Investor Presentation

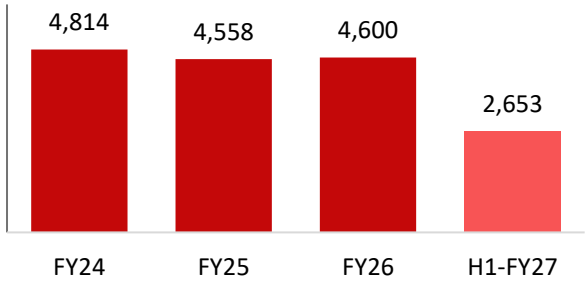
November 2026



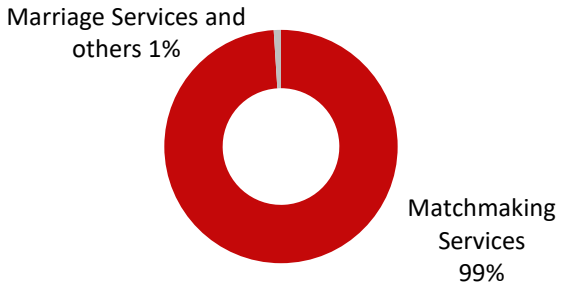
Matrimony.com at a glance

- Founded by Mr. Murugavel Janakiraman in the year 2000 as a community portal for Indians living and working abroad, and since then become the largest Indian matchmaking service.
- Pioneer and leader in the Indian online matchmaking space.
- Providing diversified online matchmaking services both online and offline to cater to the unique requirements of Indian origin consumers like regional, community, and also tailor made services for the elite.
- Forward integrated into providing marriage services by aspiring to become a one stop shop for our customers in an asset light vendor platform for venue bookings, catering, decorations, etc.
- The market cap of the company as on 30th September 2026 ~ INR 10,829 Mn
- Matrimony.com has been certified a Great Place to Work by an assessment conducted by Great Place to Work, India

Consolidated Revenue (INR Mn)



Business Mix – H1-FY27

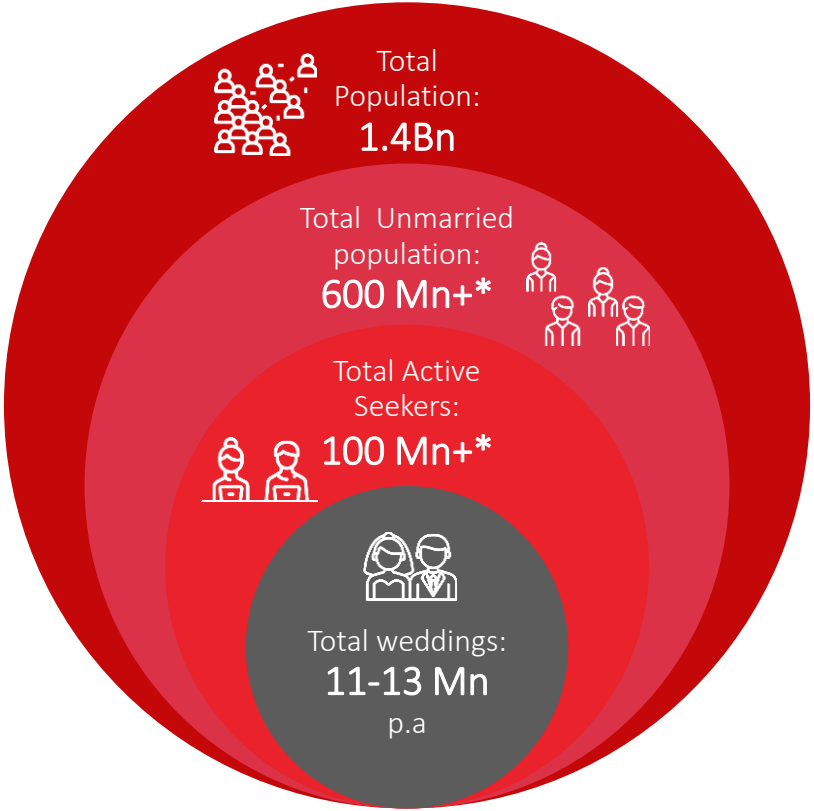


Our Leadership Position



The Indian Matchmaking Opportunity

Sector



Country

Arranged marriages in India in 2016

80%+

Online Matchmaking industry

6% of marriages in India

Total marriage related spends every year pre-covid

USD 50 Bn

Estimated Revenue of Matchmaking/Dating segment

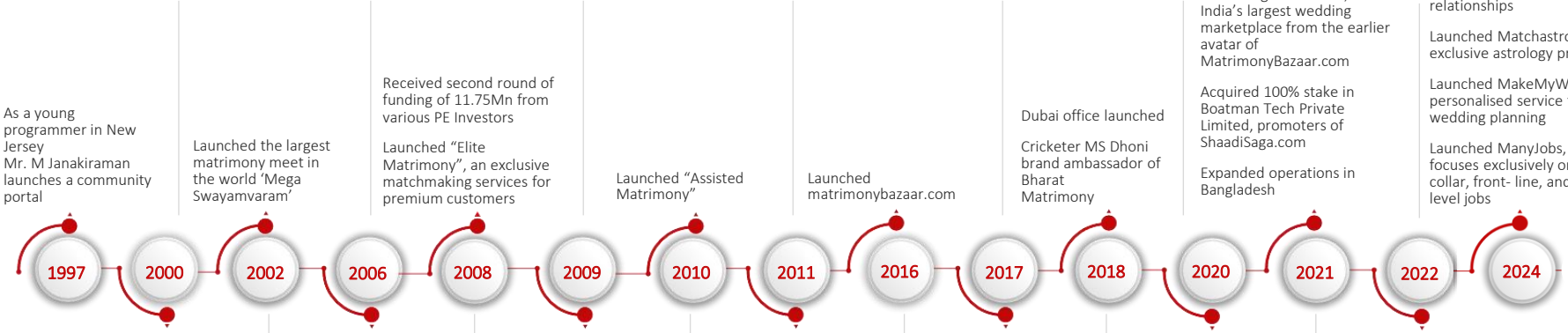
USD 306 Mn

(2029)

* World Bank, Census, Medium.com, KPMG report, Indian Express, Statista, Company Sources

COMPANY OVERVIEW

Notable milestones over the last 26 years



Governed by a Strong Board



Murugavel Janakiraman
Chairman and Managing Director

- Graduated in statistics from Presidency college, MCA from University of Madras
- Worked as a software engineer and consultant in USA before starting Tamil Matrimony
- Received an award of top 5 Asian Indian businessmen in USA by Asian Indian Chamber of Commerce, Business Icon of the year award by India Today, Nominated twice for the 'Entrepreneur of the year' award by Economic Times

Deepa Murugavel – Non Executive Woman Director : Holds a bachelor's degree of science in biochemistry (special) from Gujarat University and a master's degree in business administration from California Coast University. Associated with the company since 2006.

S M Sundaram – Non Executive Independent Director : Mr. S. M. Sundaram is a Chartered Accountant, a Cost Accountant, a Company Secretary, a Chartered Financial Analyst and an MBA from IIM Ahmedabad, with several all-India ranks. He has over 37 years of professional experience, most of them in senior roles in Finance and Investment Management. He is currently the Chief Investment Officer of an Investment Management entity focused on listed investments in India

Akila Krishnakumar - Non Executive Independent Director : An alumnus of the Birla Institute of Technology and Sciences (BITS), Pilani. Has over 30 years of experience in software product development for financial services. Until 2013, Akila was President - Global Technology and Country Head for SunGard in India - a Fortune 500 company and global leader in financial services software. She has won several awards and accolades including being among the top 5 women leaders in the Indian technology industry for many years.

C K Ranganathan – Non Executive Director : Holds a bachelor's degree in Chemistry. Founder of Cavinkare Private Limited, a company engaged in the business of personal care, food, beverages, dairy and snacks. Conferred the prestigious, Entrepreneur of the Year Award by Economic Times in 2004. He is associated with Matrimony.com since 2014.

Rajesh Sawhney – Non Executive Independent Director: Holds a bachelor's degree in Engineering (Electronics and Communication) from the University of Delhi and a master's degree in Management Studies from the University of Bombay. He has extensive experience in the fields of media, entertainment, telecommunications and the internet industry. He has worked with Reliance Capital Limited and Reliance Entertainment Limited. He is currently on the Board of India Mart Intermesh Ltd, Le Travenues Technology Ltd (IXIGO), Neilsoft Limited .

Awards & Accolades

Bharatmatrimony.com awarded ‘India’s most trusted online matrimony’ by Brand Trust Report India Study 2014

Received Certificate of Excellence from NASSCOM for ‘Innovative Application of Analytics for Business Solution, 2015’

Special jury mention for gender sensitivity (2013-2014) for a TVC (Bharat Matrimony-Career) at the National Laadli Media and Advertising Awards, 2015

BharatMatrimony Mobile App- Best app in the social category. Global mobile app summit and awards- July 2016 and July 2017

‘Find Your Equal’ campaign, award for ‘Gender Sensitivity’ at the International Advertising Association’s IndiAA regional awards – July 2019

BharatMatrimony has been conferred with the prestigious ‘Superbrand 2019’ status by leading independent brand arbiter Superbrands India

Matrimony.com featured in ET India growth champions list, 2020

Mr. Murugavel Janakiraman was featured in the Top Technology Leaders 2020 List by Exchange4Media’s Impact Magazine.

Matrimony.com won an Award from CNBC-TV18 under “Masters of Risk – Service Sector, Small Cap category”.

Matrimony.com won the ET Brand Equity “Shark Award” for best use of Digital and Social Media for its AI based Valentine’s Day Campaign

Catering To Indian Diaspora Across The Globe

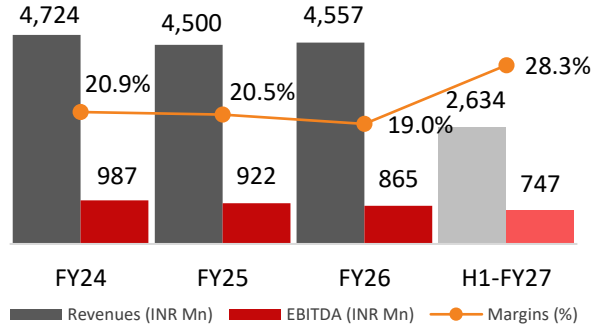


BUSINESS OVERVIEW

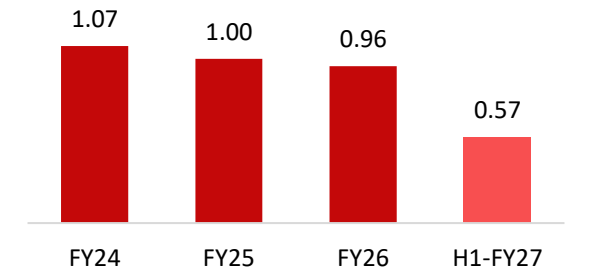
Pioneering Matchmaking Services in India

- Matrimony.com has the largest number of matchmaking online platforms to suit a person's choice and preference
- Differentiates itself from other players in India by following a micro-market strategy, offering a range of targeted and customized products and services that are tailored to meet the requirements of customers
- Dominant market share in Southern India
- Pioneer in Community based, Assisted and Elite Matrimony services
- Pioneer in BharatJodii, launched in 9 vernacular languages

Matchmaking Performance



Paid Subscription (in Mn)



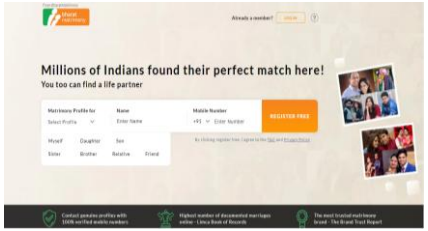
Flagship Matchmaking Brands

Launched in the year 2000, BharatMatrimony is the flagship brand of Matrimony.com

Comprises a network of 17 different regional portals based on varied regions such as TamilMatrimony, KeralaMatrimony, TeluguMatrimony, BengaliMatrimony, HindiMatrimony, etc.

Key features

- 17 Regional sites
- Flexible subscription packages for 3,6 & 12 months







Key features

- 300+ Community sites
- Flexible subscription packages for 3,6 & 12 months

95% of Indians get married within their own community

CommunityMatrimony.com is an exclusive matrimony platform consisting of over 300 different community websites

It has been further sub-divided into categories like ChristianMatrimony, MuslimMatrimony, SikhMatrimony, JainMatrimony, AgarwalMatrimony, YadavMatrimony, MarathaMatrimony, etc. Added IIMIITMatrimony.com and DoctorsMatrimony services.

Premium Matrimony Services

Assisted Matrimony – Matrimony.com also provides value added services for the users who are busy and need assistance in matchmaking.

Involves matchmaking services supported by relationship managers who provide personalized assistance to subscribed users. Relationship managers contact the prospects on behalf of the customer after taking the customer's consent and facilitate communication and meetings based on mutual interest.



Elite Matrimony - From BharatMatrimony



Elite Matrimony – A personalized matchmaking service for the affluent.

Growth Drivers

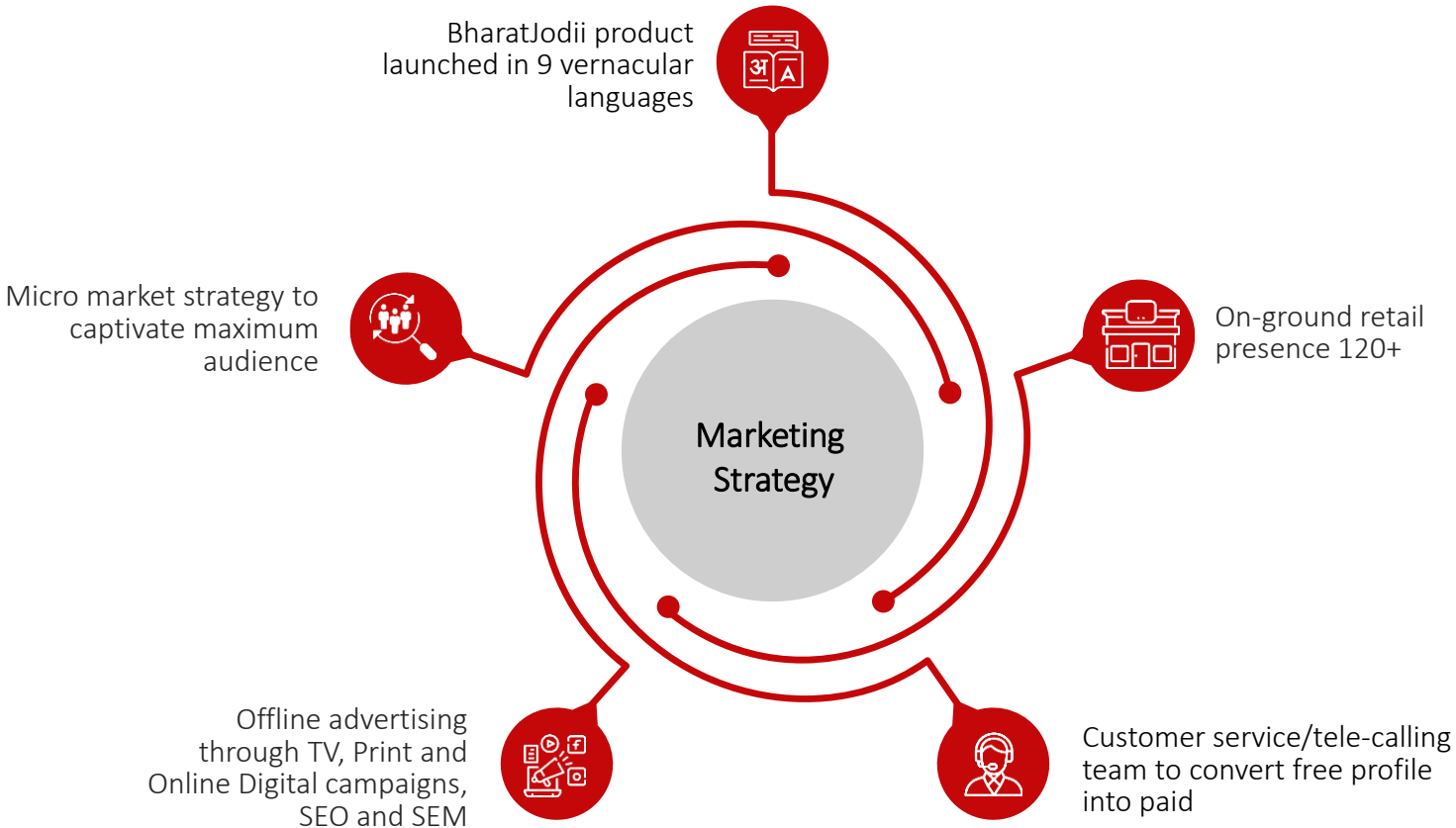
Marketing efforts
result in increasing leads and registrations of user profiles



Technology such as AI, insights through data analytics and strong tele-service channel
aid in enhancing user experience and converting them to paid subscriptions.

Flexible packages
for 3, 6 or 12 month subscriptions at customized and affordable rates

Strategic 360 Degree Marketing



Great User Experience through Innovative Technology



Culture of Innovation

- Providing seamless and superior experience at all touch points
- Innovating the product consistently based on customer preferences and behavior
- Continuously enhancing the user experience by live testing with customers
- Investing in Big data platform and analytical database to get insights helping in strategic decision
- Adapting to changes in technology such as AI to improve partner search experience, calling campaigns, productivity

User Interface Features

Great Outcomes

- Multiple methods to find a match : emails, Telephone, SMS
- Multiple platforms to operate : Mobile site, Mobile App, Website
- 24*7 customer service support to find a relevant match
- Phone call verification and trust badge for more authenticated profile listings
- Secure connect : facilitating safe use for women

Success Stories

TamilMatrimony

Love bloomed through WhatsApp for Ishwarya & Arun

A loving family member, friend, or even a co-worker can register on the site to help a person find their partner.



"My sister registered my profile on the site and showed me Arun's profile. When I went through it, I really liked it because he was very frank about himself and what he is looking for."

BengaliMatrimony

Atreyee and Shounak - "I found Shounak in 15 days", says Atreyee

Placing a premium on value systems



"I found Shounak within 15 days of my registration on BharatMatrimony and within a month, everything was fixed. It was indeed quick. What attracted me the most was that family was his priority."

KeralaMatrimony

Rakhee and Vineeth - A Tale of Long Distance Love



"Mere distance does not have the power to shatter unconditional love. Long distance love also works when you truly love someone."

OriyaMatrimony

Saswatee and Ramakanta – "I found Ramakanta in just 4 days"



"I found my life partner here in four days. The site gives you region specific profiles to look through. many of my own family members have had happy and successful marriages through BharatMatrimony."

Forward Integration - Marriage Services

Complementing the online matchmaking business by providing customers a one stop shop asset light vendor platform for marriage services



WeddingBazaar

Online marketplace providing wedding-related services whereby vendors including photography, make-up, mehendi, wedding-planner, catering and decorations, etc.



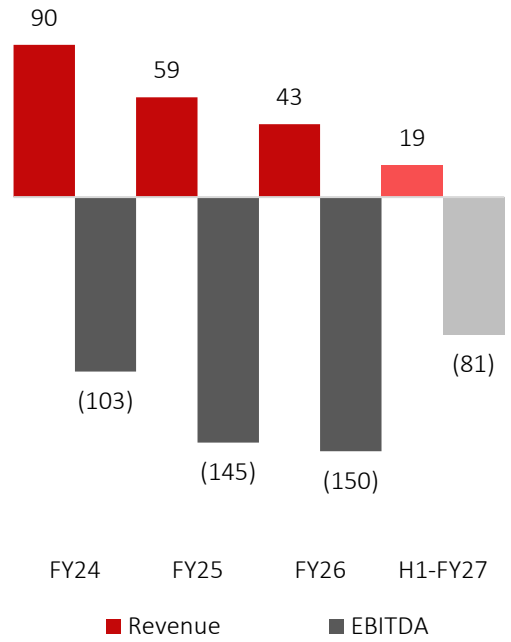
mandap.com
from BharatMatrimony

Mandap

A wedding venue booking platform with mandaps, banquet halls, convention halls, etc.

Marriage Services with a network of over 1,00,000 vendors in 40+ cities

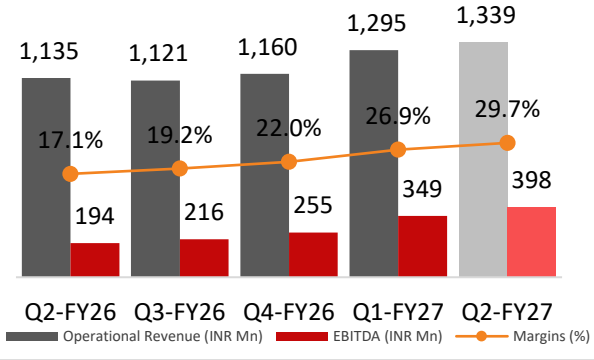
Marriage Services & Others Performance (INR Mn)



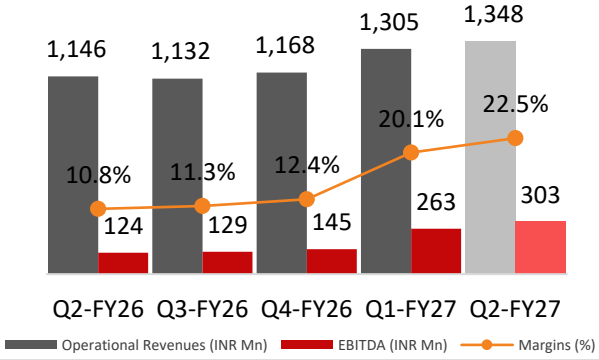
FINANCIAL OVERVIEW

Quarterly Financial Highlights

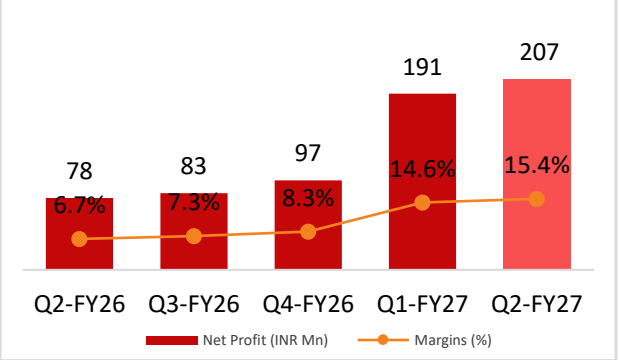
Matchmaking Performance



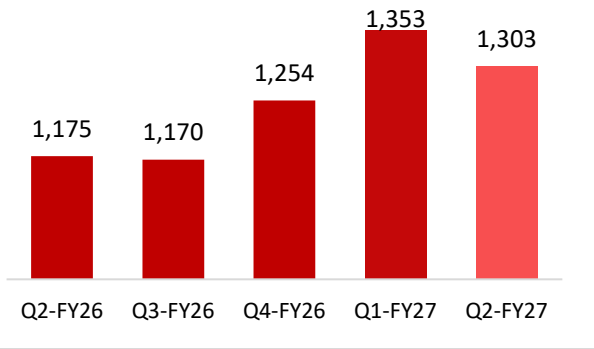
Consolidated Performance



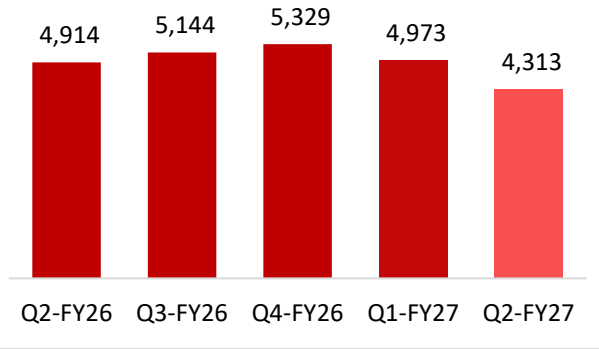
Net Profit (INR Mn) and PAT Margins (%)



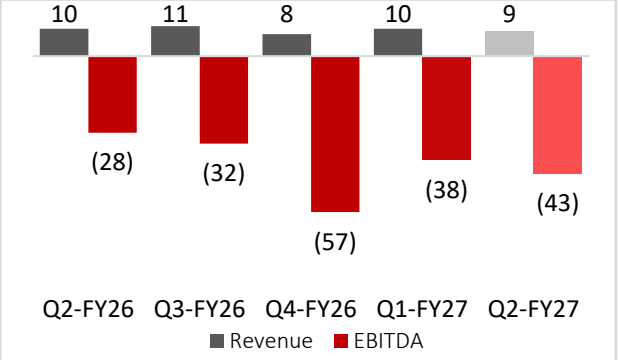
Matchmaking Billings (INR Mn)



Matchmaking ATV (INR)

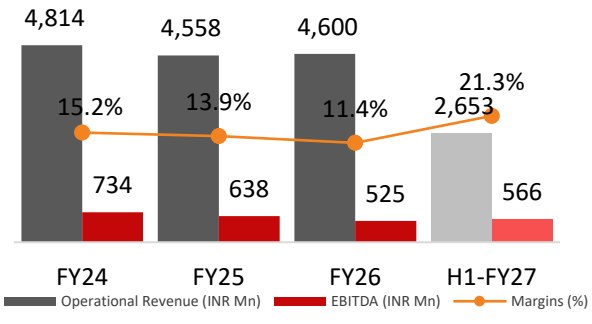


Marriage Services & Others Performance (INR Mn)

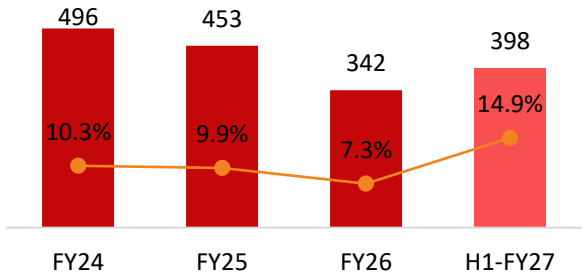


Financial Highlights

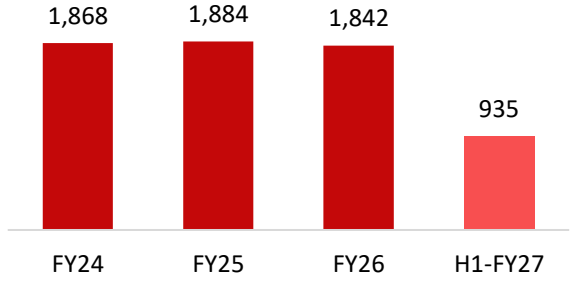
Consolidated Performance



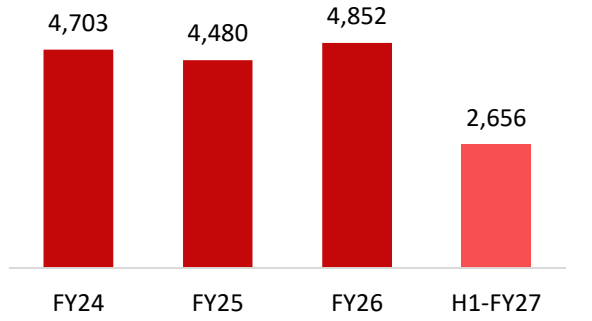
Net Profit (INR Mn) and PAT Margins (%)



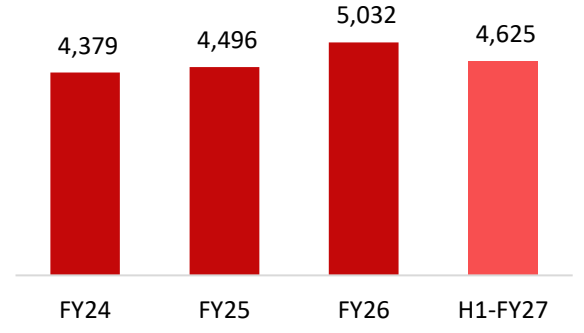
Marketing Expense (INR Mn)



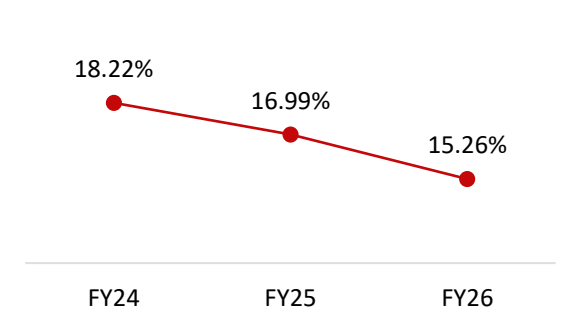
Matchmaking Billings (INR Mn)



ATV (INR)



RoE (%)



Operational Highlights

Consolidated Billings for the quarter
INR 1,311 Mn

Consolidated Revenues for the quarter
INR 1,348 Mn

Matchmaking Billings for the quarter
INR 1,303 Mn

Revenues for the quarter
INR 1,339 Mn

0.30 Mn
Paid Subscriptions for the quarter

Average transaction value for the matchmaking business for the quarter
INR 4,313

26,000+ success stories in Q2-FY27.

Annualized return on capital employed is at 39.8%.

Q2- FY27 Consolidated PAT was at INR 207 Mn which represents 167.3% Y-o-Y growth.

Our cash & investments balance is at INR 3,453 Mn.

Added 0.30 Mn paid subscribers during the quarter, increase of 26.6% Y-o-Y.

ATV for the matchmaking business stood at INR 4,313 decreased by 12.2% Y-o-Y.

ANNEXURE

Quarterly Consolidated Financial Performance

Particulars (INR Mn)	Q2-FY27	Q2-FY26	Y-o-Y	Q1-FY27	Q-o-Q
Revenues	**1,348**	**1,146**	**17.6%**	**1,305**	**3.3%**
Total Expenses*	1,045	1,022	2.3%	1,042	0.4%
EBITDA	**303**	**124**	**144.7%**	**263**	***15.4%***
EBITDA Margin (%)	***22.5%***	***10.8%***	***1,170 Bps***	***20.1%***	***240 Bps***
Depreciation	71	70	1.4%	66	7.6%
Finance Cost	13	12	8.3%	12	8.3%
Other Income	56	58	(3.4)%	66	(15.2)%
Share of Profit/(loss) of associate	(2)	(1)	100.0%	(1)	100.0%
PBT	**273**	**99**	**175.8%**	**250**	**9.2%**
Tax	66	21	214.3%	60	10%
Profit After Tax	**207**	**78**	**167.3%**	**191**	***8.6%***
PAT Margin (%)	***15.4%***	***6.7%***	***870 Bps***	***14.6%***	***80 Bps***
Diluted EPS	10.02	3.60	178.5%	9.23	8.5%

**Operational other income adjusted with total expenses to calculate EBITDA*

H1-FY27 Consolidated Financial Performance

Particulars (INR Mn)	H1-FY27	H1-FY26	Y-o-Y
Revenues	**2,653**	**2,299**	**15.4%**
Total Expenses*	2,087	2,048	1.9%
EBITDA	***566***	**251**	***125.9%***
EBITDA Margin (%)	***21.3%***	***10.9%***	***1,040 Bps***
Depreciation	137	139	(1.4)%
Finance Cost	25	23	8.7%
Other Income	122	122	0%
Share of Profit/(loss) of associate	(3)	(3)	0%
PBT	**523**	**208**	**151.4%**
Tax	125	46	171.7%
Profit After Tax	***398***	**161**	***146.6%***
PAT Margin (%)	***14.9%***	***7.0%***	***790 Bps***
Diluted EPS	19.25	7.49	157.1%

**Operational other income adjusted with total expenses to calculate EBITDA*

Historical Consolidated Income Statement

Particulars (INR Mn)	FY24	FY25	FY26	H1-FY27
Revenues	**4,814**	**4,558**	**4,600**	**2,653**
Total Expenses*	4,080	3,920	4,075	2,087
EBITDA	**734**	**638**	**525**	***566***
EBITDA Margin (%)	***15.2%***	***13.9%***	***11.4%***	***21.3%***
Depreciation	284	293	270	137
Finance Cost	52	48	47	25
Other Income	248	282	228	122
Share of Profit/(loss) of associate	-	(1)	(3)	(3)
PBT	**647**	**578**	**433**	**523**
Tax	152	125	91	125
Profit After Tax	**496**	**453**	**342**	***398***
PAT Margin (%)	***10.3%***	***9.9%***	***7.4%***	***14.9%***
Diluted EPS	22.25	20.56	15.92	19.25

**Operational other income adjusted with total expenses to calculate EBITDA*

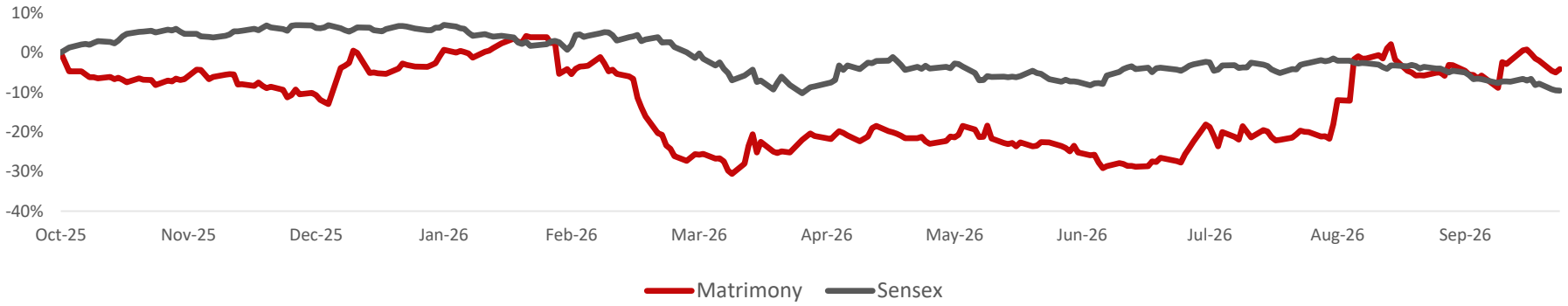
Historical Consolidated Balance Sheet

Particulars (INR Mn)	FY25	FY26	H1-FY27
EQUITY AND LIABILITIES			
EQUITY			
Share Capital	108	103	103
Other Equity	2,308	1,962	2,259
Total Equity	**2,416**	**2,065**	**2,362**
Non Current Liabilities			
Lease liabilities	361	364	431
Deferred Tax Liabilities (Net)	2	-	-
Other Non Current Liabilities	-	3	2
Sub Total Non Current Liabilities	**363**	**367**	**433**
Current Liabilities			
Financial liabilities			
Trade payables	642	619	632
Lease liabilities	174	129	168
Other current liabilities	938	1,139	1,144
Provisions	74	85	90
Current tax liabilities	-	-	12
Sub Total Current Liabilities	**1,828**	**1,972**	**2,046**
TOTAL EQUITY AND LIABILITIES	**4,607**	**4,404**	**4,841**

Particulars (INR Mn)	FY25	FY26	H1-FY27
ASSETS			
Non-Current Assets			
Property, Plant & Equipment	193	212	268
Rights of use assets	461	421	527
Other Intangible Assets	133	107	98
Goodwill	67	52	52
Investments accounted for using the equity method	46	43	40
Financial Assets			
Security Deposits	93	79	84
Other Financial Assets	313	9	-
Investments	205	628	929
Deferred tax assets (Net)	74	77	68
Income tax assets	3	3	1
Other Non-current assets	35	27	26
Sub Total Non Current Assets	**1,623**	**1,658**	**2,093**
Current Assets			
Financial Assets			
Security Deposits	19	18	19
Cash and Cash Equivalents	182	29	43
Bank Balances other than Cash and Cash equivalents	462	55	440
Investments	970	1,279	1,678
Trade Receivables	4	10	5
Other financial assets	1,287	1,296	507
Other current assets	61	59	56
Sub Total Current Assets	**2,984**	**2,746**	**2,748**
TOTAL ASSETS	**4,607**	**4,404**	**4,841**

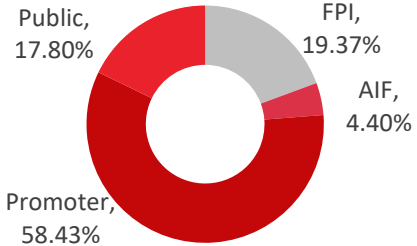
Capital Market Information

1 Year Stock Market Performance (as on 30th September, 2026)



Price Data (as on 30th **September**, 2026)	
Face Value (INR)	5.0
Market Price (INR)	523.8
52 Week H/L (INR)	573.0/364.05
Market Cap (INR Mn)	10,828.7
Equity Shares Outstanding (Mn)	20.7
1 Year Avg. Trading Volume ('000)	43.1

Shareholding Pattern (as on 30th **September**, 2026)



Disclaimer

No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained in this presentation. Such information and opinions are in all events not current after the date of this presentation. Certain statements made in this presentation may not be based on historical information or facts and may be "forward looking statements" based on the currently held beliefs and assumptions of the management of Matrimony.com Limited, which are expressed in good faith and in their opinion reasonable, including those relating to the Company's general business plans and strategy, its future financial condition and growth prospects and future developments in its industry and its competitive and regulatory environment.
Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance or achievements of the Company or industry results to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements, including future changes or developments in the Company's business, its competitive environment and political, economic, legal and social conditions. Further, past performance is not necessarily indicative of future results. Given these risks, uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward-looking statements. The Company disclaims any obligation to update these forward-looking statements to reflect future events or developments.

This presentation is for general information purposes only, without regard to any specific objectives, financial situations or informational needs of any particular person. This presentation does not constitute an offer or invitation to purchase or subscribe for any securities in any jurisdiction, including the United States. No part of it should form the basis of or be relied upon in connection with any investment decision or any contract or commitment to purchase or subscribe for any securities. None of our securities may be offered or sold in the United States, without registration under the U.S. Securities Act of 1933, as amended, or pursuant to an exemption from registration there from.

This presentation is confidential and may not be copied or disseminated, in whole or in part, and in any manner.

Valorem Advisors Disclaimer:
Valorem Advisors is an Independent Investor Relations Management Service company. This Presentation has been prepared by Valorem Advisors based on information and data which the Company considers reliable, but Valorem Advisors and the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded. Valorem Advisors also hereby certifies that the directors or employees of Valorem Advisors do not own any stock in personal or company capacity of the Company under review.

For further information please contact our Investor Relations Representatives:

VALOREM ADVISORS

Valorem Advisors
Mr. Anuj Sonpal, CEO
Tel: +91-22-35075100
Email: matrimony@valoremadvisors.com
To access the Investor Kit link and/or request a meeting click here: https://valoremadvisors.com/matrimony