



INVESTOR PRESENTATION · USD

Powered by AI.

Built for India.

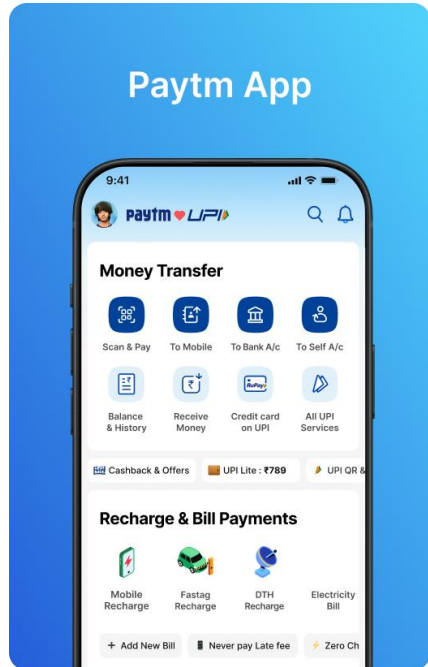


**To bring Half-a-Billion Indians
to the Mainstream Economy through
Technology-led Financial Services**

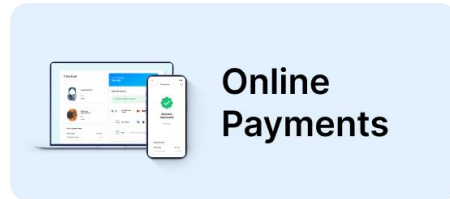


Our Core Business Is To Acquire Consumers And Merchants Through Payments And Distribute Financial Services To Them

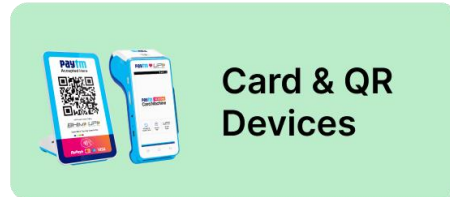
Payments Services



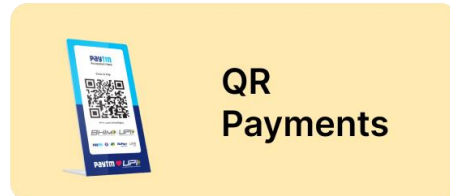
77 Million Monthly Transacting Users



Online Payments



Card & QR Devices

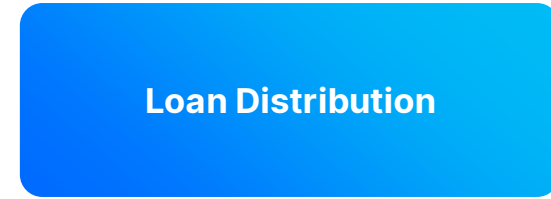


QR Payments

15.1 Million Subscription Merchants



Distribution of Financial Services



Loan Distribution



Wealth & Equity Broking



Insurance Broking

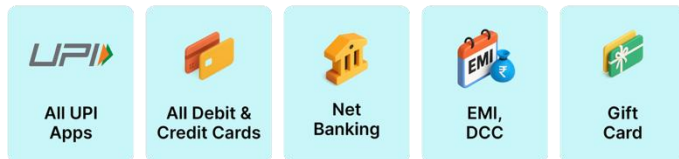
2 Million Financial Services customers (Annual)

Paytm is India's Full Stack Merchant Payment Leader Serving MSMEs and Enterprise Payment Merchants

Offers AI-powered Full Technology Stack



Payment Instruments



Across Enterprise Merchants and MSMEs



Adding The Power Of AI To India's Small And Medium Businesses

We are building applied AI models on top of industry-leading open source models, as well as small language models tailored for the Indian small and medium businesses (SMB) ecosystem, optimized for voice and regional Indian languages

FOR ENGINEERING



Coding agents and core operation tools

FOR MERCHANTS



The Soundbox as a diffusion machine

FOR CONSUMERS



AI-led consumer acquisition and retention



Merchant Onboarding



Fraud Prevention



Customer Delight



Improved Marketing Stack



Enhanced Cross-Sell



Improved Collection Performance

Business Overview

We Make Money On Payment Processing And Merchant Device Subscription

Paytm is increasingly embedded in merchants' day-to-day operations, making us a core partner in their growth journey



Payment Processing Revenue

(Gross fees charged to the merchant – Payment processing charges)

- We earn > 4 bps on overall GMV, which has improved from > 3 bps a year ago
- Increase in margin is driven by growth of MDR bearing instruments, including credit products on UPI and EMI; this trend is expected to continue

MERCHANT GMV

FY 2026

\$255 Bn

+26% YoY



Subscription Revenue

(Charges merchant pays for various monthly services, including devices)

- We pioneered Soundbox and continue to innovate to address merchants' needs
- India has around 100 Mn merchants; we expect 40-50% of them to use subscription services in coming years

MERCHANT SUBSCRIPTIONS

Q4 FY 2026, period-end

15.1 Mn

+2.7 Mn YoY

+

=

NET PAYMENT REVENUE

FY 2026

\$248 Mn

+21% YoY

Driving Monetization By Distribution Of Loans And Wealth Products

High growth and high-margin, 'distribution-only' business

REVENUE

FY 2026

\$277 Mn

+52% YoY

KEY FINANCIAL SERVICES CUSTOMERS

FY 2026 (annual)

2 Mn

REPEAT BORROWER MIX

> 50%

of merchant loan disbursements



Loan Distribution

- We help lending partners disburse loans to Paytm consumers and merchants. Partners provide the balance sheet and underwrite the loans
- We earn sourcing fee, as well as collection incentives in certain cases
- Improved asset quality continues to attract both new and existing lending partners



Merchant Loans



Personal Loans



Paytm Postpaid



Wealth & Equity Broking

- Improved monetization across equity broking, MTF and other wealth products, including Paytm Gold
- Focus on SIPs and wealth management products
- AI-powered offerings expected to drive further growth

Additional Monetization By Driving App Traffic To The Merchants

Growth is expected to be driven by higher MTUs and improving upsell funnel

REVENUE

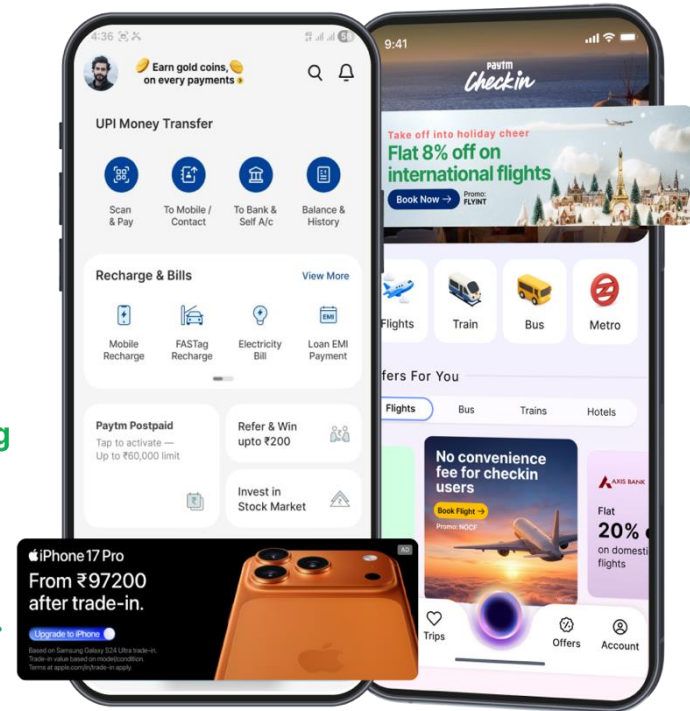
FY 2026

\$102 Mn

Key monetization levers:

- Advertising to merchants on our platform and help deliver high RoI through use of AI for sharper customer cohorting
- Travel ticketing (flight, train, bus) to customers on behalf of merchants. During the year, we launched AI-led travel app 'Paytm Checkin' with an in-app conversational assistant
- Product and technology monetization, like our partnership with PayPay in Japan, where we have provided the underlying technology

Advertising Services



All New Travel App

paytm
Checkin

Financial Performance and Outlook

A Year Of Disciplined Compounding; First Full Year Of Profit

A \$215 Mn EBITDA swing, in twelve months

REVENUE

\$902 Mn

+22% YoY

EBITDA

\$54 Mn

+\$215 Mn YoY | 6% margin

PAT

\$59 Mn

+\$130 Mn YoY | +\$238 Mn* YoY



Market share gains in both merchant and consumer payments



Distribution of Financial services revenue grew by 52% YoY



Payment processing margin expanded to > 4 bps



AI-led operating leverage reflected in cost optimization

*Note: Excluding one-time items. FY 2025 PAT includes a one-time gain of \$144 Mn on sale of the entertainment business and a one-time charge of \$56 Mn towards acceleration of ESOP expense and other impairments. FY 2026 PAT includes a one-time charge for full impairment of \$20 Mn loan to our JV, First Games Technology Pvt. Ltd.

Growth Acceleration Accompanied By Margin Expansion

Revenue growth is expected to accelerate with further EBITDA margin expansion, driven by four compounding engines that are already in motion



1. Expansion of merchant payments

Market share gains and expanding payment processing margins



2. Structural growth in high-margin merchant loans distribution business

Expanding lender participation, growing device merchant base, and rising penetration



3. Consumer lifecycle monetization

Monetisation momentum, on back of AI-led product innovation; will see full-year benefit in FY 2027



4. Continued use of AI across the organisation and AI-led operating leverage

AI application across the organisation to further drive EBITDA margin expansion

Built the business with a strong foundation, reflecting industry-leading customer monetisation and cost discipline

Annexure

Operating Revenue and Contribution Profit



Particulars (in \$ Mn)	Quarter Ended			Change		Year Ended		
	Mar-26 (Audited)	Dec-25 (Unaudited)	Mar-25 (Audited)	YoY	QoQ	Mar-26 (Audited)	Mar-25 (Audited)	YoY
Payment Services	135	128	112	21%	6%	497	415	20%
Distribution of Financial Services	80	72	58	38%	12%	277	182	52%
Marketing Services	26	25	29	(10)%	0%	102	124	(18)%
Other Operating Revenue	1	10	6	(81)%	(89)%	26	17	53%
Revenue from Operations (A)	242	235	204	18%	3%	902	738	22%
Payment processing charges	74	72	56	33%	3%	275	227	21%
As % of GMV	0.11%	0.11%	0.10%	1 bps	0bps	0.11%	0.15%	(4) bps
Promotional cashback & incentives	11	7	4	154%	51%	28	16	73%
Other direct expenses	23	22	30	(23)%	4%	79	101	(21)%
Total Direct Expenses (B)	108	101	90	20%	7%	383	345	11%
Contribution Profit (C = A-B)	134	134	115	17%	0%	520	393	32%
Contribution Margin %	55%	57%	55%	(66) bps	(154) bps	58%	53%	430 bps

EBITDA



Particulars (in \$ Mn)	Quarter Ended			Change		Year Ended		
	Mar-26 (Audited)	Dec-25 (Unaudited)	Mar-25 (Audited)	YoY	QoQ	Mar-26 (Audited)	Mar-25 (Audited)	YoY
Contribution Profit (C)	134	134	115	17%	0%	520	393	32%
Contribution Margin %	55%	57%	55%	(66) bps	(154) bps	58%	53%	430 bps
Indirect Expenses (D)	120	117	124	(3)%	3%	466	555	(16)%
Marketing	7	8	11	(36)%	(16)%	29	54	(46)%
Employee cost (Including ESOP Costs)	79	77	80	(1)%	2%	296	352	(16)%
Software, cloud and data centre	19	18	16	20%	5%	69	68	1%
Other indirect expenses	15	14	18	(13)%	12%	72	80	(10)%
EBITDA (E = C-D)	14	17	(9)	nm	(15)%	54	(161)	nm
Margin %	6%	7%	(5)%	1,044 bps	(128) bps	6%	(22)%	2,778 bps

Reconciliation of Non-GAAP Measures



EBITDA to Net Income

Particulars (in \$ Mn)	Quarter Ended			Change		Year Ended		
	Mar-26 (Audited)	Dec-25 (Unaudited)	Mar-25 (Audited)	YoY	QoQ	Mar-26 (Audited)	Mar-25 (Audited)	YoY
EBITDA (E)	14	17	(9)	nm	(15)%	54	(161)	nm
Finance costs (F)	(1)	0	0	25%	25%	(2)	(2)	13%
Depreciation and amortization expense (G)	(14)	(14)	(16)	(12)%	(1)%	(61)	(72)	(16)%
Other income (H)	19	23	24	(21)%	(16)%	91	77	18%
Share of profit/(loss) of associates/joint ventures (I)	0	0	0	nm	(100)%	0	0	nm
Income Tax expense (J)	(1)	(1)	(0)	267%	120%	(3)	(2)	67%
Profit / (Loss) for the period/year before Exceptional Items (K = sum of E to J)	17	25	(1)	nm	(28) %	79	(160)	nm
Exceptional items (L)	2	0	(56)	nm	nm	(20)	88	nm
Profit / (Loss) for the period/year (M = sum of K and L)	20	24	(58)	nm	(19)%	59	(71)	n.m.

Indirect Expenses



(Quarter ending, in \$ Mn)	Mar-25	Mar-26	YoY Change
Cost of Expanding Platform	37	41	9%
Marketing	11	7	(37%)
Sales and service employees	26	34	29%
Cost of building platform	87	79	(9%)
Non-sales employee costs	54	45	(16%)
Software & cloud expenses	16	19	21%
Other indirect expenses	18	15	(13%)
Total Indirect Expenses	124	120	(3%)

ESOP Pool Schedule

As of May 04, 2026	(in Mn)
Basic shares outstanding	640
ESOPs vested and unexercised	2
ESOPs granted and unvested	10
ESOPs available for distribution	28
Estimated fully diluted shares	679

ESOP Costs: 5 year track

Employee ESOP Cost	(in \$ Mn)
FY 2022	28
FY 2023	39
FY 2024	37
FY 2025	(4)
FY 2026	19
Total	120

Note: For FY 2027, ESOP costs are expected to be in the range of \$27–\$32 Mn

Operational KPIs



Operational KPIs	Units	Quarter Ended			Change	
		Mar-26 (Audited)	Dec-25 (Unaudited)	Mar-25 (Audited)	YoY	QoQ
Registered Merchants (end of period)	Mn	49	48	44	11%	2%
Subscription Merchants including devices (cumulative; end of period)	Mn	15.1	14.4	12.4	22%	5%
GMV	\$ Bn	69	66	55	27%	5%
Merchant Transactions	Bn	15.3	14.7	11.8	29%	4%
Total Transactions	Bn	18.2	17.2	13.2	38%	6%
Average Number of Sales Employees*	#	40,512	44,461	36,724	10%	(9)%
Cost of Sales Employees (including ESOP Costs)	\$ Mn	34	34	26	30%	1%
MTU (average over the period)	Mn	77	76	72	7%	1%
Key financial services customers	Mn	0.75	0.71	0.55	36%	6%

*Note: Starting Q1 FY 2027, the Company will discontinue reporting the 'Average Number of Sales Employees' in its periodic disclosures. The Company believes that the cost of sales employees is a more relevant metric for evaluating the scale and performance of its sales organization. Given the industry trend of high attrition rates in the sales team and the variability in active working days across employees, sales employee cost provides a more accurate and meaningful representation than the number of sales employees.

Breakup of Available Cash and Investable Balance



Net Cash Balances

(Qtr ending)

Particulars (in \$ Mn)	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
Cash and Bank Balances	486	488	520	585	776
Deposits with banks	751	693	670	654	619
Investments (Mutual Funds/T-Bills/CP/G-Sec/NCD/NBFC FDs)	433	544	593	508	472
Total Balances (A)	1,669	1,725	1,784	1,747	1,867
Paytm Money Ltd (PML) customer funds (B)	35	45	38	44	41
Balances in Escrow / Nodal Accounts (C)	264	303	348	399	477
Total Balances (excluding PML and Escrow) (A-B-C)	1,370	1,377	1,398	1,303	1,349
Prefunded balance in escrow account from PPSL post transfer of offline business (D)		Negligible		75	75
Total Balance (A - B - C + D)	1,370	1,377	1,398	1,378	1,424

Note: Cash balance does not include money lent by PML to its customers for Margin Trading Funding (MTF). The same are reported in 'Other Financial Assets' in the Company's financial statements.

Definitions for Metrics & Key Performance Indicators



Metric	Definition
GMV	GMV is the rupee value of total payments made to merchants through transactions on our app or our in-store payment solutions, and payments processed through Paytm payment gateway, over a period. It excludes any consumer-to-consumer payment service such as money transfers
Monthly Transacting User (MTU)	Number of unique users in a particular calendar month who have successfully completed a transaction on the Paytm App or have used the Paytm for Business App
Net Payment Revenue	Payment revenues (including other operating revenue) less payments processing charges
Contribution Profit	Contribution profit is a non-GAAP financial measure. We define Contribution profit as revenue from operations less payment processing charges, promotional cashback & incentives expenses, connectivity & content fees, contest, ticketing expenses & logistics, deployment & collection cost of our businesses
Key Financial Services customers	Key financial services customers are unique consumers and merchants who have availed Paytm's and group entity's financial services offerings, i.e. equity broking, insurance and credit products, such as merchant and consumer loans distributed through our platform. However, it does not include customers availing mutual fund distribution, Postpaid loans, gold savings or any attachment insurance products, as they contribute negligible revenue/profitability

paytm

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