Dear Shareholders,

This has been a defining year for Paytm, marked by our first full year of profitability, along with consistent growth.

Our business is now sustainably profitable, with strong momentum across our consumer and merchant businesses, giving us the confidence to invest profitably more than ever before. This reflects years of relentless execution, a deep focus on our customers, and learning how to build a growing profitable business.

We are well positioned for long-term sustainable profit growth as we are addressing a large market, seeing acceleration in revenue growth and AI-led operating leverage, leading to EBITDA margin expansion.

Payments remain the foundation of everything we build. Alongside this, we have built India's largest merchant payment business, and that model is now fully proven. Today, most of our profits are generated through our merchant business. We remain embedded in merchants' day-to-day operations, making us a core partner in their growth journey. Moving forward, we will keep investing for growth, led by technology and service.

On the consumer side, we continue to grow at >2x the pace of the UPI market and have gained market share for five consecutive quarters. Our efforts on consumer monetisation are now paying off meaningfully with acceleration seen across businesses. We are also excited about our wealth business, which includes equity broking, margin trade facility and mutual fund distribution. In the coming years, we expect it to be one of our contributors to revenue and profitability, and we will continue investing behind it.

We are, and have always been, a technology company. Along the way, payments and financial services have become our core businesses, while technology remains our DNA. AI is now shaping the next phase of how we build and operate. We are investing deeply in it, applying it across our processes, products and merchant and consumer journeys, and building new AI-led capabilities that can improve efficiency, create better experiences and open up meaningful new revenue opportunities.

Our international business is beginning to take shape as we take our proven merchant payments technology, financial services capabilities and business model to select international markets. We see meaningful monetisation potential across these markets and will scale with disciplined execution and capital allocation.

As we scale, governance and profitable growth remain central to how we build, with a stronger Board, sharper operating discipline and a business model designed to grow sustainably on its own economics.

Our priorities are clear. We will grow our consumer and merchant ecosystem, expand financial services distribution, and build for the AI era. We now have the opportunity to compound the strengths we have built and use them to create Paytm's next generation of businesses.

Vijay Shekhar Sharma

Founder & CEO
Paytm