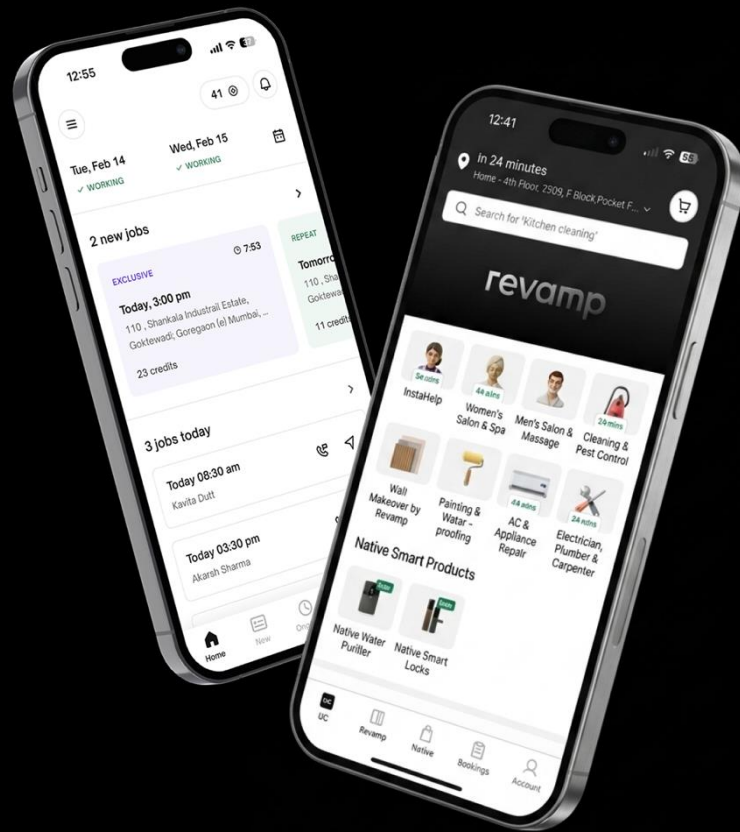




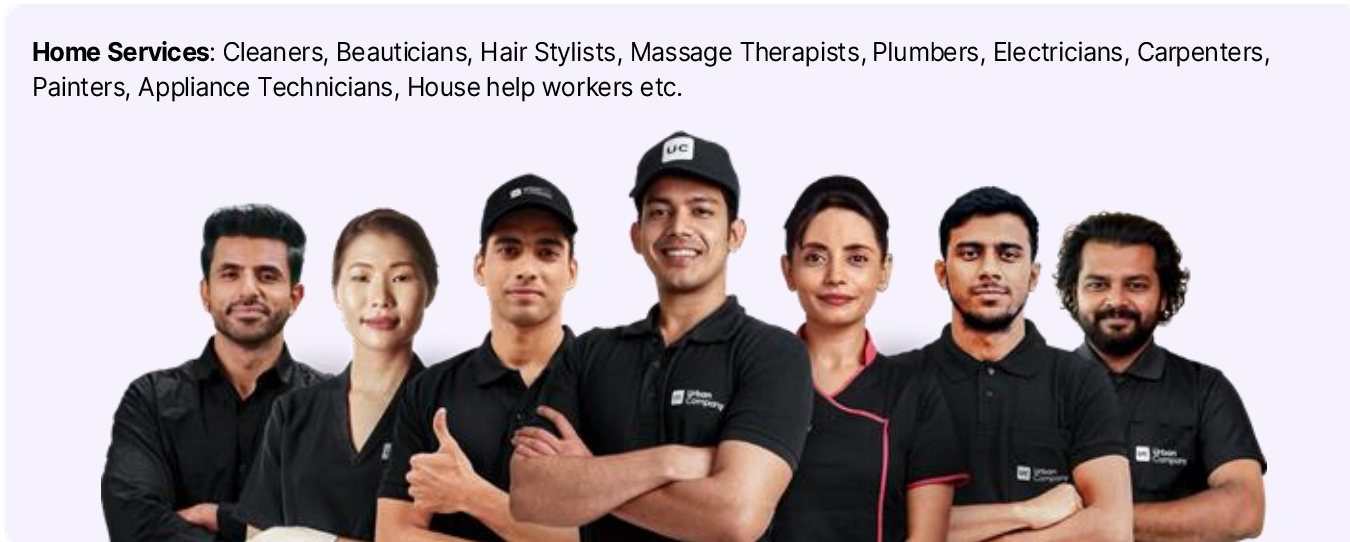
Urban Company

Management Presentation May 2026



Home services done right: High quality, standardised services and solutions delivered to your doorstep

Home Services: Cleaners, Beauticians, Hair Stylists, Massage Therapists, Plumbers, Electricians, Carpenters, Painters, Appliance Technicians, House help workers etc.



Native devices: Water purifiers and smart door locks

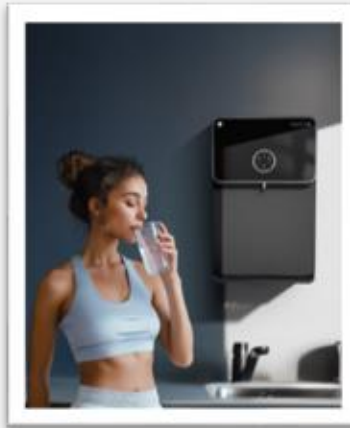


We operate across 4 business segments



India Consumer Services (Ex InstaHelp)

High quality home & beauty services delivered at home



Native

Home devices and solutions



International

UAE, Singapore and the Kingdom of Saudi Arabia (JV)



InstaHelp

All in one help in 15 minutes when your maid is away

UC in a nutshell

For FY26

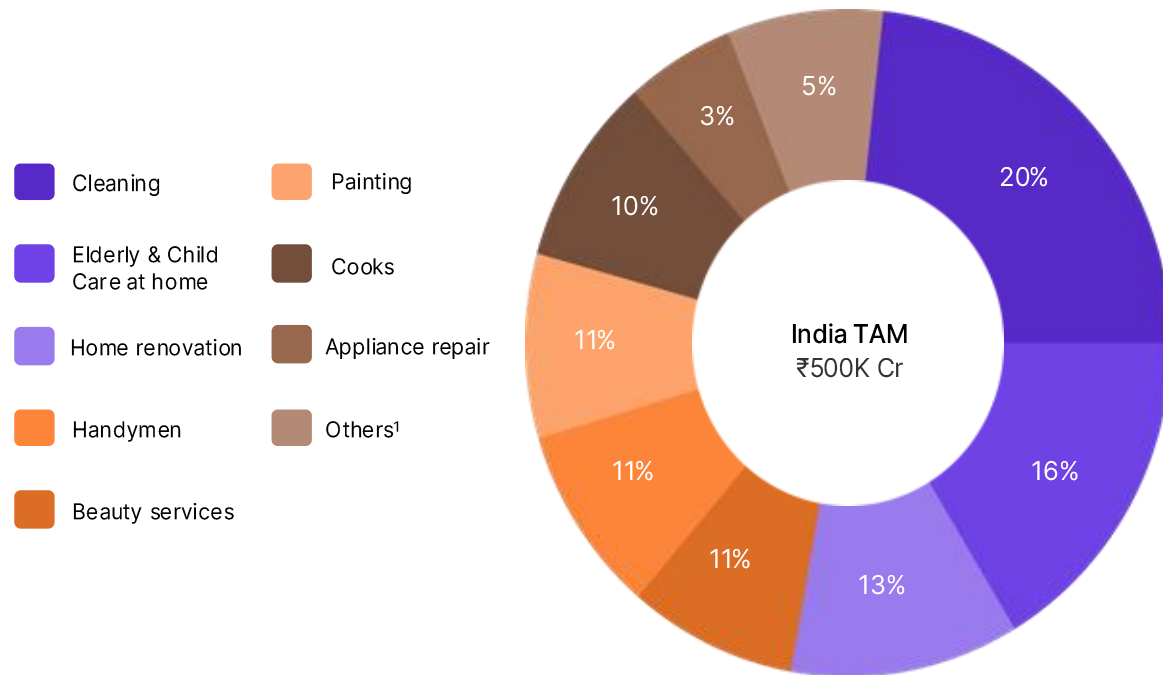
Net Transaction Value (NTV) ₹4,290 Cr ▲ 31% YoY ▲ 33% YoY (ex KSA)	Revenue from operations ₹1,556 Cr ▲ 36% YoY ▲ 41% YoY (ex KSA)	Adjusted EBITDA ₹(129) Cr ▼ ₹(141) Cr YoY	Adjusted EBITDA (ex Insta) / % of NTV ₹106 Cr/2.5% ▲ ₹94 Cr YoY ▲ 210bps YoY
Annual transacting users (million) 8.4 ▲ +1.6M/ 24% YoY	Monthly active service partners 59,473	Total cities 51	Average rating 4.79

UC in a nutshell

For Q4 FY26

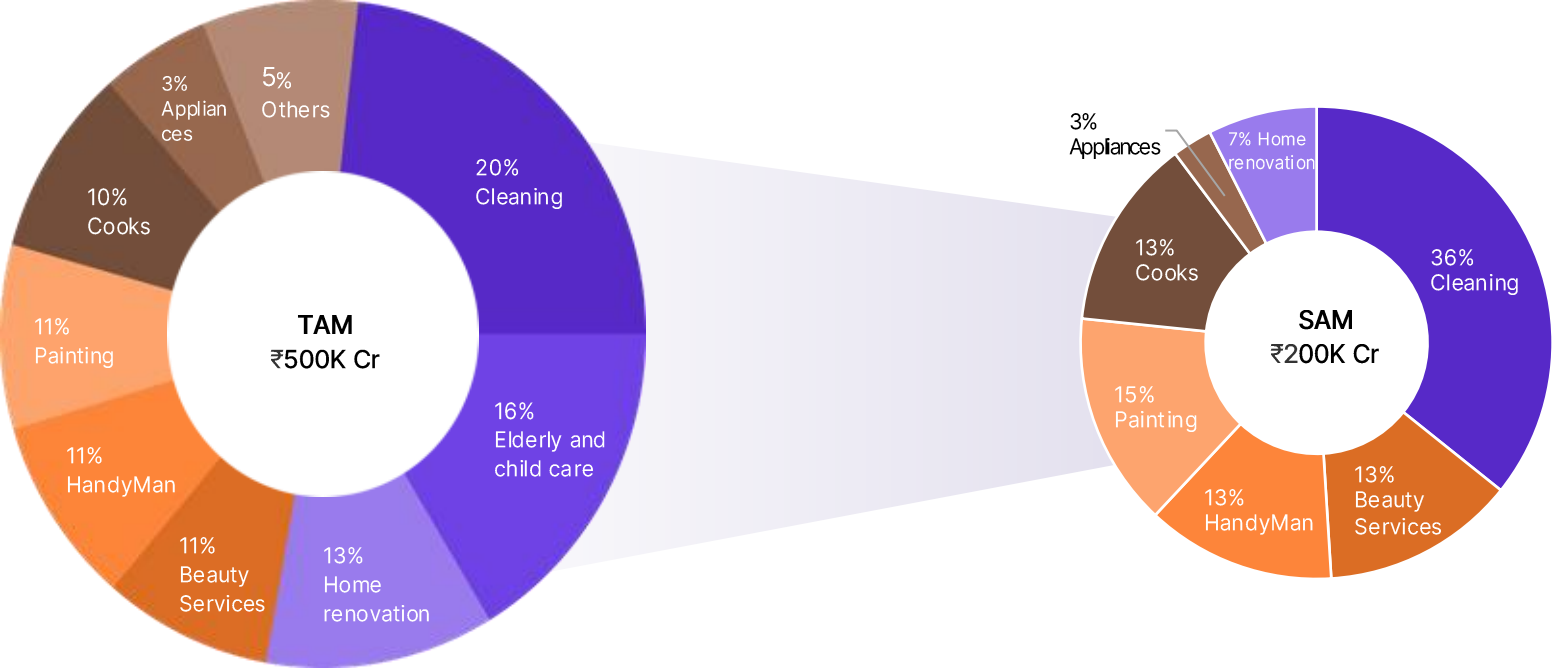
Net Transaction Value (NTV) ₹1,148 Cr ▲ 42% YoY	Revenue from operations ₹426 Cr ▲ 43% YoY	Adjusted EBITDA ₹(98) Cr ▼ ₹(100) Cr YoY	Adjusted EBITDA (ex Insta) / % of NTV ₹22 Cr / 2.0% ▲ ₹19 Cr YoY ▲ 160bps YoY
Annual transacting users (million) 8.4	Monthly active service partners 66,818	Total cities 51	Average rating 4.79

UC is the market leader in a large, underpenetrated & growing market



- Estimated to reach ₹850K Cr market by CY29 – growing at 10% per annum
- Dominated by unorganised, local supply
- Consumers suffer from inconsistencies in availability, pricing, quality and post service support.
- Current online penetration < 1%
- Urban Company is the leading online full stack home services provider in India

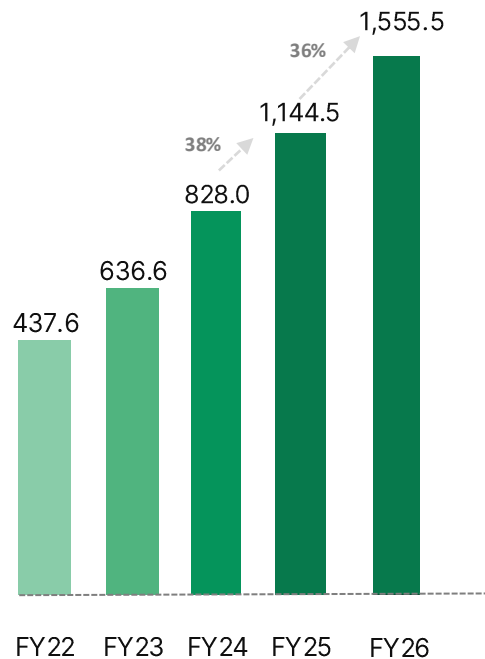
Serviceable Addressable Market (SAM) estimated at ₹200k Cr



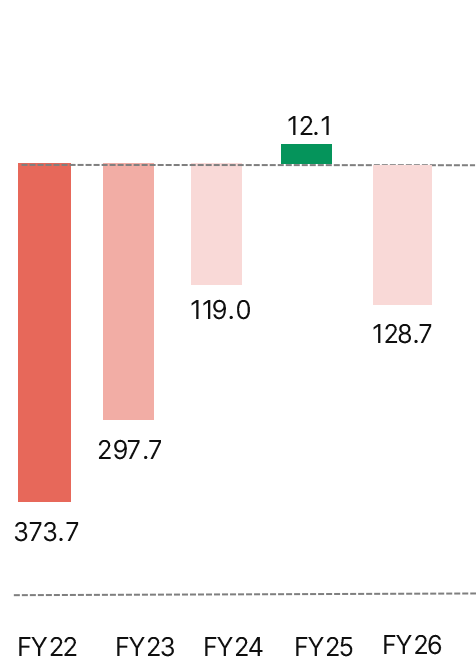
UC has demonstrated scale, growth and profitability

UC Consolidated

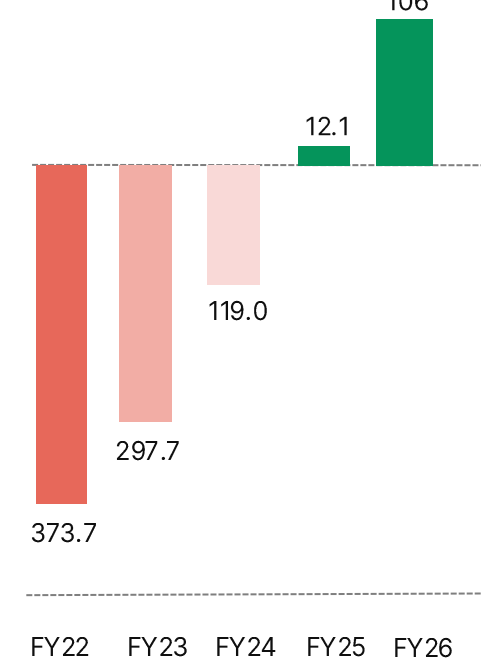
Revenue from Operations (₹ Cr)



Adjusted EBITDA (₹ Cr)



Adjusted EBITDA (ex InstaHelp)



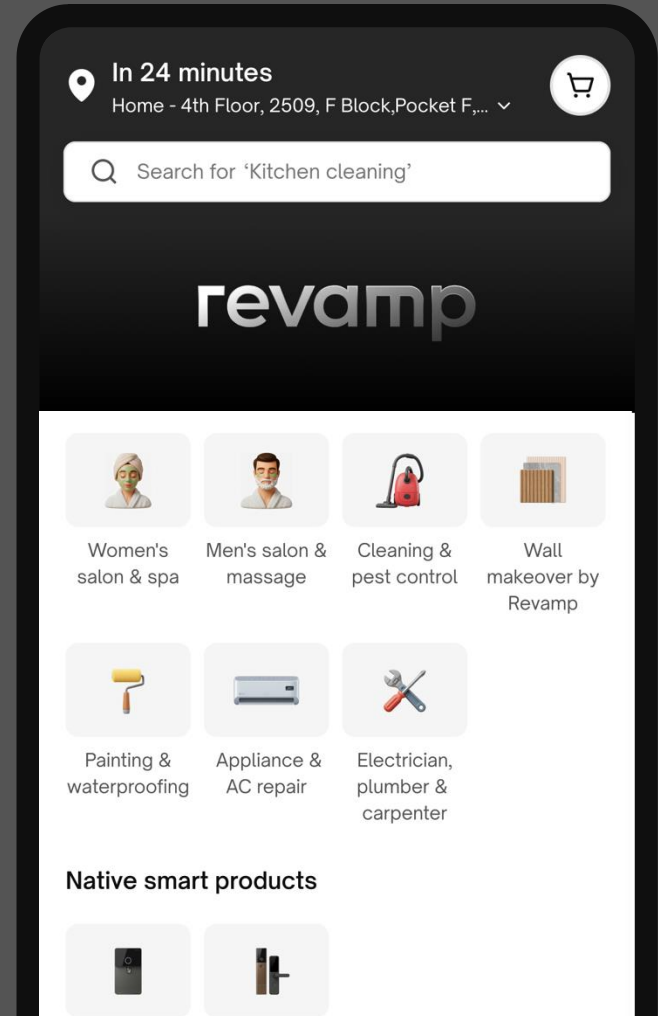
FY26 Segmental Metrics: 41% revenue growth YoY (Ex KSA). InstaHelp investments led to an overall loss of INR (129) Cr

Key metrics	Consolidated	India Consumer Services (Ex Insta)	Native	International	InstaHelp
Net Transaction Value	INR 4,290 Cr	INR 3,167 Cr	INR 345 Cr	INR 700 Cr	INR 79 Cr
<i>YoY growth</i>	31.2%	18.7%	121.6%	56.2%	
<i>YoY growth ex KSA</i>	33.1%			75.1%	
Revenue from operations	INR 1,556 Cr	INR 1,087 Cr	INR 267 Cr	INR 185 Cr	INR 17 Cr
<i>YoY growth</i>	35.9%	23.3%	130.1%	25.5%	
<i>YoY growth) Ex KSA</i>	41.0%			75.0%	
Contribution Profit	INR 762 Cr	INR 670 Cr		INR 125 Cr	
<i>As a % of NTV</i>	17.8%	21.2%		17.8%	
Adjusted EBITDA	INR (129) Cr	INR 131 Cr	INR (31) Cr	INR 6 Cr	INR (235) Cr
<i>As a % of Net NTV</i>	(3.0)%	4.1%	(8.9)%	0.8%	
<i>YoY change</i>	(260) bps	+ 80 bps	+ 1,620 bps	+ 900 bps	
Adjusted EBITDA (Ex Insta)	INR 106 Cr				
<i>(As a % of Net NTV)</i>	2.5%				
<i>YoY change</i>	+210 bps				

Q4 FY26 : 43% revenue growth YoY, broad-based growth across segments; India core growth at 27% (highest in 11 qtrs), International 84%. First quarter crossing 10M orders

Key metrics	Consolidated	India Consumer Services (Ex Insta)	Native	International	InstaHelp
Net Transaction Value	₹ 1,148 Cr	₹ 808 Cr	₹ 89 Cr	₹ 211 Cr	₹ 40 Cr
<i>YoY growth</i>	41.5%	25.6%	66.8%	84.2%	
Revenue from operations	₹ 426 Cr	₹ 288 Cr	₹ 70 Cr	₹ 58 Cr	₹ 9 Cr
<i>YoY growth</i>	42.6%	26.6%	75.3%	89.3%	
Contribution Profit	₹ 191 Cr	₹ 176 Cr		₹ 38 Cr	
<i>As a % of NTV</i>	16.6%	21.8%		17.9%	
Adjusted EBITDA	₹ (98) Cr	₹ 26 Cr	₹ (9) Cr	₹ 4 Cr	₹ (119) Cr
<i>As a % of Net NTV</i>	(8.5)%	3.3%	(9.9)%	2.0%	
<i>YoY change</i>	(880) bps	+ 170 bps	+ 480 bps	+ 170 bps	
Adjusted EBITDA (Ex Insta)	₹ 22 Cr				
<i>As a % of Net NTV</i>	2.0%				
<i>YoY change</i>	+170 bps				

India Consumer Services (Ex InstaHelp)



We offer a **wide assortment** of services to our customers

Home services

Appliance repair and service



Cleaning & pest control



Painting & wall decor



Electrical, plumbing & carpentry



Beauty services

Men's grooming



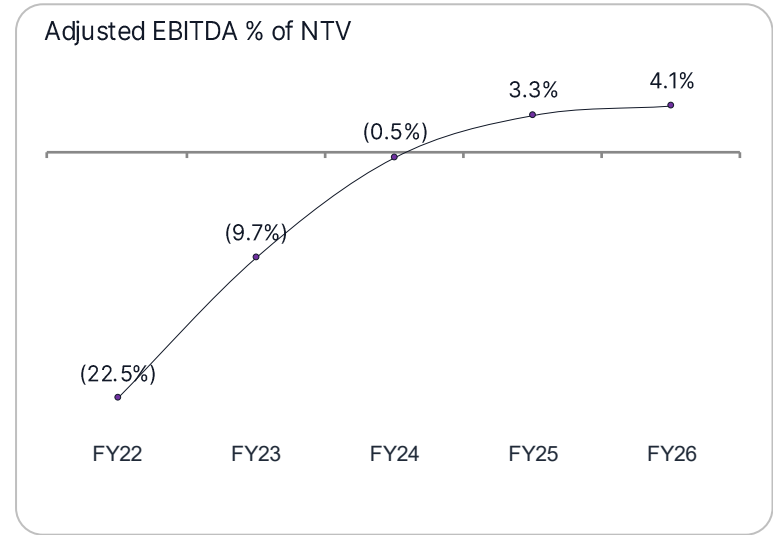
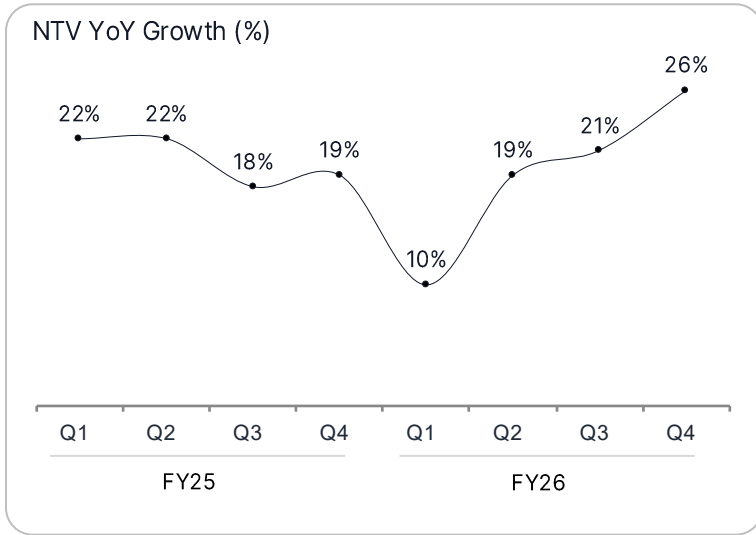
Women's skin & hair



Massage therapy



India Consumer Services: Growth accelerated in Q4 FY26 to 26% YoY- highest in 11 quarters – with steady improvement in margins



UC has pioneered a full-stack, deep vertically integrated approach to building home services

Brand, market access & best in class earnings

Average monthly in hand earnings: ₹28.3K (9M FY26)

Financing and insurance

For service professional well-being

Products, tools and consumables

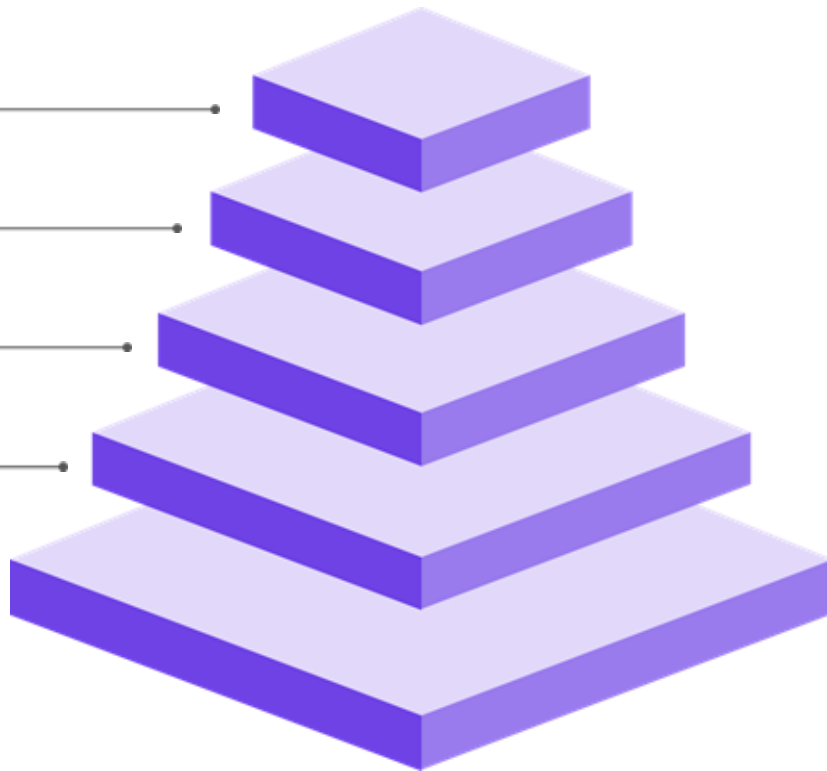
High quality products for better consumer experience

Training and certification

Classroom trainings to upskill professionals

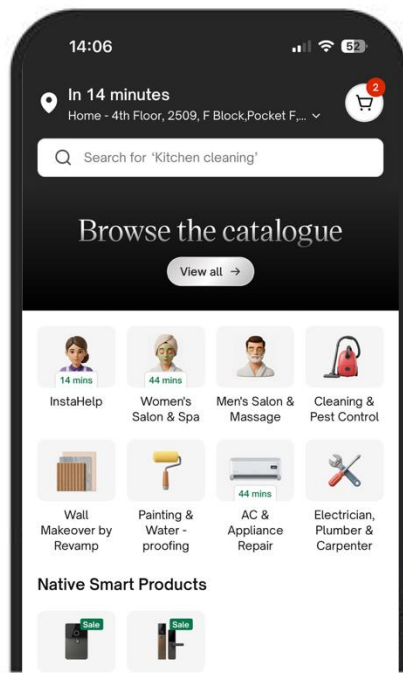
Robust technology platform

Deeply embedded workflows with SOP compliance

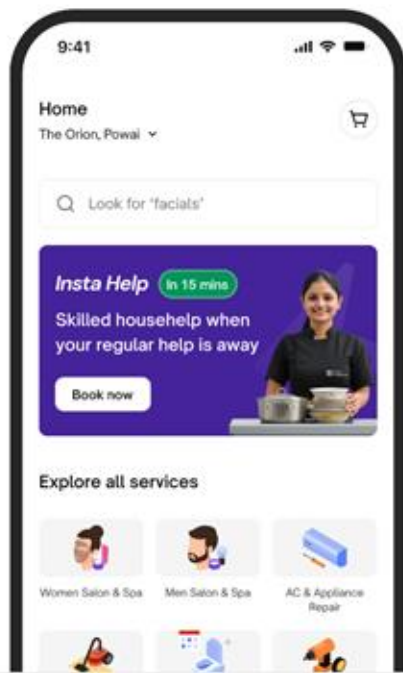


Our **best-in-class customer app** helps drive intuitive consumer journeys with wide assortment, quick availability and assured quality

Wide range of
at-home services



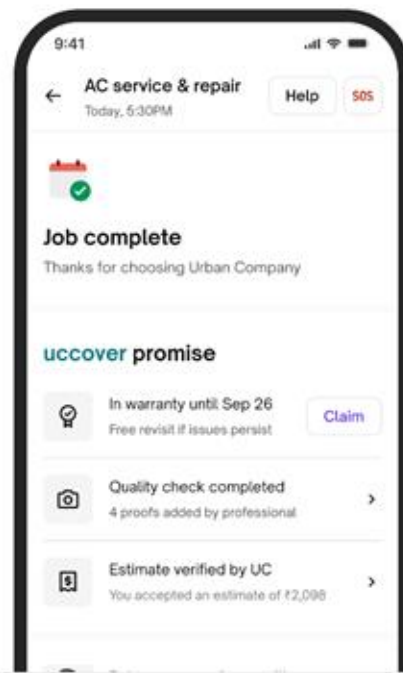
Instant service in
15 minutes



Customised plans for
your frequent needs



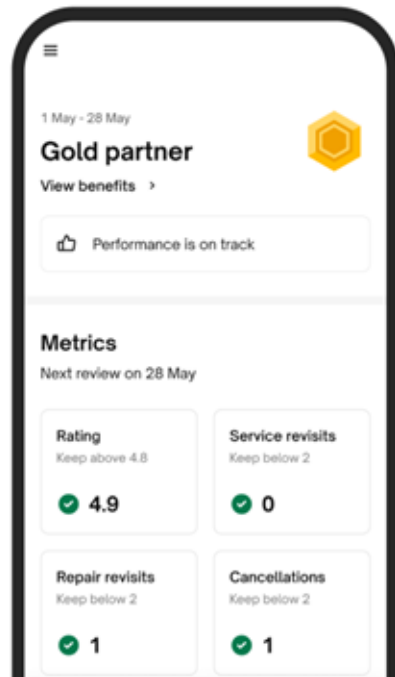
One-click warranty and
job proofs



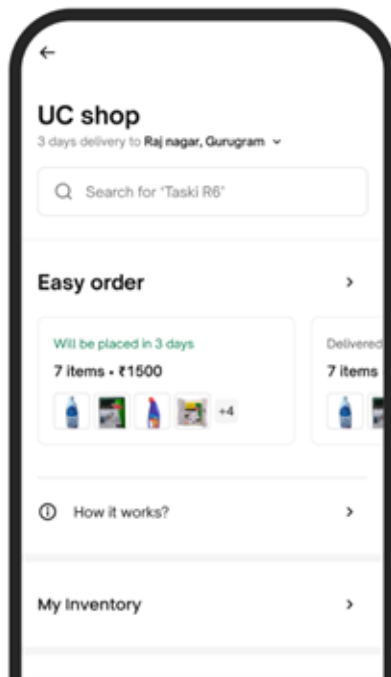
Technology & performance

Professional lifecycle on the UC Partner application

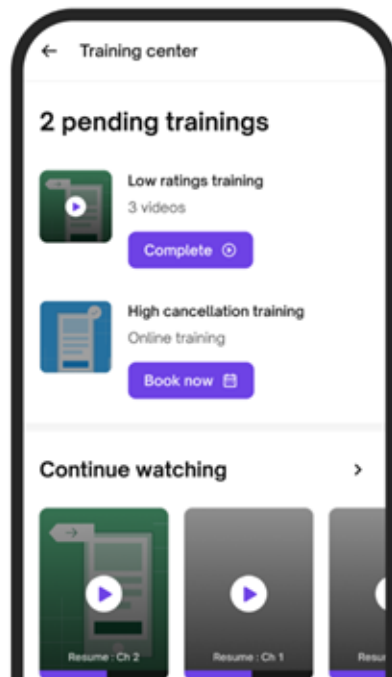
Ranks and rewards unlocking for partners' progression



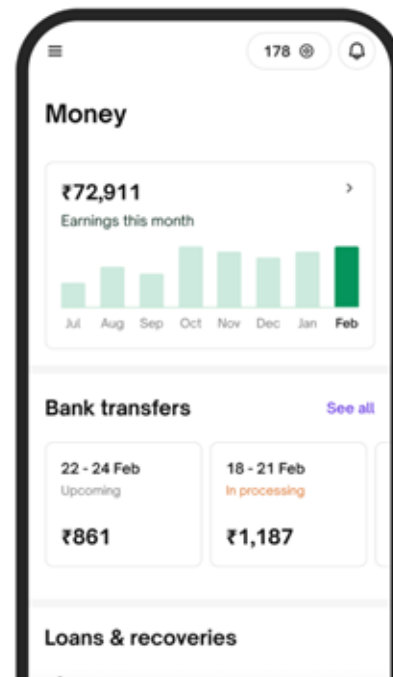
Inventory management and easy ordering for products



Automated and personalised partner training



Transparent earnings and transfers dashboard



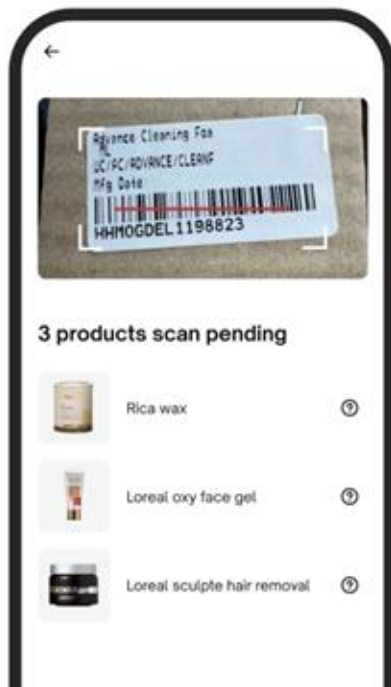
Technology & performance

On-job assistance, SOP compliance and quality checks

Partner verification to ensure user safety



Genuine product verification for SOP adherence



Smart jigs + proof collection to ensure correct diagnosis



AI audits in real-time for superior quality delivery



Training & certification

Training is a key pillar of the full stack model to create and upgrade supply

As at March 31, 2026

4,25,000+ sq. ft.

Of permanent space across 360+ training rooms in 20 cities

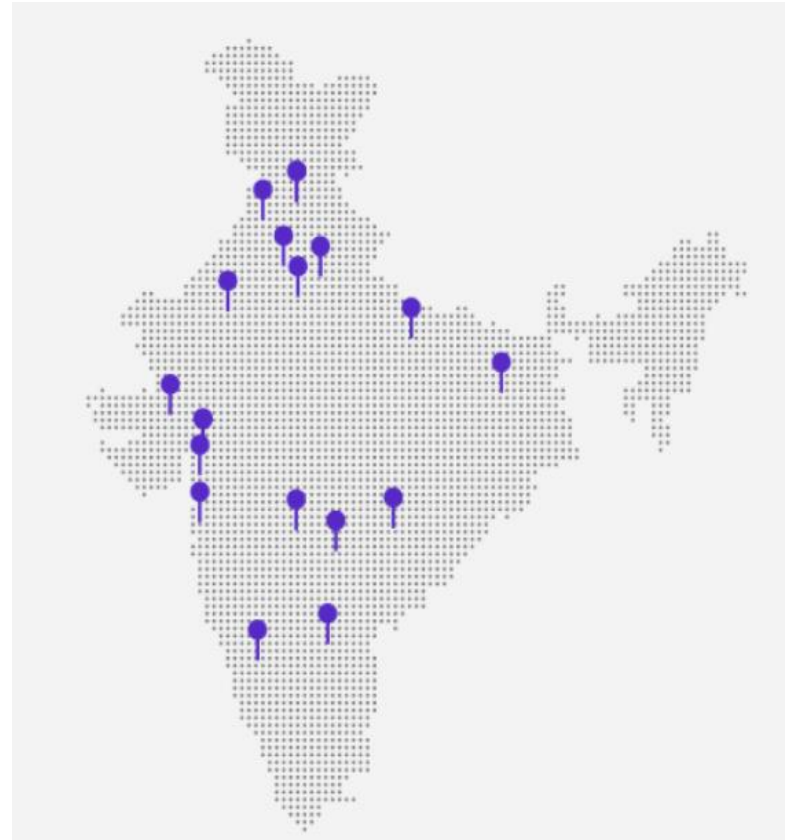
500+ Permanent trainers

Across 17 super categories to teach technical & soft skills with unique pedagogy developed in-house

Special curriculum

Designed to train personnel with no prior experience in the industry. Enables up-skilling & job creation

Note: Combined numbers for India consumer services and Instahelp



Product & tools

Empowering professionals with high quality, affordable products to deliver a seamless service experience

₹222 Cr net revenue¹

From sale of products to service professionals

Diversified product range

Presence across beauty and cleaning products and RO filters

Reasonable pricing & reliable fulfilment

Products sold at acceptable prices delivered on timely basis

Product innovation

Roll on wax and foam jet pumps

Note: ¹ For FY26, Only for India.



Product & tools

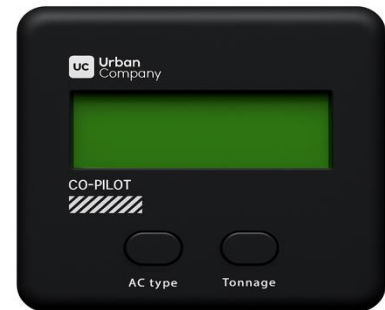
Our **service innovations** around tooling, products, SOPs and service delivery norms help enrich customer experience



Cleaning
World-class tools and products



Beauty
Roll-on wax for hygienic waxing

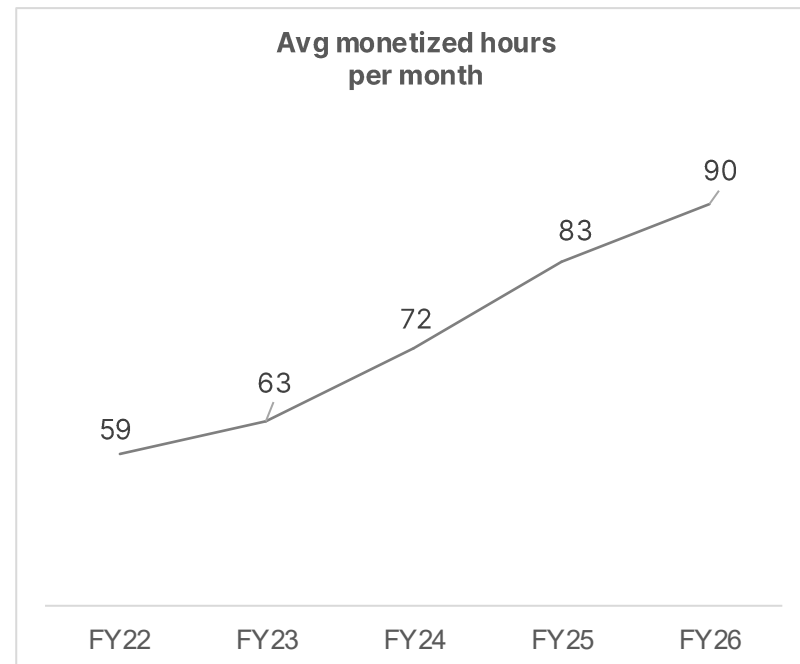


Appliance Repair & Servicing
Co-pilot machine for accurate diagnosis

Service professional utilisation and net earnings have grown consistently

Net earnings have grown by 52% between FY22 and FY26

FY	Net earnings per month (₹)
FY26	~28,600
FY25	26,407
FY24	22,716
FY23	20,060
FY22	18,845



During 9MFY26, UC service professionals in India **earned ₹28.3k net per month**. Top 5% earned ₹51.6k.

Details	Unit	All professionals	Partners with > 30 services in a month	Top 20% partners	Top 10% partners	Top 5% partners
% monthly active partners	%	100%	65%	20%	10%	5%
Gross earnings (average) ²	In INR per month	55,244	66,383	82,026	91,193	98,341
UC commissions & fee ³	%	28.3%	27.9%	28.2%	28.3%	28.3%
Indirect taxes	In INR per month	589	710	829	934	1,041
Travel costs ⁴	In INR per month	2,662	3,264	4,047	4,442	4,701
Product costs ⁵	In INR per month	8,061	8,223	11,575	12,581	13,141
Net average earnings	In ₹ per month	28,322	35,637	42,418	47,471	51,673
Hours spent on the platform	Hours per month	91	114	137	152	167
Net Earnings per hour	In ₹ per hour	313	313	311	312	310
<hr style="border-top: 1px dashed #000;"/>						
Net average earnings (9MFY25)	In ₹ per month	26,489	33,962	41,292	46,815	49,719

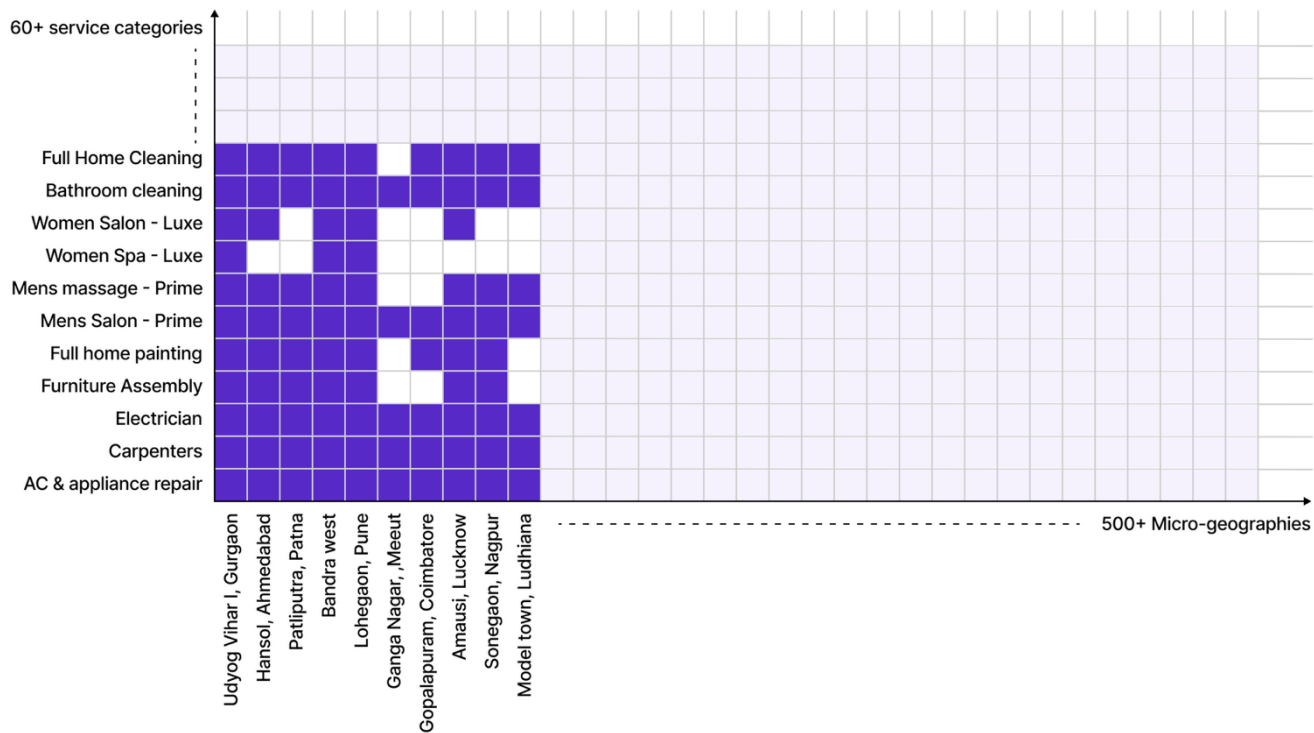
Source: Q3FY26 shareholder letter; Note: ¹For the purpose of calculating net earnings, the following types of service professionals have been excluded – service professional operating in large home painting category and aggregators. ²Gross earnings represents the sum of the amount paid by the consumer (gross of discounts) and incentives earned by service professionals on the platform for the relevant set of service professionals as defined under note 1. ³Urban Company fee % represents the portion of the gross earnings retained by Urban Company as a % of the total gross earnings. ⁴For male service professionals, travel costs are assumed basis average distance travelled per job * fuel cost (basis mileage assumption) + maintenance cost of vehicle. For female service professionals, travel costs are assumed on the basis that 40% female professionals use personal vehicles and the rest use auto rickshaws – for own vehicle assumption, cost assumptions are the same as defined for male service professionals. Auto rickshaw rates are average basis in individual city rates where we operate. ⁵Product costs and additional personnel costs represents the sum of costs borne by the service professionals towards the cost of consumables used during service delivery, cost of tools amortised over estimated useful life and payouts made by the service professionals to additional personnel in certain service categories.

Average partner count grew ~8% in FY26 with improving partner utilisation

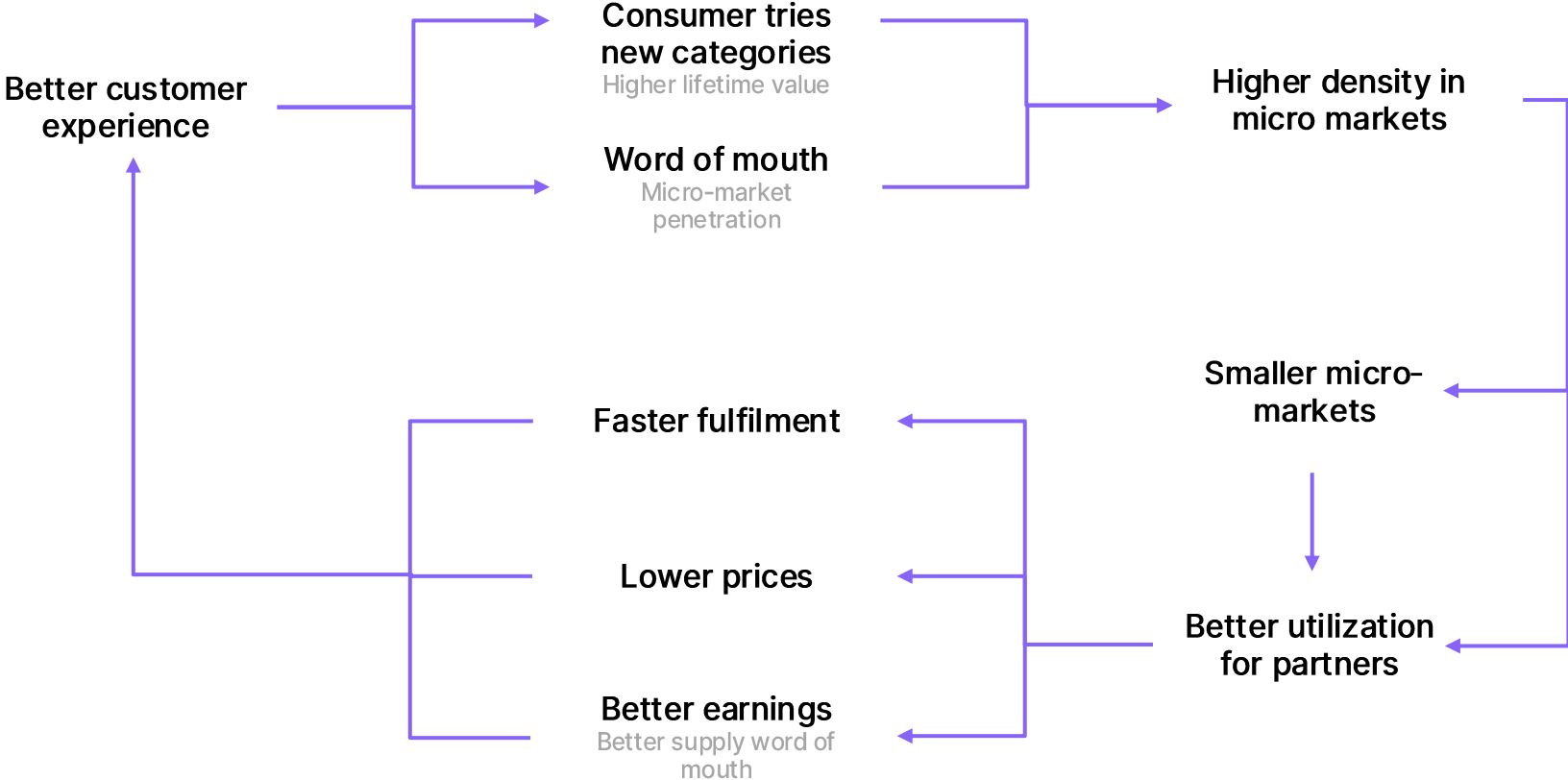
FY	Average Partner Count	Quarter	Average Partner Count
FY26	49,223	Q4FY26	49,555
FY25	45,619	Q4FY25	44,580
FY24	44,464		
FY23	41,177		
FY22	30,484		

We operate across thousands of service micro markets in India

12,432 service micro markets¹ as at Mar 2026

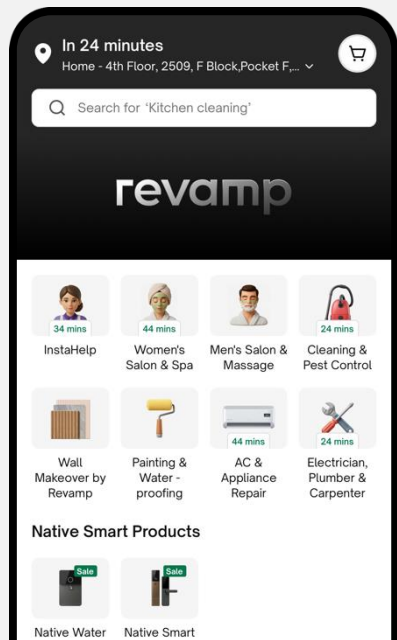


Densification has helped strengthen the flywheel

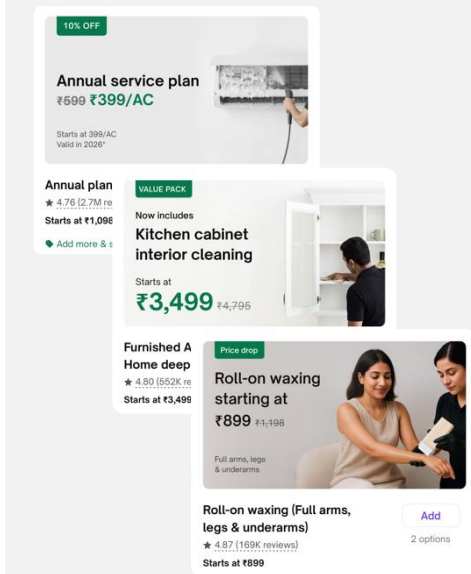


And helped us deliver services “Faster, Cheaper, Better”

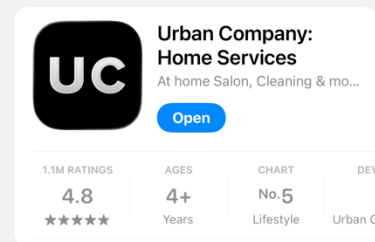
FASTER



CHEAPER

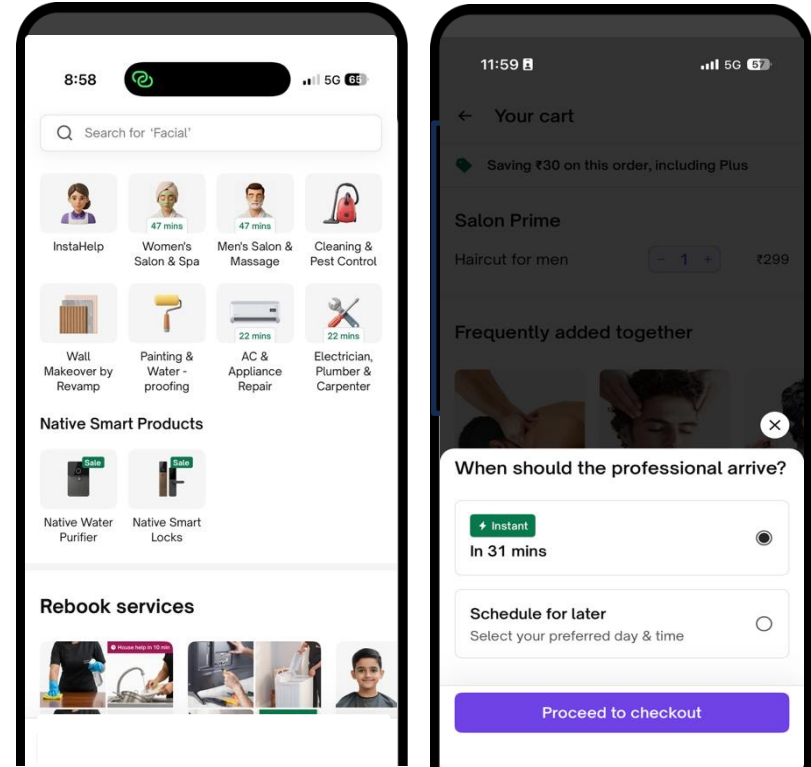


BETTER



UC Instant: Driving faster fulfilment in core services

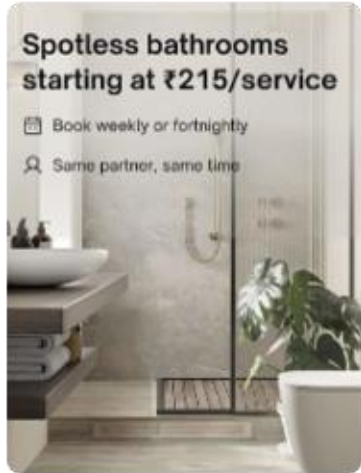
- Speed is a key thrust across India Core Services
- Availability basis partner schedule & proximity
- Limited coverage across key cities today – Rollout across key categories and cities in progress



Hyperlocal density has improved partner efficiency and reduced cost to serve in the Handyman category over the past 2 years

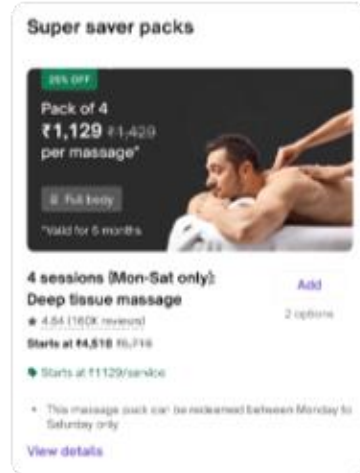
HandyMan, Bengaluru	Q3 FY24	Q3 FY26
Hours / Partner / Day	10	10
Average daily jobs	2.7	4.0
Productive time in hours (on job)	1.9	3.2
Min SLA for Customer (mins)	90	30
Average Order Value (₹)	446	450
Net Earnings / day (Active) (₹)	720	1.054
Monthly Earnings (INR) – 24 days	17,270	25,286

Over the years, we have launched multiple subscription and bundling constructs to deliver **more value** to our customers



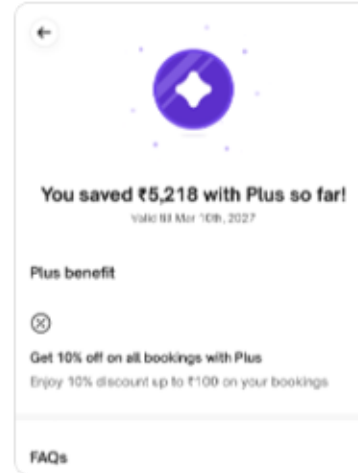
Subscriptions

To encourage frequent usage



Multi-packs

Lower per unit pricing



UC Plus

Loyalty discounts and benefits



Bundling

Lower unit pricing

Focus on consumer excellence has led to NTV retention improving with time

Consumer retention basis NTV (ex Native, ex KSA)

Financial Year	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
FY18	100%	102.4%	118.5%	90.1%	121.8%	153.8%	163.5%	175.8%	192.5%
FY19		100%	101.0%	69.9%	91.4%	112.8%	120.7%	129.3%	142.0%
FY20			100%	58.7%	70.6%	81.9%	87.4%	94.3%	103.6%
FY21				100%	82.1%	77.5%	78.4%	83.4%	91.5%
FY22					100%	74.6%	69.8%	72.7%	79.1%
FY23						100%	74.7%	71.2%	75.4%
FY24							100%	75.8%	74.8%
FY25								100%	80.8%
FY26									100%

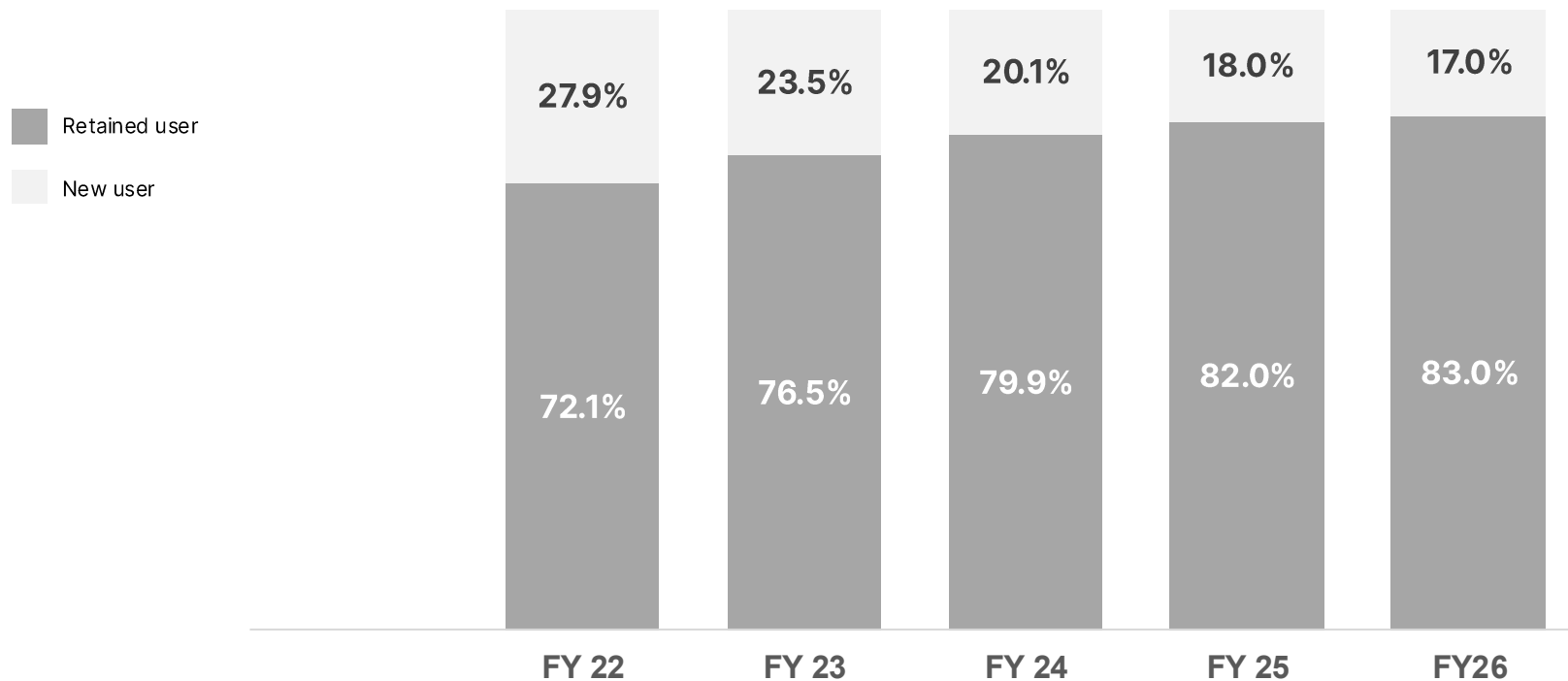
Mature consumer cohorts continue to spend more on Urban Company over time

INR NTV per transacting user (ex Native, ex KSA)

Year of acquisition	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	Growth FY26 / FY25
FY18	1,956	4,371	5,189	4,760	5,837	7,173	7,682	8,244	8,697	5.5%
FY19		2,227	4,593	4,290	5,178	6,264	6,786	7,261	7,657	5.4%
FY20			2,418	3,895	4,553	5,276	5,733	6,194	6,539	5.6%
FY21				2,502	4,394	4,857	5,189	5,587	5,964	6.8%
FY22					2,577	4,583	4,837	5,234	5,613	7.2%
FY23						2,619	4,713	5,013	5,406	7.8%
FY24							2,557	4,650	5,042	8.4%
FY25								2,638	5,075	NA
FY26									2,696	NA

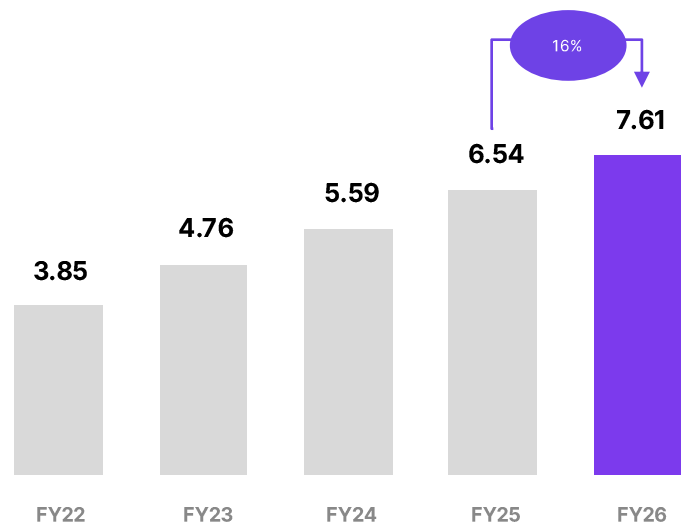
83% of NTV came from loyal, retained users

Retained versus new user NTV contribution for India consumer services

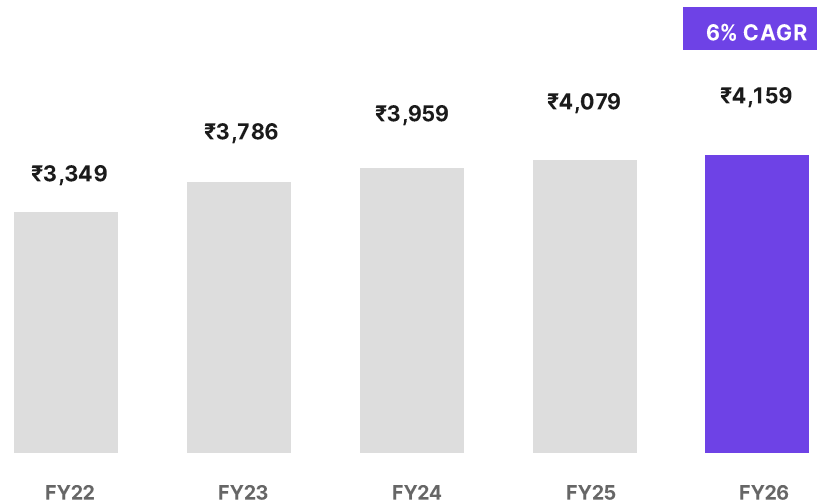


Growth led by increase in ATUs alongwith increasing spends for transacting users

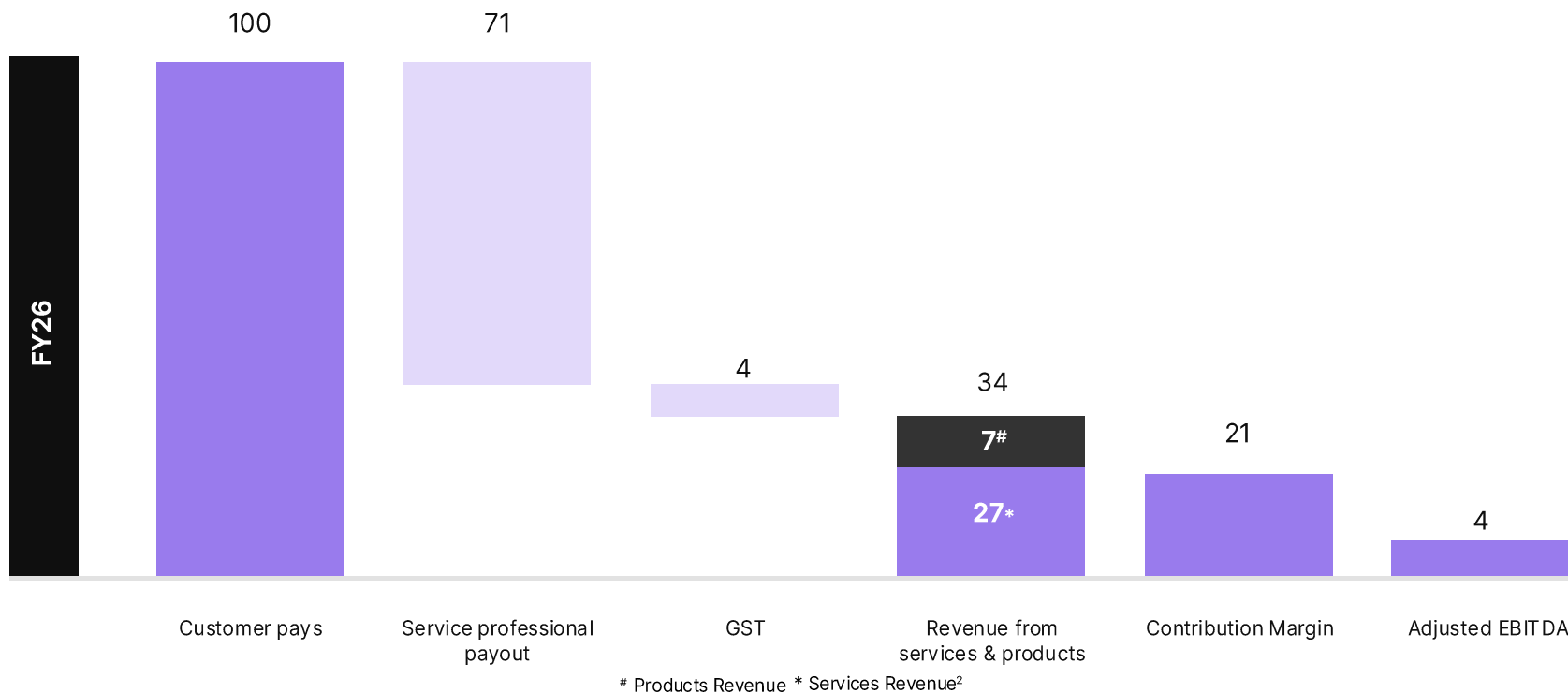
Annual Transacting Users (Millions)



Spend per Transacting User (₹)



Our India consumer services business enjoys very strong unit economics with **21% contribution margin as a % of NTV**



UC India Consumer services P&L (ex Insta): NTV grew 26% during Q4 FY26. Structural growth led to margins ahead of expectation in FY26

India consumer services – Key metrics (₹ Cr)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	FY24	FY25	FY26
Net Transaction Value	645	643	816	762	781	808	2,216	2,667	3,167
Revenue from Operations (Net of GST & discounts)	211	228	272	262	265	288	710	881	1,087
– Services	166	171	222	209	214	219	563	695	865
– Products (B2B2C)	44	57	49	53	50	69	147	187	222
Cost of products (B2B2C)	(33)	(43)	(35)	(39)	(36)	(49)	(108)	(141)	(160)
Cost of Services	(7)	(9)	(13)	(15)	(17)	(14)	(20)	(28)	(58)
Other Direct Expenses	(4)	(3)	(4)	(4)	(4)	(4)	(26)	(20)	(15)
Gross Profit	168	173	219	205	208	222	555	693	853
<i>Gross Profit as a % of NTV</i>	<i>26.0%</i>	<i>26.8%</i>	<i>26.9%</i>	<i>26.8%</i>	<i>26.6%</i>	<i>27.4%</i>	<i>25.0%</i>	<i>26.0%</i>	<i>27.0%</i>
CX & PX support costs and refunds	(20)	(21)	(31)	(27)	(21)	(23)	(67)	(86)	(102)
Other semi-variable expenses	(16)	(20)	(21)	(20)	(19)	(22)	(53)	(68)	(82)
Contribution Profit	132	132	168	157	168	176	435	539	670
<i>Contribution Profit as a % of NTV</i>	<i>20.4%</i>	<i>20.5%</i>	<i>20.5%</i>	<i>20.7%</i>	<i>21.6%</i>	<i>21.8%</i>	<i>19.6%</i>	<i>20.2%</i>	<i>21.2%</i>
Salaries and employee benefits	(58)	(66)	(67)	(76)	(74)	(81)	(245)	(252)	(298)
Customer marketing expenses	(15)	(25)	(24)	(25)	(13)	(24)	(101)	(80)	(86)
General, administrative & other indirect expenses	(31)	(31)	(33)	(38)	(38)	(45)	(99)	(120)	(154)
Adjusted EBITDA	28	10	43	18	44	26	(10)	88	131
<i>Adjusted EBITDA as a % of NTV</i>	<i>4.4%</i>	<i>1.6%</i>	<i>5.2%</i>	<i>2.4%</i>	<i>5.6%</i>	<i>3.3%</i>	<i>(0.5%)</i>	<i>3.3%</i>	<i>4.1%</i>

International Business



International Business: UAE, Singapore & KSA (JV)

Large, fast-growing markets

Characterised by growing urbanisation, expatriate heavy workforce and rising disposable incomes

Consumer habits similar to India

Consumers have a Do-it-for-me approach to home and beauty services. Density of demand with low online penetration

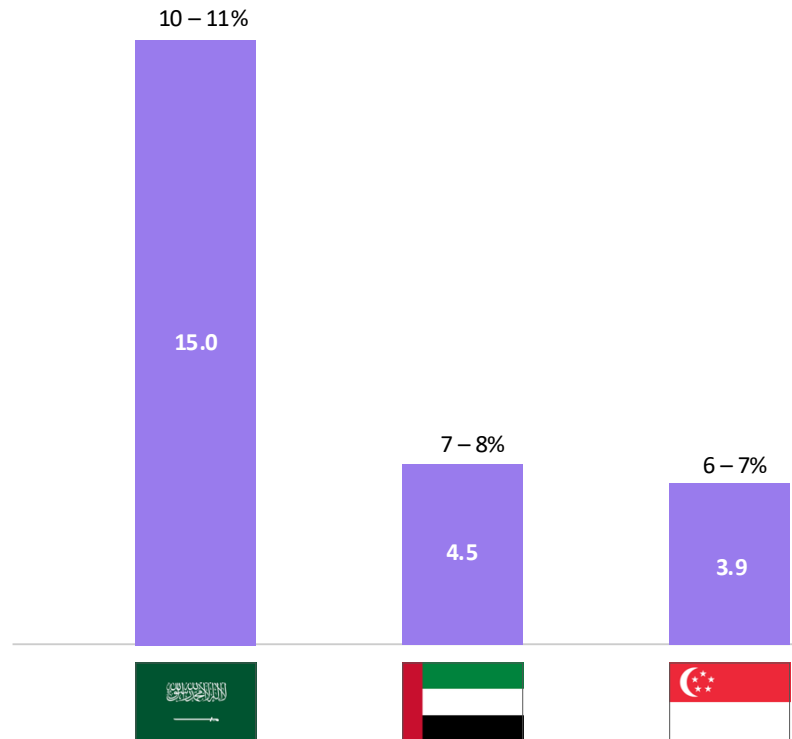
UC business built over the past 6-7 years

UC positioned as a reliable, tech enabled brand. Full stack supply model with deep supply side partnerships

Fast growing, profitable business

FY26 NTV (ex KSA) growth at 75%, 293K ATUs

CY 2024 TAM in \$ bn
Estimated market CAGR CY24-29



International NTV grew 84% YoY during Q4 FY26 with +2.0% Adjusted EBITDA margin. Steady state margins to be in line with India Core Services

International business P&L (INR Cr)	FY24	FY25	FY26	Q4 FY26
Net Transaction Value	311	448	700	211
Net Transaction Value (ex KSA)	292	400	700	211
Revenue from operations	90	147	185	58
Revenue from operations (ex KSA)	75	105	185	58
Contribution Profit	45	86	125	38
<i>Contribution Profit as a % of NTV</i>	14.5%	19.1%	17.8%	17.9%
Adjusted EBITDA	(83)	(37)	6	4
<i>Adjusted EBITDA as a % of NTV</i>	(26.8%)	(8.2%)	0.8%	2.0%
YoY NTV growth (ex KSA)	16%	37%	75%	84%

UC UAE: Profitable business in a fast-growing market

01 Long term presence

7+ years in the market with strong brand recognition for UC

02 Enabling infrastructure built over the years

Training centre, local logistics, staffing agency relationships

03 Experienced management team

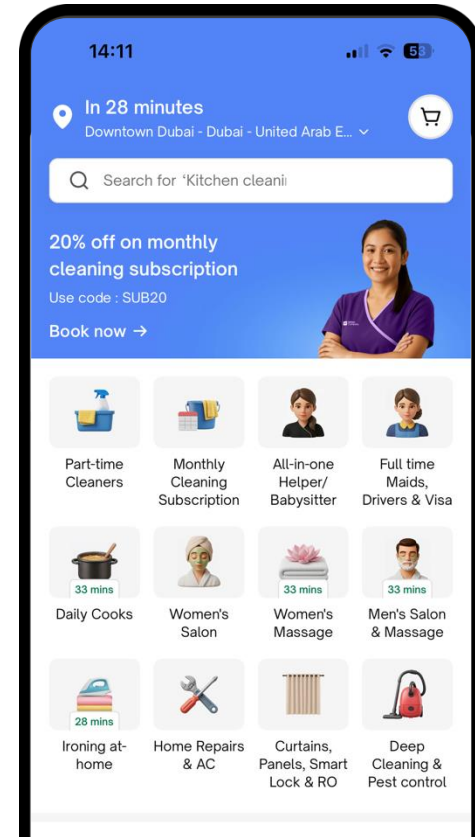
In a structurally attractive market – Golden visa, 100% foreign investment limit have encouraged permanent residency.

04 Profitable business

With an opportunity to expand service assortment

05 Impact of Middle east conflict

Post ~15% demand drop in early March'26, business has recovered



UC Singapore: Strong growth underpinned by high quality services delivered at attractive prices

01 Long term presence

6+ years in the market with good brand recognition for UC

02 Fulfilment based model

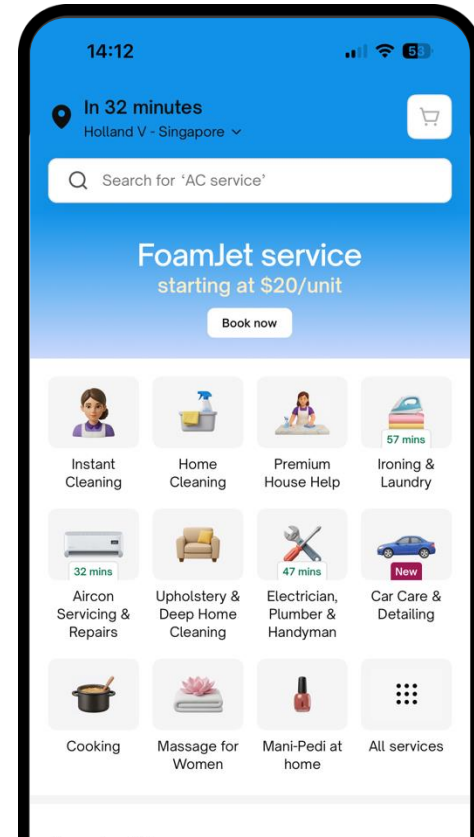
UC provided tools, training and technology underpin service quality. Densification has helped us offer better value to users

03 Experienced management team

Country GM is an experienced UC leader with ~11 years in the Company

04 Profitable business

Growing at 90%+ (Q4 FY26)



International: Levers to continue to drive growth

01 Platform densification

Tighter micro-markets, faster fulfilment, higher conversion

02 Drive subscription

Recurring users drive high LTV

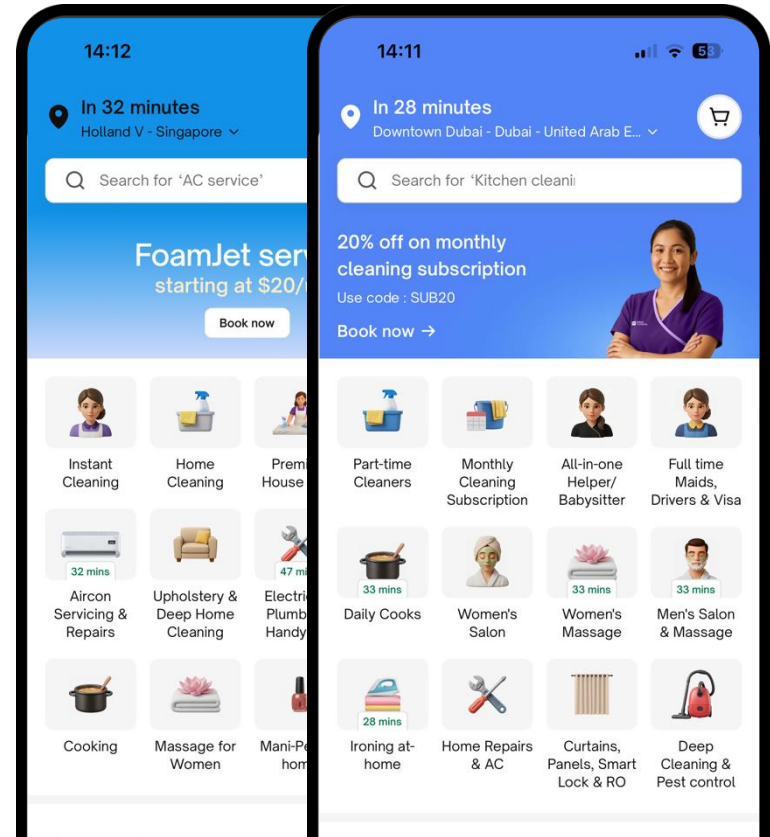
- 72% of SG's and 50% of UAE's cleaning NTV from subs

03 Differentiated products

Upgraded cleaning, expanded UAE beauty, Foamjet AC in Singapore

04 Partnerships

Noon partnership in UAE as consistent acquisition channel



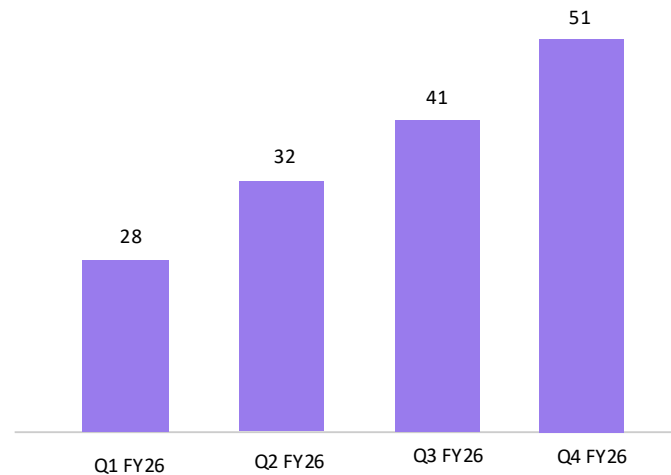
KSA JV: Joint Venture with SMASCO in the Kingdom of Saudi Arabia

Combining SMASCO's supply sourcing expertise and UC's technology stack & training capability



WAED - Urban Company + SMASCO JV

JV Revenue from operations
₹ Crore

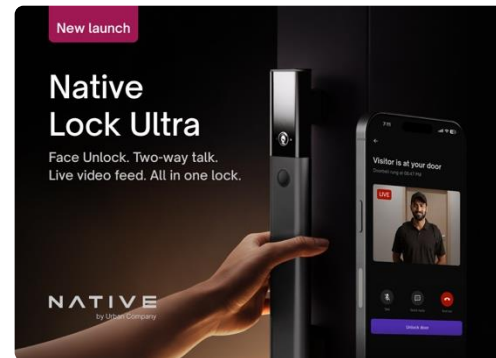
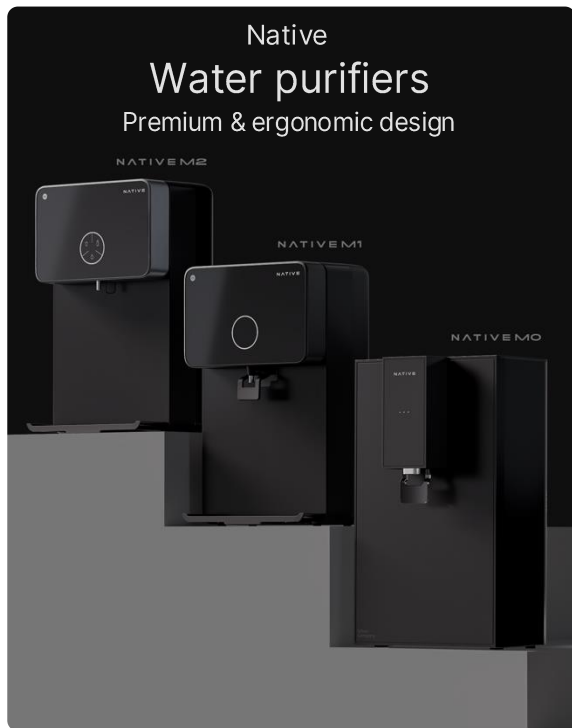


- Wef January 1, 2025 – UC no longer consolidates results from the KSA JV– share of JV losses reported below Adjusted EBITDA

Native



Native devices: World-class, tech-enabled products designed for durability and minimal maintenance

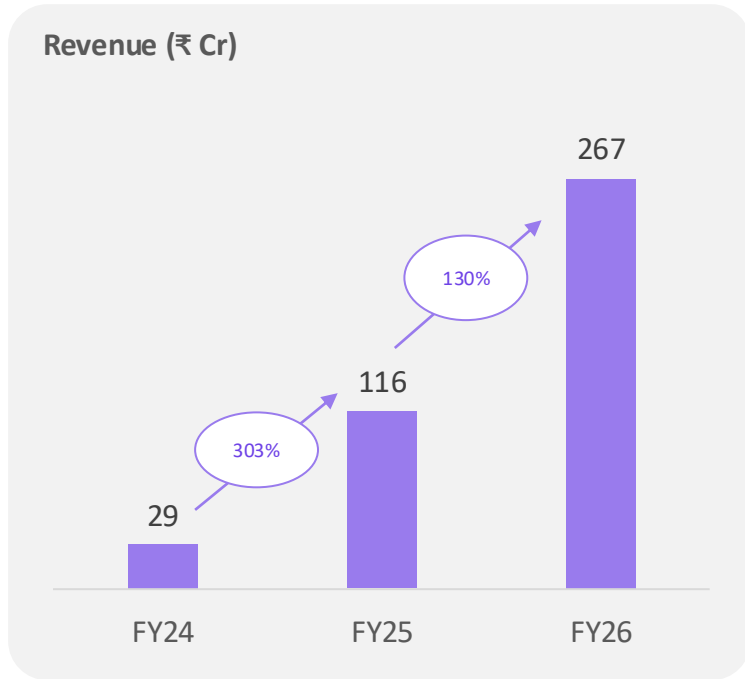


Native is an integral part of UC's vision to be a **Trusted Home Platform**

- 1 We service > 5 million appliances each year, giving us insights into consumer needs and expectations
- 2 Our platform & service fleet enjoy the trust of millions of consumers giving us a strong distribution advantage
- 3 We have a technology first mindset helping us build world-class products for the Indian home
- 4 We bring strong capabilities in product design, sourcing, and supply chain management from our core business



Native has scaled well to reach ₹267 Cr in revenue in FY26



Platform	Avg. rating	# of ratings
 Urban Company	4.8	> 5K
E Commerce Site 1	4.5	~ 6K
E Commerce Site 2	4.5	~ 12.5K

50% of the ROs sold in FY26 were sold to customers who were new to the UC platform

Native margins have improved with scale - On the path to breakeven with R&D expenses part of reported loss

Gross margins trending at 49% in Q4FY26

Native P&L (₹ Cr)	FY24	FY25	FY26
Net Transaction Value	38	156	345
Revenue from operations (net of GST and discounts)	29	116	267
Gross Margins (as % of revenue)	35.4%	39.7%	45.8%
Adjusted EBITDA	(26)	(39)	(31)
<i>Adjusted EBITDA as a % of NTV</i>	<i>(68.0)%</i>	<i>(25.1)%</i>	<i>(8.9)%</i>

Ambition to reach best in class OEM margins via integrated service model & app led distribution

Native: Target ₹ 1,000 Cr Revenue

Gain share through premiumization, anchored on durability & UC service promise



M1 Pro

Real time water quality
and filter life view



M2 Pro

M1 Pro + touch
dispensing with battery



Lock ultra

Face recognition +
2 way chat

Compounding service revenue

As the installed base matures, recurring filter replacements should become a meaningful, high-margin revenue stream.

~75%

of the eligible cohort
renewed filters

₹5k

per renewal

InstaHelp



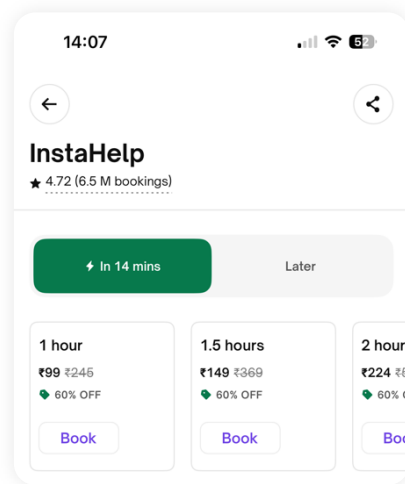
InstaHelp: High-frequency, daily help service with significant growth potential

Large, high-frequency TAM

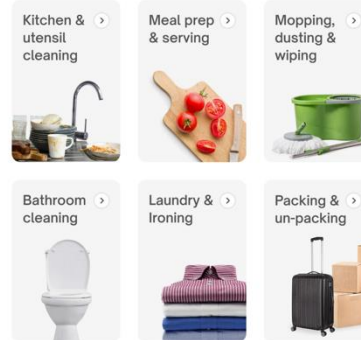
Daily cleaning and household help is a large TAM with high frequency, fully offline today

All-in-one help

One professional handles cleaning, meal preparation, bathroom cleaning, laundry, and ironing





One help who can do it all



Please provide cleaning equipment & supplies to the help

How long does it take?

These approximate time for a 3BHK home, you can ask the help to customise as per your need

 Kitchen & Dishwashing For 3-4 members	25 mins
 1 Bathroom cleaning Mopping & toilet seat cleaning	15 mins

InstaHelp: Strong consumer traction within 12 months of launch. We are focused on market leadership.

01 Early stage of category building

Launched in March 2025. Presence limited to specific micro-markets in 5 cities

02 Supply playbook similar to core services

Large offline supply pool. Full stack model deployed with background verification, training and technology adoption.

03 Significant investment needed

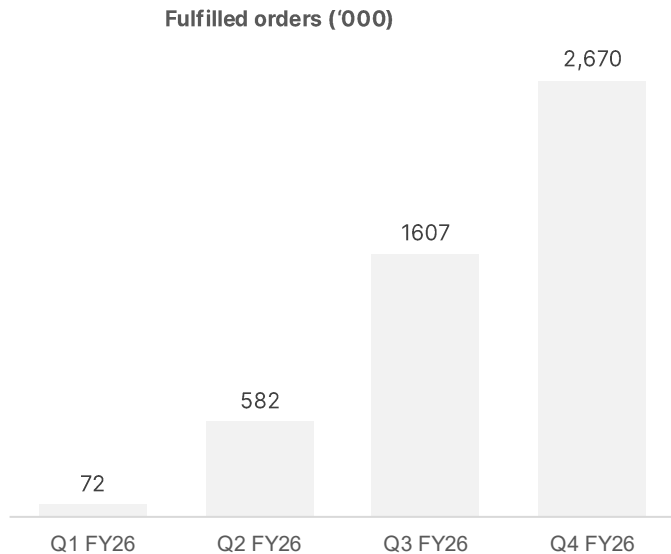
Two-sided subsidies to densify the network, supply onboarding, and marketing for new trials. Losses will stay elevated.

04 Clear right to win

UC has a clear right to win with a large user base, proven execution and available tech stack



InstaHelp: ~2.7M orders in Q4 FY26. Healthy retention and repeat amongst users



30-33% monthly user retention

2.5 orders per month

4.70/5 customer ratings

InstaHelp: Unit economics evolving. Significant investments in two-sided subsidies and marketing in Q4 led to overall burn of INR (119) Cr

01 Two-sided subsidies

- Consumer pricing below steady-state to drive trials
 - 30% orders in March at an AOV of Rs 200 vs Rs 300 target
- Partner earnings gap bridged while utilisation builds
 - 38% of partners delivered 90+ orders in March vs 100-110 target

02 Marketing spends

- Stepped up investments in Q4 to accelerate trial
- Spends to be calibrated based on acquisition efficiency
- Long term - should converge with India consumer services

03 Supply onboarding

- Spends on building training infra, training org and on ground teams
- Scales with expansion – per order numbers improve with hub maturity and densification

Key Metrics -FY26	Q1	Q2	Q3	Q4
Net Transaction Value (INR Cr)	0.9	9.9	27.6	40.1
Fulfilled orders ('000)	72	582	1,607	2,670
Adjusted EBITDA (INR Cr)	(10)	(44)	(61)	(119)
Net Order Value (INR)*	122	170	172	150
Adjusted EBITDA loss/order (INR)	(1,374)	(760)	(381)	(447)

Financial Outlook

Path to consolidated profitability and long-term value creation

TARGET 1

Consolidated Adjusted EBITDA

Breakeven

by Q3 FY28

Profits from India Consumer Services & Intl will offset InstaHelp led burn

TARGET 2

Consolidated Adjusted EBITDA

₹1,000 Cr

by FY31

Driven by margin expansion across segments toward steady-state targets

Financials

UC Consolidated P&L: Operating leverage visible over the years. Q4 FY26 Revenue grew 43%(ex KSA) with ₹(98) Cr attributable to InstaHelp losses at ₹(119) Cr

UC Consolidated – Key metrics (₹ Cr)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	FY24	FY25	FY26
Net Transaction Value	816	811	1,031	1,030	1,081	1,148	2,564	3,271	4,290
Revenue from Operations (Net of GST & discounts)	288	298	367	380	383	426	828	1,144	1,556
– Services	212	201	258	251	269	282	651	840	1,060
– Products (B2B2C)	45	57	50	54	51	74	148	188	229
– Products (Native)	31	40	60	75	62	70	29	116	267
Cost of products (B2B2C)	(33)	(43)	(36)	(39)	(37)	(53)	(109)	(142)	(165)
Cost of products (Native)	(19)	(23)	(33)	(42)	(34)	(36)	(19)	(70)	(144)
Cost of services ¹	(18)	(9)	(14)	(16)	(17)	(14)	(35)	(55)	(60)
Other Direct Expenses ²	(7)	(7)	(7)	(7)	(9)	(13)	(37)	(33)	(36)
Gross Profit	211	216	278	276	285	310	628	845	1,149
Gross Profit as a % of NTV	25.8%	26.6%	27.0%	26.8%	26.3%	27.0%	24.5%	25.8%	26.8%
CX & PX support costs and refunds ³	(23)	(24)	(38)	(34)	(28)	(32)	(75)	(99)	(132)
Other semi-variable expenses ⁴	(27)	(33)	(38)	(58)	(73)	(88)	(70)	(109)	(256)
Contribution Profit	161	159	203	185	184	191	482	637	762
Contribution Profit as a % of NTV	19.7%	19.6%	19.7%	17.9%	17.0%	16.6%	18.8%	19.5%	17.8%
Salaries and employee benefits	(75)	(80)	(87)	(105)	(106)	(127)	(305)	(315)	(426)
Customer marketing expenses	(37)	(40)	(49)	(56)	(36)	(87)	(162)	(161)	(228)
General, administrative & other indirect expenses ⁵	(40)	(37)	(45)	(58)	(60)	(74)	(134)	(149)	(237)
Adjusted EBITDA	10	3	21	(35)	(17)	(98)	(119)	12	(129)
Adjusted EBITDA as a % of NTV	1.2%	0.3%	2.0%	(3.4%)	(1.6%)	(8.5%)	(4.6%)	0.4%	(3.0%)
Share based compensation ⁶	(19)	(19)	(23)	(25)	(27)	(28)	(57)	(73)	(104)
Other income	30	32	31	33	36	37	100	116	137
Depreciation + Others ⁷	(5)	(4)	(13)	(5)	(5)	(6)	(17)	(18)	(29)
Listing Expenses	0	(1)	(2)	(17)	0	0	0	(1)	(19)
Share of loss from JV ⁸	0	(9)	(9)	(10)	(7)	(5)	0	(9)	(31)
Profit Before Tax	16	1	6	(59)	(21)	(100)	(93)	29	(175)

Notes to the P&L

¹Cost of services represents the payout to service professionals in cases where Net NTV (Net of GST and Discounts) is recognised as revenue. These services include Pest Control & Revamp services (in India) & Services rendered in KSA until commencement of the JV

²Other direct expenses include payment gateway charges, call masking and communication costs, background verification expenses etc

³CX & PX support costs and refunds represents the cost of third-party entities who handle professional and customer queries and complaints. This line also Includes good will refunds given by the Company to customers, to the extent not netted off from Revenue from operation

⁴Other semi variable expenses include cloud hosting and bandwidth charges, partner incentives, warehousing and logistics costs, damages, Native warranty costs etc.

⁵G&A and other indirect expenses include lease rentals, travel costs, legal, and professional expenses, software costs, bad debts and other expenses. Lease expenses have not adjusted for IND AS 116 – Accounting for leases. Rental expenses (payouts + accruals) have been included under G&A Expenses.

⁶Share based compensation is based on four-year vesting from grant date adjusted for forfeiture % and normalized for prior year adjustments

⁷Others includes other non-operating income (reimbursements etc.), foreign currency translation gains / (losses), and one time inventory loss on account of fire in our third-party warehouse in Q1 FY26 of approximately INR 9 Cr. etc.

⁸KSA deconsolidated wef January 2025

AI now embedded in daily operations

Embedded across customer support, quality, partner ops, commercial, and engineering - early adoption, with meaningful headroom ahead.

85%

Customer queries resolved by AI chat end-to-end — no human handoff

100%

Service jobs audited in real time via AI image analysis against SOPs

90+%

Code written by AI — developer productivity up 100%

55%

Partner voice queries resolved by AI agents - 30% lower cost per delivery

3M+

AI voice-call minutes planned in FY27 for referrals & day-to-day ops

10%

Revenue uplift in Decor from higher user conversion via AI visualiser

Key pillars of our ESG commitments



Social

Middle-class earnings Help service professionals improve their earnings meaningfully

Social protection that provides life, accidental (on-job), and health insurance cover to active service professionals

Train & upskill to improve quality of service delivery by the professionals

Partner welfare: Project Udaan, Project Nidar, Cdr. Nishant Singh Scholarship Program etc.



Environment

Reduce carbon footprint by promoting reuse and repair of home appliances

Ethical supply chain



Governance

Independent (50%) & diverse set of Board of Directors

Diversity by improving women representation in leadership roles and overall workforce

Inclusive platform to help people from all backgrounds and unlock their potential

Promoter led company with an accomplished, independent board

Promoters and Board of Directors



Abhiraj Singh Bhal
Co-founder & CEO
Chairman of the board



Varun Khaitan
Co-founder & COO
(CSR Committee Chair)



Raghav Chandra
Co-founder & CPTO



Vamsi Krishna Duvvuri
Founder & Managing Partner, Dharana
Capital



Shyamal Mukherjee
Former Chairman, PwC India
(Audit + Risk Management Committee
Chair)
Director in Bharti Airtel, ITC, JSW Steel



Ashish Gupta
Ex- Helion Advisors
Director in InfoEdge (India), Cyllid Technologies,
Indegene, Whatfix, Atomiton, Baffle, Gupshup,
Infrd, Livspace



Rajesh Gopinathan
Ex-CEO, TCS
(Stakeholders' Relationship Committee
Chair)
Director in NSE



Ireena Vittal
Former Partner, McKinsey & Co.
(NRC Chair)
Director in Asian Paints, Maruti Suzuki, Diageo
PLC, Foundation to educate Girls Globally, Jal
Seva Charitable Foundation, Vidhi Centre for
Legal Policy

Thank you