independent Director comes on the Board of the Company. At the outset, all the independent directors are provided an overview of:

- 1) Criteria of independence applicable to Independent Directors as per Listing Regulations and the Act;
- 2) Time allocation by the Independent Directors on financial controls, overseeing systems of risk management, financial management compliance, Corporate Social Responsibility, Stakeholders conflicts, Board effectiveness, strategic direction, Meetings, and performance assessment;
- 3) Roles, functions, Duties, Responsibilities, and liabilities of Independent Directors;
- 4) Directors Responsibility Statement forming part of Boards’ Report;
- 5) Vigil Mechanism including policy formulation, disclosures, code for Independent Directors;
- 6) Risk Management Systems & framework; and
- 7) Board Evaluation Process and Procedures.

The Director is also explained in detail the compliances required from him under the Act, Listing Regulations and other relevant regulations and his affirmation taken with respect to the same. The Independent Directors are also provided with copy of latest Annual Report, the Company’s Code of Conduct for Prevention of Insider Trading, Code of Conduct for Directors and Senior Management Personnel and Schedule of upcoming Board and Committee meetings. With a view to familiarise him with the Company’s operations, the Chairman/Managing Director provides a one-to-one interaction on the organisational set up, the functioning of various divisions /

departments, the Company's market share and the markets in which it operates, governance and internal control processes and other relevant information pertaining to the Company's business. The above initiatives help the Director to understand the Company, its business and the regulatory framework in which the Company operates and equips him to effectively fulfil his role as a Director of the Company.

b) Continuing Familiarisation

The Company will follow a structured orientation programme for the independent directors to understand and get updated on the business and operations of the Company on a continuous basis.

The Company shall also conduct various training sessions, presentations at regular intervals to familiarise them with the strategy, operations and functions of the Company and their roles, responsibilities, and rights. Such continual familiarisation shall, *inter alia*, include regular inputs on strategy and business model of the Company, budgeting and planning, performance of various business verticals, statutory reporting including internal audit reports, SEBI audit reports and compliance related certifications and overview of business of subsidiaries on an on-going basis through the Chairman/ Managing Director/Chief Financial Officer and the key managerial personnel. The Company will also provide an opportunity to the independent directors to interact with the senior leadership team of the Company and help them to understand the Company's strategy, business model, operations, service and product offerings, markets, organisation structure, facilities and risk management and such other areas. Presentations are made to the Board and the Audit Committee, as the case may be, where Directors get an opportunity to interact with Executive Committee members and business heads. The Board has complete access to the information within the Company. Independent directors have the freedom to interact with the Company's management. Apart from this, they also have independent interactions with the statutory auditors, the internal auditors and external advisors appointed from time to time.

IV. DISCLOSURE OF POLICY

Pursuant to Regulation 46(2) of Listing Regulations, the Familiarisation Programme for the entire financial year shall be disclosed on the Company's website and a web link thereto shall be provided in the Annual Report. Familiarisation Programme will be conducted on an "as and when needed" basis during the year.

V. REVIEW OF PROGRAMME

The Board will review this Familiarisation Programme and make revisions as and when be required.

Effective Date: September 11, 2025.

Adopted by the Board of Directors on: September 11, 2025.

**Details of familiarisation programmes attended by Independent Directors during the
FY 2025-26 and cumulatively as end of 2025-26**

Sr. No.	Name of the Non-Executive Director/ Independent Director	No. of training hours attended during FY 2025-26	No. of training hours attended Cumulative till FY 2025-26	No. of Programmes attended during the FY 2025-26	No. of Programmes attended Cumulative till FY 2025-26
1.	Mr. Venkat Changavalli <i>Independent Director</i>	8 hours	8 hours	9	9
2.	Mr. Kumarapuram Gopalakrishnan Ananthakrishnan <i>Independent Director</i>	8 hours	8 hours	9	9
3.	Mr. Milind Anil Patil <i>Independent Director</i>	8 hours	8 hours	9	9
4.	Ms. Pradnya Nandkumar Saravade* <i>Independent Director</i>	5 hours	5 hours	3	3

*Appointed with effect from February 3, 2026.

Programmes includes business/function review during Board/Committee meeting, strategy meeting, induction of new director.