

February 12, 2026

**National Stock Exchange of India Ltd**  
Exchange Plaza, 5th Floor  
Plot No: C/1, G Block  
Bandra Kurla Complex, Bandra (E)  
Mumbai – 400 051

Dear Sir/Madam,

**Sub: Submission of the copy of Investor presentation under regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015.**

**NSE Symbol: MATRIMONY**

Pursuant to Regulation 30 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, please find enclosed the copy of the Investor presentation for the quarter and nine months ended December 31, 2025.

The aforesaid presentation is also being hosted on the website of the Company viz., [www.matrimony.com](http://www.matrimony.com).

Submitted for your information and records.

Thanking you

Yours faithfully,

For **Matrimony.com Limited**

**Vijayanand Sankar**  
**Company Secretary & Compliance Officer**  
**ACS: 18951**  
**No.94, TVH Beliciaa Towers, Tower II, 5<sup>th</sup> Floor,**  
**MRC Nagar, Raja Annamalaipuram,**  
**Chennai – 600028**

# Investor Presentation

February 2026





► 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.

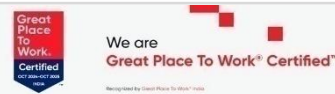
► Pioneer and leader in the Indian online matchmaking space.

► 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.

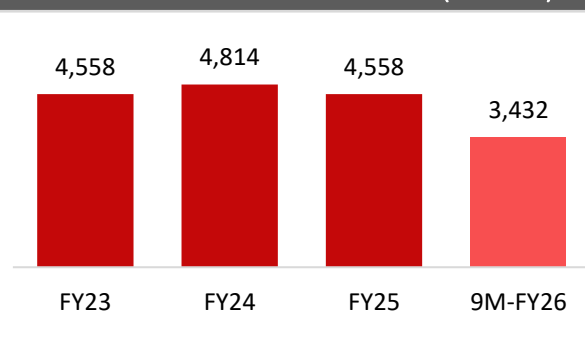
► Forward integrated into providing marriage services by aspiring to become a one stop shop for our customers in an asset light vendor platform for venue bookings, catering, decorations, etc.

► The market cap of the company as on 31st December 2025 ~ INR 11,479 Mn

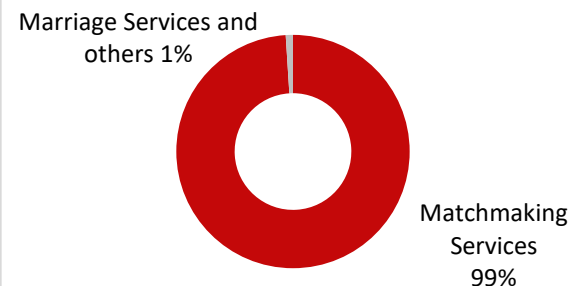
► Matrimony.com has been certified a Great Place to Work by an assessment conducted by Great Place to Work, India



## Consolidated Revenue Growth (INR Mn)



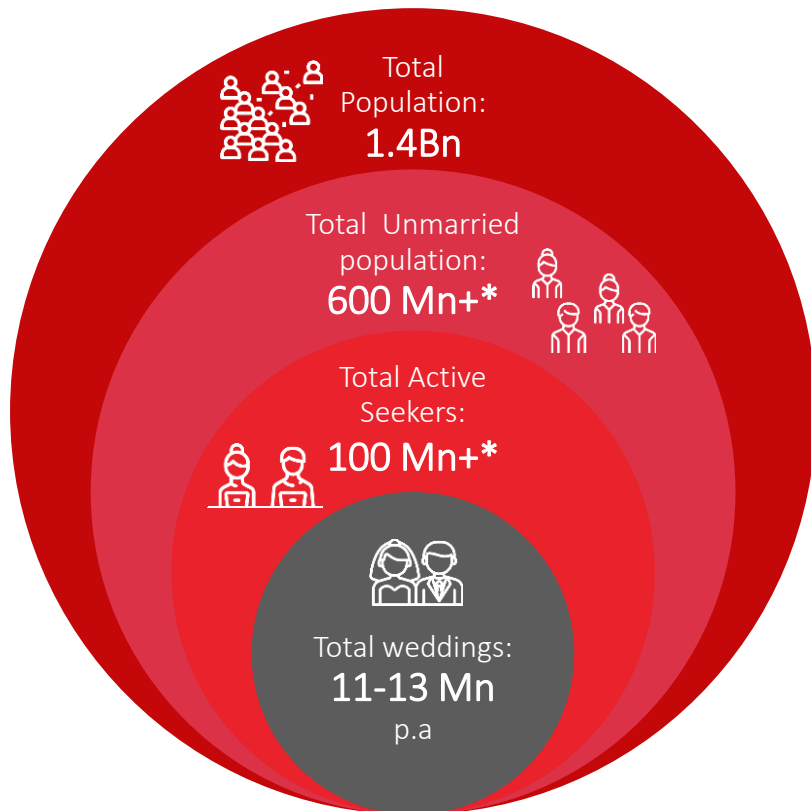
## Business Mix – 9M-FY26







## 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)

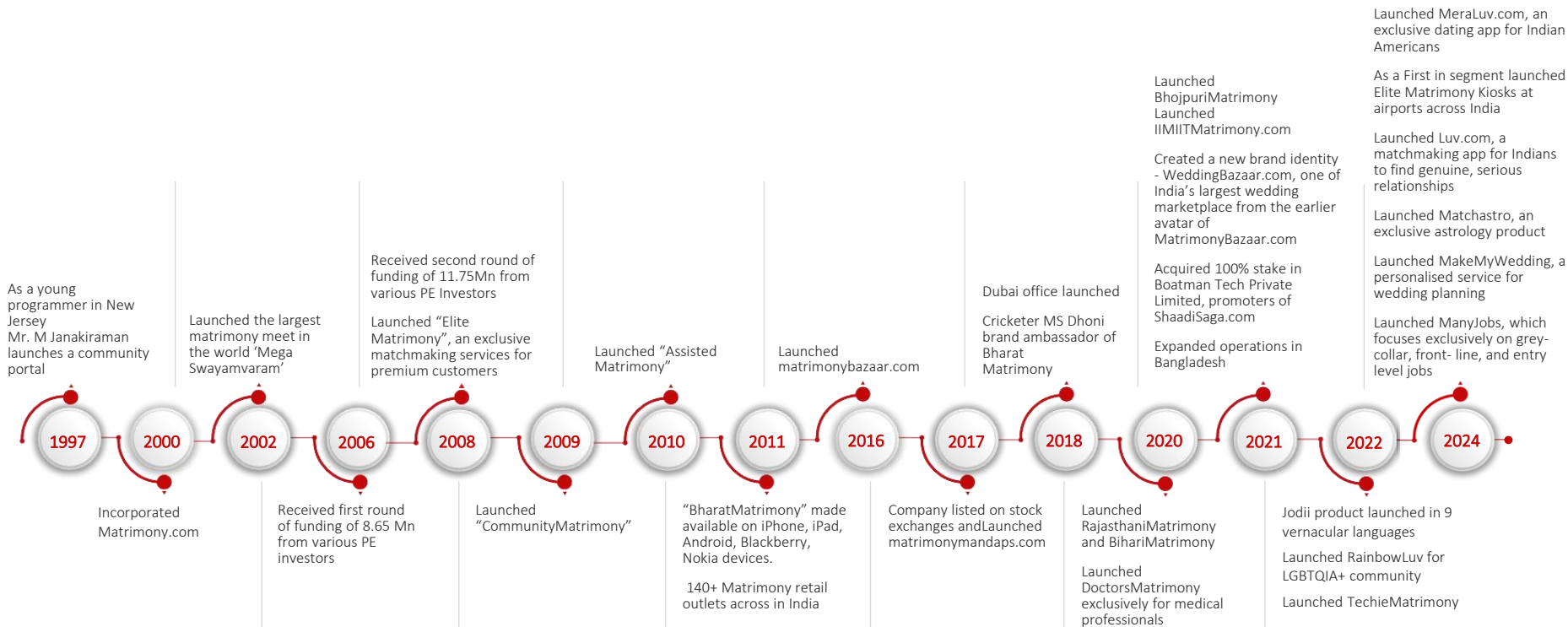
\* World Bank, Census, Medium.com, KPMG report, Indian Express, Statista, Company Sources

# COMPANY OVERVIEW



# Notable milestones over the last 25 years

matrimony.com





**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 alumna 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

matrimony.com



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 IndiaAA 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



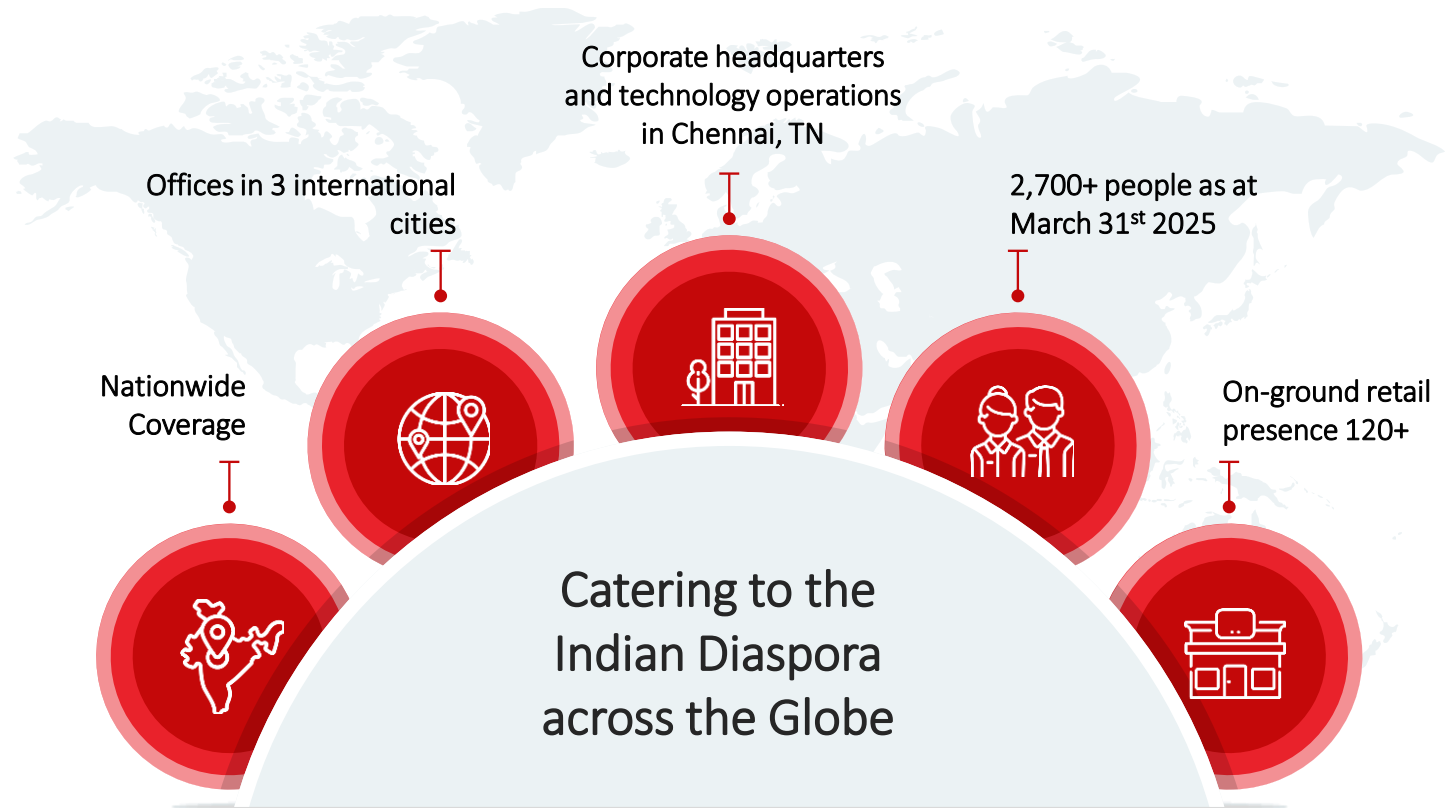
Mr. Murugavel Janakiraman was featured in the Top Technology Leaders 2020 List by Exchange4Media's Impact Magazine.



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



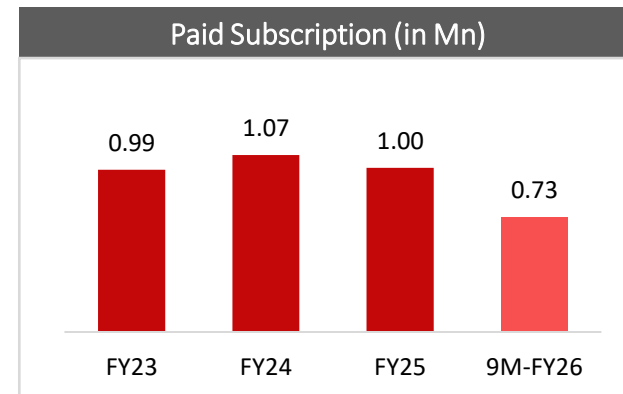
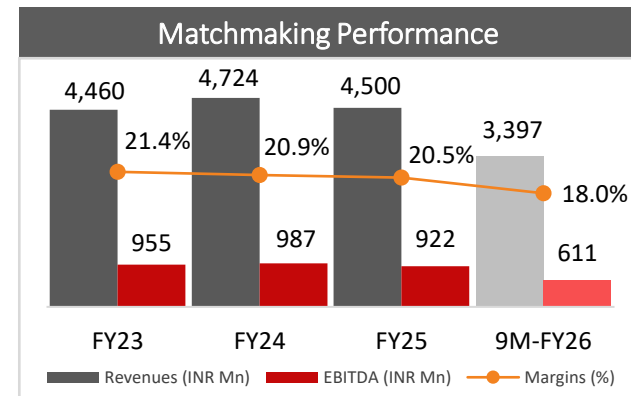
Matrimony.com won the ET Brand Equity "Shark Award" for best use of Digital and Social Media for its AI based Valentine's Day Campaign



# BUSINESS OVERVIEW



- ▶ 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 Jodii, launched in 9 vernacular languages



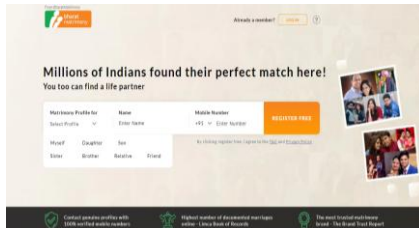


Launched in the year 2000, BharatMatrimony is the flagship brand of Matrimony.com

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.



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.

## Happy Assisted Marriages



*"Thanks a lot for the sincere help in search of my life time partner. My marriage has been fixed with Shobha Viswanath / E1859318. My engagement is on november 2nd, and my marriage is on november 29th."*  
- Ashwin Rajendran & Sobha Viswanath



- From BharatMatrimony

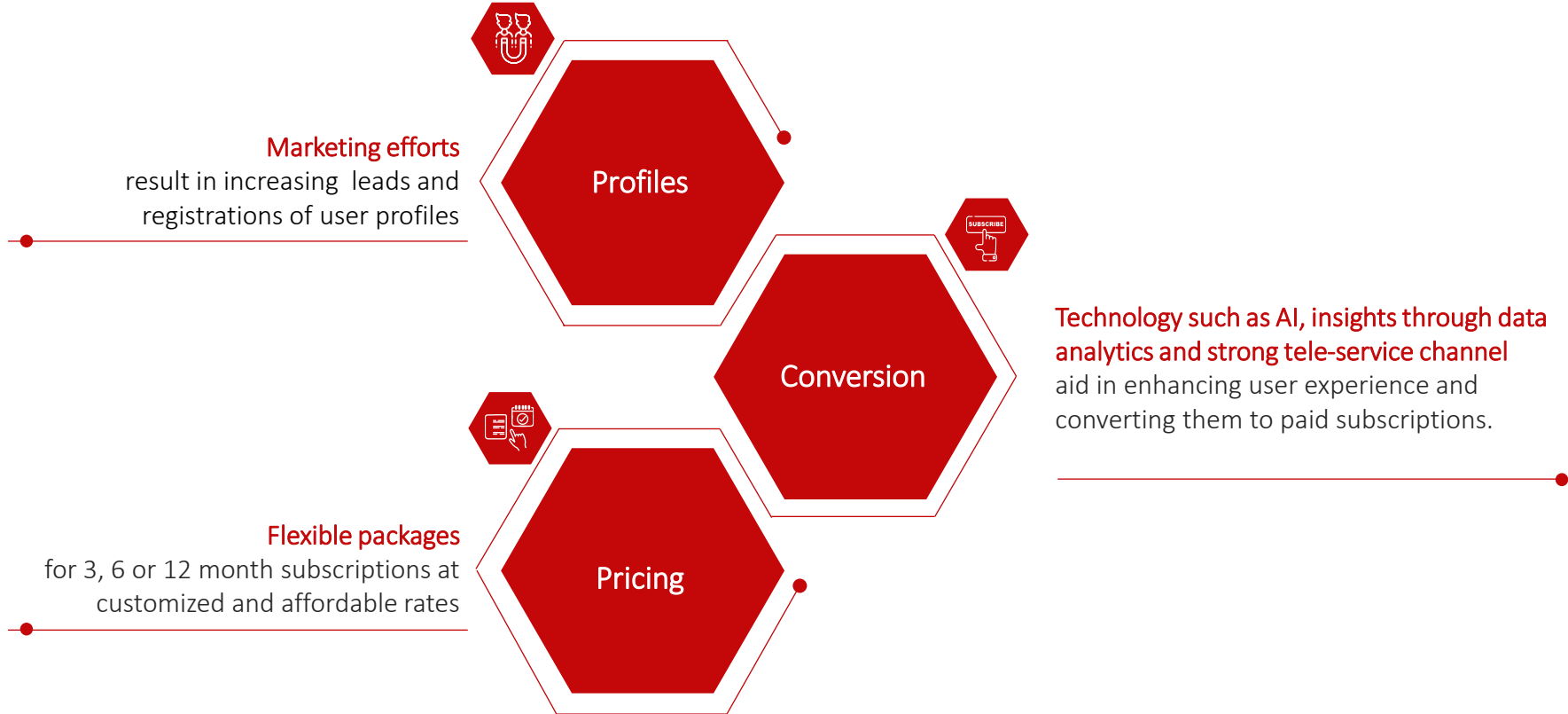


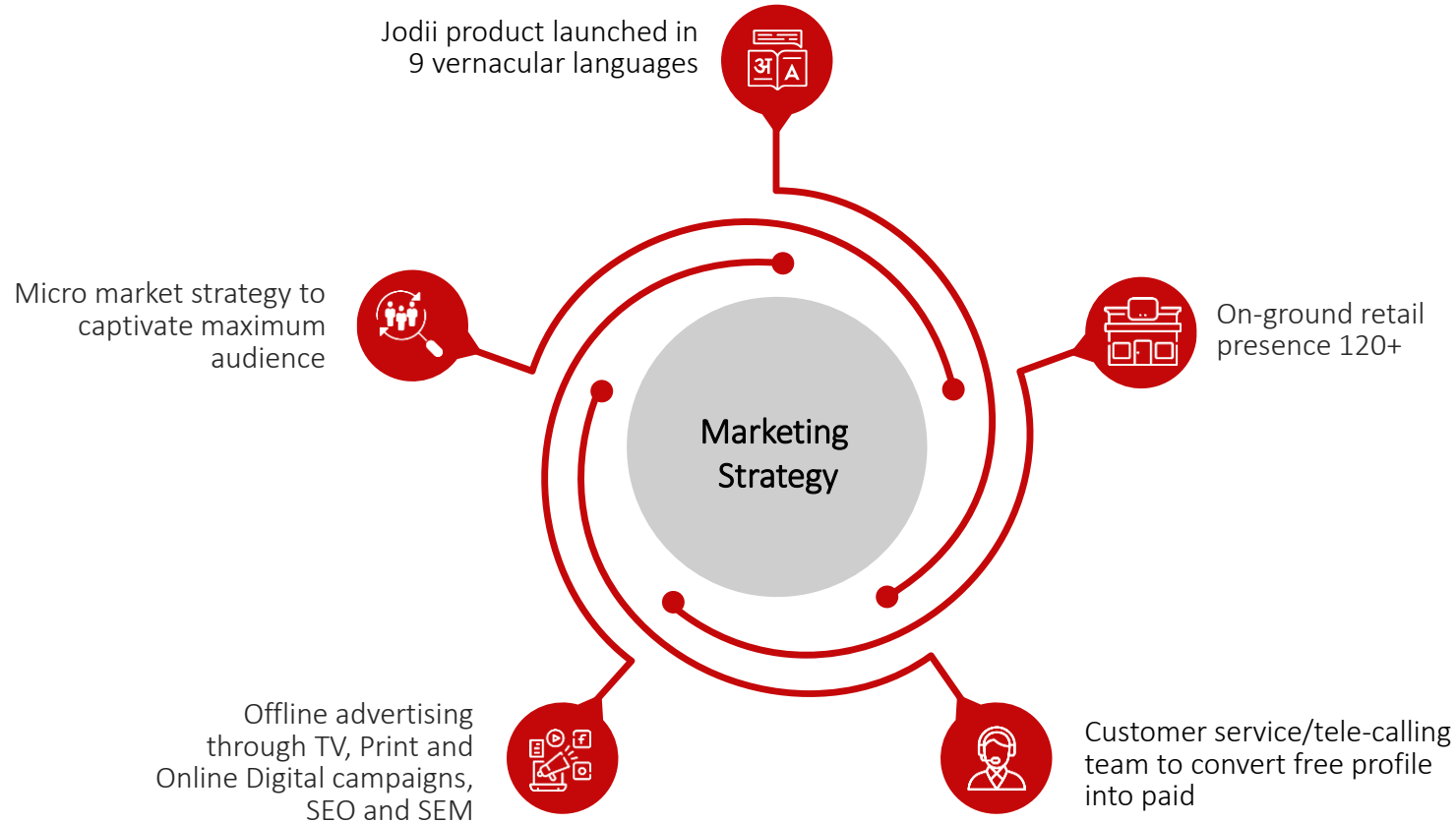
## Elite Marriages

Some of the stories that we made happen...

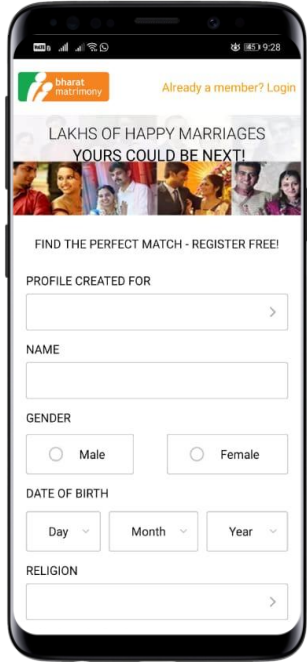


Elite Matrimony – A personalized matchmaking service for the affluent.









## 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



## 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



## 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."



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.

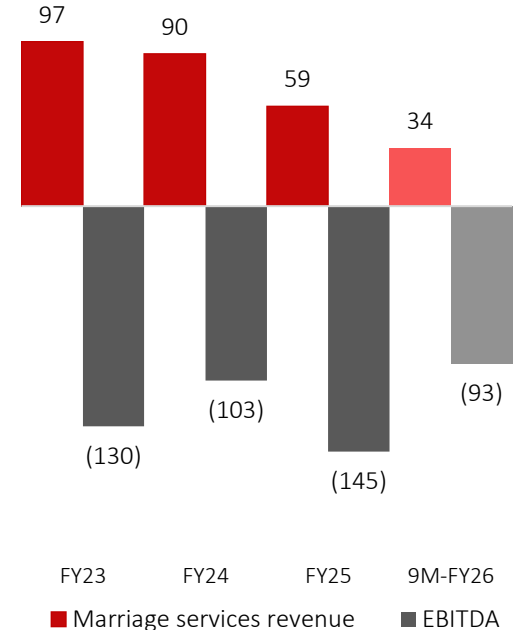
**mandap.com**  
from BharatMatrimony

## Mandap

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

Marriage Services with a network of over 3,00,000 vendors in 40+ cities

### Marriage Services Performance (INR Mn)





# New Business Launched

matrimony.com



- Luv.com is a premier matchmaking app specifically tailored for Indians seeking genuine, serious relationships that stand the test of time. Designed with the needs of singles in mind, Luv.com focuses on fostering long-lasting love and meaningful connections.



- MeraLuv is an exclusive dating app designed for Indian Americans, bridging the gap for those seeking meaningful connections in their romantic journeys. It caters to individuals who desire relationships that resonate with their cultural heritage while embracing their contemporary American identity.



- Many jobs, is Exclusively for Frontline & Entry level job seekers, currently available in major cities of Tamil Nadu, with the option of using the app in Tamil.
- Designed with simplicity and accessibility in mind, our platform focuses on helping individuals start their careers or transition into new roles.



- A premium service designed to connect customers with the finest wedding vendors, offering exclusive deals and tailored support through dedicated Relationship Managers. Our goal is to simplify the wedding planning process, making it not only effortless but also a joyful experience for the customers.



- MatchAstro is an exclusive astrology product focused on giving astrology advice, mainly about love, relationship, and marriage.
- It is a platform to connect with handpicked top astrologers who have expertise in marriage consultancy.

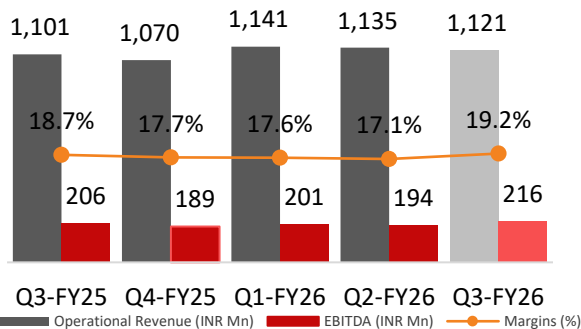
# FINANCIAL OVERVIEW



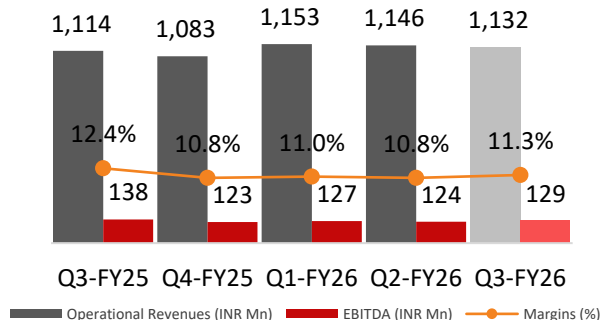
# Quarterly Financial Highlights

matrimony.com

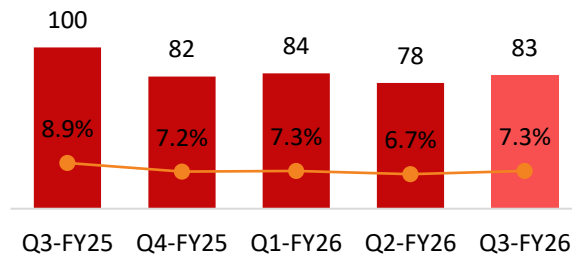
## Matchmaking Performance



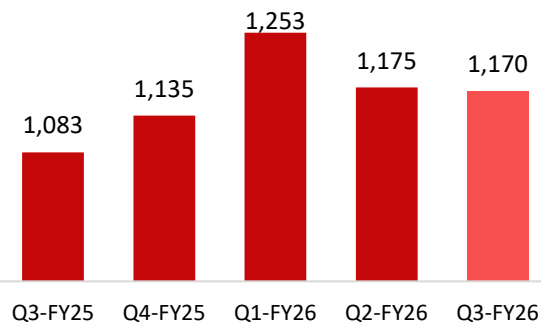
## Consolidated Performance



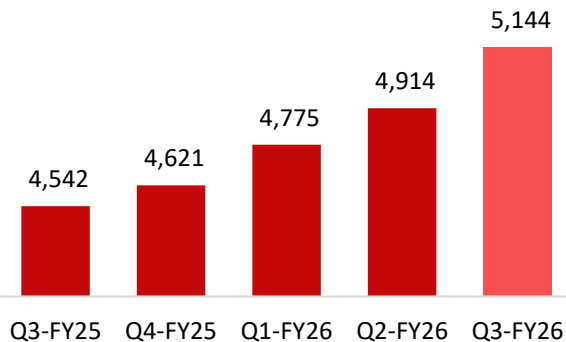
## Net Profit (INR Mn) and PAT Margins (%)



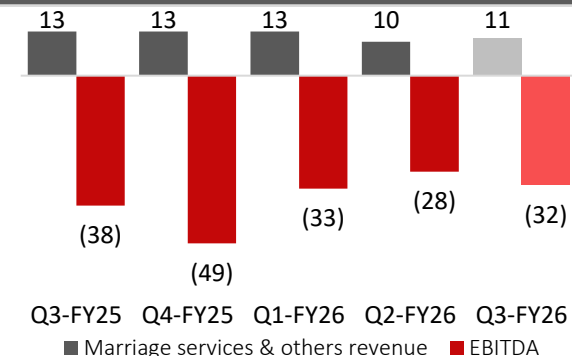
## Matchmaking Billings (INR Mn)



## Matchmaking ATV (INR)

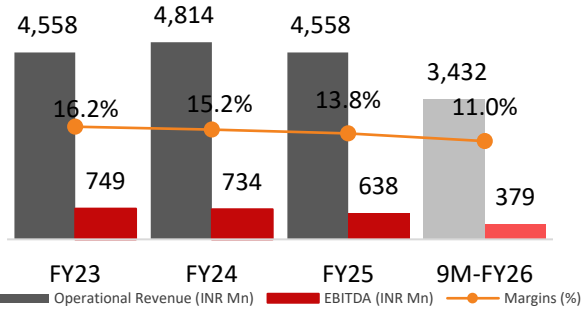


## Marriage Services & Others Performance (INR Mn)

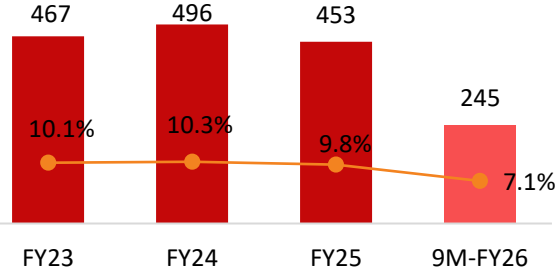




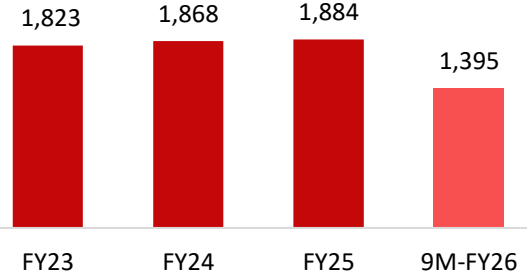
## Consolidated Performance



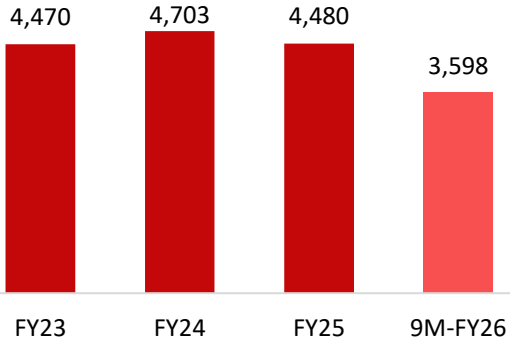
## Net Profit (INR Mn) and PAT Margins (%)



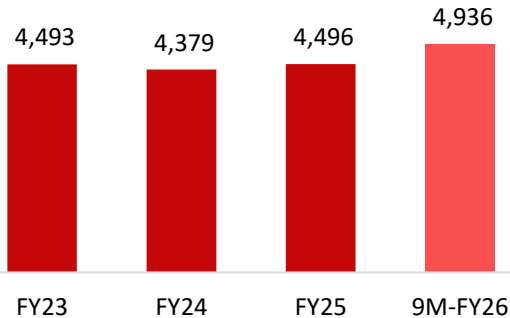
## Marketing Expense (INR Mn)



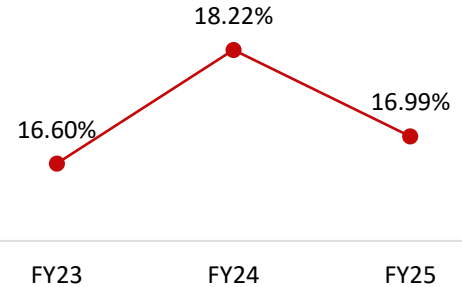
## Matchmaking Billings (INR Mn)



## ATV (INR)



## RoE (%)





Consolidated Billings for the quarter

**INR 1,179 Mn**

Revenues for the quarter

**INR 1,132 Mn**

25,600+ success stories in Q3-FY26

Annualized return on capital employed is at 9.7%

PAT is at INR 83 Mn which represents 16.7% Y-O-Y decline and 7.0% Q-O-Q growth.

Matchmaking Billings for the quarter

**INR 1,170 Mn**

Revenues for the quarter

**INR 1,121 Mn**

Added 0.23 Mn paid subscribers during the quarter decreased by 4.9% Q-O-Q.

Our cash & investments balance is at INR 3,454 Mn

ATV for the matchmaking business increased by 13.3% Y-O-Y, in line with our customer segmentation strategies

**0.23 Mn**

Paid Subscriptions for the quarter

Average transaction value for the  
matchmaking business for the quarter

**INR 5,144**



# ANNEXURE



# Quarterly Consolidated Financial Performance

matrimony.com

| Particulars (INR Mn)                 | Q3-FY26      | Q3-FY25      | Y-o-Y            | Q2-FY26      | Q-o-Q         |
|--------------------------------------|--------------|--------------|------------------|--------------|---------------|
| Revenues                             | 1,132        | 1,114        | 1.6%             | 1,146        | (1.2)%        |
| Total Expenses*                      | 1,003        | 976          | 2.7%             | 1,022        | (1.9)%        |
| EBITDA                               | 129          | 138          | (6.6)%           | 124          | 3.7%          |
| <i>EBITDA Margin (%)</i>             | <i>11.3%</i> | <i>12.4%</i> | <i>(110) Bps</i> | <i>10.8%</i> | <i>50 Bps</i> |
| Depreciation                         | 67           | 74           | (9.5)%           | 70           | (4.3)%        |
| Finance Cost                         | 12           | 12           | 0.0%             | 12           | 0.0%          |
| Finance Income                       | 57           | 69           | (17.4)%          | 58           | (1.7)%        |
| Share of Profit/(loss) of associate# | (0)          | (1)          | NA               | (1)          | NA            |
| PBT                                  | 107          | 122          | (12.3)%          | 99           | 8.1%          |
| Tax                                  | 24           | 22           | 9.1%             | 21           | 14.3%         |
| Profit After Tax                     | 83           | 100          | (16.7)%          | 78           | 7.0%          |
| <i>PAT Margin (%)</i>                | <i>7.3%</i>  | <i>8.9%</i>  | <i>(160) Bps</i> | <i>6.7%</i>  | <i>60 Bps</i> |
| Diluted EPS                          | 3.85         | 4.54         | (15.2)%          | 3.60         | 7.1%          |

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

# Amounts less than million



# 9M-FY26 Consolidated Financial Performance

matrimony.com

| Particulars (INR Mn)                | 9M-FY26      | 9M-FY25      | Y-O-Y            |
|-------------------------------------|--------------|--------------|------------------|
| Revenues                            | 3,432        | 3,475        | (1.2)%           |
| Total Expenses*                     | 3,053        | 2,960        | 3.1%             |
| EBITDA                              | 379          | 515          | (26.3)%          |
| <i>EBITDA Margin (%)</i>            | <i>11.0%</i> | <i>14.8%</i> | <i>(380) Bps</i> |
| Depreciation                        | 205          | 222          | (7.7)%           |
| Finance Cost                        | 35           | 37           | (5.4)%           |
| Finance Income                      | 178          | 221          | (19.5)%          |
| Share of Profit/(loss) of associate | (3)          | (1)          | NA               |
| PBT                                 | 314          | 476          | (34.0)%          |
| Tax                                 | 69           | 105          | (34.3)%          |
| Profit After Tax                    | 245          | 371          | (33.9)%          |
| <i>PAT Margin (%)</i>               | <i>7.1%</i>  | <i>10.7%</i> | <i>(360) Bps</i> |
| Diluted EPS                         | 11.34        | 16.74        | (32.2)%          |

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



# Historical Consolidated Income Statement

matrimony.com

| Particulars (INR Mn)                | FY23         | FY24         | FY25         | 9M-FY26      |
|-------------------------------------|--------------|--------------|--------------|--------------|
| Revenues                            | 4,558        | 4,814        | 4,558        | 3,432        |
| Total Expenses*                     | 3,809        | 4,080        | 3,920        | 3,053        |
| EBITDA                              | 749          | 734          | 638          | 379          |
| <i>EBITDA Margin (%)</i>            | <i>16.4%</i> | <i>15.2%</i> | <i>13.8%</i> | <i>11.0%</i> |
| Depreciation                        | 300          | 284          | 293          | 205          |
| Finance Cost                        | 59           | 52           | 48           | 35           |
| Finance Income                      | 169          | 248          | 282          | 178          |
| Share of Profit/(loss) of associate | -            | -            | (1)          | (3)          |
| PBT                                 | 559          | 647          | 578          | 314          |
| Tax                                 | 92           | 152          | 125          | 69           |
| Profit After Tax                    | 467          | 496          | 453          | 245          |
| <i>PAT Margin (%)</i>               | <i>10.1%</i> | <i>10.3%</i> | <i>9.8%</i>  | <i>7.1%</i>  |
| Diluted EPS                         | 20.72        | 22.25        | 20.56        | 11.34        |

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



# Historical Consolidated Balance Sheet

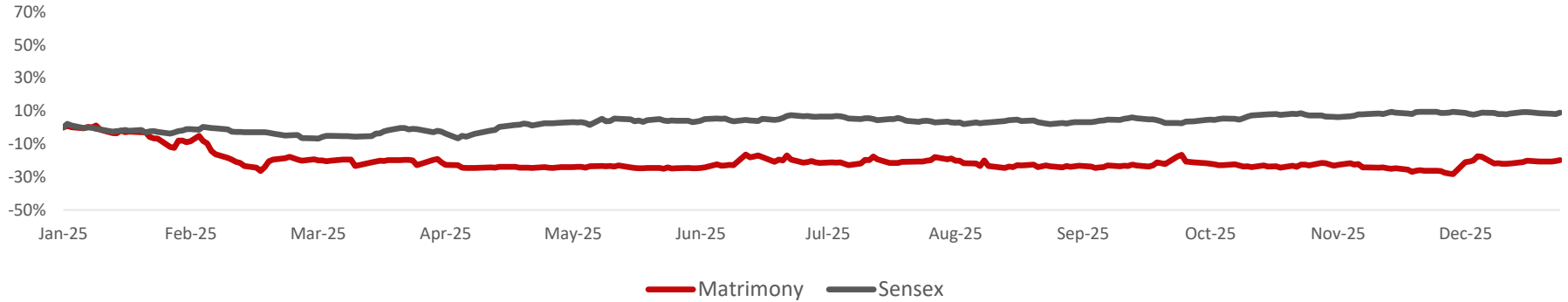
matrimony.com

| Particulars (INR Mn)                     | FY24         | FY25         | H1-FY26      |
|------------------------------------------|--------------|--------------|--------------|
| <b>EQUITY AND LIABILITIES</b>            |              |              |              |
| <b>EQUITY</b>                            |              |              |              |
| Share Capital                            | 111          | 108          | 108          |
| Other Equity                             | 2,804        | 2,308        | 2,363        |
| <b>Total Equity</b>                      | <b>2,915</b> | <b>2,416</b> | <b>2,471</b> |
| <b>Non Current Liabilities</b>           |              |              |              |
| Lease liabilities                        | 424          | 361          | 374          |
| Deferred Tax Liabilities (Net)           | 5            | 2            | 1            |
| Other Non Current Liabilities            | -            | -            | 3            |
| <b>Sub Total Non Current Liabilities</b> | <b>429</b>   | <b>363</b>   | <b>378</b>   |
| <b>Current Liabilities</b>               |              |              |              |
| Financial liabilities                    |              |              |              |
| Trade payables                           | 531          | 642          | 592          |
| Lease liabilities                        | 156          | 174          | 178          |
| Other current liabilities                | 861          | 938          | 973          |
| Provisions                               | 85           | 74           | 75           |
| Current tax liabilities                  | 43           | -            | -            |
| <b>Sub Total Current Liabilities</b>     | <b>1,676</b> | <b>1,828</b> | <b>1,818</b> |
| <b>TOTAL EQUITY AND LIABILITIES</b>      | <b>5,020</b> | <b>4,607</b> | <b>4,667</b> |

| Particulars (INR Mn)                               | FY24         | FY25         | H1-FY26      |
|----------------------------------------------------|--------------|--------------|--------------|
| <b>ASSETS</b>                                      |              |              |              |
| <b>Non-Current Assets</b>                          |              |              |              |
| Property, Plant & Equipment                        | 148          | 193          | 198          |
| Rights of use assets                               | 494          | 461          | 480          |
| Other Intangible Assets                            | 160          | 133          | 119          |
| Goodwill                                           | 87           | 67           | 67           |
| Investments accounted for using the equity method  | 47           | 46           | 44           |
| <b>Financial Assets</b>                            |              |              |              |
| Security Deposits                                  | 81           | 93           | 84           |
| Other Financial Assets                             | -            | 313          | 7            |
| Investments                                        | 209          | 205          | 247          |
| Deferred tax assets (Net)                          | 84           | 74           | 66           |
| Income tax assets                                  | 38           | 3            | 27           |
| Other Non-current assets                           | 31           | 35           | 45           |
| <b>Sub Total Non Current Assets</b>                | <b>1,379</b> | <b>1,623</b> | <b>1,384</b> |
| <b>Current Assets</b>                              |              |              |              |
| <b>Financial Assets</b>                            |              |              |              |
| Security Deposits                                  | 20           | 19           | 23           |
| Cash and Cash Equivalents                          | 81           | 182          | 69           |
| Bank Balances other than Cash and Cash equivalents | 2,148        | 462          | 334          |
| Investments                                        | 1,146        | 970          | 1448         |
| Trade Receivables                                  | 1            | 4            | 7            |
| Loans                                              | 2            | -            | -            |
| Other financial assets                             | 177          | 1,287        | 1,327        |
| Other current assets                               | 66           | 61           | 75           |
| <b>Sub Total Current Assets</b>                    | <b>3,641</b> | <b>2,984</b> | <b>3,283</b> |
| <b>TOTAL ASSETS</b>                                | <b>5,020</b> | <b>4,607</b> | <b>4,667</b> |



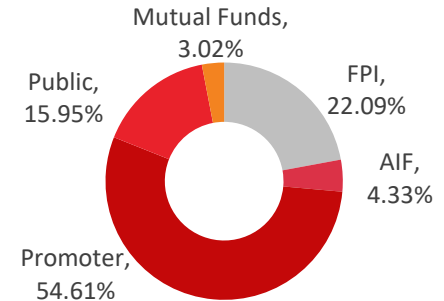
## 1 Year Stock Market Performance (as on 31<sup>st</sup> Dec, 2025)



## Price Data (as on 31<sup>st</sup> Dec, 2025)

|                                   |             |
|-----------------------------------|-------------|
| Face Value (INR)                  | 5.0         |
| Market Price (INR)                | 532.4       |
| 52 Week H/L (INR)                 | 692.0/402.3 |
| Market Cap (INR Mn)               | 11,479.3    |
| Equity Shares Outstanding (Mn)    | 21.6        |
| 1 Year Avg. Trading Volume ('000) | 24.2        |

## Shareholding Pattern (as on 31<sup>st</sup> Dec, 2025)





*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

matrimony.com

Valorem Advisors  
Mr. Anuj Sonpal, CEO

Tel: +91-22-49039500

Email: [matrimony@valoremadvisors.com](mailto:matrimony@valoremadvisors.com)

Investor Kit-link: <https://valoremadvisors.com/matrimony>