

⇒ +91 80 3745 1377
 ➡ info@subex.com
 ➡ www.subex.com

May 30, 2022

The Secretary BSE Limited

Phiroze Jeejeebhoy Towers Dalal Street, Mumbai- 400 001

Fax: 022-2272 2037/2039/2041/3121

BSE Scrip Code: 532348

The Secretary

National Stock Exchange of India Limited

Exchange Plaza, 5th Floor, Plot no. C/l G Block, Bandra-Kurla Complex

Bandra (E), Mumbai - 400 051

Fax: 022-2659 8237/38; 2659 8347/48

NSE Symbol: SUBEXLTD

Dear Sir/Madam,

Sub: Subex Limited "The Company"-Outcome of the Board Meeting held on May 30, 2022

Please be informed that the agenda items summarized hereunder were discussed and approved at the Board Meeting held today at Bengaluru:

- 1. Approval of the Audited standalone and consolidated Financial Results of the Company for the quarter and year ended March 31, 2022.
- 2. Approval of the Audited standalone and consolidated Financial Statements of the Company for the year ended March 31, 2022.
- 3. In light of the low trading volume of the Global Depository Receipts (GDRs), and the outstanding equity shares underlying the GDRs not constituting more than 0.04% of the Company's issued and paid up equity shares as of March 31, 2022, the Board of Directors approved the termination of the DR Program and the delisting of the GDRs from the London Stock Exchange, subject to compliance with applicable laws and relevant rules.
- 4. Re-appointment of Ms. Poornima Prabhu (DIN: 06465957) as an Independent Director of the Company for a period of 5 years with effect from July 28, 2022, subject to the approval of the members at the ensuing Annual General Meeting. A brief profile of Ms. Poornima Prabhu is enclosed herewith as **Annexure B**.

Pursuant to Regulation 33(3) and Regulation 47 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company has opted to publish the consolidated financial results. The standalone financial results, however, are being made available to the Stock Exchanges' and are also being posted on the Company's website.



Subex Limited

CIN - L85110KA1994PLC016663



Please find enclosed:

- a) The Audited standalone and consolidated Financial Results of the Company for the quarter and year ended March 31, 2022.
- b) Declaration pursuant to Regulation 33(3)(d) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.
- c) A copy of the press release intended to be published to the media by the Company.
- d) Earnings Call Invite: In terms of Regulation 30 of the SEBI (LODR) Regulations, 2015, the Management will host Earnings Call on Tuesday, May 31, 2022 at 3.00 PM (IST) and the details of the Earnings Call are enclosed herewith as **Annexure A**.
- e) A brief profile of Ms. Poornima Prabhu in Annexure B.

The meeting concluded at 5,30 p.m. We request you to take the above information on record.

Yours truly,

For Subex Limited

Vinod Kumar Padmanabhan Managing Director & CEO

DIN:06563872

Chartered Accountants

12th Floor "UB City" Canberra Block No. 24, Vittal Mallya Road Bengaluru - 560 001, India

Tel: +91 80 6648 9000

Independent Auditor's Report on the Quarterly and Year to Date Audited Standalone Ind AS Financial Results of the Company Pursuant to the Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended

To The Board of Directors of Subex Limited

Report on the audit of the Standalone Ind AS Financial Results

Opinion

We have audited the accompanying statement of quarterly and year to date standalone Ind AS financial results of Subex Limited (the "Company") for the quarter and year ended March 31, 2022 ("Statement"), attached herewith, being submitted by the Company pursuant to the requirement of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended (the "Listing Regulations").

In our opinion and to the best of our information and according to the explanations given to us, the Statement:

- is presented in accordance with the requirements of the Listing Regulations in this regard;
 and
- ii. gives a true and fair view in conformity with the applicable accounting standards and other accounting principles generally accepted in India, of the net loss and other comprehensive income/(loss) and other financial information of the Company for the quarter and year ended March 31, 2022.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing ("SAs") specified under section 143(10) of the Companies Act, 2013, as amended ("the Act"). Our responsibilities under those Standards are further described in the "Auditor's Responsibilities for the Audit of the Standalone Ind AS Financial Results" section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our opinion.

Management's Responsibilities for the Standalone Ind AS Financial Results

The Statement has been prepared on the basis of the standalone annual financial statements. The Board of Directors of the Company are responsible for the preparation and presentation of the Statement that gives a true and fair view of the net loss and other comprehensive income/(loss) of the Company and other financial information in accordance with the applicable accounting standards prescribed under Section 133 of the Act read with relevant rules issued thereunder and other accounting principles generally accepted in India and in compliance with Regulation 33 of the Listing Regulations. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Statement that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Chartered Accountants

In preparing the Statement, the Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Standalone Ind AS Financial Results

Our objectives are to obtain reasonable assurance about whether the Statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Statement.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Statement, whether due to fraud or
 error, design and perform audit procedures responsive to those risks, and obtain audit evidence that
 is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material
 misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve
 collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures
 that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible
 for expressing our opinion on whether the company has adequate internal financial controls with
 reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of
 accounting and, based on the audit evidence obtained, whether a material uncertainty exists related
 to events or conditions that may cast significant doubt on the Company's ability to continue as a going
 concern. If we conclude that a material uncertainty exists, we are required to draw attention in our
 auditor's report to the related disclosures in the financial results or, if such disclosures are
 inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to
 the date of our auditor's report. However, future events or conditions may cause the Company to
 cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Statement, including the disclosures, and whether the Statement represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



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Other Matter

The Statement includes the results for the quarter ended March 31, 2022 being the balancing figure between the audited figures in respect of the full financial year ended March 31, 2022 and the published unaudited year-to-date figures up to the third quarter of the current financial year, which were subjected to a limited review by us, as required under the Listing Regulations.

Bengaluru

For S.R. BATLIBOI & ASSOCIATES LLP

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

per Rajeev Kumar

Partner ****

Membership No.: 213803

UDIN: 22213803 AJXCIV9773

Place: Bengaluru Date: May 30, 2022

SUBEX LIMITED

Registered office: Pritech Park - SEZ, Block-09, 4th Floor, B Wing, Survey No. 51-64/4, Outer ring road, Bellandur Village, Varthur Hobli, Bangalore -560 103

Statement of Standalone Financial Results for quarter and year ended March 31, 2022

(₹ in Lakhs)

	Quarter ended			Year ended	
Particulars	March 31, 2022	December 31, 2021	March 31, 2021	March 31, 2022	March 31, 2021
	Audited	Unaudited	Audited	Audited	Audited
Income					
Revenue from operations [refer note 5]	1,630	2,078	1,691	6,836	2,916
2 Share of profit from Limited Liability Partnerships(net) (refer note 3)	-	31	880	-	2,585
3 Other income	2	2	2	6	9
4 Total income (1+2+3)	1,632	2,080	2,573	6,842	5,510
Expenses					
Employee benefits expense (refer note 5)	1,054	1,078	887	4,293	1,361
Finance costs	3	3	1.	12	14
Depreciation and amortization expense	39	41	42	163	193
Share of loss from Limited Liability Partnerships(net) (refer note 3)	798	:491		1,273	8
Other expenses [refer note 6]	412	558	457	1,548	1,060
5 Total expenses	2,306	2,171	1,387	7,289	2,628
6 (Loss)/ profit before exceptional items and tax (4-5)	(674)	(91)	1,186	(447)	2,882
Exceptional items					
Gain on termination of lease agreement	8	·	ā	9	36
Provision for service tax receivable	12	×	-		(267
7 Total exceptional items					(231
8 Net (loss)/ profit before tax (6-7)	(674)	(91)	1,186	(447)	2,651
9 Tax expense, net	****	174.72		247040	- 00
Current tax charge	25	65	29	141	35
Deferred tax (MAT credit entitlement)	(25)	(65)		(141)	(6
Reversal - foreign withholding taxes Total tax expense			29		29
A desired and the second and the sec	(774)	(91)	1,157	(447)	2,622
Net (loss)/ profit for the period/ year (8-9)	(674)	(91)]	1,137	(44.7)	2,022
Other comprehensive income/ (loss), net of tax expense					
Items that will not be reclassified subsequently to profit or loss	22	100	3	(3)	
Re-measurement gain/ (loss) on defined benefits plan	22	(8)	, K.		
Total comprehensive (loss)/ income for the period/ year (10+11)	(652)	(99)	1,162	(450)	2,622
13 Paid up equity share capital [face value of ₹ 5 (March 31, 2021: ₹ 5)]	28,100	28,100	28,100	28,100	28,100
14 Other equity		>€	2	20,826	22,066
15 (Loss)/ Earnings per share (of ₹ 5/- each) (not annualised in case of the interim periods)			No.		
- Basic	(0.12)	(0.02)	0.21	(0.08)	0.49
- Diluted	(0.12)	(0.02)	0.21	(0.08)	0.48

SUBEX LIMITED

Registered office: Pritech Park - SEZ, Block-09, 4th Floor, B Wing, Survey No. 51-64/4, Outer ring road, Bellandur Village, Varthur Hobli, Bangalore -560 103

Statement of Standalone Assets and Liabilities

		As a	(₹in Lakt
A ASSETS		March 31, 2022	March 31, 2021
Non-current assets		Audited	Audited
Property, plant and equipment			
Right-of-use assets		29	
Intangible assets		36	5
Financial assets		650	4
Investments		.030	77
Other financial assets		42,761	79.00
Income tax asset (net)		26	47,56
Deferred tax asset (MAT credit entitlement)		2,903	1
Other non-current assets		141	2,90
		12	19
Current assets		46,558	***
Financial assets		40,336	51,349
Loans		1	
Trade receivables		30	1.60
Cash and cash equivalents		5,824	.26
Other balances with banks		802	2,184
Other financial assets		75	397
Other current assets			z Š:
		1,012	3,900
Total assets		63	63
total assets		7,806	6,570
EQUITY AND LIABILITIES		54,364	57,919
Equity			
Equity share capital Other equity		500ACC	
Total equity		28,100	28,100
rotal equity		20,826	22,066
Carriery Co.		48,926	50,166
Liabilities			
Non-current liabilities			
Financial liabilities			
Lease liabilities			
Provisions		27	35
		100	116
Current liabilities		127	151
Financial liabilities			151
Lease liabilities			
Trade payables		11	11
 total outstanding dues of micro enterprises and small enterprises 	TOTAL CONTRACTOR OF THE PARTY O	/333	31
- total outstanding dues of creditors other than micro enter	orprises	134	2
Other financial liabilities	orises and small enterprises	1,031	3
Other current habilities		3,767	355
Provisions		104	6,909
The Self Color of the Color of		122	99
Income tax liabilities (net)		142	90
Income tax liabilities (net)			135
		11 (T.	
Total liabilities		5,311	7,602
		11 (T.	

Registered office Pritech Park - SEZ, Block-09, 4th Floor, B Wing, Survey No. 51-64/4, Outer ring road, Bellandur Village, Varthur Hobli, Bangalore -560 103

Standalone statement of cash flows for the year ended March 31, 2022

(₹in Lakhs)

		Year end	
- 10 pt (2011)	March 31, 20	22	March 31, 2021
Particulars	Audited		Audited
Operating activities		(447)	2.651
(Loss)/ profit before tax expense		(447)	2,031
Adjustments to reconcile profit/ (loss) before tax expense to net cash flows:		20	68
Depreciation of property, plant and equipment and right-of-use assets		38	
Amortization of intangible assets		125	125
Expense on employee share based payments	- 1	7	
Interest income (including fair value changes)		(4)	(9)
Net gam on sale of investments		(1)	*
Finance costs (including fair value changes)		12	14
Allowance for expected credit losses		6	(23)
Gain on termination of lease agreement			(36)
Provision for service tax receivable			267
Share of loss/ (profit) from Limited Liability Partnerships (net)		1,273	(2,585)
Net foreign exchange loss		93	22
Operating profit before working capital changes		1,096	503
operating promotes			
Working capital adjustments:		(4)	21
(Increase) decrease in loans.		(3,619)	(1,139
(Increase) decrease in trade receivables		(43)	1111533
(Increase) decrease in other financial assets		(12)	(43)
(Increase) decrease in other assets		824	73
Increase/ (decrease) in trade payables	1	(50)	464
Increase/ (decrease) in other financial liabilities		(50)	77
Increase/ (decrease) in other current liabilities		5	191
Increase/ (decrease) in provisions		(1,798)	147
And the second of the second o		(137)	(2
Income tax paid (including TDS, net of refund)		(1,935)	145
Net cash flows (used in)/ from operating activities		(1,555)	18,740.
B) Investing activities			150
Purchase of property, plant and equipment		100	(55
Drawings from Limited Liability Partnerships		9,074	2,600
		(5,750)	054
Share of loss paid to Limited Liability Partnership		2,875	161
Share of loss paid to SDLLP		(2,876)	120
Purchase of Investments		(75)	(6)
Movement in margin money deposit (net)			(22
Purchase of treasury shares by ESOP trust		3	7
Interest received	-	3,251	2,530
Net cash flows from investing activities		3,231	24.00
C) Financing activities		440	[41
Proceeds from exercise of ESOP		440	
Interest paid		(4)	(14
Repayment of lease liability		(8)	(51
Payments of dividend		(1,339)	(2,746
		(911)	(2,670
Net cash flows used in financing activities		405	
(D) Net increase in cash and cash equivalents (A+B+C)		397	392
Cash and cash equivalents at the beginning of the year		802	397
(E) Cash and cash equivalents at year end			CALLY



Notes:

- 1 The above results have been reviewed by the Audit Committee and approved by the Board of Directors in their meeting held on May 30, 2022.
- The financial results have been prepared in accordance with the recognition and measurement principles laid down in the applicable Indian Accounting Standards ("Ind AS") prescribed under section 133 of the Companies Act, 2013, read with relevant rules thereunder and in terms of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.
- 3 Share of (loss)/ profit from Limited Liability Partnerships are as follows:

		Quarter ended			Year ended		
Particulars	March 31, 2022	December 31, 2021	March 31, 2021	March 31, 2022	March 31, 2021		
	Audited	Unaudited	Audited	Audited	Audited		
Share of profit/ (loss) from Subex Assurance LLP	(235)	188	1,194	1,353	4,628		
	(563)	(679)	(314)	(2,626)	(2,043		
Share of loss from Subex Digital LLP	(798)	(491)	880	(1,273)	2,585		

The Company has presented share of profit and share of loss from Limited Liability Partnerships ('LLP') on net basis as the management considers the net income/expense to be its return on investment in LLP.

- The Company is engaged in the business of software products and related services, which are monitored as a single segment by the Chief Operating Decision Maker, accordingly, these, in the context of Ind AS 108 on Operating Segments Reporting are considered to constitute one segment and hence the Company has not made any additional segment disclosures.
- Effective January 1, 2021, the Company had carried out strategic re-organization and decided to centralize certain key Sales and Business support functions, to drive better efficiency of scale and overall operations. Accordingly, all such employees in sales and business support functions from other group entities in India had been transferred to the Company. During the quarter ended March 31, 2022, quarter ended December 31, 2021, year ended March 31, 2022 and year ended March 31, 2021, the common costs pertaining to sales and business support function amounting to ₹ 1,238 Lakhs, ₹ 4,618 Lakhs and ₹ 1,406 Lakhs respectively had been recovered by the Company with an agreed mark-up from other group entities and is reflected under revenue from operations.
- The Board of Directors of the Company in its meeting held on October 28, 2021 has approved the restructuring of the business, subject to all requisite approvals, wherein the business carried out by Subex Assurance LLP will be transferred to Subex Limited on a 'going concern' basis excluding Developed Technology and Investment in subsidiaries. The aforesaid restructuring is being carried out to achieve higher operational efficiencies upon integration and consolidation of business in the listed entity. On February 23, 2022, the shareholder of the Company approved the aforesaid restructuring through postal ballot. The aforesaid restructuring is likely to be completed over next few
- On December 6, 2021, the Company experienced a cybersecurity incident related to ransomware. The Company could contain the incident in a timely basis and has also ensured that all traces of the infection are completely cleared from the network. All affected systems were restored and brought back to normalcy in the order of priority. The management has assessed the impact of the incident on the control environment and the financial statement process and conclude there was no material impact on the financial results. Since then, the Company has also been focused on implementing significant improvements to its cyber and data security systems to safeguard from such risks in the future.

Place: Bengaluru Date: May 30, 2022

For further details on the results, please visit our website: www.subex.com

inod Kumar Palmanaphan Managing Director & CEO

XLIA

Chartered Accountants

12th Floor "UB City" Canberra Block No. 24, Vittal Mallya Road Bengaluru - 560 001, India

Tel: +91 80 6648 9000

Independent Auditor's Report on the Quarterly and Year to Date Consolidated Ind AS Financial Results of the Company Pursuant to the Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended

To The Board of Directors of Subex Limited

Report on the audit of the Consolidated Ind AS Financial Results

Opinion

We have audited the accompanying statement of quarterly and year to date consolidated Ind AS financial results of Subex Limited ("Holding Company") and its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group"), for the quarter and year ended March 31, 2022 ("Statement"), attached herewith, being submitted by the Holding Company pursuant to the requirement of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("Listing Regulations").

In our opinion and to the best of our information and according to the explanations given to us, the Statement:

- i. includes the results of the Holding Company and its following subsidiaries:
 - a. Subex Americas Inc.
 - b. Subex Inc.
 - c. Subex (Asia Pacific) Pte Ltd
 - d. Subex (UK) Limited
 - e. Subex Middle East, FZE
 - f. Subex Technologies Limited
 - g. Subex Azure Holdings Inc.
 - h. Subex Assurance LLP
 - i. Subex Digital LLP
 - j. Subex Bangladesh Private Limited
 - are presented in accordance with the requirements of the Listing Regulations in this regard; and
- iii. gives a true and fair view in conformity with the applicable accounting standards, and other accounting principles generally accepted in India, of the consolidated net profit and other comprehensive income and other financial information of the Group for the quarter and year ended March 31, 2022.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing ("SAs"), as specified under Section 143(10) of the Companies Act, 2013, as amended ("the Act"). Our responsibilities under those Standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Ind AS Financial Results" section of our report. We are independent of the Group in accordance with the 'Code of Ethics' issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence obtained by us, is sufficient and appropriate to provide a basis for our opinion.



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Management's Responsibilities for the Consolidated Ind AS Financial Results

The Statement has been prepared on the basis of the consolidated annual financial statements. The Holding Company's Board of Directors are responsible for the preparation and presentation of the Statement that give a true and fair view of the consolidated net profit and other comprehensive income and other financial information of the Group in accordance with the applicable accounting standards prescribed under Section 133 of the Act read with relevant rules issued thereunder and other accounting principles generally accepted in India and in compliance with Regulation 33 of the Listing Regulations. The respective Board of Directors of the Companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Group and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Statement that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the Statement by the Directors of the Holding Company, as aforesaid.

In preparing the Statement, the respective Board of Directors of the Companies included in the Group are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the Companies included in the Group are also responsible for overseeing the financial reporting process of the Group.

Auditor's Responsibilities for the Audit of the Consolidated Ind AS Financial Results

Our objectives are to obtain reasonable assurance about whether the Statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Statement.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Statement, whether due to fraud or
 error, design and perform audit procedures responsive to those risks, and obtain audit evidence
 that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a
 material misstatement resulting from fraud is higher than for one resulting from error, as fraud
 may involve collusion, forgery, intentional omissions, misrepresentations, or the override of
 internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit
 procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act,
 we are also responsible for expressing our opinion on whether the company has adequate internal
 financial controls with reference to financial statements in place and the operating
 effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.



Chartered Accountants

- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of
 accounting and, based on the audit evidence obtained, whether a material uncertainty exists
 related to events or conditions that may cast significant doubt on the ability of the Group to
 continue as a going concern. If we conclude that a material uncertainty exists, we are required to
 draw attention in our auditor's report to the related disclosures in the Statement or, if such
 - disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Statement, including the disclosures, and whether the Statement represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial results/financial information
 of the entities within the Group of which we are the independent auditors to express an opinion
 on the Statement. We are responsible for the direction, supervision and performance of the audit
 of the financial information of such entities included in the Statement of which we are the
 independent auditors.

We communicate with those charged with governance of the Holding Company and such other entities included in the Statement of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

We also performed procedures in accordance with the Circular No. CIR/CFD/CMD1/44/2019 dated March 29, 2019 issued by the Securities Exchange Board of India under Regulation 33 (8) of the Listing Regulations, to the extent applicable.

Other Matter

The Statement includes the results for the quarter ended March 31, 2022 being the balancing figures between the audited figures in respect of the full financial year ended March 31, 2022 and the published unaudited year-to-date figures up to the end of the third quarter of the current financial year, which were subjected to a limited review by us, as required under the Listing Regulations.

For S.R. BATLIBOI & ASSOCIATES LLP

Chartered Accountants

ICAI Firm Registration Number: 101049W/E300004

per Rajeev Kumar

Partner \

Membership No.: 213803

UDIN: 222 1380 3AJXCXC9 38C

Place: Bengaluru Date: May 30, 2022

Registered office: Pritech Park - SEZ, Block-09, 4th Floor, B Wing, Survey No. 51-64/4, Outer ring road, Bellandur Village, Varthur Hobli, Bangalore -560 103

Statement of Consolidated Financial Results for quarter and year ended March 31, 2022

(₹in Lakhs)

			Quarter ended		Year E	nded
		1arch 31, 2022	December 31, 2021	March 31, 2021	March 31, 2022	March 31, 2021
Particulars	- 1	Audited	Unaudited	Audited	Audited	Audited
		7,880	8,774	9,616	33,344	37,203
Revenue from operations		7.877.56	69	172	1,037	47
Other income		200	900	9,788	34,381	37,67
Total income (1+2)		8,080	8,843	9,780	0.100	
Expenses		Escarson.	12 788	5 A17	21,449	19,72
Employee benefits expense (Refer note 4)		5,412	5,488	5,017	194	20
Finance costs		32	88	.45	988	13
Depreciation and amortization expense		248	252	223	8.381	7.6
Other expenses		2,367	2,483	2,284	31,012	29,0
Total expenses		8,059	8,311	7,569	31,012	27,0
Total expenses			522	2,219	3,369	8,6
Profit before exceptional items and tax (3-4)		21	532	2,217		
						(2
Exceptional items Provision for service tax receivable		5.		=:	5	. 5
Gain on termination of lease agreement		=				2
	THE PART OF REPORT OF			2	1	
Total exceptional items		21	532	2,219	3,369	8,5
Net profit before tax (5+6)		21	332			
Tax expense, net			Misori	639	251	· ·
Current tax (reversal)/ charge		(165)		(541)	55.1.1	
Provision/(reversal) - foreign withholding taxes (Refer	note 5)	85	281	11231	426	2,6
Deferred tax charge/ (credit) (including MAT credit et	ntitlement) (Refer note 6)	40	(117)		20.50	3,
		(40	324	659	1,270	3,
Total tax expense		61	208	1,560	2,099	5,
Net profit for the period/ year (7-8)		- 01	200			
Other comprehensive income/ (loss) net of tax expense						
Items that will be reclassified subsequently to profit or loss.			190	61	267	1
Net exchange differences gain/ (loss) on translation of for	reign operations	204	(54			
Items that will not be reclassified subsequently to profit or l					7240	1
Jiems that will not be reclassified staisequently to project	*****	41	(35) 26	(64)	l h
Re-measurement gain/(loss) on defined benefit plan		245	(89) 87	203	
Total other comprchensive income/ (loss)		306	119	1,647	2,302	5,
Total comprehensive income for the period/year (9+10)	1 / War and Mary	300	4		20,100	28.
2 Paid up equity share capital		28,100	28,100	28,100	28,100	20,
[face value of ₹ 5 (March 31, 2021: ₹ 5)]						
Lines value of 12 (112)					28,267	26
3 Other equity						
4 Earnings per share (of ₹ 5/- each) (not annualised in case of	the interim periods)				0.38	18
- Basic		0.0	- 20		2 2 3 3	
- Diluted		0.0	1 0.0	0.21	0.36	-



Registered office Pritech Park - SEZ, Block-09, 4th Floor, B Wing, Survey No. 51-64/4, Outer ring road, Bellandur Village, Varthur Hobli, Bangalore -560 103 Statement of Consolidated Assets and Liabilities

Particulars	As	(₹in Lak
Farticulars	March 31, 2022	March 31, 2021
ASSETS	Audited	Audited
ASSETS		
Non-current assets		
Property, plant and equipment	ASSETS	
Right-of-use assets	959	E,
Goodwill on consolidation	1,386	10
Other intangible assets	34,409	34)
Financial assets	14:	
Other financial assets	****	
Income tax asset (net)	447	
	4.947	3,
Deferred tax asset (including MAT credit entitlement)	148	
Other non-current assets	42	
- Proposition	42,352	41,
Current assets	42002	41,
Financial assets		
Loans	161	-
Investments	25000	3
Trade receivables	1,165	5.5%
Cash and cash equivalents	9,681	9,9
Other balances with banks	8,539	14,3
Other financial assets	2,328	10
Other current assets	7,003	5.8
10.000 cm 10.000	779	6
Total Assets	29,656	31,2
	72,008	72,6
EQUITY AND LIABILITIES		
Equity		
Equity share capital		
Other equity	28,100	28.1
Total equity	28,267	26,7
Total equity	56,367	54,8
Liabilities		
Lamines Non-current liabilities		
Financial liabilities		
Lease Liabilities	998	1,5
Provisions	304	2
Deferred tax liabilities(net)	6,742	
	8,044	6,2
Current liabilities	5,044	8,1.
Financial liabilities		
Borrowings		
Lease Liabilities	Same	51
Trade payable	470	4:
- total outstanding dues of micro enterprises and small enterprises	0.00	
- total outstanding dues of creditors other than micro enterprises and small enterprises	276	
Other financial liabilities	1,396	1,24
Other current liabilities	1.491	3,04
Frovisions	2,506	2,93
Income tax habilities (net)	830	71
meene da namines (net)	628	58
	7,597	9,67
Fotal liabilities	15,641	
otal equity and liabilities		17,81
	72,008	72,66



Registered office Pritech Park - SEZ, Block-09, 4th Floor, B Wing, Survey No. 51-64/4, Outer ring road, Bellandur Village, Varthur Hobli, Bangalore -560 103

Consolidated statement of cash flows for the year ended March 31, 2022

(₹in Lakhs)

	Year	ended
Particulars	March 31, 2022	March 31, 2021
	Audited	Audited
(A) Operating activities	Addited	:Auditeu:
Profit before tax expense	3,369	8,937
Adjustments to reconcile profit/(loss) before tax expense to net cash flows:	3,309	0,937
Depreciation of property, plant and equipment and right-of-use assets	007	1319420
Amortization of intangible assets	987	1,375
	To the second se	3
Gain on disposal of property, plant and equipment (net)	v.5.00	(4)
Interest income (including fair value changes)	(266)	(374)
Fair value gain on mutual fund at fair value through profit or loss	(7)	
Net gain on sale of investments	(15)	선
Finance costs (including fair value changes)	194	296
Allowance for expected credit losses	536	(153)
Expense on share based payment	137	148
Gain on termination/modification of lease agreement	(12)	(554)
Provision for service tax receivable	V:-7	267
Waiver of borrowings (PPP Loan and interest)	(584)	(400)
Net foreign (gain)/ loss	(165)	720
Operating profit before working capital changes	4,175	10,661
	763 (57)	10,001
Working capital adjustments:		
(Increase)/ decrease in loans	76	299
(Increase)/ decrease in trade receivables	(27)	(63)
(Increase)/ decrease in other financial assets	(1,006)	(1,010)
(Increase)/ decrease in other assets	(185)	(43)
Increase/ (decrease) in trade payables	329	(437)
Increase/ (decrease) in other financial liabilities	(1,375)	573
Increase/ (decrease) in other current liabilities	(551)	514
Increase/ (decrease) in provisions	(34)	514
and the state of t	Ac	
Income tax paid (including TDS, net of refund)	1,402	10,499
Net cash flows (used in) / from operating activities	(2,278)	(1,404) 9,095
Serve Leading Consequent Conference of the Confe	(370)	7,073
(B) Investing activities		
Purchase of property, plant and equipment	(540)	(862)
Proceeds from sale of property, plant and equipment	75 3	7
Purchase of Investments	(9.672)	52°
Sales of investments	8,529	
Movement in margin money deposit (net)	(2.111)	(154)
Purchase of treasury shares by ESOP trust	1,-1117	(22)
Interest received	260	309
Net cash flows used in investing activities	(3,534)	(722)
	(0,1.0.1)	(/22)
(C) Financing activities		
Proceeds from exercise of ESOP	440	141
Proceeds from borrowings	12.	600
Interest paid	(178)	(271)
Repayment of lease liability	(389)	(931)
Payment of dividends	(1,339)	(2,746)
Net cash flows used in financing activities	(1,466)	(3,207)
D) Net (decrease)/ increase in cash and cash equivalents (A+B+C)	(5,876)	5,166
Net foreign exchange difference on cash and cash equivalents	(3,676)	85
Cash and cash equivalents at the beginning of the year	14,294	9.043
E) Cash and cash equivalents at the end of the year	8,539	14,294
The state of the s	8,539	14,294



Note

- 1 The above results have been reviewed by the Audit Committee and approved by the Board of Directors in their meeting held on May 30, 2022
- The financial results have been prepared in accordance with the recognition and measurement principles laid down in the applicable Indian Accounting Standards ("Ind AS") prescribed under section 133 of the Companies Act, 2013, read with relevant rules thereunder and in terms of Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended
- 3 The financial results of Subex Limited (Standalone information)

		Quarter ended	Year Ended		
Particulars	March 31, 2022 Audited	December 31, 2021 Unaudited	March 31, 2021 Audited	March 31, 2022 Audited	March 31, 2021 Audited
Total income	1,632	2,080	2,573	6,842	5,510
Net (loss)/ profit before tax	(674)	(91)	1,186	(447)	2,651
Net (loss)/ profit for the period/ year	(674)	(91)	1,157	(447)	2,622
Total comprehensive (loss)/ income for the period/ year	(652)	(99)	1,162	(450)	2,622

- 4 Employee benefits expenses for the quarter ended March 31, 2022, December 31, 2021 and March 31, 2021 are net of reversal of provision no longer required, in respect of employee incentives, amounting to ₹ 161 Lakhs, ₹ 184 Lakhs and ₹ 386 Lakhs, respectively, and that for the year ended March 31, 2022 and March 31, 2021 amounting to ₹ 786 Lakhs and ₹ 333 Lakhs, respectively.
- 5 Represents reversal/provision in respect of foreign withholding taxes deducted/ deductible by the overseas customers of the Group Considering the expected utilisation of foreign withholding taxes, provision of ₹ 723 Lakhs made during the earlier quarters, has been reversed during the year ended March 31, 2021.
- Deferred tax charge/(credit), comprises of liability arising on account of tax benefits from amortisation of intangible assets of Subex Assurance LLP, net of deferred tax assets arising on account of carry forward losses and other taxable temporary differences, which arose mainly on account of business restructuring effected from November 1, 2017, wherein, the Company's RMS business and the Digital business was transferred on going concern basis to Subex Assurance LLP and Subex Digital LLP respectively. Effective April 1, 2021 considering the favourable order received, no additional liability is created in respect of aforesaid tax benefits.
- 7 The Group is engaged in the business of software products and related services, which are monitored as a single segment by the Chief Operating Decision Maker, accordingly, these, in the context of Ind AS 108 on Operating Segments Reporting are considered to constitute one segment and hence the Group has not made any additional segment disclosures.
- 8 The US Federal government in the wake of COVID 19 pandemic provided support to business through Paycheck Protection Program (PPP). Subex Inc. obtained a benefit under this scheme for ₹600 Lakhs during May 2020. During the nine months period ended December 31, 2021, Subex Inc. obtained complete waiver of the loan amount from Small Business Administration, United States government agency and accordingly the loan and interest accrued thereon was recognised as other income.
- The Board of Directors of the Company in its meeting held on October 28, 2021 has approved the restructuring of the business, subject to all requisite approvals, wherein the business carried out by Subex Assurance LLP will be transferred to Subex Limited on a 'going concern' basis excluding Developed Technology and Investment in subsidiaries. The aforesaid restructuring is being carried out to achieve higher operational efficiencies upon integration and consolidation of business in the listed entity. On February 23, 2022, the shareholder of the Company approved the aforesaid restructuring through postal ballot. The aforesaid restructuring is likely to be completed over next few months.
- On December 6, 2021, the Group experienced a cybersecurity incident related to ransomware. The Group could contain the incident in a timely basis and has also ensured that all traces of the infection are completely cleared from the network. All affected systems were restored and brought back to normalcy in the order of priority. The management has assessed the impact of the incident on the control environment and the financial statement process and conclude there was no material impact on the financial results. Since then, the Group has also been focused on implementing significant improvements to its cyber and data security systems to safeguard from such risks in the future.

Place: Bengaluru Date: May 30, 2022 Vihod Komar Padmandsbien Managing Director & CEO

For further details on the results, please visit our website: www.subex.com



⇒ +91 80 3745 1377
 ⇒ info@subex.com
 ⇒ www.subex.com

May 30, 2022

The Secretary **BSE Limited**Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai- 400 001
Fax: 022-2272 2037/2039/2041/3121

BSE Scrip Code: 532348

The Secretary

National Stock Exchange of India Limited
Exchange Plaza, 5th Floor, Plot no. C/l
G Block, Bandra-Kurla Complex
Bandra (E), Mumbai - 400 051
Fax: 022-2659 8237/38; 2659 8347/48

NSE Symbol: SUBEXLTD

Sub: Subex Limited "The Company"-Declaration pursuant to Regulation 33(3)(d) of the SEBI (LODR) Regulations, 2015

I, Sumit Kumar, Chief Financial Officer of Subex Limited (CIN: L85110KA1994PLC016663), having its Registered Office at Pritech Park-SEZ, 4th floor, B Wing, Survey no. 51 to 64/4, Outer Ring Road, Bellandur Village, Varthur Hobli, Bengaluru-560103, hereby declare that the Statutory Auditors of the Company, S.R. Batliboi & Associates, LLP (FRN: 101049W/E300004) have issued an Audit Report with unmodified opinion on the Annual Audited Financial Results of the Company (Standalone & Consolidated) for the year ended March 31, 2022.

This Declaration is provided pursuant to Regulation 33(3)(d) of the SEBI (LODR) Regulations, 2015, including any statutory modifications or amendments thereof.

We request you to take the aforesaid declaration on record.

Thanking you

Yours truly, For Subex Limited

Sumit Kumar

Sut lean un

Chief Financial Officer

Subex Limited

CIN - L85110KA1994PLC016663



Subex reports Q4FY22 Results

30th May 2022, BENGALURU, INDIA – Subex, a pioneer in the space of Digital Trust, today announced its consolidated financial results for the quarter and year ended March 31, 2022.

Performance Highlights for the quarter ended March 31, 2022 compared to the previous quarter ended December 31, 2021:

- Revenue for the period at INR 788 million as against INR 877 million for the quarter ended December 31, 2021
- EBITDA for the period at INR 10 million as against INR 80 million for the quarter ended December 31, 2021
- Profit after Tax (PAT) for the period at INR 6 million as against INR 21 million for the quarter ended December 31, 2021

Performance Highlights for the year ended March 31, 2022 compared to the year ended March 31 2021:

- Revenue for the year ended March 31, 2022 is at INR 3,334 million as against INR 3,720 million for the year ended March 31, 2021
- EBITDA for the year ended March 31, 2022 is at INR 351 million as against INR 985 million for the year ended March 31, 2021
- Profit after Tax (PAT) for the year ended March 31, 2022 is at INR 210 million as against INR 517 million for the year ended March 31, 2021

Vinod Kumar, Managing Director & CEO, Subex, said "FY22 has been a significant year in terms of evolving our portfolio to align with our growth aspirations. The financial results, which have been below our expectations, are not a true reflection of our progress across the last 12 months. HyperSense AI, our muti-persona AI/ML platform, has made its mark, and we are seeing excellent traction from customers. The platform has also received multiple accolades, as well as recognition from the media and analyst community.

With HyperSense, our core solutions have now been equipped with the power of AI/ML capabilities to enable CSPs to tackle challenges as they move towards newer technologies like 5G and IoT. Even though the transition to subscription-based engagements has taken more time for contracting than we originally anticipated, we have secured several contracts during the last quarter, resulting in a good increase in contracted bookings. We expect this trend to continue and hope to secure more important contracts during this quarter.

We have also made good progress in our new areas of Sectrio and IDcentral. Sectrio, our security solution, now covers OT Security in addition to IoT security. This has helped us play in a significantly large and growing market and add new customers across the banking, manufacturing, transport, and mining verticals. IDcentral, with the addition of key capabilities, has also attained product-market fit with over 1 Million API pulls from its customers.





While the transition from a license to a subscription model for our core products will come with short-term financial impact, we are confident that directionally it is the right thing to do. The swelling contracted backlog is a validation of that effect. During the course of FY23, along with migrating our existing customers onto our new platform, we intend to increase market share for our new solutions on HyperSense AI, as well as for Sectrio and IDcentral. Our vision is to enrich lives with AI-led Digital Trust, and we will focus our efforts to make it happen."

Highlights of the Year

Restructuring

 Revenue maximization solutions around fraud management and revenue assurance moved to the parent company

Launches

HyperSense, an end-to-end AI Orchestration platform

Product Announcements

- New patent to extent revenue maximization to the edge
- Rebrand of IoT and OT Cybersecurity product as Sectrio

Key Product Wins

- Partner with Ethio Telecom to provide Business Assurance on HyperSense
- Won a 5-year contract with Dhiraagu for integrated Revenue Assurance and Fraud Management
- Partnered with Spire Solutions to secure a leading oil and gas company in the Middle East
- Selected by European Operator for Signaling Security
- Selected by a Africa-based telecom operator for Business Assurance
- Partnered with a leading IoT solution provider for Business Assurance
- Selected by APAC-based operator for Partner Ecosystem Management

Other Announcements

- Won the Pipeline Award for Innovation in Artificial Intelligence for HyperSense
- Announced as a winner across two categories in the TM Forum Catalyst Awards 2021 for its work on the 'Measurements of trust in Al environment' and '5G Digital Marketplace – Phase II' catalysts
- Won the Business Intelligence Group's AI Excellence award for HyperSense
- Listed as Sample Vendor of Partner Ecosystem Management solutions in Gartner's
 10 Must-Have Capabilities for CSP Partner Ecosystems for Composable Products
- Covered for Partner Ecosystem Management solutions for Juniper Research's Data & Financial Clearing: Emerging Trends, Key Opportunities & Market Forecasts 2021-2022 report





About Subex

Subex is a pioneer in enabling Digital Trust for businesses across the globe.

Founded in 1994, Subex helps its customers maximize their revenues and profitability. With a legacy of having served the market through world-class solutions for business optimization and analytics, Subex is now leading the way by enabling all-round Digital Trust in the business ecosystems of its customers. Focusing on risk mitigation, security, predictability, and intelligence, Subex helps businesses embrace disruptive changes and succeed with confidence in creating a secure digital world for their customers.

Through HyperSense, an end-to-end Al Orchestration platform, Subex empowers communications service providers and enterprise customers to make faster, better decisions by leveraging Artificial Intelligence (AI) analytics across the data value chain. The solution allows users without coding knowledge to easily aggregate data from disparate sources, turn data into insights by building, interpreting and tuning AI models, and effortlessly share their findings across the organisation, all on a no-code platform.

Subex has more than 300 installations across 90+ countries.

In case of any queries, please reach out to;

Investor Relations	Media & Communications
Mr. G V Krishnakanth Company Secretary +91 99005 90024 krishnakanth.gv@subex.com	Mr. Sandeep Banga +91 99168 24122 sandeep.banga@subex.com

-END-





Subex Limited Q4 FY22 Earnings Call Invite

Subex Limited to announce Q4 FY22 results on 30th May, 2022; Earnings call to be held on 31st May, 2022 at 3:00 PM (IST)

Subex Ltd. (BSE: SUBEX I 532348), (NSE: SUBEX), a leading telecom analytics solution provider, will announce its consolidated financial results for the Fourth quarter and Full year ended 31st March 2022 on Monday, 30th May, 2022. The earnings call for the results will be held on Tuesday, 31st May, 2022 at 3:00 PM (IST).

The Details of Earnings Conference Call are:

Date: 31st May, 2022

Time (IST): 3:00 PM - 4:00 PM

Dial-in Number: 044 7126 1304/ 044 4563 4954

The number listed above is universally accessible from all networks and all countries

International Toll-Free Numbers:

USA - 1877 387 0849 / 1800 974 0768 UK - 0800 016 3439 / 0808 101 7155 Singapore - 800 101 1941 Hong Kong - 800 903 171

Diamond Pass:

<u>Click Here</u> to register for call with Diamond Pass (No Wait Time)

After registering, you will receive a confirmation email containing information about joining the call

Management Representation from Subex Limited

Mr. Vinod Kumar Padmanabhan, Managing Director & CEO, Subex Limited

Mr. Sumit Agarwal, Chief Financial Officer, Subex Limited

Participants are requested to log in 10 minutes prior to the start of the scheduled call.

About Subex

Subex is a leading telecom analytics solutions provider, enabling a digital future for global telcos.

Founded in 1992, Subex has spent over 25 years in enabling 3/4th of the largest 50 CSPs globally achieve competitive advantage. By leveraging data which is gathered across networks, customers, and systems coupled with its domain knowledge and the capabilities of its core solutions, Subex helps CSPs to drive new business models, enhance customer experience and optimise enterprises.

Subex leverages its award-winning product portfolio in areas such as Revenue Assurance, Fraud Management, Asset Assurance and Partner Management, and complements them through its digital solutions such as IoT Security and Insights. Subex also offers scalable Managed Services and Business Consulting services.

Subex has more than 300 installations across 90+ countries.

In case of any queries, please reach out to

G V Krishnakanth Subex Ltd.

Krishnakanth.gv@subex.com

Certain statements in this document that are not historical facts are forward looking statements. Such forward-looking statements are subject to certain risks and uncertainties like government actions, local, political or economic developments, technological risks, and many other factors that could cause actual results to differ materially from those contemplated by the relevant forward-looking statements. The Company will not be in any way responsible for any action taken based on such statements and undertakes no obligation to publicly update these forward-looking statements to reflect subsequent events or circumstances.



Annexure - B

Profile of Ms. Poornima Prabhu

Ms. Poornima Prabhu, Independent Director holds a Bachelor of Arts and a Law degree and provides her valuable advice to the Board and assists in the decision making related to the Legal and Governance aspects. She has served at Lodha Ventures Holdings Pvt Ltd., as Head – Legal and as Of Counsel at J. Sagar Associates. She has rich experience in corporate law, including mergers and acquisitions, divestment and litigation settlement.

Ms. Prabhu's first term as Independent Director expires on July 27, 2022. She has been re-appointed as an Independent Director of the Company with effect from July 28, 2022, for a period of 5 years, subject to the approval of the shareholders at the ensuing Annual General Meeting of the Company. She is not related to any of the Directors, Promoters/Promoter Group or the Management of the Company.