

# INVESTOR PRESENTATION

Q4 & Full Year FY 2026

May 14, 2026



## PLATFORM LED STRATEGIC TRANSFORMATION

*From Test Prep pioneer to Integrated Solutioning Platform*



# SAFE HARBOUR

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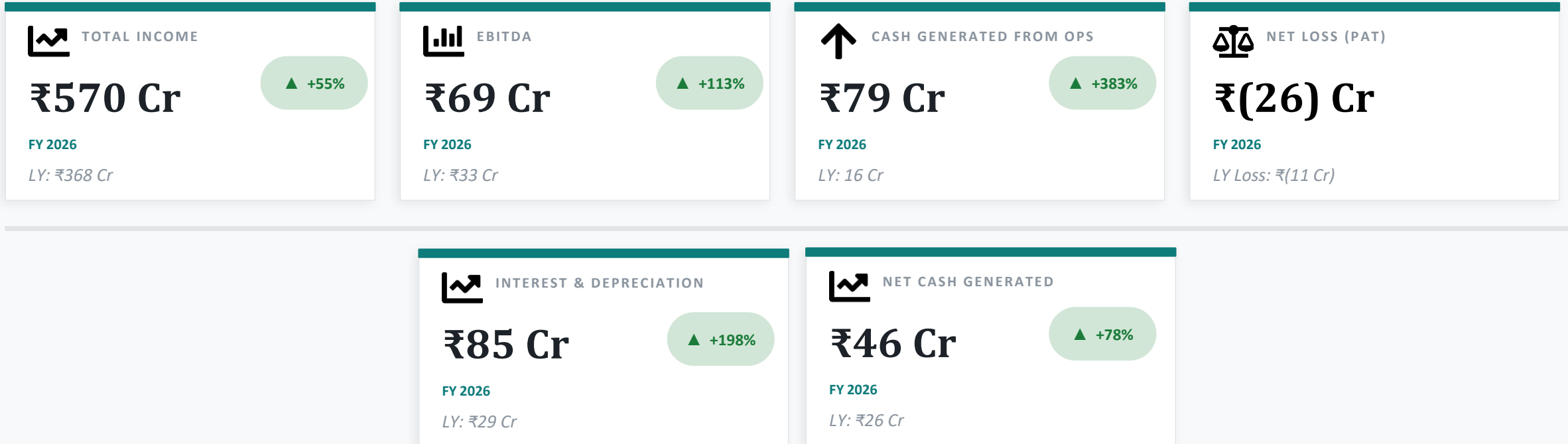
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# CONSOLIDATED FINANCIAL SUMMARY

FY 2026 — Full Year Key Metrics (₹ in Crores)



KEY BALANCE SHEET METRICS : As at 31 March 2026 · ₹ in Crores



# A SNAPSHOT

Year in review — three businesses, three trajectories · FY 2026

## EDTECH

EdTech Assessments + Learning & Development

### 01 ASSESSMENTS

₹ 223 Cr vs ₹ 205 Cr LY ↑ 9%

- First full year — focus on integration
- 100% rollover of pre-acquisition clients
- 8 Contract extensions including marquee clients renewed with meaningful pricing improvements
- Acquired 20 new accounts

### 02 LEARNING & DEVELOPMENT

₹ 163 Cr vs ₹ 182 Cr LY ↓ 11%

- Enrolments have grown 4%; Avg realizations impacted
- Continue to operate in an evolving market environment
- Increase in adoption of modular, flexible, and digital-first learning formats
- Empaneled by EdCIL (India) Limited as a “Partner for Online Degree Programs/Trainings with Recognized Institutes”.

## MARTECH

MarTech & Events platform

₹ 161 Cr vs ₹ 145 Cr LY ↑ 11%

- India biz grew 5%; International biz grew 20%
- Continued trust from leading global technology and enterprise clients like Dell, Salesforce, AWS and Google
- International biz added Moody’s, Adobe, Autodesk, etc.
- Indian biz clients added - Deloitte, PWC, Hilton, Emirates, etc.

# DEX – FY 26 BUSINESS UPDATE

First full year of operations — stabilization & integration

## REVENUE (TOTAL)

# ₹239 Cr

vs ₹228 Cr LY +5%

## BUSINESS REVENUE

# ₹223 Cr

vs ₹205 LY +9%

## OPERATING EBITDA

# ₹51 Cr

vs ₹34 Cr LY +49%

## FY 27 KEY PRIORITIES

# Accelerating from stabilization to growth

- Significant enhancement in scale
- New age technology – BYOD, AI driven Remote Proctoring
- Foundation for long term IP play (mySATHI)
- Deeper inroads in the EdTech system with multiple offerings beyond assessments for varied customer segments
- Realize enhanced synergies within CL group
- Early initiatives for global footprints

## KEY BUSINESS ACHIEVEMENTS — FY 2026

### 01 CONTRACT ROLLOVERS

20 Renewal / roll-over of customer contracts (all), 8 contract extensions

### 02 mySATHI ROLLOUT

Entire technology backbone built and rolled out

### 03 NEW LOGOS

20 new customers added — broadening of the addressable annuity base.

### 04 OPERATING RHYTHM

First-year integration milestones largely on plan — foundation set for FY 27 acceleration.



# EDTECH – FY 26 BUSINESS UPDATE & KEY ACTIONS INITIATED

Structural realignment of an entire industry — context for FY 26 outcomes

REVENUE (TOTAL)

**₹163 Cr**

vs ₹182 Cr LY -11%

EBITDA

**₹10 Cr**

vs ₹38 Cr LY -73%

## KEY BUSINESS ACHIEVEMENTS — FY 2026

### 01 AI-LED PRODUCTS

Embed AI tutoring, doubt-resolution and adaptive practice into the core product to defend value at lower price points.

### 02 CHANNEL REDESIGN & PLATFORM ACCELERATION

Tilt acquisition mix toward digital and EasyApply; increase centre penetration and outreach formats.

### 03 MODULARIZED PRODUCT OFFERING

Rebuild the price ladder around modular, short-format offerings priced for the new realized-revenue zone.

### 04 B2C MORPH TO INSTITUTIONALIZED BIZ

To move from B2C to B2I for greater and direct access to end customers

## FY 27 KEY PRIORITIES

# Reinventing Core Competencies

- Modularized Offerings – To enhance reach, penetration and scale
- AI tech deployment for basic customer delivery solutions leading to better customer experience
- Continued focus on EasyApply platform to facilitate student connect to universities
- Re-pivot cost structures to enhance sustainable profitability

# EDTECH – SYNERGISED GROWTH ENGINES

## LARGE TAM, SCALABLE THROUGH TECHNOLOGY

### mySATHI

1,00,000

TARGET REACH

- CBSE programme
- CL in School pilots

### University Biz

100 uni

COVERAGE

- 22 signed
- EdCIL / Study in India
- IGNOU, IP, Online

### AI Reinvention

Always-on

CAPABILITY

- AI-product-led growth
- Seamless integration

### Corporate

25 – 30

CORP ACCOUNTS

- Talevate / mySATHI
- Team & Tech in place

### Pathways & Acad Services

Aus / UK

FOREIGN UNI

- Foreign university tie-ups

# MARTECH – FY 26 BUSINESS UPDATE

11% revenue growth (Net-off. pass-through) International strong

TOTAL REVENUE

**₹161 Cr**

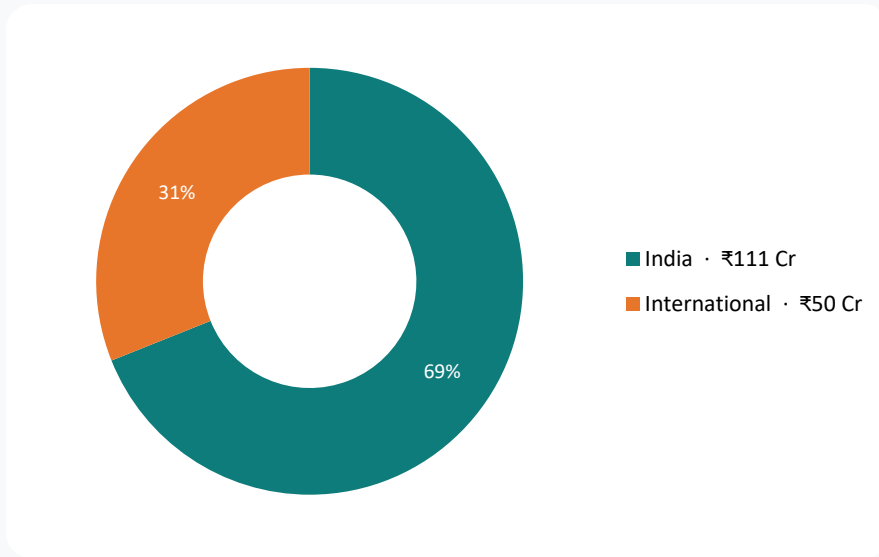
*Net of pass-through · +11% YoY*

EBITDA

**₹13 Cr**

*vs ₹14 Cr LY · -7%*

REVENUE GEOGRAPHY



FY 27 KEY PRIORITIES

## Accelerated growth with Enhanced profitability

- Re-pivoting revenue mix for high margins - CEP & Tech business greater focus
- Prune lower margin MMS & Passthrough Business
- Price recalibration for higher value realization
- Reposition as product & technology solutions driven company
- Enhanced growth in international business





# THANK YOU

Open for questions and investor discussions



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