

January 9, 2026

To,
 The Manager
 Listing Department
BSE Limited,
 Phiroze Jeejeebhoy Towers,
 Dalal Street,
 Mumbai- 400001.
Scrip Code: 544578

To,
 The Manager,
 Listing Department,
National Stock Exchange of India Limited,
 Exchange Plaza, 5th floor, C-1 Block G,
 Bandra Kurla Complex, Bandra (East),
 Mumbai - 400051
Scrip Symbol: RUBICON

ISIN - INE506V01022

Sub: Intimation of Appointment of Senior Management Personnel

Ref.: Disclosure under Regulation 30 read with Schedule III of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations")

Dear Sir/ Madam,

Pursuant to Regulation 30 read with Schedule III of the SEBI Listing Regulations, we would like to inform about the appointment of Ms. Avani Harish Shah as a General Manager – Secretarial, Legal & Compliance and Senior Management Personnel of the Company with effect from January 09, 2026.

The details as required to be disclosed as per SEBI Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024, are provided in **Annexure I** to this letter.

This intimation is also being uploaded on Company's website and can be accessed at www.rubicon.co.in.

You are requested to kindly take the same on record.

Thanking you,

Yours faithfully,
For Rubicon Research Limited
(Formerly known as Rubicon Research Private Limited)

Deepashree Tanksale
Company Secretary & Compliance Officer
M. No. A28132

Encl.: a/a

Rubicon Research Limited (Formerly known as Rubicon Research Private Limited)

Registered Office & R&D Center
 MedOne House, B-75, Road No. 33,
 Wagle Estate, Thane - 400 604,
 Maharashtra, India
 Tel: 91-22-61414000/50414000
 Fax: 91-22-61414021
CIN: L73100MH1999PLC119744

Manufacturing Plant-I
 K-30/4 & 30/5, Additional M.I.D.C.,
 Ambernath, Thane - 421 506
 Maharashtra, India
 Tel: 0251-7139500 / 3501240
 Fax: 0251-7139575
Email: rubicon@rubicon.co.in

Manufacturing Plant-II
 J-4/2, Additional M.I.D.C.,
 Satara - 415 004,
 Maharashtra, India
 Tel: 02162-240309 / 240463
 Fax 02162-240331
Website: www.rubicon.co.in

Annexure A

(Pursuant to SEBI Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024)

Sr. No.	Particulars	Details (Ms. Avani Harish Shah)
1.	Reason for change viz. appointment, resignation, removal, death or otherwise	Appointment
2.	Date of appointment/ resignation & term of appointment.	Date of Appointment: January 9, 2026 Term of Appointment: As per Policy of the Company
3.	Brief profile (in case of appointment)	Avani is a legal professional with 20+ years of corporate legal experience in information technology and services industry. Her previous employment was with LTIMindtree Limited as a Senior Legal Director. Her prior assignments include Associate Director at Ramco Systems Limited, Assistant General Counsel at Capgemini Technologies SE (Paris & India) and managerial positions at Essar Group and Oracle Financial Services Software. She began her legal career as an Associate at Gordhandas and Fozdar (Advocates and Solicitors) Avani holds a master's degree in law (Intellectual Property Rights) and a bachelor's degree in law from Government Law College, Mumbai.
4.	Disclosure of relationships between directors (in case of appointment of a director).	Not Applicable

For Rubicon Research Limited
(Formerly known as Rubicon Research Private Limited)

Deepashree Tanksale
Company Secretary & Compliance Officer
M. No. A28132

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