

February 12, 2026

Corporate Relationship Department
BSE Ltd.,
Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai – 400 001

Dear Sir/Madam,

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

Ref: Scrip code (BSE: 540704)

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.

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, 5th 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.

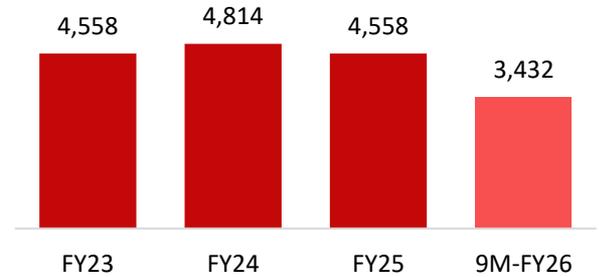
▶ Forward integrated into providing marriage services by aspiring to become a one stop shop for our customers in an asset light vendor platform for venue bookings, catering, decorations, etc.

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

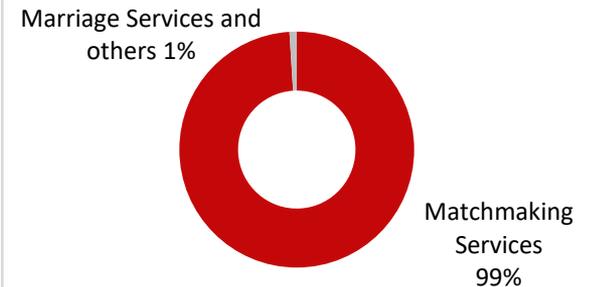
▶ Matrimony.com has been certified a Great Place to Work by an assessment conducted by Great Place to Work, India



Consolidated Revenue Growth (INR Mn)



Business Mix – 9M-FY26



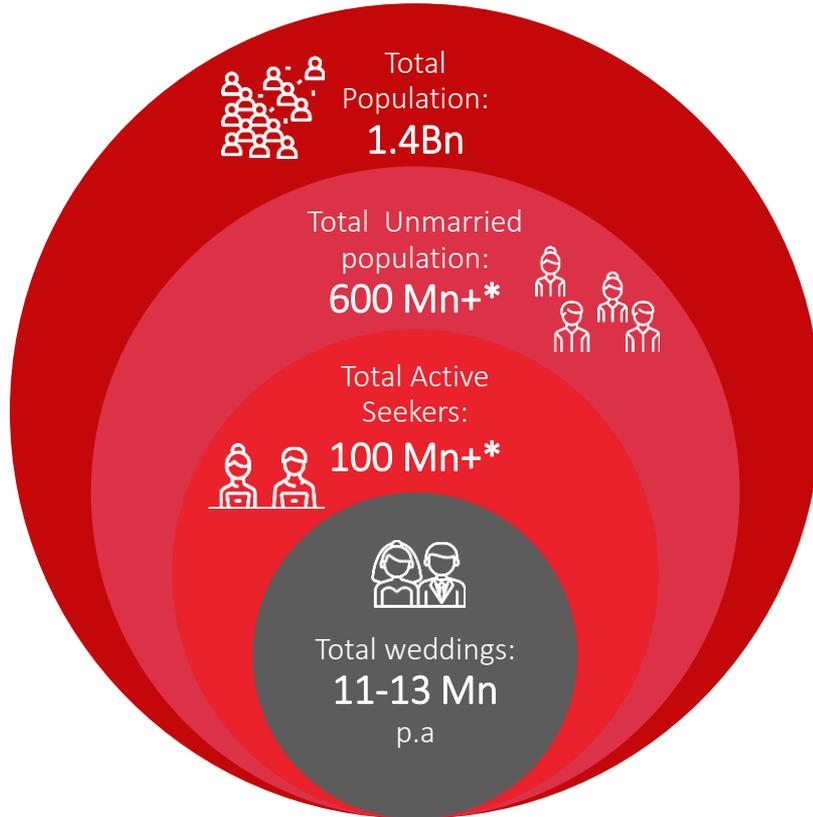


Our Leadership Position





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

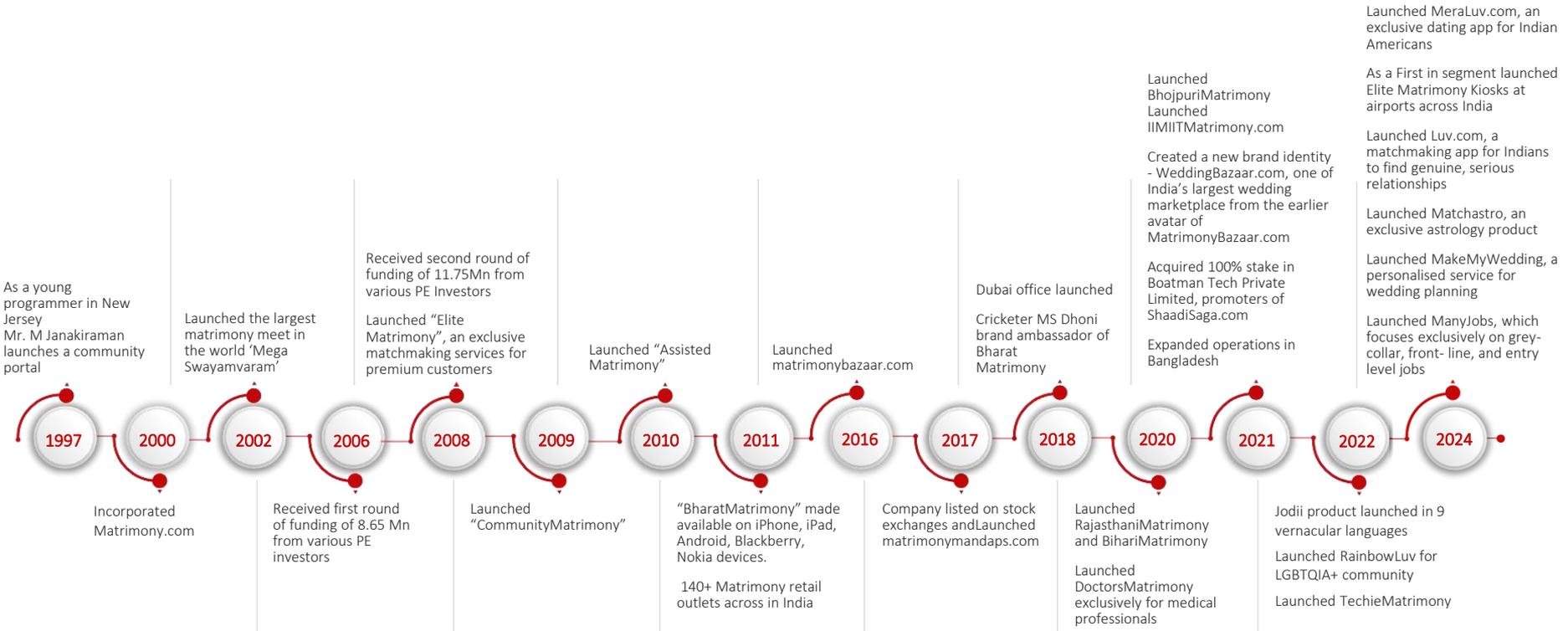
(2029)

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

COMPANY OVERVIEW



Notable milestones over the last 25 years





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



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



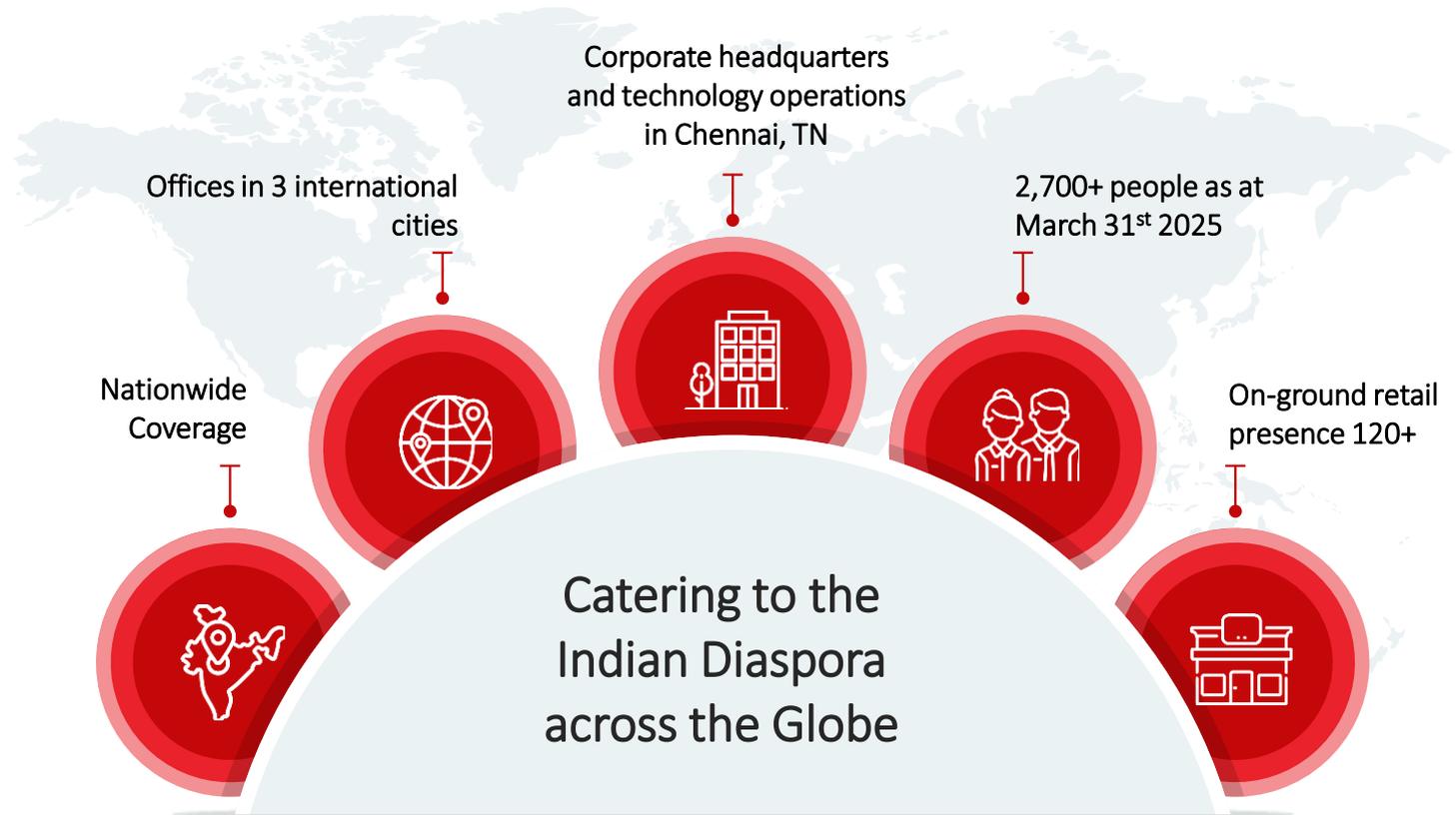
Mr. Murugavel Janakiraman was featured in the Top Technology Leaders 2020 List by Exchange4Media's Impact Magazine.



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



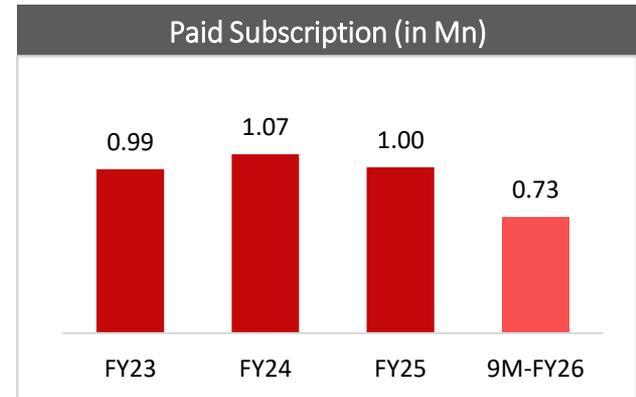
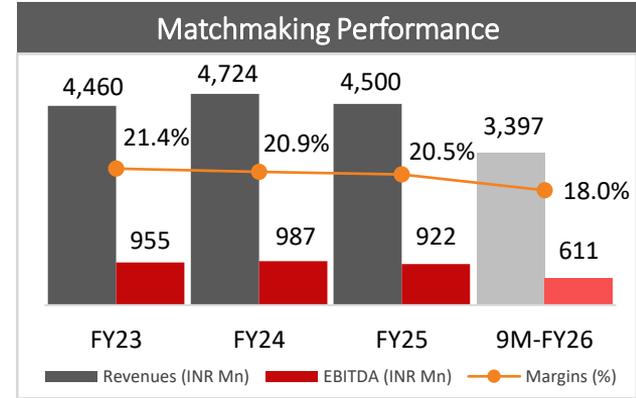
▶ Matrimony.com has the largest number of matchmaking online platforms to suit a person's choice and preference

▶ 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



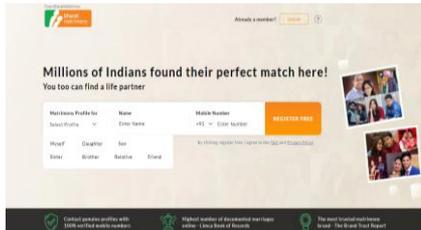


Launched in the year 2000, BharatMatrimony is the flagship brand of Matrimony.com

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 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

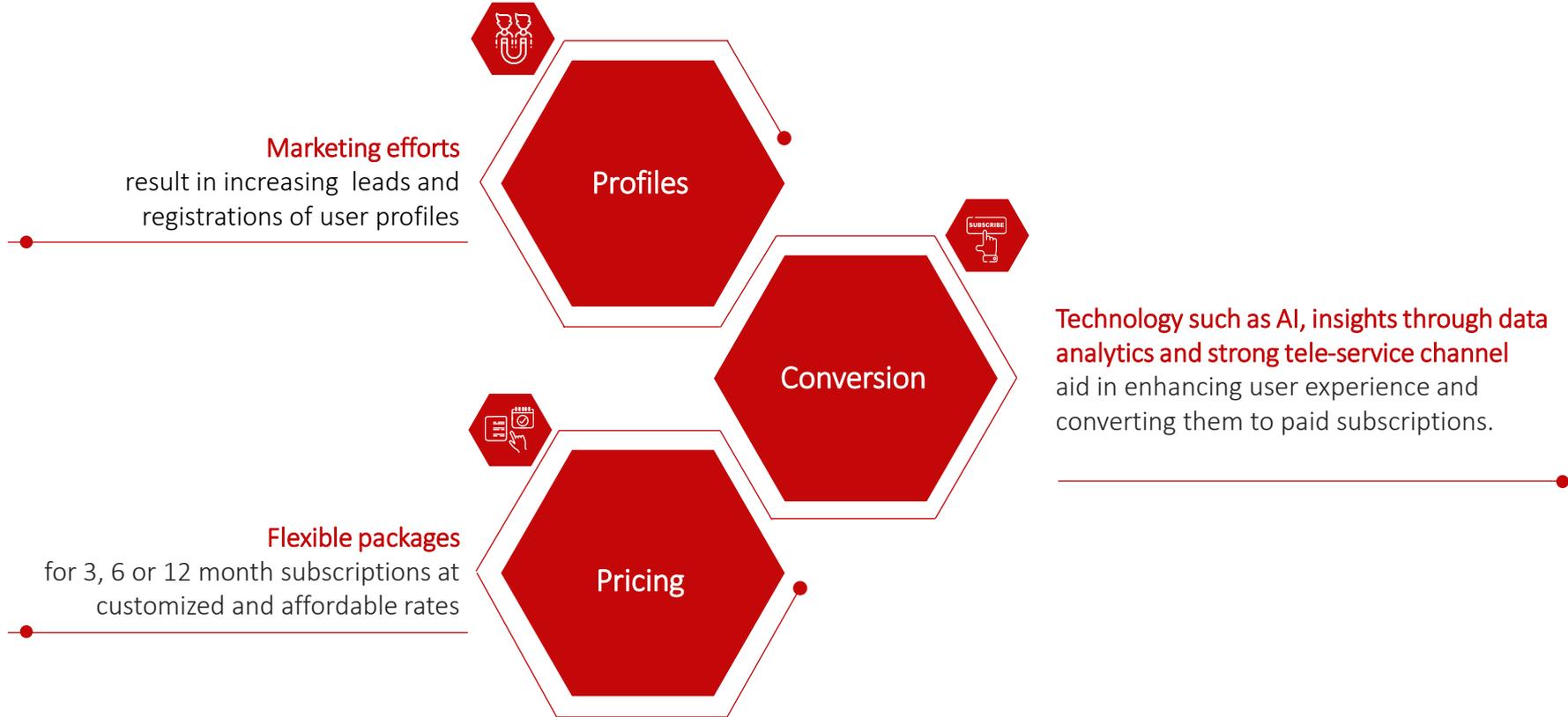


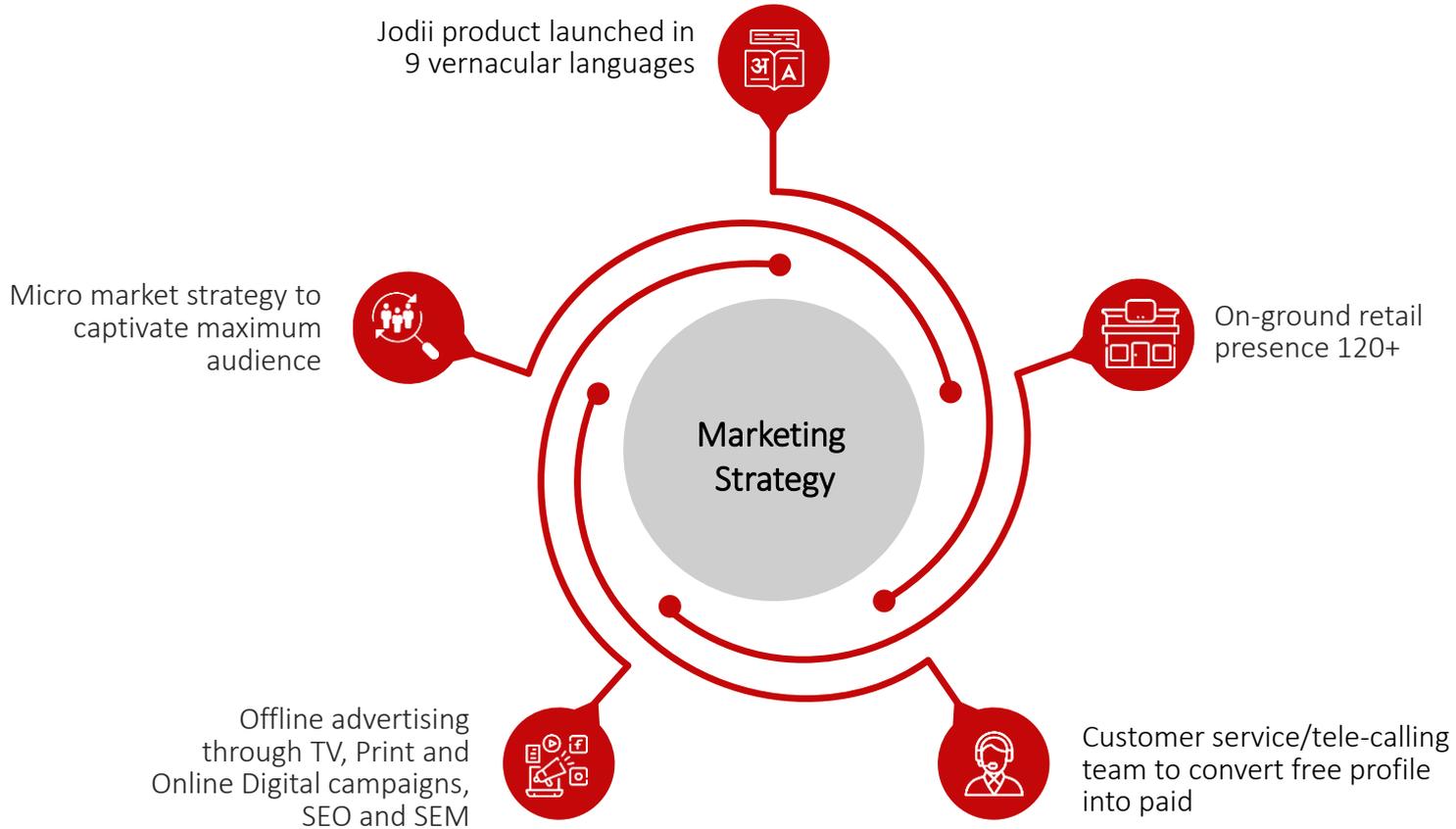
Elite Marriages

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.

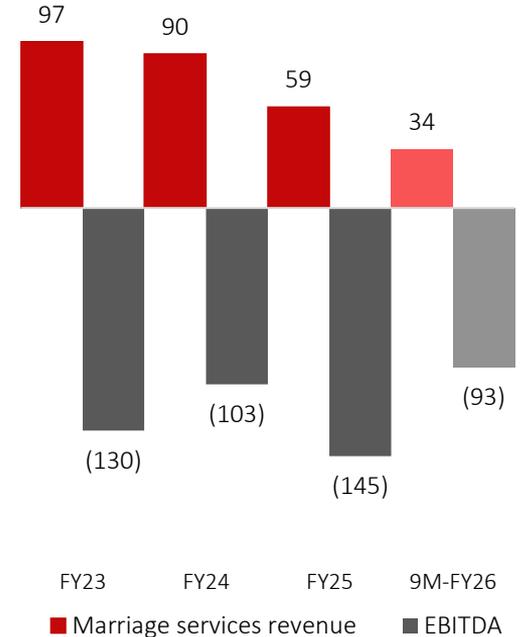
mandap.com
from BharatMatrimony

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

- 
- 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.

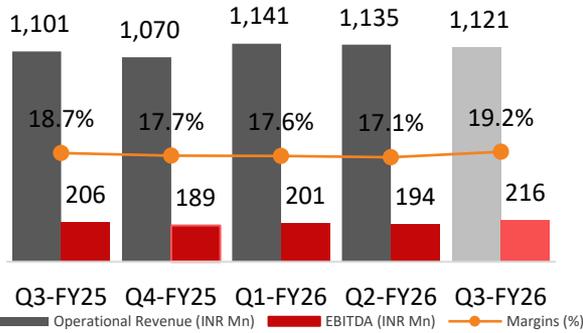
- 
- A premium service designed to connect customers with the finest wedding vendors, offering exclusive deals and tailored support through dedicated Relationship Managers. Our goal is to simplify the wedding planning process, making it not only effortless but also a joyful experience for the customers.

- 
- 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.

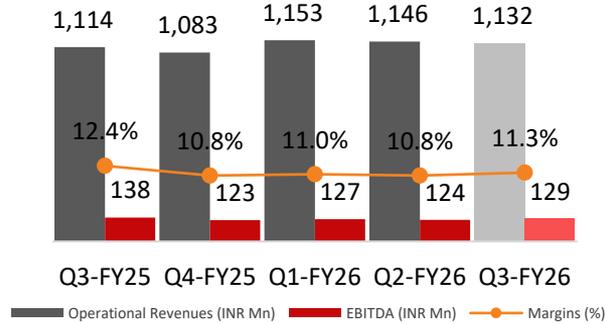
FINANCIAL OVERVIEW



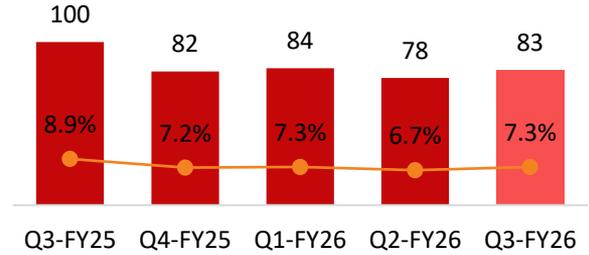
Matchmaking Performance



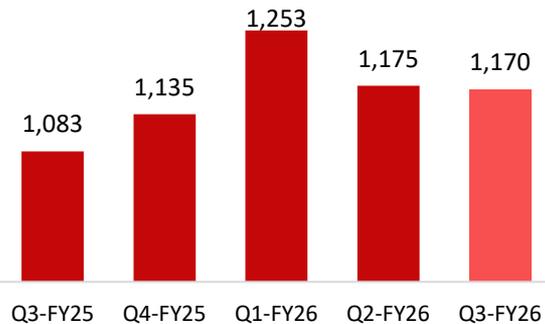
Consolidated Performance



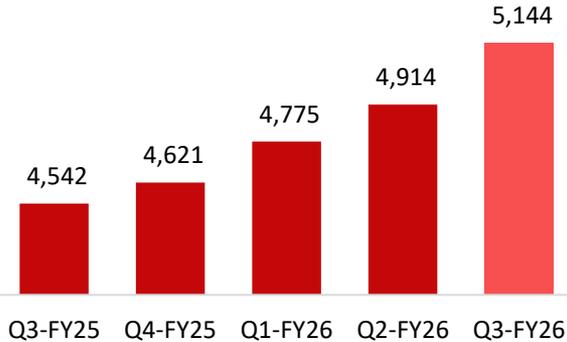
Net Profit (INR Mn) and PAT Margins (%)



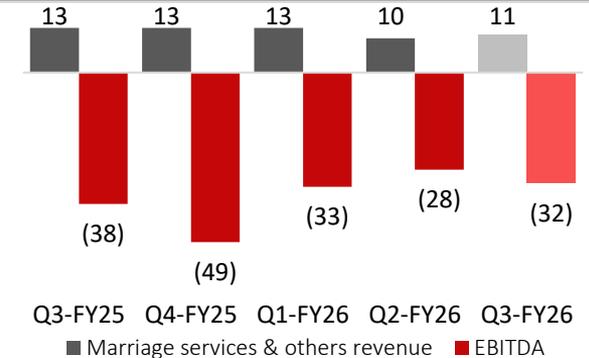
Matchmaking Billings (INR Mn)



Matchmaking ATV (INR)

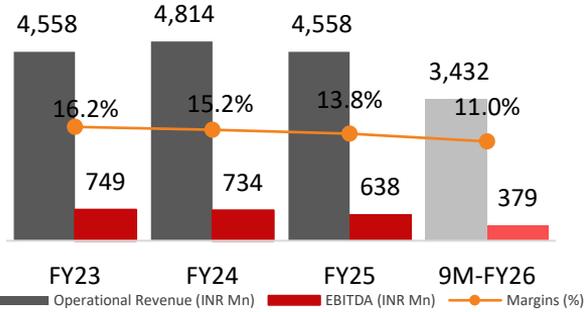


Marriage Services & Others Performance (INR Mn)

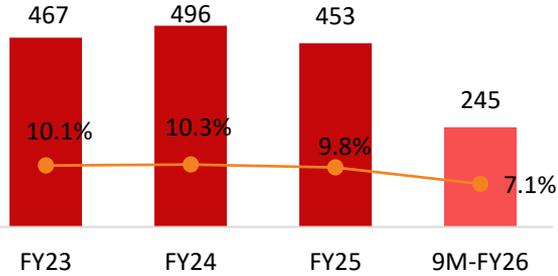




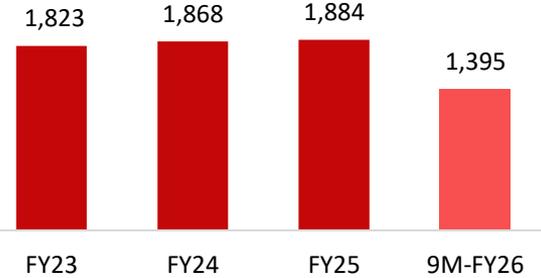
Consolidated Performance



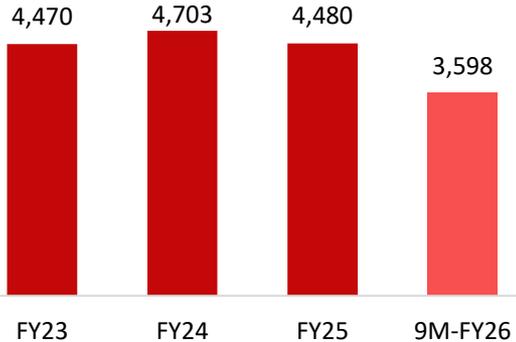
Net Profit (INR Mn) and PAT Margins (%)



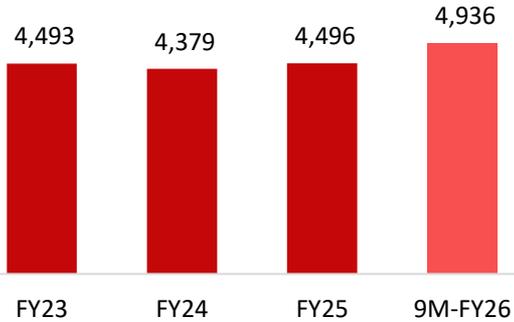
Marketing Expense (INR Mn)



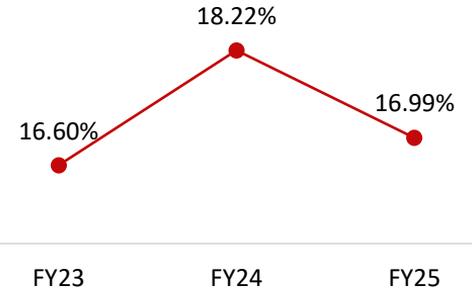
Matchmaking Billings (INR Mn)



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

0.23 Mn

Paid Subscriptions for the quarter

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

Average transaction value for the
matchmaking business for the quarter

INR 5,144

ANNEXURE



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%
EBITDA Margin (%)	11.3%	12.4%	(110) Bps	10.8%	50 Bps
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%
PAT Margin (%)	7.3%	8.9%	(160) Bps	6.7%	60 Bps
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

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

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
EBITDA Margin (%)	16.4%	15.2%	13.8%	11.0%
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
PAT Margin (%)	10.1%	10.3%	9.8%	7.1%
Diluted EPS	20.72	22.25	20.56	11.34

*Operational other income adjusted with total expenses to calculate EBITDA



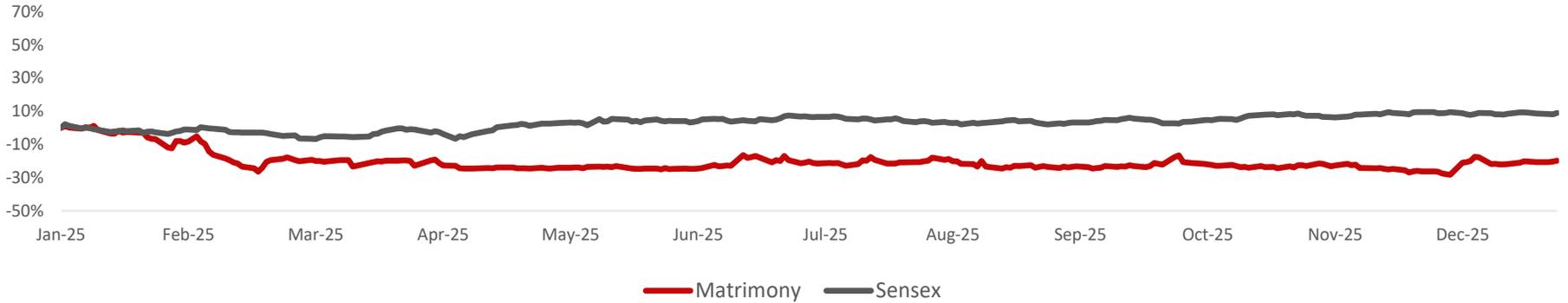
Historical Consolidated Balance Sheet

Particulars (INR Mn)	FY24	FY25	H1-FY26
EQUITY AND LIABILITIES			
EQUITY			
Share Capital	111	108	108
Other Equity	2,804	2,308	2,363
Total Equity	2,915	2,416	2,471
Non Current Liabilities			
Lease liabilities	424	361	374
Deferred Tax Liabilities (Net)	5	2	1
Other Non Current Liabilities	-	-	3
Sub Total Non Current Liabilities	429	363	378
Current Liabilities			
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	-	-
Sub Total Current Liabilities	1,676	1,828	1,818
TOTAL EQUITY AND LIABILITIES	5,020	4,607	4,667

Particulars (INR Mn)	FY24	FY25	H1-FY26
ASSETS			
Non-Current Assets			
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
Financial Assets			
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
Sub Total Non Current Assets	1,379	1,623	1,384
Current Assets			
Financial Assets			
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
Sub Total Current Assets	3,641	2,984	3,283
TOTAL ASSETS	5,020	4,607	4,667



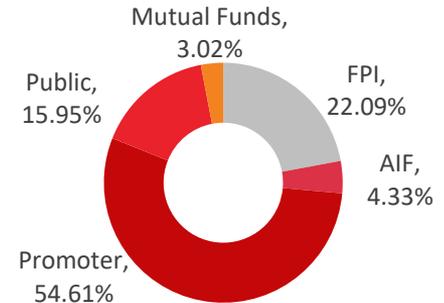
1 Year Stock Market Performance (as on 31st Dec, 2025)



Price Data (as on 31st 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 31st Dec, 2025)





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