

Company Overview

November 2025

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 &
Smart door locks



Urban Company

India’s leading home services platform

01 Large TAM

UC has pioneered online home services in India. Market leader in the \$60 bn+¹ India home services market

02 Proven Scale, Growth & Profitability

Scale (H1 FY26 NTV: ₹ 2,060 Cr²), Revenue growth (40%² ex KSA) & Profitability (Adjusted EBITDA ex Insta ₹ 41 Cr²)

03 Full stack supply side integration

Full stack approach empowers service professionals with training, certification, tooling, technology, SOPs, insurance and financial support. This drives higher earnings and loyalty - 80%³ NTV comes from repeat professionals

04 Customer obsession

Consistently reliable, high quality services have made UC a household brand, with 84.9%² of NTV from repeat users

05 Strong moats

Our multi-category hyperlocal marketplace enjoys strong network effects and is hard to replicate

06 Growth strategy

Growth will come from densification & deeper penetration in existing markets (India, Middle East & Singapore), improving our current offerings and scaling new products (Native devices) and services (Insta Help, Wall Décor etc.)

07 Capital efficient with a strong balance sheet

Strong unit economics and capital efficiency - INR 3,052 Cr lifetime primary capital raised with INR 2,136 Cr⁴ cash and cash equivalents available

08 Strong team and governance

Founder led business with a strong management team and an accomplished, independent board of directors

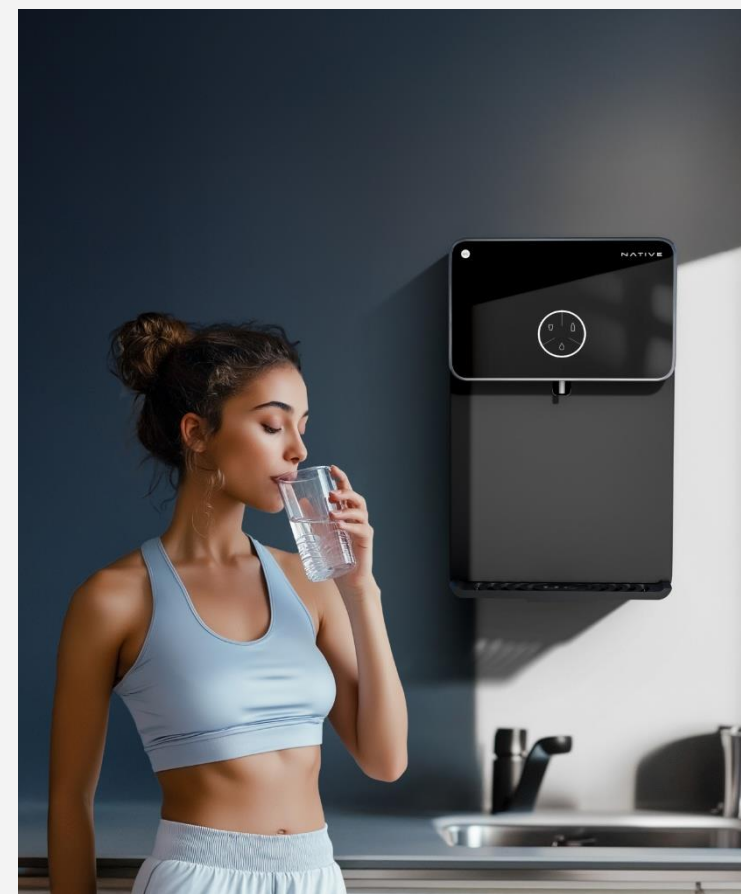
Note: ¹Estimated India TAM for CY25 ²For H1 FY26. ³For FY25 ⁴As at Sep 30 2025

We operate across 4 business segments



India Consumer Services (ex Insta)

High quality home & beauty services delivered at home



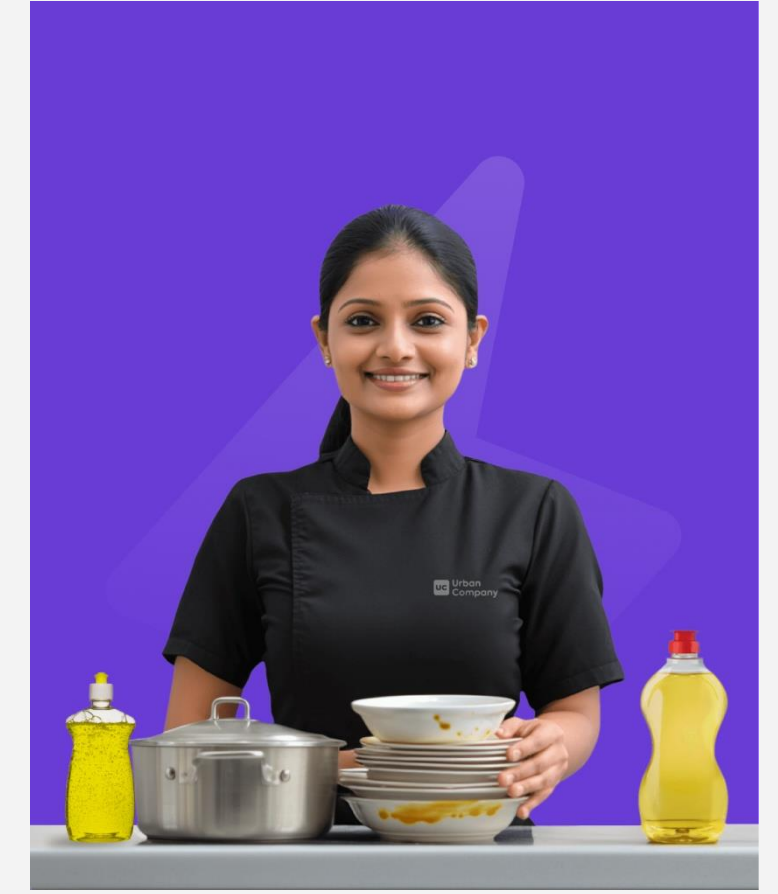
Native

Home devices and solutions



International Business

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



Insta Help



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

UC in a nut shell

For H1FY26



Net Transaction Value (NTV)

₹2061 Cr

 25% YoY
 27% YoY (ex KSA)


Revenue from Operations

₹747 Cr

 34% YoY
 40% YoY (ex KSA)

Adjusted EBITDA

₹(14) Cr

 ₹(13) Cr YoY change

Adjusted EBITDA (Ex. of Insta Help)

₹42 Cr

 ₹41 Cr YoY change

Annual Transacting Users (million)

7.4

Monthly active service partners

55,798

Total city footprint

51

Average customer rating

4.80

H1 FY26 Segment level performance

40% revenue growth YoY. Insta Help investments lead to an overall loss of INR (14) Cr

Key metrics	Consolidated	India consumer services (ex Insta)	Native	International	Insta Help
Net Transaction Value <i>(YoY growth)</i>	INR 2,060.5 Cr <i>25.4%</i>	INR 1,577.9 Cr <i>14.4%</i>	INR 176.5 Cr <i>188.8%</i>	INR 295.3 Cr <i>45.1%</i>	INR 10.8 Cr
Revenue from operations <i>(YoY growth)</i> <i>(YoY growth) Ex KSA</i>	INR 747.3 Cr <i>33.9%</i> <i>39.6%</i>	INR 533.6 Cr <i>20.5%</i>	INR 135.0 Cr <i>198.1%</i>	INR 77.1 Cr <i>10.3%</i> <i>63.3%</i>	INR 1.6 Cr
Contribution Profit <i>(As a % of NTV)</i>	INR 387.4 Cr <i>18.8%</i>	INR 325.0 Cr <i>20.6%</i>		INR 52.3 Cr <i>17.7%</i>	
Adjusted EBITDA <i>(As a % of Net NTV)</i>	INR (13.6) Cr <i>(0.7)%</i>	INR 60.9 Cr <i>3.9%</i>	INR (17.8) Cr <i>(10.1)%</i>	INR (2.6) Cr <i>(0.9)%</i>	INR (54.1) Cr
Adjusted EBITDA ex Insta <i>(As a % of Net NTV)</i>	INR 40.5 Cr <i>2.0%</i>				

UC Consolidated P&L: Operating leverage visible over the years.
Investments in Insta Help impacted profitability for H1 FY26

UC Consolidated P&L (INR Cr)	FY23	FY24	FY25	H1 FY26
Net Transaction Value	2,078	2,564	3,271	2,061
Revenue from Operations (Net of GST & discounts)	637	828	1,144	747
– Services	496	651	840	509
– Products (B2B2C)	136	148	188	104
– Products (Native)	4	29	116	135
Cost of products (B2B2C)	(102)	(109)	(142)	(75)
Cost of products (Native)	(3)	(19)	(70)	(75)
Cost of services ¹	(25)	(35)	(55)	(30)
Other Direct Expenses ²	(39)	(37)	(33)	(14)
Gross Profit	467	628	845	554
Gross Profit as a % of NTV	22.5%	24.5%	25.8%	26.7%
CX & PX support costs and refunds ³	(68)	(75)	(99)	(72)
Other semi-variable expenses ⁴	(57)	(70)	(109)	(96)
Contribution Profit	343	482	637	388
Contribution Profit as a % of NTV	16.5%	18.8%	19.5%	18.8%
Salaries and employee benefits	(311)	(305)	(315)	(192)
Customer marketing expenses	(178)	(162)	(161)	(105)
General, administrative & other indirect expenses ⁵	(152)	(134)	(149)	(103)
Adjusted EBITDA	(298)	(119)	12	(14)
Adjusted EBITDA as a % of NTV	(14.3%)	(4.6%)	0.4%	(0.7%)
Share based compensation ⁶	(93)	(57)	(73)	(48)
Other income	90	100	116	64
Depreciation + Others ⁷	(11)	(17)	(18)	(18)
Listing Expenses	0	0	(1)	(19)
Share of loss from JV ⁸	0	0	(9)	(19)
Profit Before Tax	(312)	(93)	29	(53)

Notes to the P&L

- 1

Cost of services represents the payout to service professionals in cases where Net NTV (Net of GST and Discounts) is recognised as revenue by the platform. These services include Pest Control & Revamp services (in India) & Services rendered in KSA until commencement of the JV.
- 2

Other direct expenses include payment gateway charges, call masking and communication costs, background verification expenses, etc,
- 3

CX & 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 operations.
- 4

Other semi variable expenses include cloud hosting and bandwidth charges, partner incentives, warehousing and logistics costs, damages, Native warranty Costs, etc.
- 5

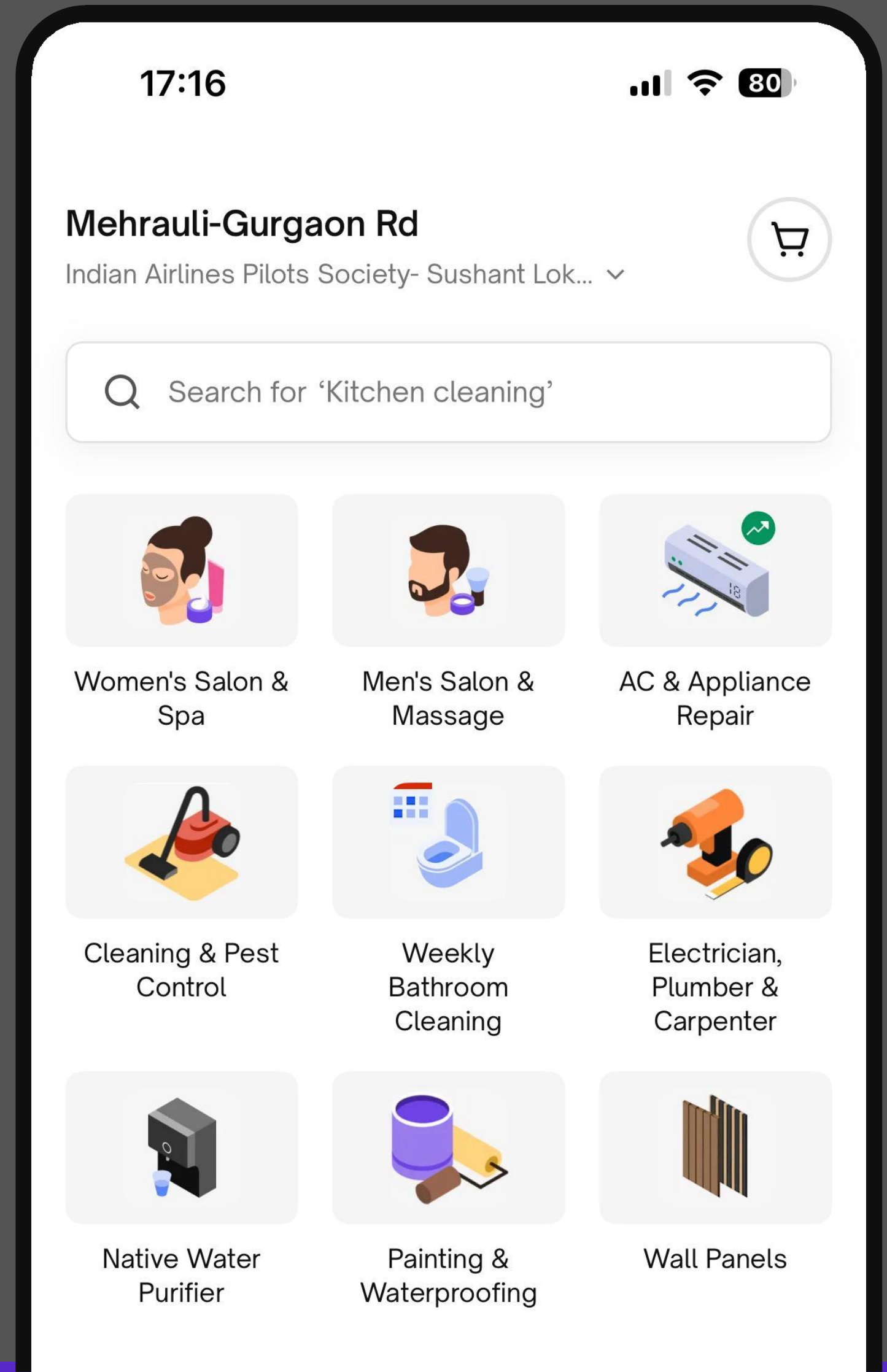
General, administrative & other indirect expenses include lease rentals, travel costs, legal and professional expenses, software costs, bad debts and other expenses. Lease expenses have not been adjusted for IND AS 116 – Accounting for leases. Rental expenses (pay- outs + accruals) have been included under G&A Expenses
- 6

Share based compensation is based on four-year vesting from grant date adjusted for forfeiture % and normalized for prior year adjustments
- 7

Others 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.
- 8

KSA de-consolidated wef Janurary 1 2025

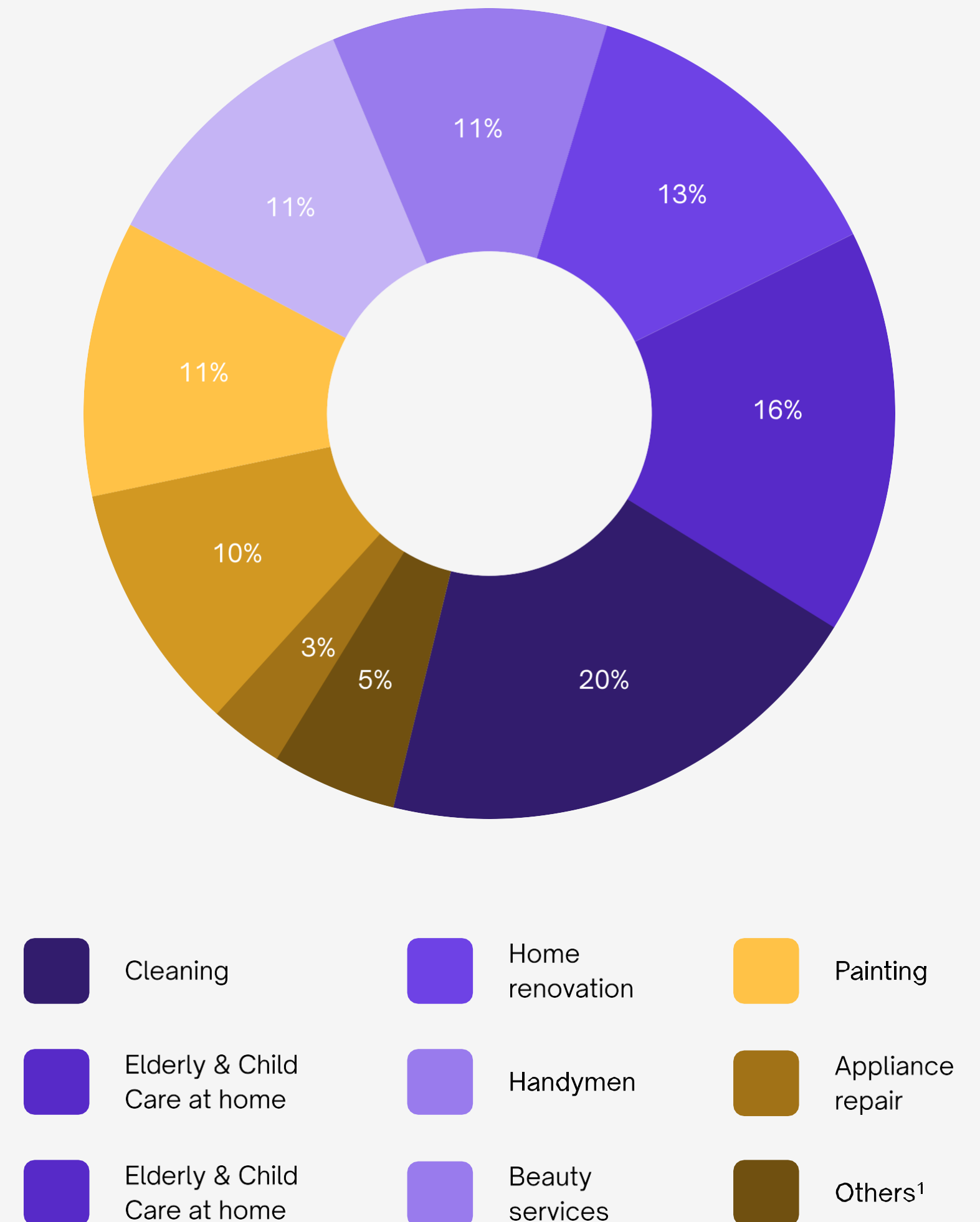
India Consumer Services (ex Insta Help)



UC is the market leader in a large, under-penetrated & growing market

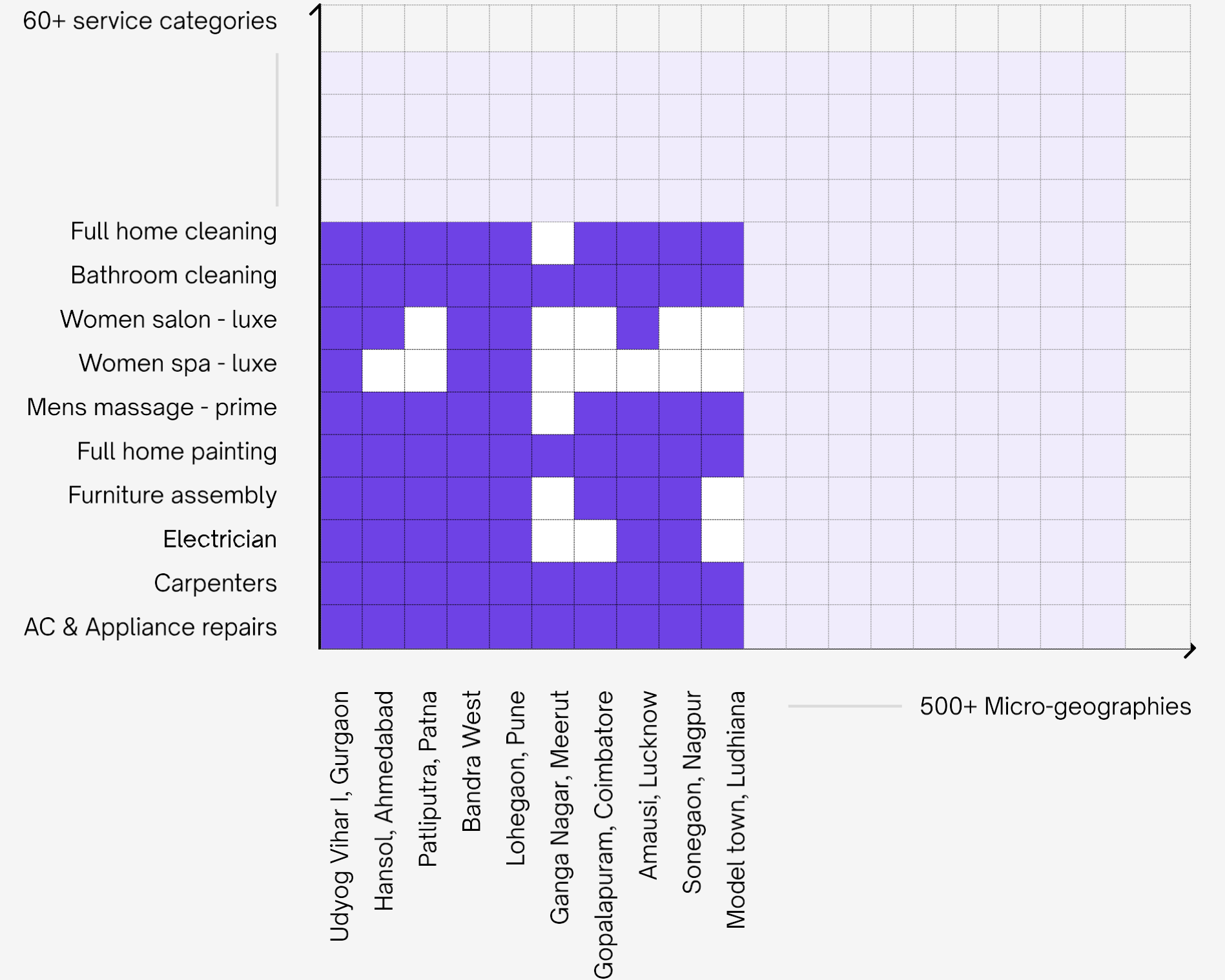
- \$ 97.4 bn by CY29 – growing at 10 – 11% p.a.
- Dominated by unorganised, local supply
- Consumers suffer from inconsistencies in quality, availability, pricing. availability and post service support
- Current online penetration < 1%
- Urban Company is the leading online full stack home services provider in India

Source: Redseer Report. ¹Other categories include Packers & Movers, Driver on Demand and Gardener

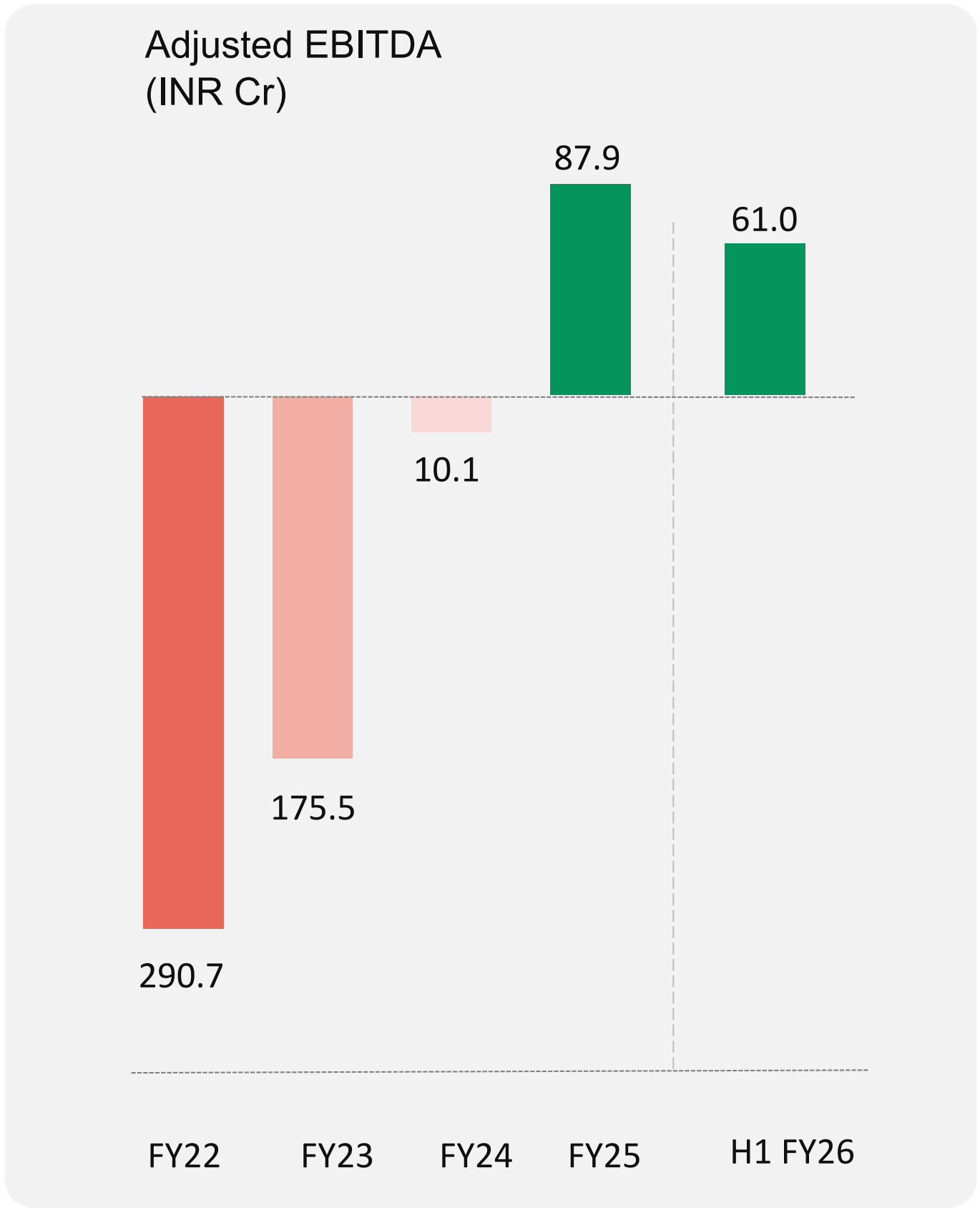
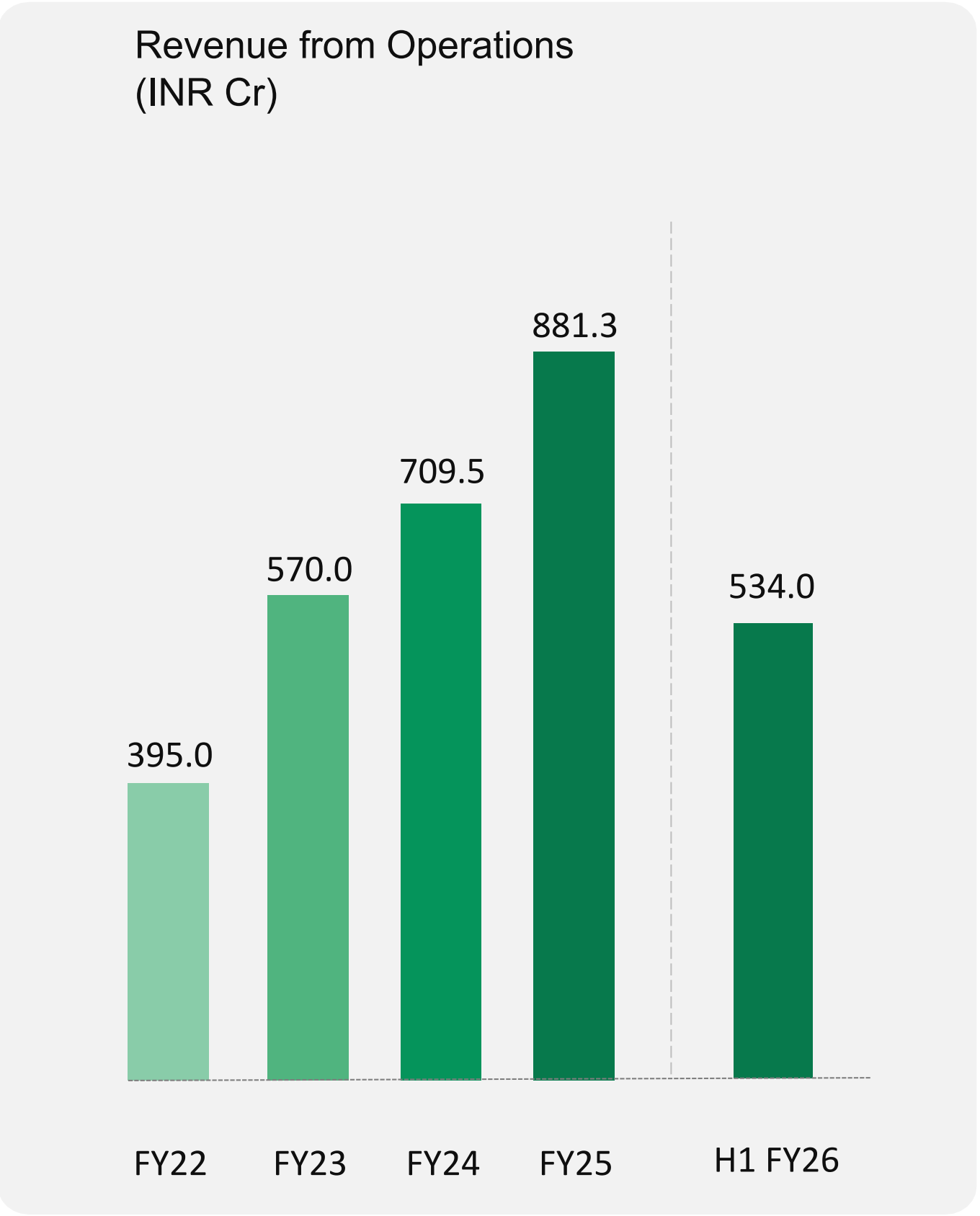


We operate a multi category,
hyper local marketplace
which is hard to replicate

12,000 service micro-markets
as on July 31, 2025



The India core business has demonstrated scale, growth and profitability



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

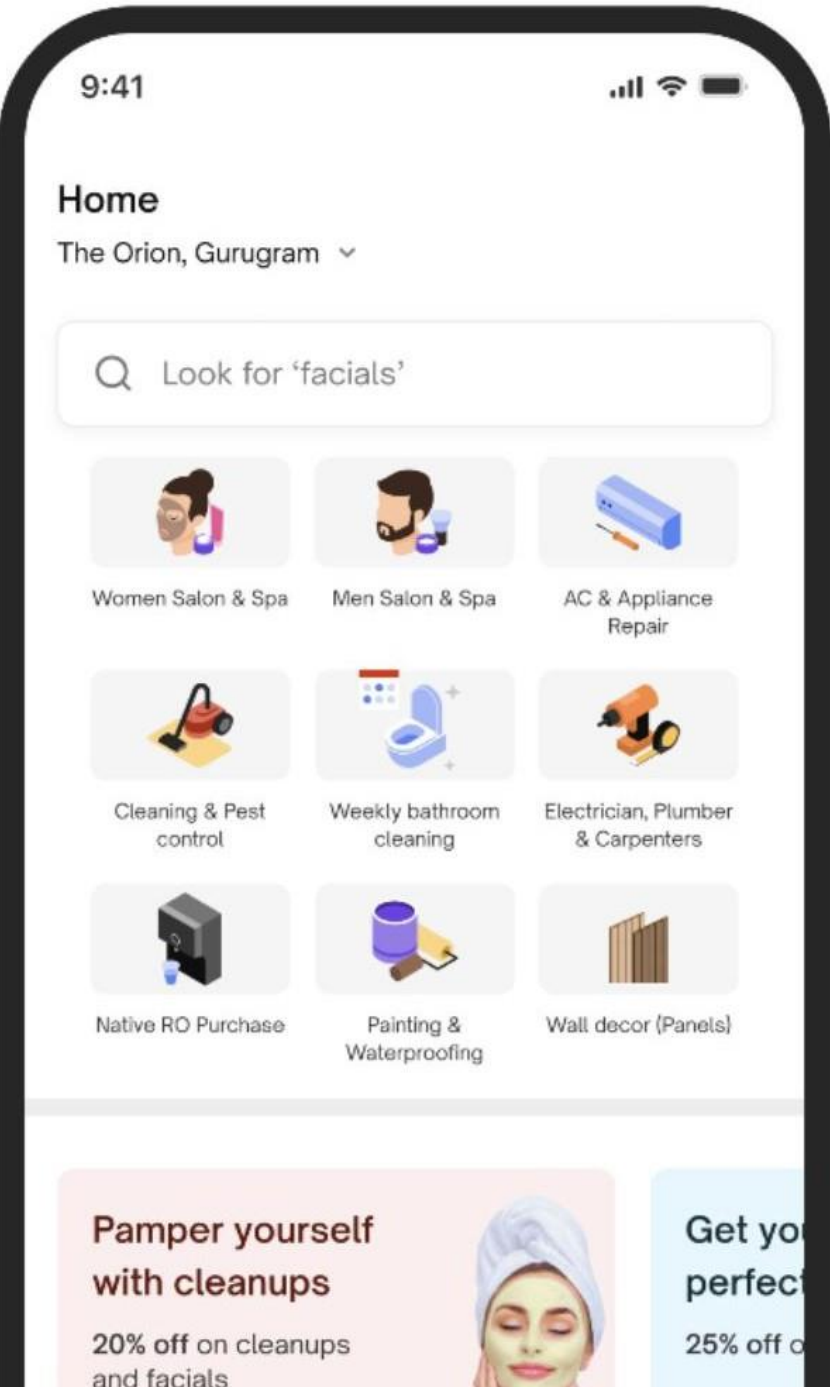


Massage therapy

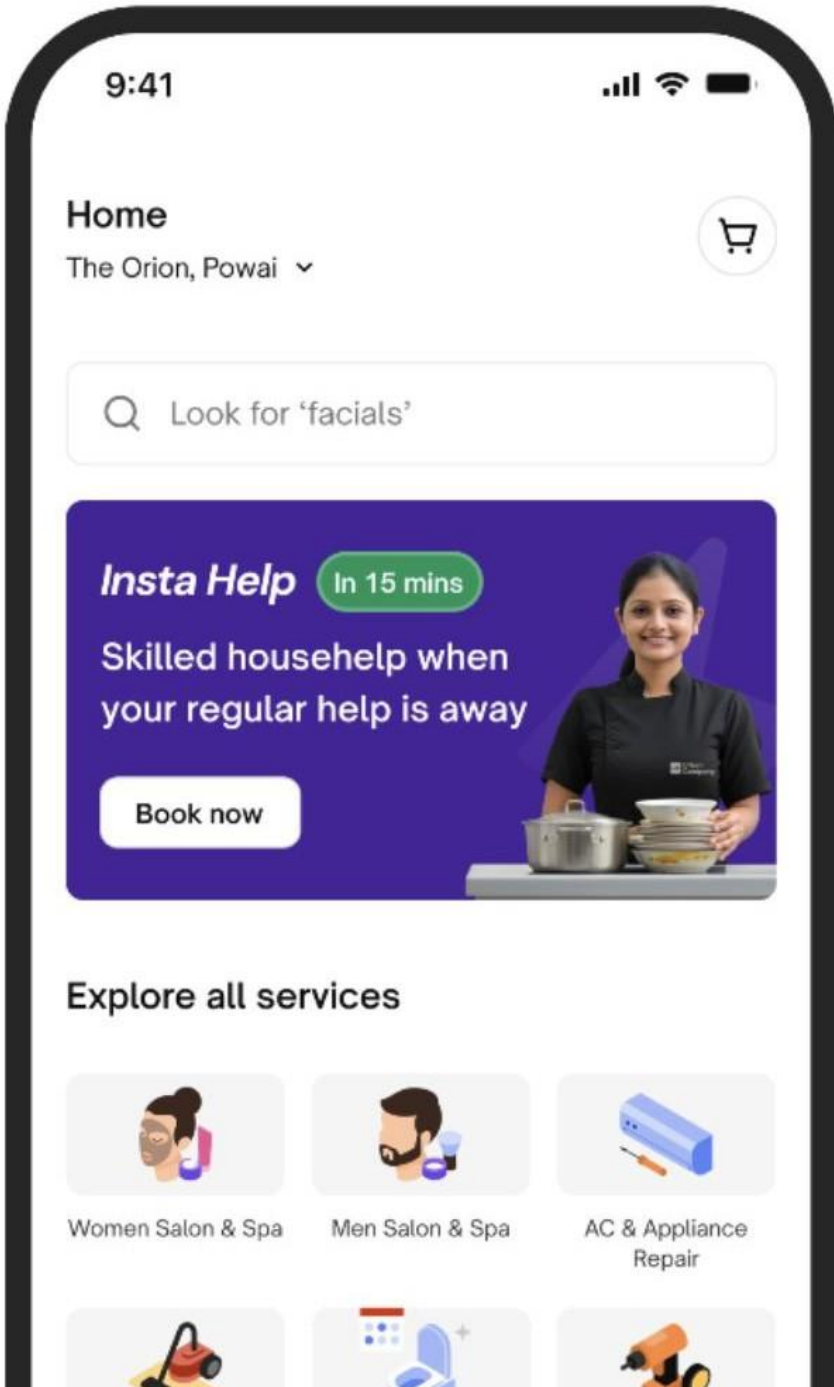


Our best-in-class customer app has intuitive consumer journeys with wide assortment, quick availability and assured quality

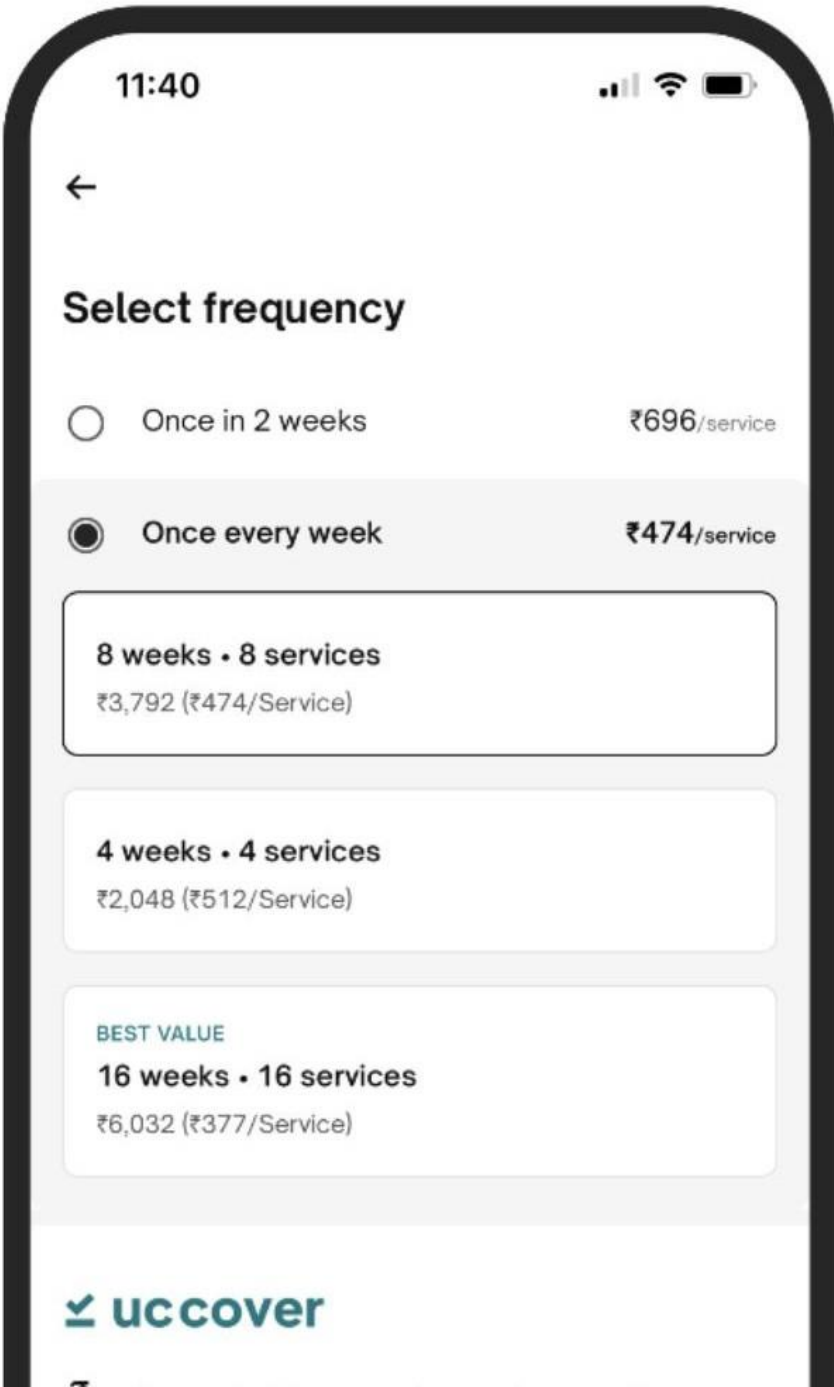
Wide range of
at-home services



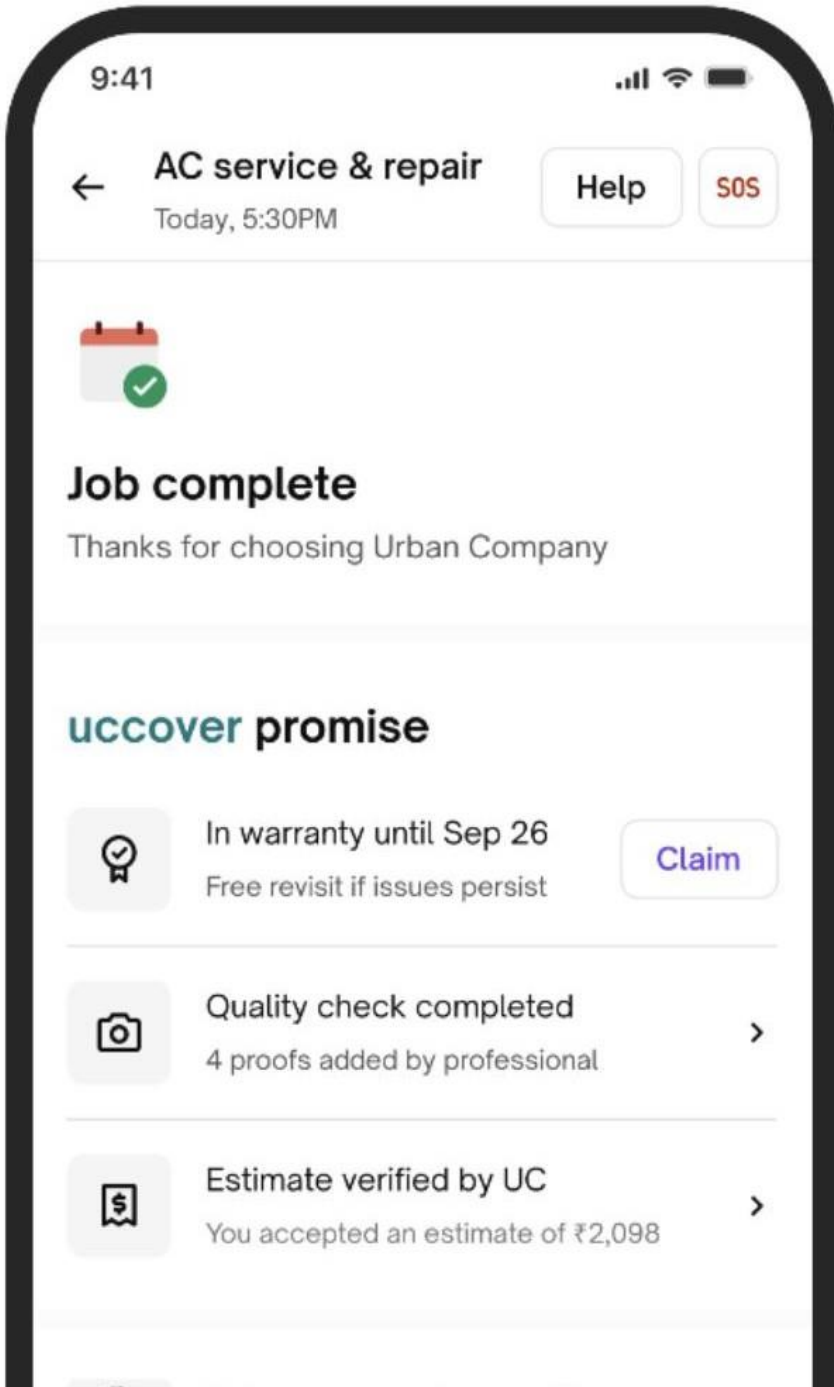
Instant service
in 15 mins



Customised plans for
your frequent needs



One-click warranty
and job proofs



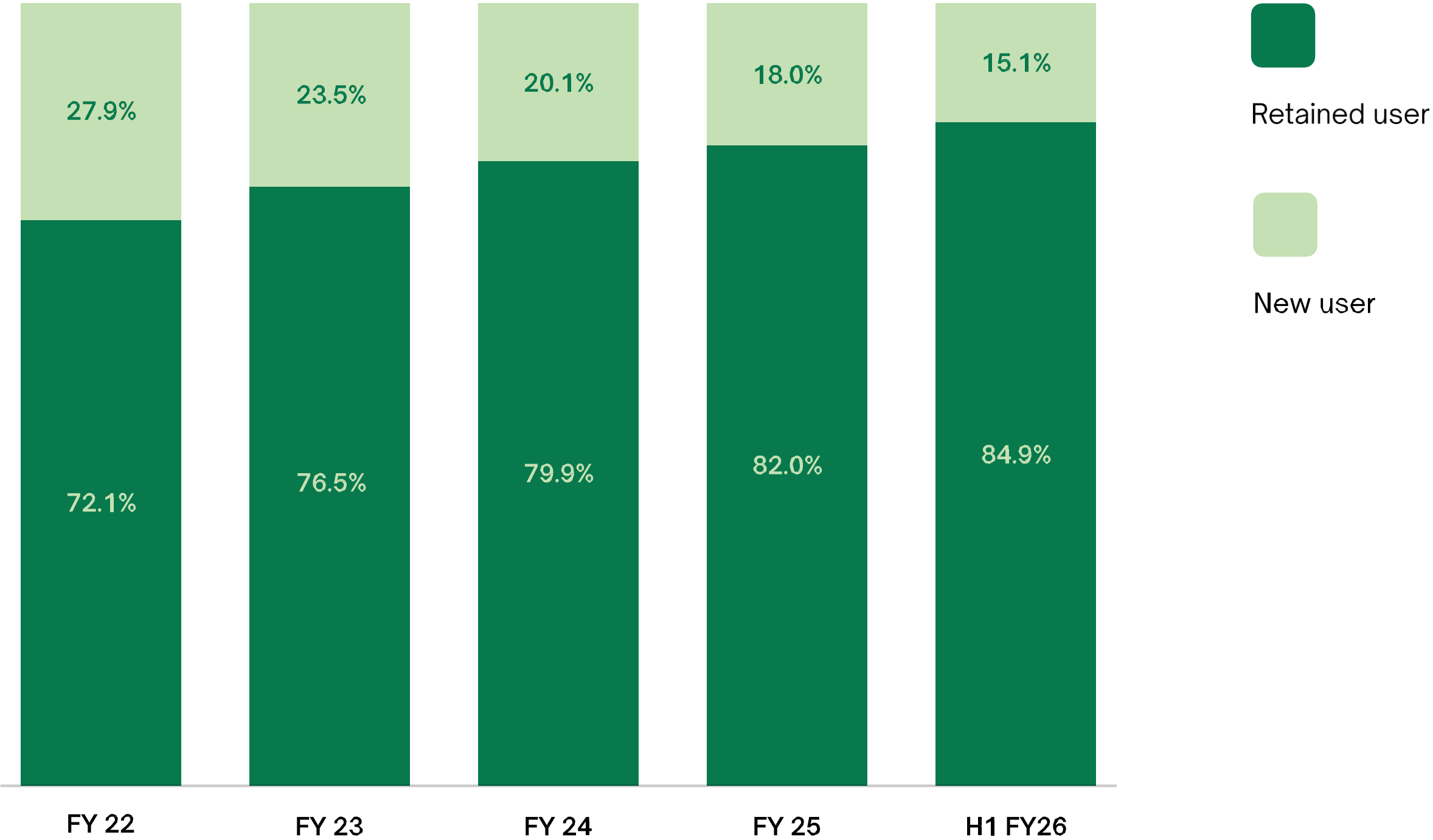
Focus on consumer excellence has led to NTV retention improving with time

Consumer retention basis NTV (ex Native)

Financial year	2018	2019	2020	2021	2022	2023	2024	2025
2018	100%	101%	117%	89%	121%	153%	162%	175%
2019		100%	101%	70%	91%	133%	120%	129%
2020			100%	59%	71%	82%	87%	94%
2021				100%	82%	78%	79%	84%
2022					100%	75%	70%	73%
2023						100%	74%	71%
2024							100%	77%
2025								100%

85% of NTV comes from loyal, retained users

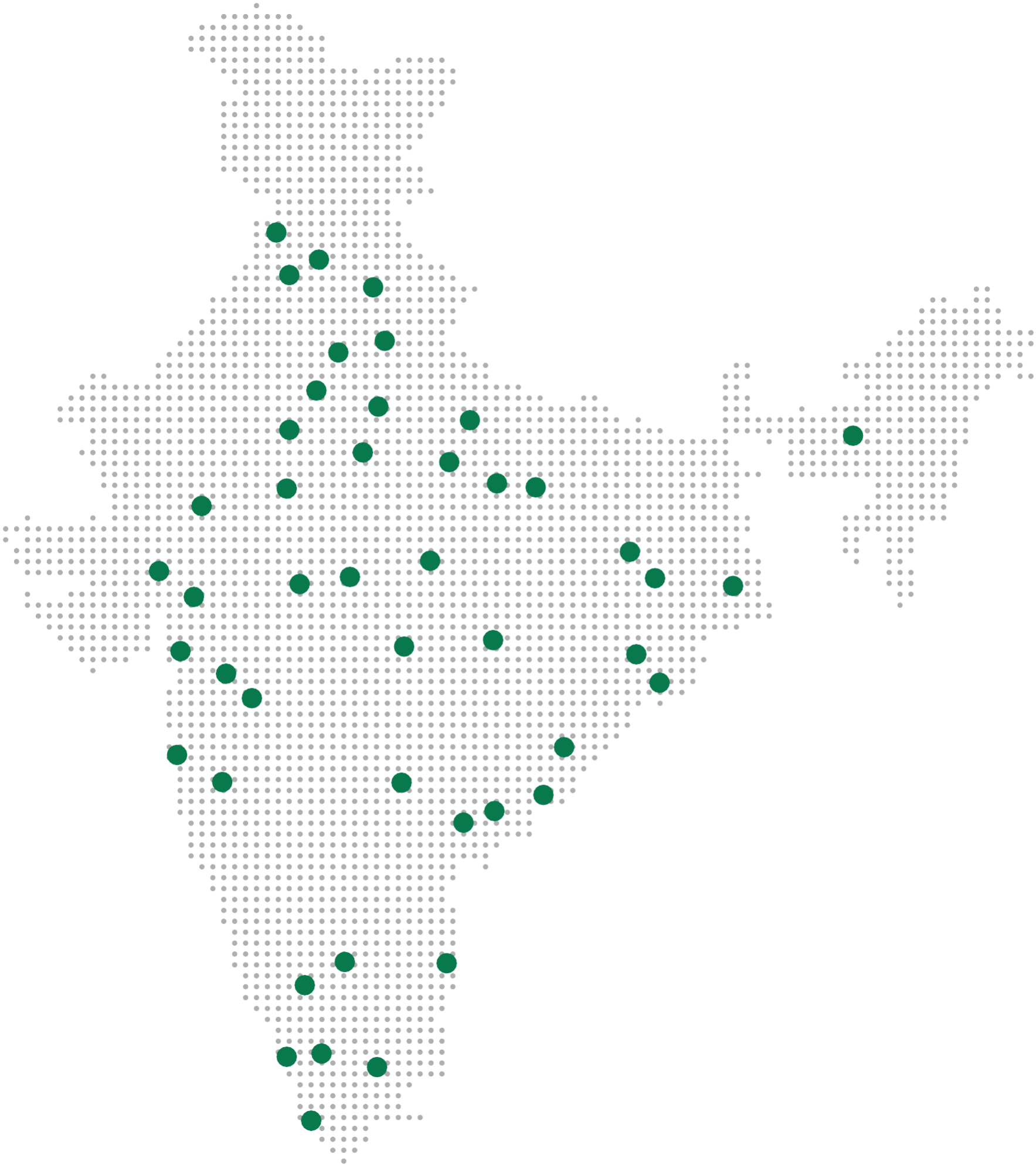
Retained versus new user NTV contribution for India Consumer Services (ex Insta)



Driving growth

Our focus will be on densification (deepening penetration in existing hubs) and rolling out category offerings across the Top 50 cities where we have a presence

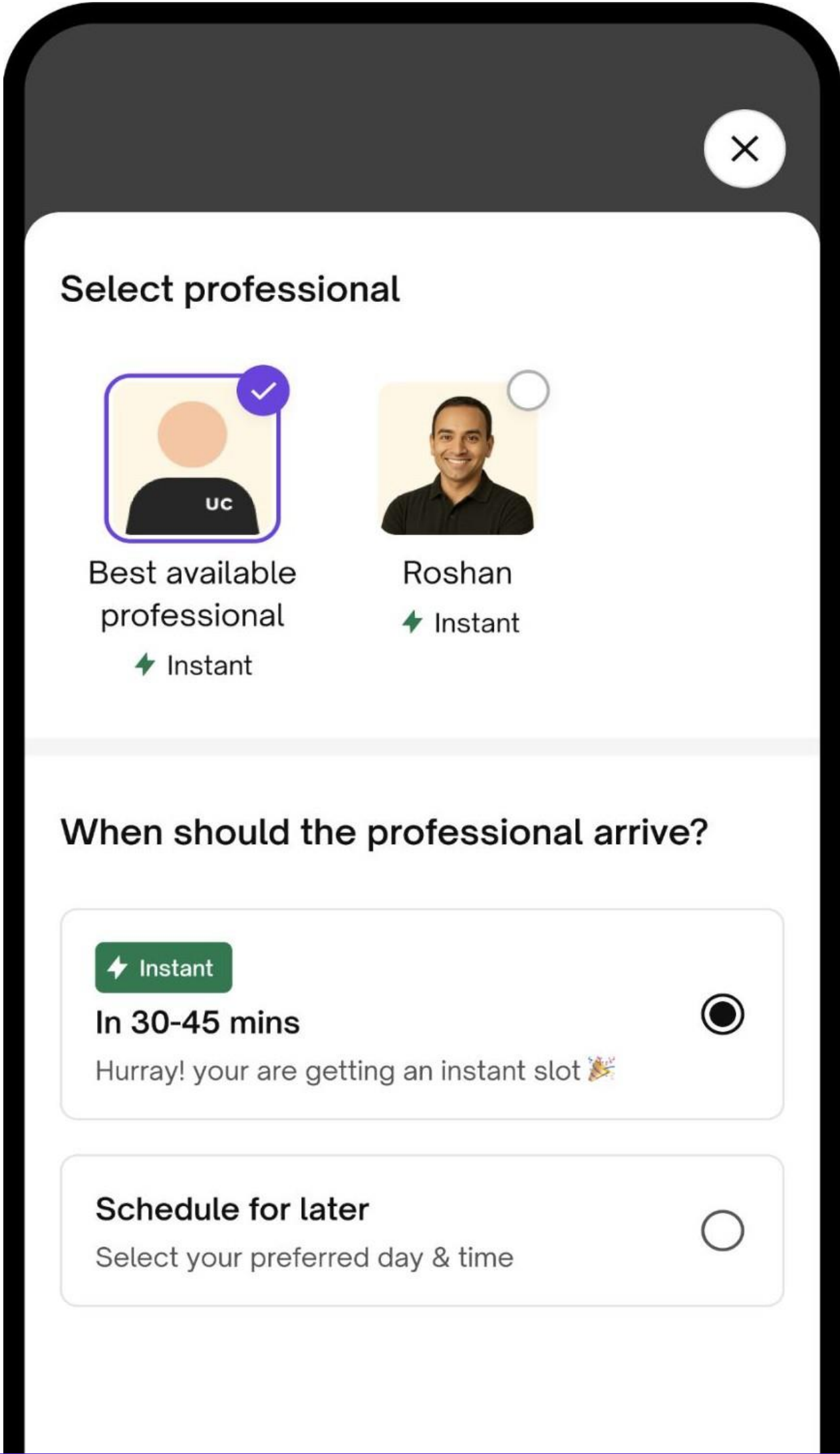
Delhi NCR	Indore	Jamshedpur
Bangalore	Kanpur	Guntur
Mumbai	Bhopal	Nasik
Hyderabad	Vijayawada	Jabalpur
Pune	Varanasi	Rajahmundry
Chennai	Surat	Cuttack
Kolkata	Guwahati	Kota
Ahmedabad	Dehradun	Gwalior
Lucknow	Coimbatore	Madurai
Jaipur	Agra	Thiruvananthapuram
Chandigarh	Ludhiana	Aurangabad
Patna	Ranchi	Udaipur
Visakhapatnam	Prayagraj	Mysore
Vadodara	Kochi	Amritsar
Bhubaneshwar	Raipur	Alwar
Nagpur	Meerut	



Driving growth

Speed

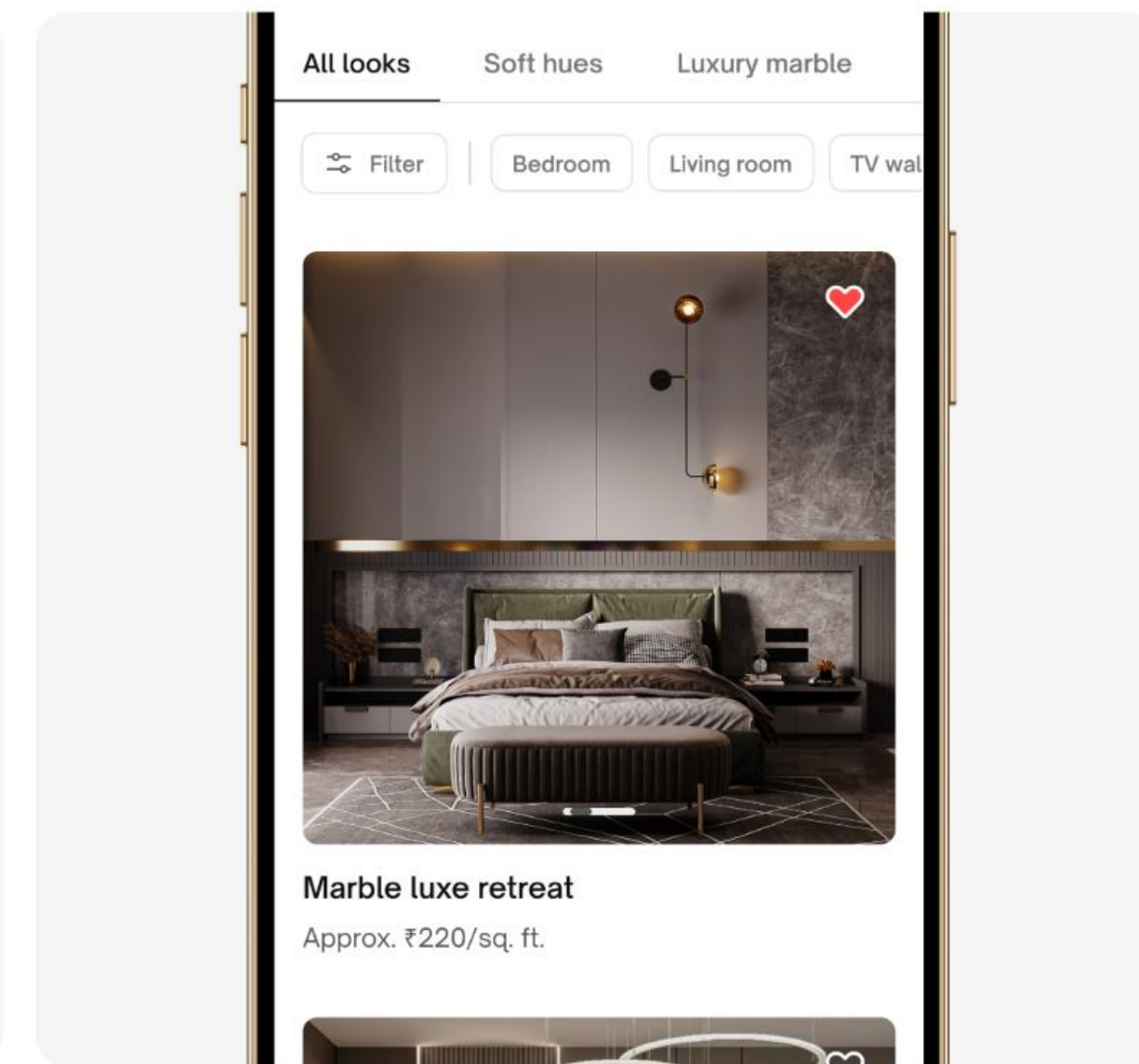
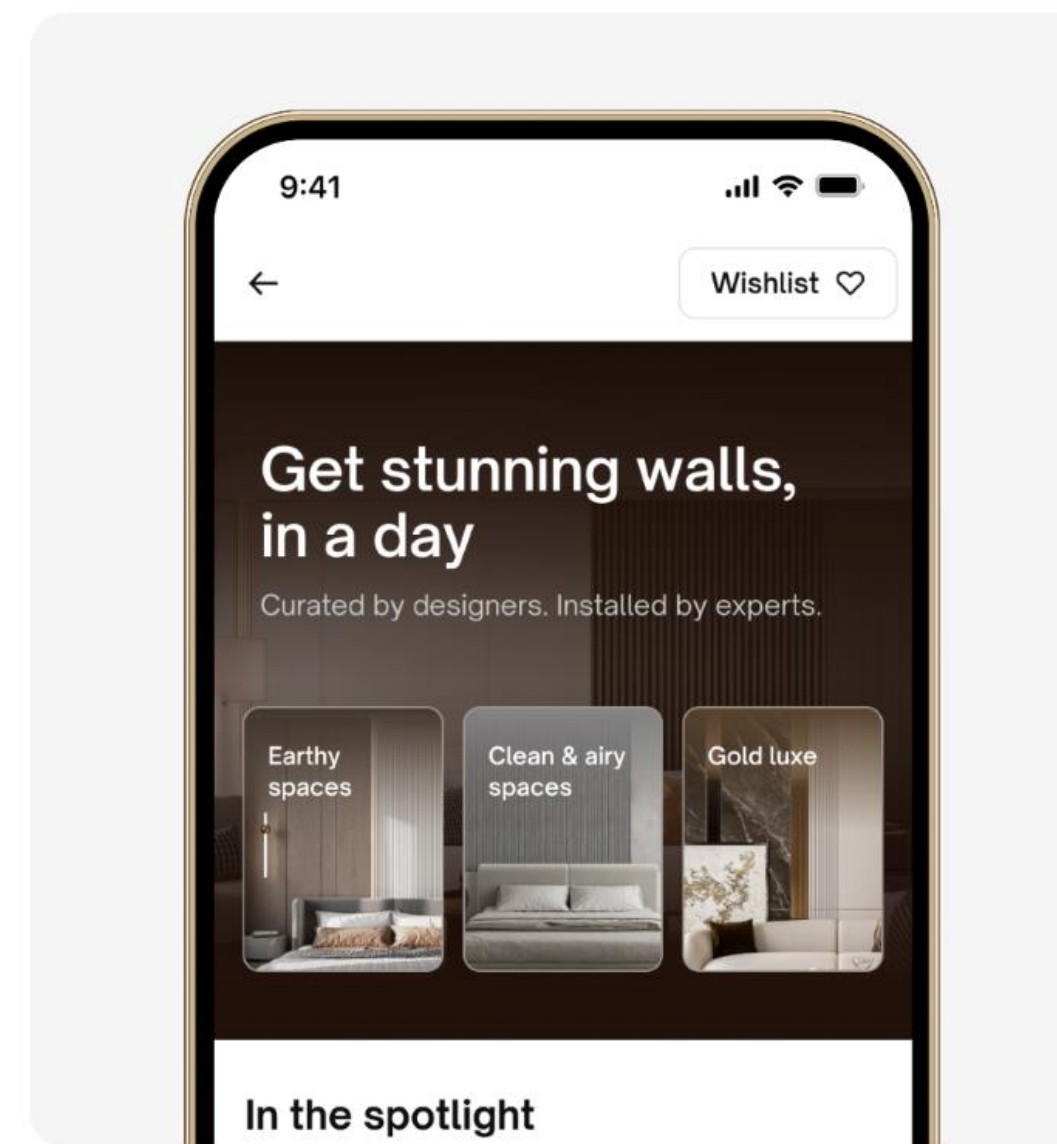
- Faster fulfilment times in key categories will help drive consumer preference
- Availability basis partner schedule and proximity
- With scale and density, aspiration to be come more and more instant



Driving growth

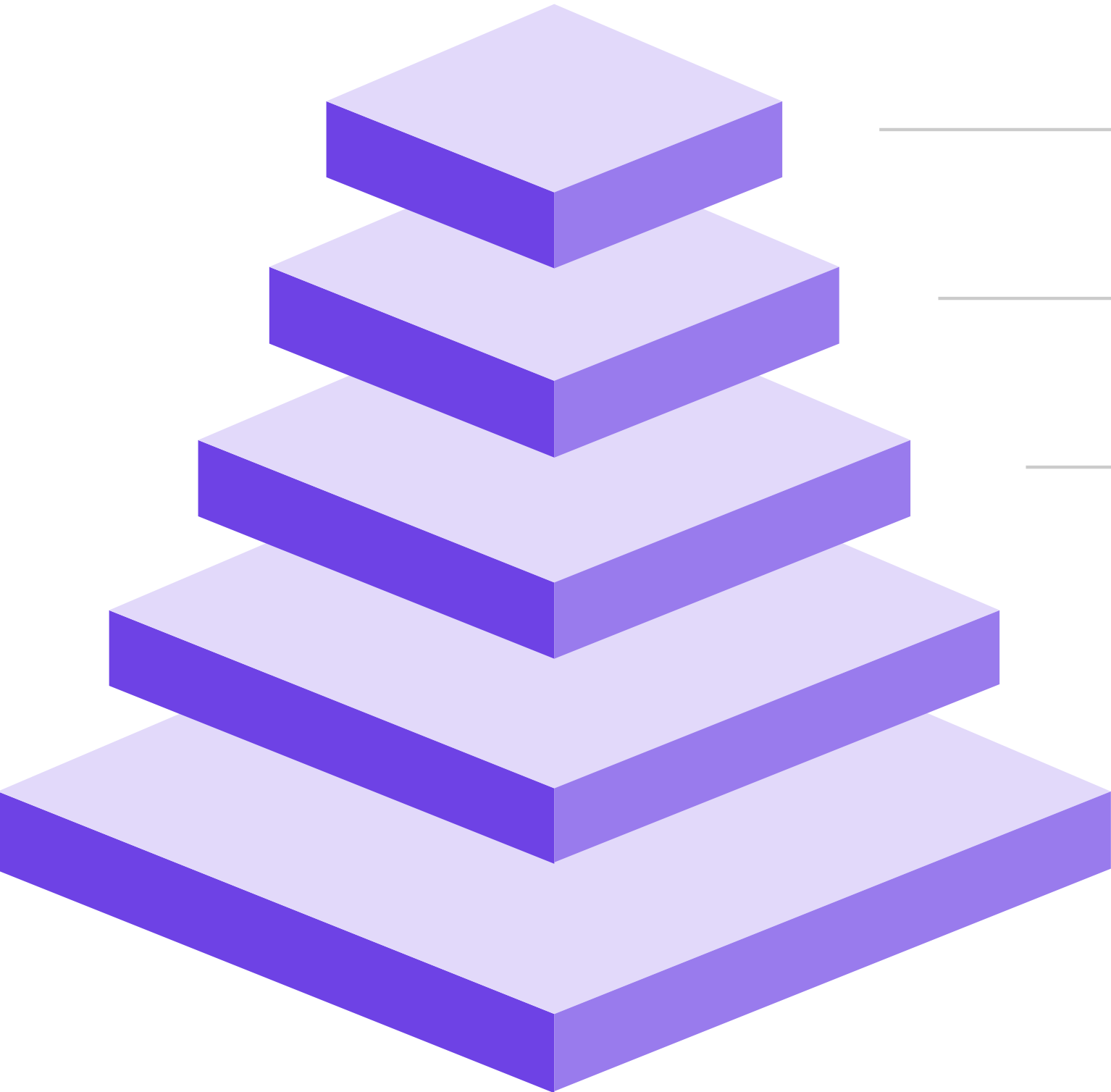
Revamp - Wall Panels & Home Décor solutions

- Nascent, fast growing category
- Easy to install, easy to maintain – uplift your home's look
- Wide assortment, easy to visualise and efficient execution



UC's partner engagement model

We have pioneered a full-stack, vertically integrated approach to building home service



Brand, market access and best-in-class earnings

Average monthly in hand earnings are INR 26.4K



Financing and insurance

Social security for service professional well being



Products, tools and consumables

High quality products for better consumer experience



Training and certification

Classroom trainings to upskill professionals

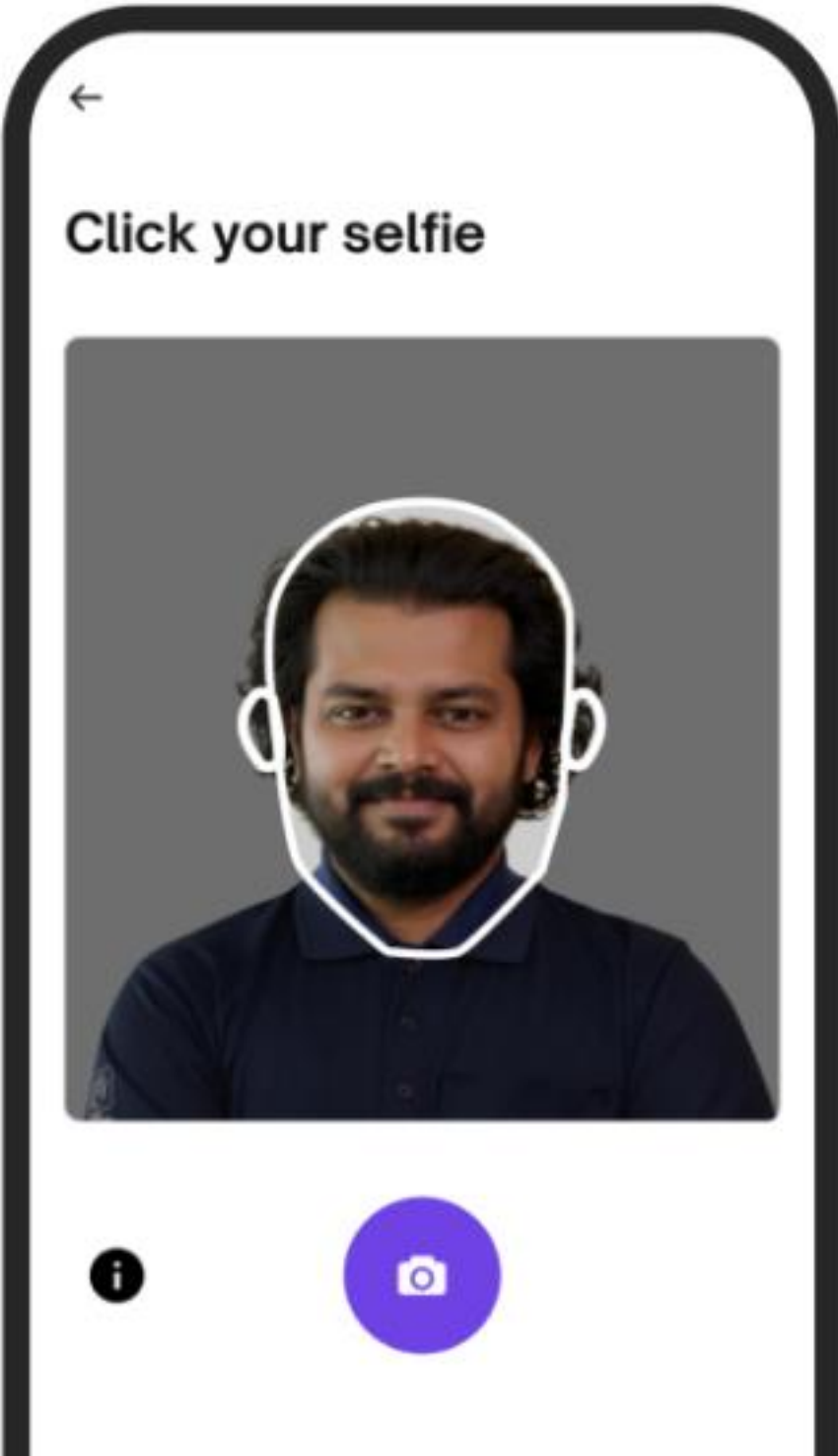


Robust technology platform

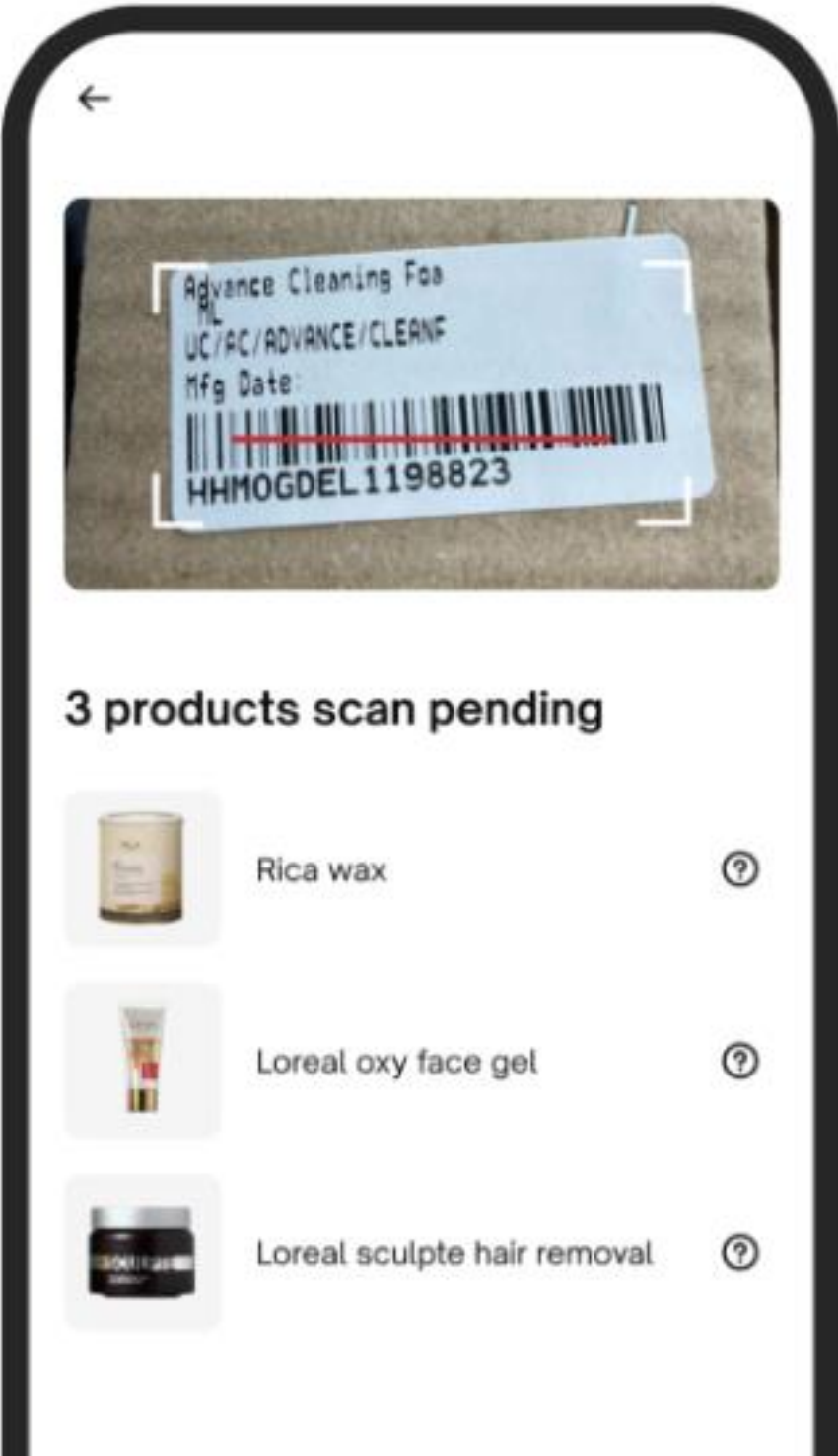
Deeply embedded workflows with proof of work

On job assistance, SOP compliance and quality checks

Partner verification to ensure user safety



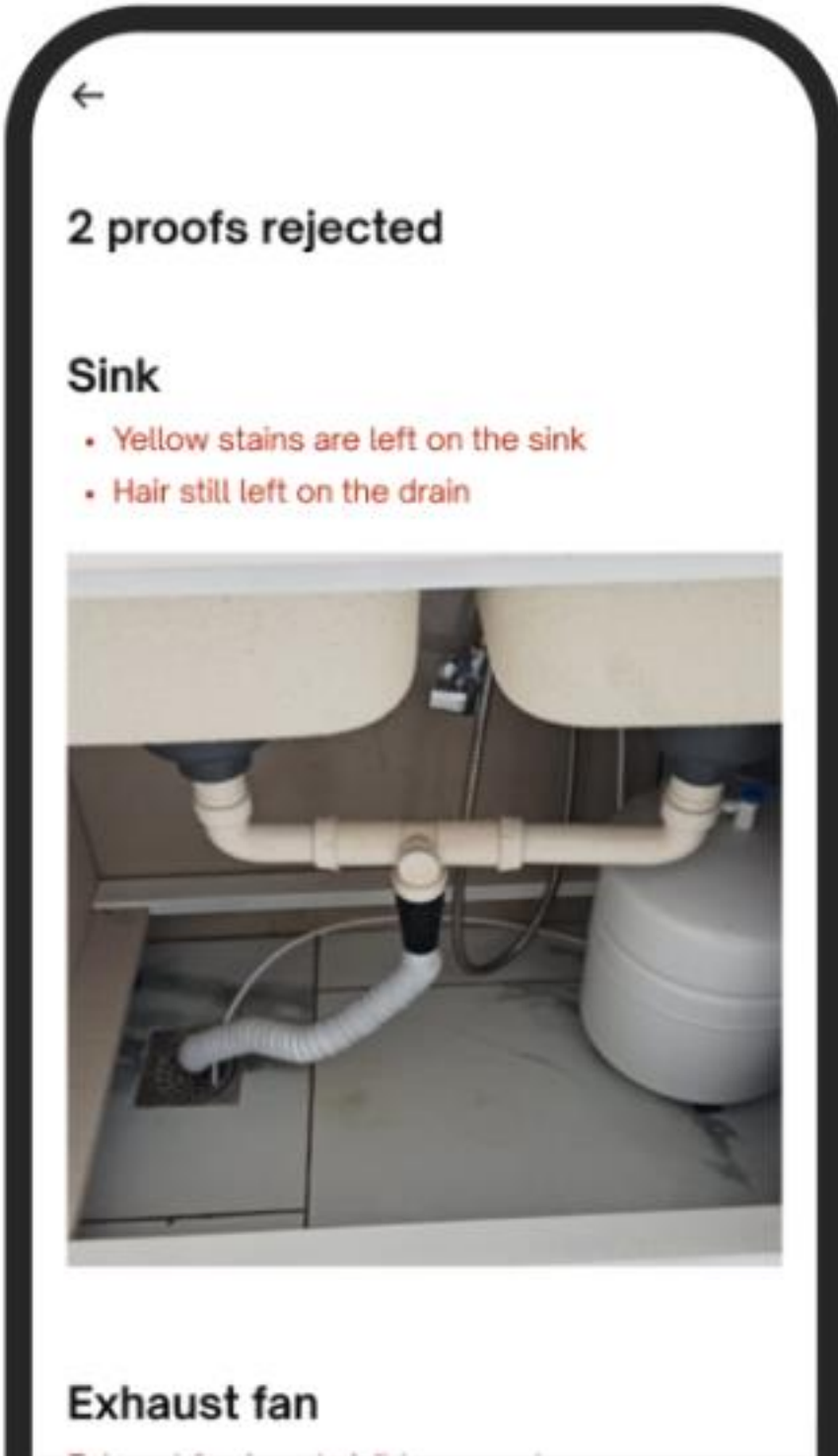
Genuine product verification for SOP adherence



Smart jigs + proof collection to ensure correct diagnosis



AI audits in real-time for superior quality delivery



Training and Certification

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

As on Jun 30, 2025

290,000 sq ft of training space – sufficient capacity for the future

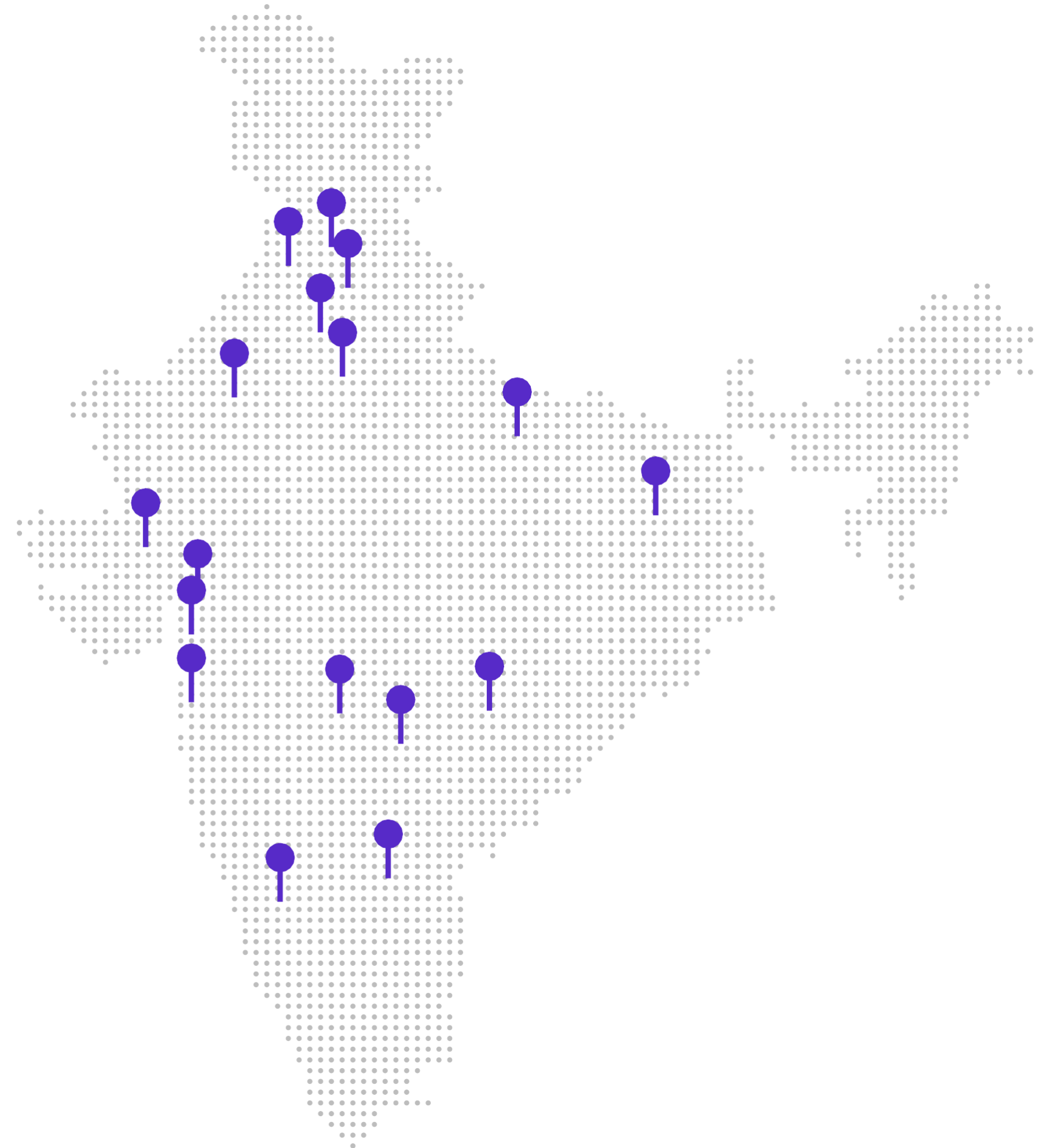
240+ training rooms across 17 cities

300+ 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 and job creation



Products and tools

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

INR 104 Cr¹ Net Revenue

From sale of products to service professionals

Diversified product range

Presence across beauty and cleaning products and RO filters

Reasonable pricing and reliable fulfilment

Products sold at competitive prices and delivered to professionals' doorstep

Product innovation

Roll on wax and AC jet pump

Elysian face care



Native RO Filters
owned brand



Waxxo
roll-on wax



Go tile & AZi chemicals
exclusive brand



¹For H1 FY26

Best-in-class earnings

UC service professionals in India earned INR 26.4K in-hand p.m. Top 5% earned INR 45K

UC Professionals earned 30-40% higher than individuals not associated with any platform in CY24. 80% NTV in FY25 came from repeat professionals.

Details	Unit	All professionals	Partners with > 30 services in a month	Top 20% partners	Top 10% partners	Top 5% partners
% monthly active partners	%	100%	64%	20%	10%	5%
Gross earnings (average)	In INR per month	50,022	61,999	76,424	84,550	91,719
UC commissions & fee%	%	28.0%	27.5%	27.6%	27.4%	27.3%
Indirect taxes	In INR per month	511	622	735	783	815
Travel costs	In INR per month	1,829	2,391	2,814	3,185	3,523
Product costs	In INR per month	7,245	8,316	11,139	12,157	13,258
Net average earnings	In INR per month	26,407	33,599	40,677	45,256	49,066
Hours spent on the platform	Hours per month	83	104	128	143	155
Net Earnings per hour	In INR per month	317	323	317	317	316

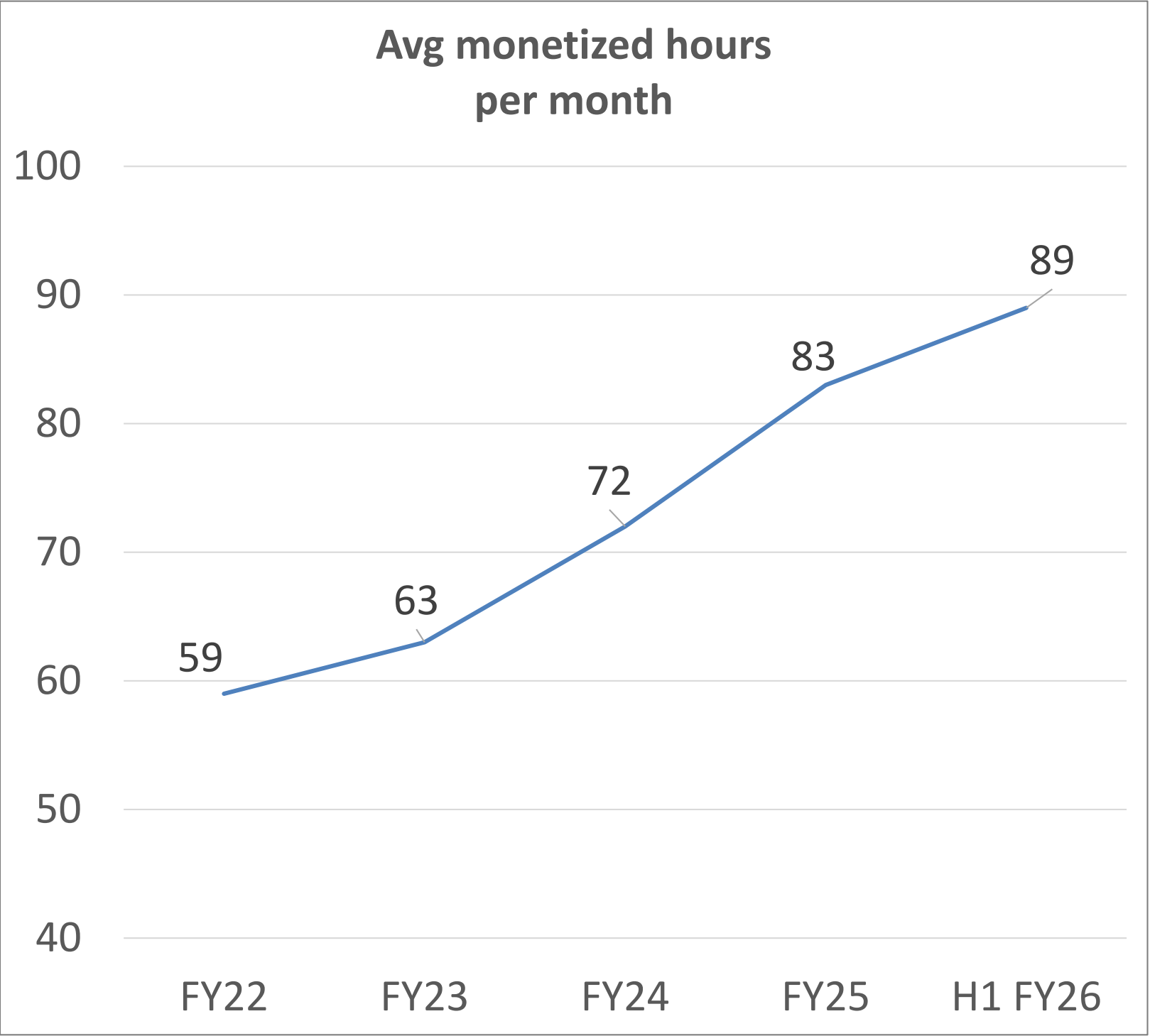
Source: Redseer report; Note: ¹ For the purpose of calculating net earnings, the following types of service professionals have been excluded – service professional operating in large home painting category, aggregators and service professionals who are in their first calendar month on the platform and yet to complete a full month. ² Gross 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. ³ Urban Company fee % represents the portion of the gross earnings retained by Urban Company as a % of the total gross earnings. ⁴ For male service professionals, travel costs are assumed basis average distance travelled per job * fuel cost (basis mileage assumptions) + 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 autorickshaws - for own vehicle assumptions, cost assumptions are the same as defined for male service professionals. Autorickshaw rates are averages basis individual city rates where we operate. ⁵ Product 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.

Best-in-class earnings

Service professional utilisation and net earnings have grown consistently

Net earnings have grown by 32% over the past two financial years

FY	Net earnings per month (INR)
FY25	26,407
FY24	22,716
FY23	20,060
FY22	18,845



UC India Consumer Services (ex Insta) P&L

Sustained margin improvement driven mainly by operating leverage

India Consumer Services (ex Insta) P&L (INR Cr)	FY23	FY24	FY25	H1FY26
Net Transaction Value	1,805	2,216	2,667	1,578
Revenue from Operations (Net of GST & discounts)	570	710	881	534
– Services	436	563	695	431
– Products (B2B2C)	134	147	187	102
Cost of products (B2B2C)	(100)	(108)	(141)	(74)
Cost of services ¹	(15)	(20)	(28)	(28)
Other Direct Expenses ²	(28)	(26)	(20)	(8)
Gross Profit	426	555	693	424
Gross Profit as a % of NTV	23.6%	25.0%	26.0%	26.9%
CX & PX support costs and refunds ³	(61)	(67)	(86)	(58)
Other semi-variable expenses ⁴	(45)	(53)	(68)	(41)
Contribution Profit	320	435	539	325
Contribution Profit as a % of NTV	17.7%	19.6%	20.2%	20.6%
Salaries and employee benefits	(250)	(245)	(252)	(143)
Customer marketing expenses	(128)	(101)	(80)	(49)
General, administrative & other indirect expenses ⁵	(118)	(99)	(120)	(71)
Adjusted EBITDA	(176)	(10)	88	61
Adjusted EBITDA as a % of NTV	(9.7%)	(0.5%)	3.3%	3.9%

Notes to the P&L

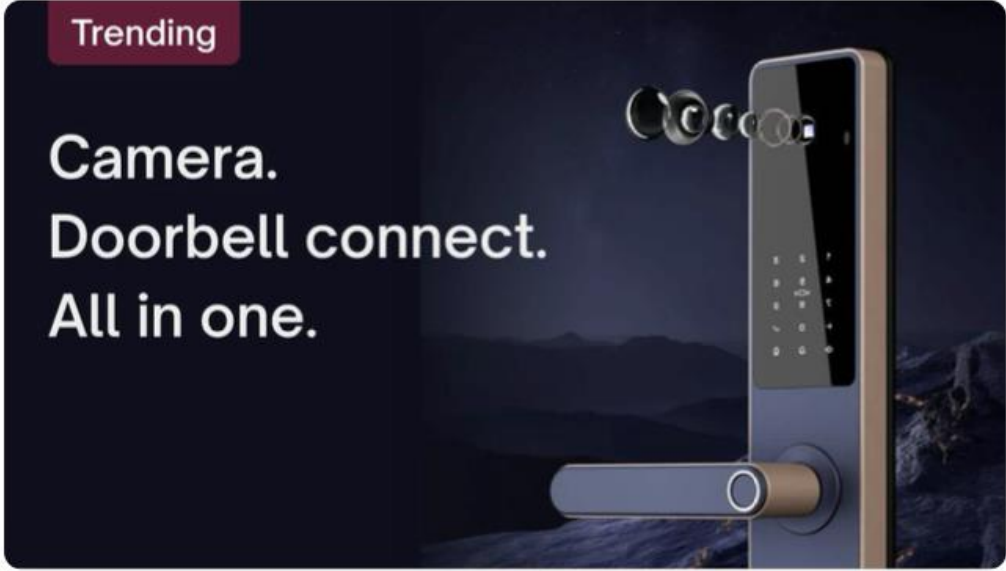
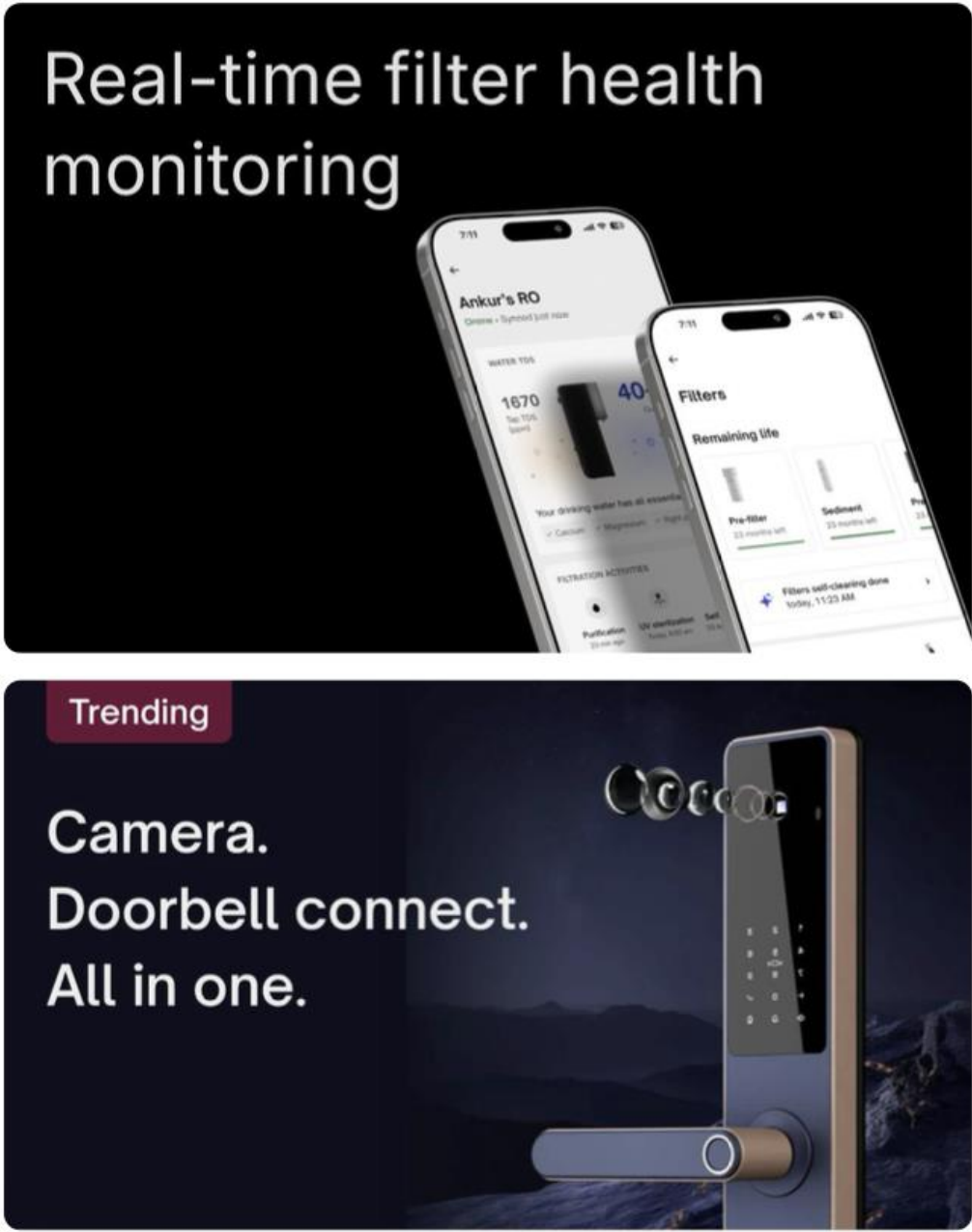
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Native



Native Devices

World class products designed in house, using latest technology and in-app integration to deliver a great consumer experience

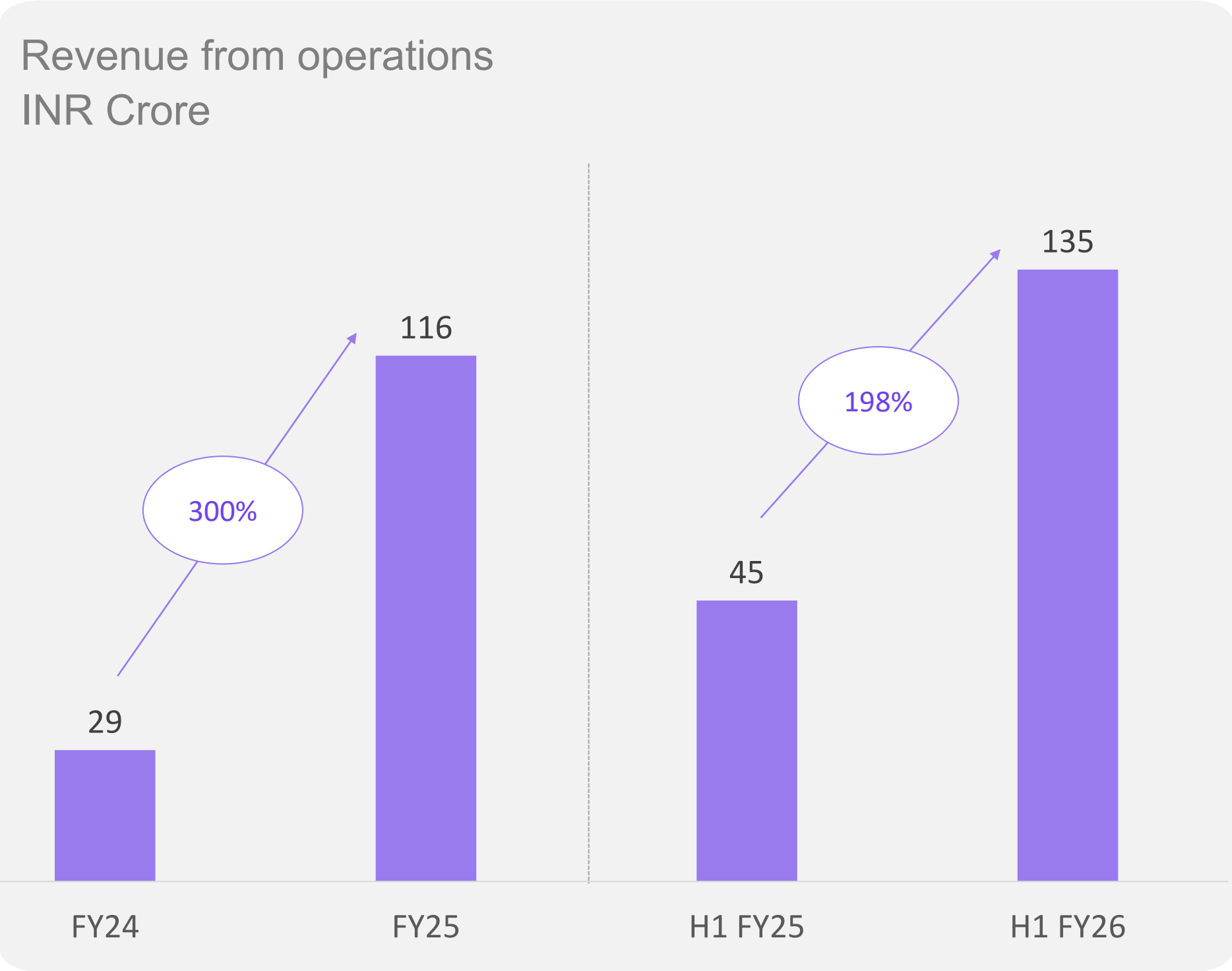



Native is an integral part of UC's vision to be a Trusted Home Platform

- 01 We service > 4.5 Mn appliances every year, giving us insights into consumer needs and expectations
- 02 Our platform and service fleet enjoy the trust of millions of consumers, giving us a unique distribution advantage
- 03 We have a technology first mindset, helping us build world class products for the Indian home
- 04 We bring strong capabilities in product design, sourcing and supply chain management from our core business



Native is off to a great start with rapidly growing sales & strong customer ratings



Platform	Avg. rating	# of ratings
 Urban Company	4.8	> 5k
E Commerce site 1	4.5	> 5,000
E Commerce site 2	4.5	> 8,500

Native margins have improved steadily with scale

- On the path to breakeven

Native P&L (INR Cr)	FY23	FY24	FY25	H1 FY26
Net Transaction Value	5	38	156	176
Revenue from operations (net of GST and discounts)	4	29	116	135
Adjusted EBITDA	(1.3)	(26)	(39)	(18)
<i>Adjusted EBITDA as a % of NTV</i>	<i>(25.0)%</i>	<i>(68.0)%</i>	<i>(25.1%)</i>	<i>(10.2%)</i>

International Business



International Business

We operate in the UAE, Singapore & The Kingdom of Saudi Arabia (KSA)

Large, fast-growing markets

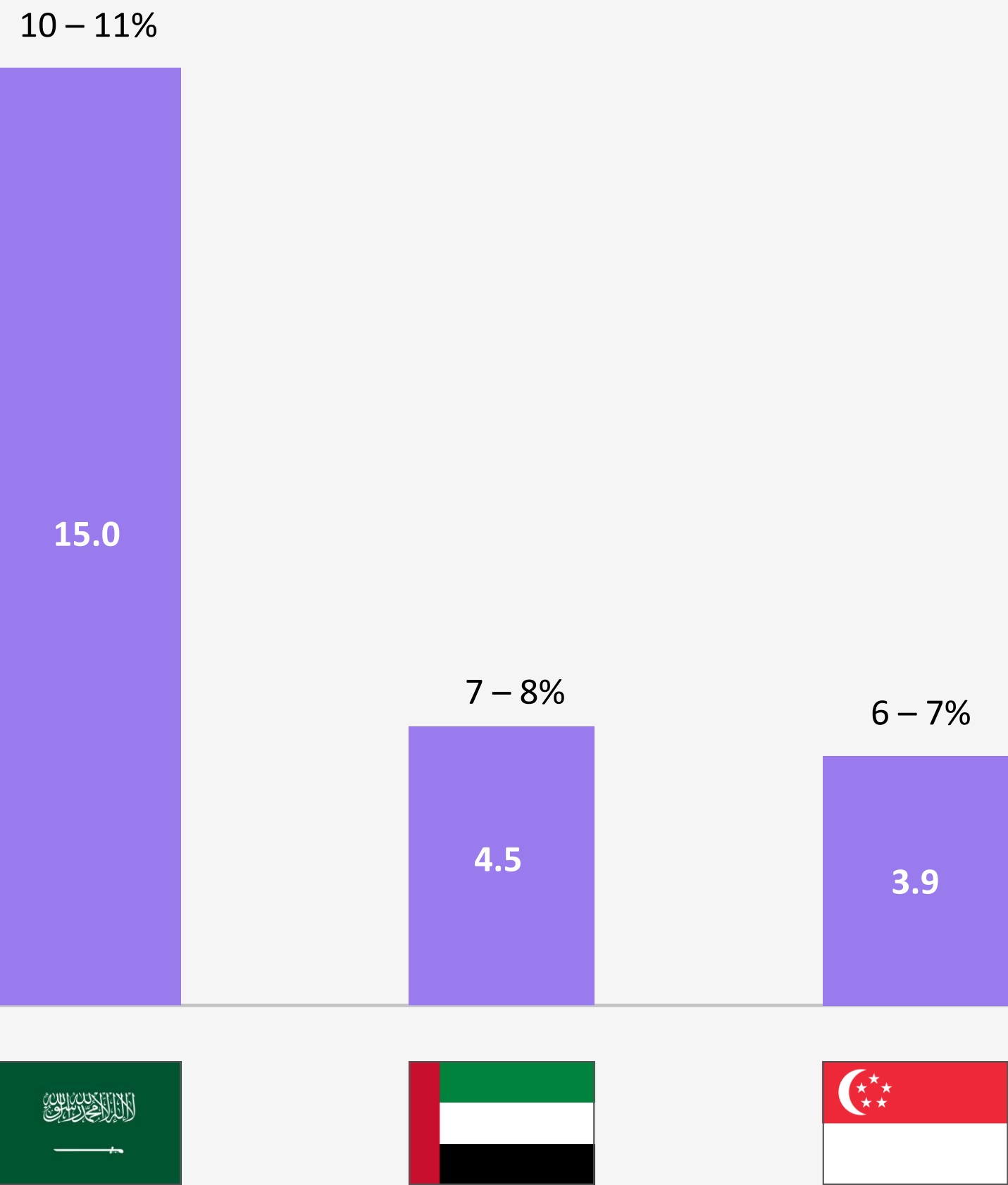
Characterised by growing urbanisation, expatriate heavy population and rising disposable incomes

Consumer habits

Do-it-for-me approach to home and beauty services

Source: Redseer Report

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



Our International business has scaled well

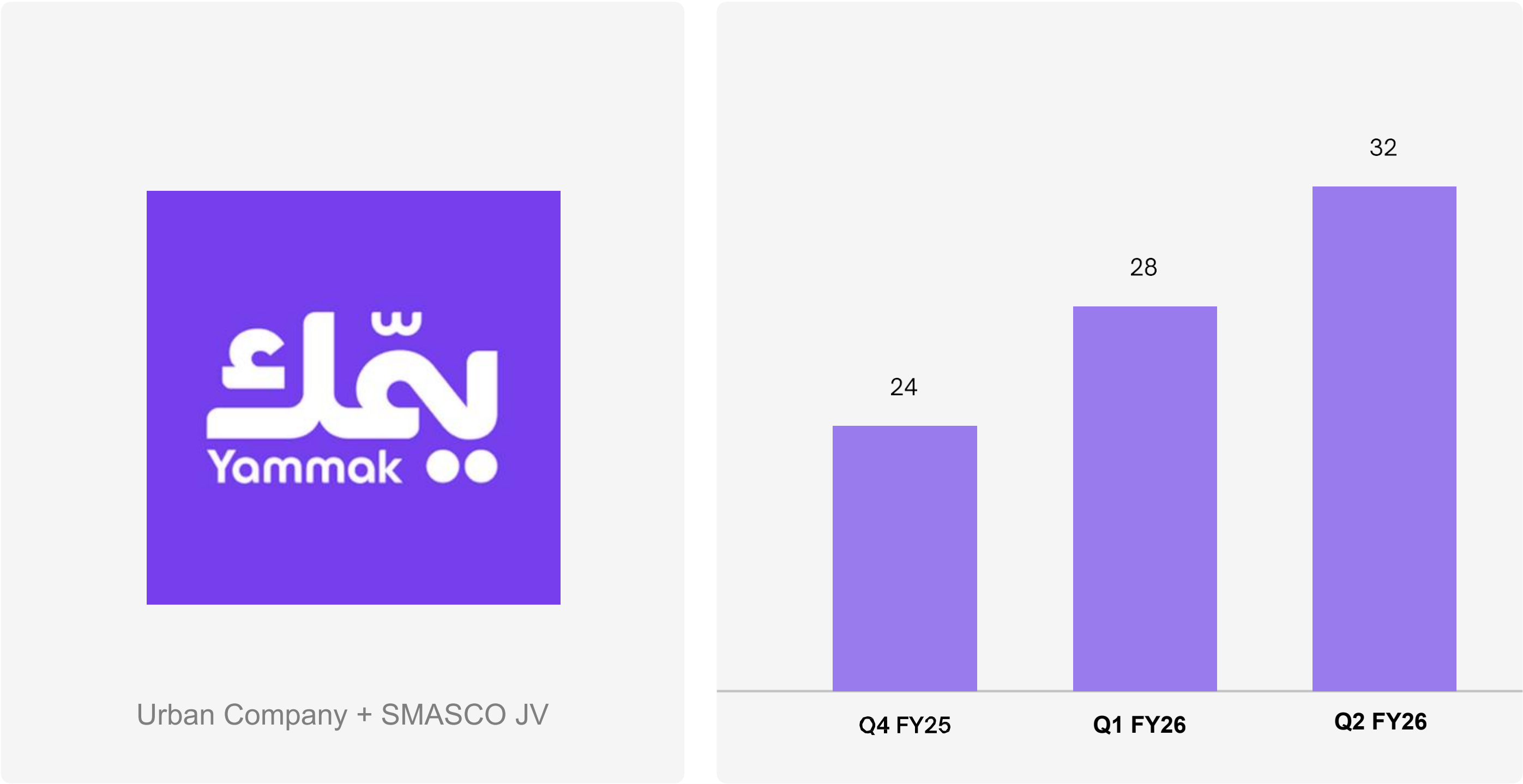
Adjusted EBITDA break even achieved in Q2 FY26

Margins over the long term will be similar to India Core Services

International business P&L (INR Cr)	FY24	FY25	H1 FY26
Net Transaction Value	311	448	295
Net Transaction Value (ex KSA)	292	400	295
Revenue from operations	90	147	77
Revenue from operations (ex KSA)	75	105	77
Contribution Profit	45	86	52
Contribution Profit as a % of NTV	14.1%	19.1%	17.7%
Adjusted EBITDA	(83)	(37)	(3)
Adjusted EBITDA as a % of NTV	(26.8%)	(8.2%)	(1%)

Joint Venture with SMASCO in the Kingdom of Saudi Arabia

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



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

Insta Help




Insta Help

Get all in one help in 15 minutes
when your maid is away

←

Househelp on leave?
We'll arrive
in **minutes**



Insta help

★ 4.8 (2.7 lakhs)

⚡ Instant

In 15 mins

One-time Help

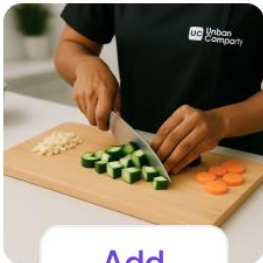
★ 4.8 (2.7 lakhs)

💎 20% off

Starts at ₹199

- Book as per your requirement
- Extra 5% off on service packs

[View details](#)



Add

Insta Help weekly subscription

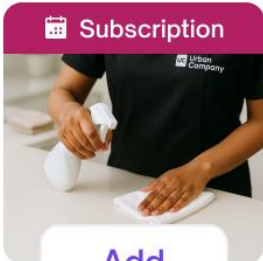
★ 4.8 (2.7 lakhs)

💎 30% off

Starts at ₹179/per service

- Get same Help on every visit
- Auto-schedules on your selected days

[View details](#)



Subscription


Add

Insta Help

10 mins


Maid on leave? Get
trained house help

Book now




One help who can do it all


Kitchen & utensil cleaning




Meal prep & serving




Mopping, dusting & wiping




Bathroom cleaning



Laundry & Ironing



Packing & un-packing



Strong consumer traction with 468K orders within 8 months of launch

Core India services took ~4.5 years to reach this scale

Large TAM

With usage frequency well ahead of core services

Strong user traction

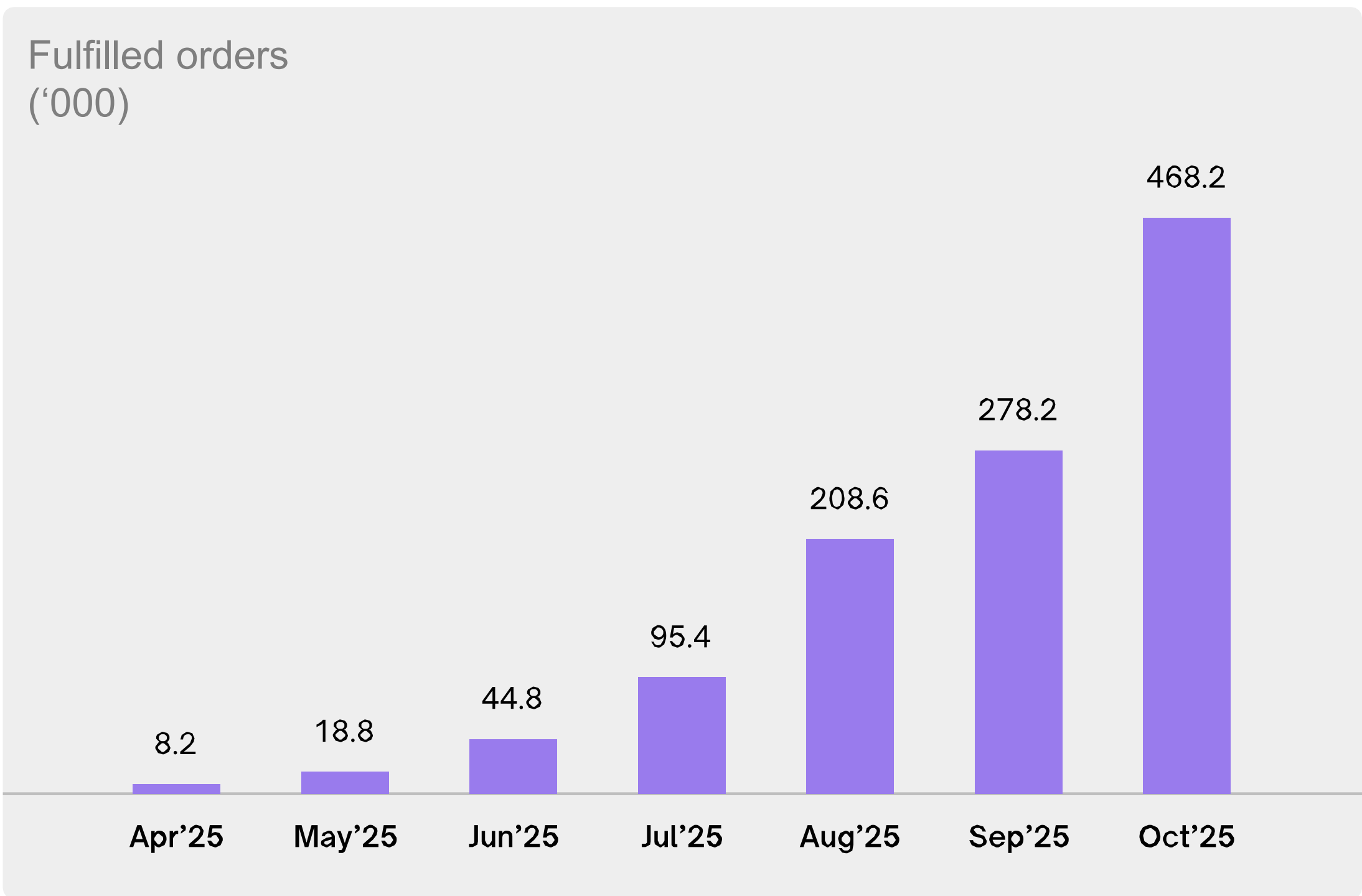
Healthy retention and repeat across micro markets in 7 cities

Investing for growth

Early stage investments in professional onboarding, earnings support and discounting have led to an Adjusted EBITDA loss of INR (54) Cr during H1 FY26. AOV has seen a steady improvement

UC has a clear right to win

with a sizeable user base, proven execution and enabling tech stack



Governance and ESG

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

Key pillars of our ESG program

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.

Governance

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

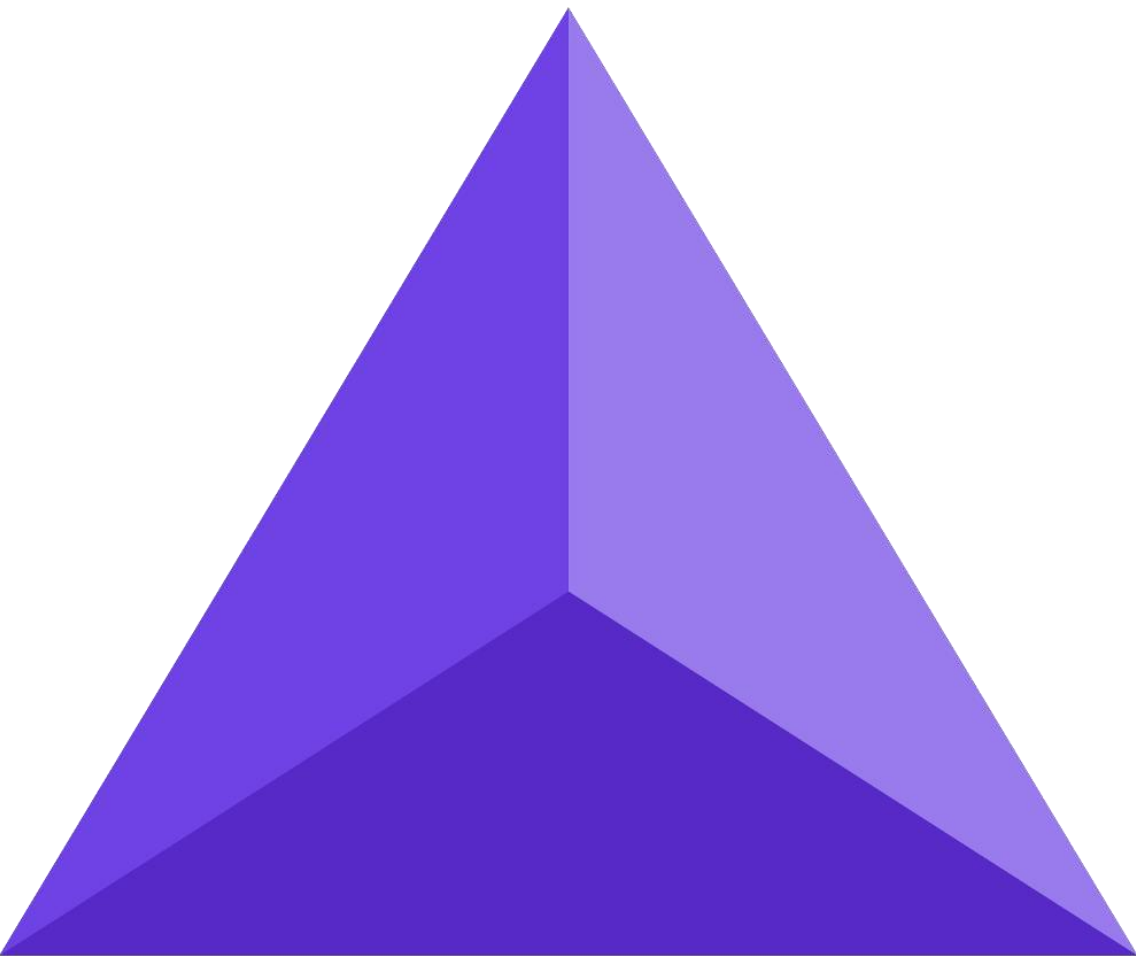
Diversity by improving women representation in leadership roles and overall workforce

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

Environment

Reduce carbon footprint by promoting reuse and repair of home appliances

Ethical supply chain



Thank You